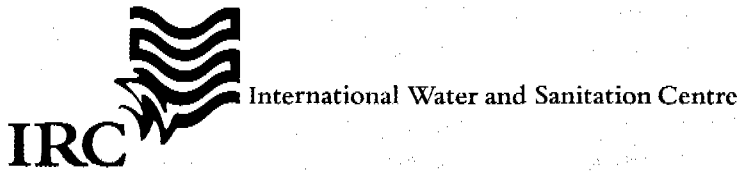


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Towards an Enhanced Role of Resource Centres for Capacity Building in the Water and Sanitation Sector

Summary of the International Workshop

14-18 June 1999, Delft, the Netherlands

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IRC Water and Sanitation Centre

Access to water and sanitation are basic human rights. IRC's mission is to help people in developing countries to get the best water and sanitation services they can afford. Working with partners in developing countries, we aim to strengthen local capacities by sharing information and experience and developing resource centres. We emphasize the introduction of communication, gender, participation, community management and affordable technologies into water and sanitation programmes.

IRC's work focuses on the needs of developing countries in Africa, Asia and Latin America. In each region we work with partner institutions in selected countries to develop new approaches, ranging from empowering communities to make informed choices, to helping governments facilitate the process of development rather than construct and supply systems.

In a process of joint learning, local capacities are built in subject areas linked to those areas of IRC's expertise for which there is a local demand. Partner organizations receive support in the development of skills related to documentation and information, publication, research, training, advisory services and advocacy.

IRC is an independent, non-profit organization supported by and linked with the Netherlands Government, the United Nations Development Programme, the United Nations Children's Fund, the World Health Organization, the World Bank, and the Water Supply and Sanitation Collaborative Council.

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**Towards an Enhanced Role of Resource Centres for
Capacity Building in the Water and Sanitation Sector**

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14-18 June 1999, Delft, the Netherlands

IRC International Water and Sanitation Centre

Delft, The Netherlands

October 1999

STREAM Project: Background

A series of consultations during the 1990's stressed that capacity building is urgently needed to improve the performance of the water and sanitation sector. In 1994, government ministers from many countries meeting in Noordwijk, recognised the need to develop sector capacity through the mechanism of resource centres. In November 1997, the Water Supply and Sanitation Collaborative Council meeting in Manila, decided on regionalizing its activities, thereby placing greater emphasis on information sharing and capacity building at regional and local levels. In addition, the ongoing World Water Vision and the Framework for Action require that special skills be developed through capacity building efforts to implement the Vision and its associated action plans in the 21st century.

The STREAM Project funded by DGIS, was originally proposed against this background. It draws on the development processes and experiences of water and sanitation resource centres on different continents over the last two decades. A basic premise is that through learning from each other's experiences, new strategies can be developed to strengthen resource centres to become more effective in their support role to the water supply and sanitation sector. On that basis, different types of resource centres on different continents have provided major contributions to the STREAM Project.

The STREAM Project is a research for action project. It aims to document experiences and processes of resource centre development. It also aims to analyse the constraints affecting the development of resource centres, and identify opportunities to increase their sustainability and effectiveness.

The STREAM Project started effectively in the course of 1998 and will end mid 2001. To provide guidance to the project, IRC International Water and Sanitation Centre created a Sounding Board Group, bringing together representatives of resource centres, IRC staff and resource persons. The project involves a large number of resource centres, sharing experiences as well as strategies to overcome constraints and achieve fundamental changes.

The STREAM Project recognises that people's roles must change to ensure that everyone has access to sustainable water supplies and sanitary facilities. The change requires that national governments, the private sector, NGO's (Non-governmental Organisation) and communities work together to improve the water and sanitation situation. Resource centres can play an important role to facilitate the change by bringing the actors together and helping them to adopt the changes that are needed to improve sector performance.

STREAM should not be seen as a one-off project. Rather, it is the start of a process designed to be used by a greater number of resource centres on different continents to learn and initiate viable actions to enhance their role as capacity builders in the water and sanitation sector. A number of resource centres is committed to contribute to this process and other resource centres are keen to join in. Its participatory character makes STREAM special.

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Summary

Over the last few years, a number of important changes have taken place in the water supply and sanitation sector in developing countries. The global trend towards decentralisation and the involvement of the private sector call for building the capacity to deal with these issues at the local level. Moreover, the issue of integrated water resources management, together with the implementation of international policies, such as the Dublin principles and Agenda 21, present significant challenges.

Building the capacity to respond to all these changes is an issue of the utmost urgency. Resource centres are recognised for their support to capacity building efforts in the sector. The 1994 Ministerial Conference on Drinking Water Supply and Sanitation in Noordwijk, has recognized the crucial importance of human resources development in the sector, and has recommended that resource centres must play an important role to develop sector capacity.

It is against this background that the International Workshop "Towards an enhanced role of resource centres in capacity building" was held June 14-18, 1999, in Delft, The Netherlands. The workshop was organised by the IRC International Water and Sanitation Centre (IRC), in the framework of the STREAM Project, a study on resource centre development processes and experiences.

The workshop focused on key issues and constraints for the development of resource centres, and the identification of ways to strengthen these organisations to fulfil their role as capacity builders in the water supply and sanitation sector.

Participants met for five days in Delft to share their experiences on the development of resource centres. The aim was to identify constraints and to determine how to set out a process of strengthening resource centres, and how best to contribute to building the capacities needed to meet the challenges during the coming decades.

This report presents a synthesis of the workshop findings, based on the workshop documents, working group findings and plenary discussions. The principal findings of the workshop documents are summarised in chapter 2 on developing a common understanding. Participants shared their varied experiences in working groups and discussed key issues facing the development of resource centres. The issues covered the management of individual centres, networking among resource centres and information management. The deliberations of the first working groups are presented in chapter 3 on thematic sessions. Participants of the second working groups drafted regional action plans to meet the needs of national/regional resource centres, and global action plans to support the development by resource centres at the international level. The results of the second working groups are summarised in chapter 4 on global and regional action plans. The outcome, results and recommendations of the workshop are presented in chapter 5.

The workshop contributed greatly to the clarification of the resource centre concept and generated a great interest among resource centres for refining the concept on a regional level and follow-up action in countries. A greater number of resource centres on different continents are committed to contribute to the STREAM Project, and further participate in the development of concepts. Other resource centres that participated in the International Workshop have expressed their interest to be associated with the project.

Strategies are recommended towards improving the performance of resource centres. Human resources development is essential, with the emphasis on staff exchange between resource centres, internships, secondments and the joint implementation of activities. Good management will help to focus the activities and establish partnerships. Resource centres are encouraged to share business plans, guidelines and legal status documents. The development of suitable monitoring and evaluation systems to assess the performance of resource centres are seen to include a set of performance indicators, impact assessments and the organisation of review workshop at the regional level.

The workshop acknowledged the benefits of networking among resource centres and the need for more coordination and alliance building. As a result, regional meetings are planned in the short term to start the alliance building. Another outcome of the workshop is the initiative to establish a core group of resource centres at the global level to lead the alliance building process.

The workshop promoted the establishment of a favourable policy environment and the improvement of conditions for financial viability of individual centres and networks of resource centres. This can be achieved through greater recognition and political acceptance of resource centres.

The results of the workshop include a description of the next steps that are intended at country, regional and global levels. Regional consultations will formulate the program for the development of resource centres at national and regional levels. The preparation and dissemination of an information and advocacy package will promote resource centres among their present and prospective stakeholders and clients. Together, these actions will help generate the necessary human and financial resources required to achieve a greater impact in the water and sanitation sector.

Foreword

Capacity building is acknowledged as being essential for improving the performance of the water supply and sanitation sector. Its importance is being increasingly realised in light of a changing sectoral context and the need to build the capacity to manage processes of change.

The study on Resource Centre Development Processes and Experiences, commonly referred to as the STREAM Project, was originally proposed and approved against this background of a changing institutional settings and the need to develop sector capacity.

The STREAM Project is funded by the Dutch Government (DGIS/NEDA) and executed by IRC and other research partners.

To provide guidance to the STREAM Project, IRC created the Sounding Board Group, bringing together representatives of resource centres, IRC staff and resource persons. To consolidate the scarce knowledge about the development and management of resource centres, the Sounding Board Group proposed to involve a larger number of resource centres and stakeholders in organising this international workshop: "Towards an enhanced role of resource centres in capacity building".

The Sounding Board Group further proposed that the following results or outputs of the STREAM Project could be aimed at:

- Clarification of the resource centre concept and experiences documents.
- Development of a set of management and resource centre development tools.
- Establishment of a core group of a network of resource centres for the water and sanitation sector.
- Advocating a favourable policy environment and improvement of the conditions for the financial viability of individual centres and the network.
- Strengthening of at least 8 but if possible more than 10 resource centres.

Eleven resource centres, including IRC, were identified as research partners and contributed to the international workshop through preparing case studies of their organisations, undertaking literature reviews, and identifying other resource centres in their regions. The organisations are the following: CINARA (Instituto de Investigación y Desarrollo en Agua Potable, Saneamiento Básico y Conservación del Recurso Hídrico), Colombia; ITN (International Training Network), Philippines; NETWAS (Network for Water and Sanitation), Kenya; IWEE (Institute of Water and Environmental Engineering), Finland; SKAT (Swiss Centre for Development Cooperation in Technology and Management), Switzerland; pS-Eau (Programme Solidarité Eau), France; IPD-AOS (Panafrican Institute for Development - West Africa Sahel), Burkina Faso; SEUF (Socio-Economic Unit Foundation) India; CFPAS (Centro de Formação Profissional de Aguas y Saneamento), Mozambique, IWSD (Institute of Water and Sanitation Development), Zimbabwe.

A list of the documents prepared prior to the workshop is presented in the following box.

List of reference documents		
Document Title	Prepared by	Date
Case studies		
Case study on IRC	IRC	1998
Case study on the Water Solidarity Network	pS-Eau	1999
Case study on IPD-AOS	IPD-AOS	1999
Case study on IWEE	IWEE	1999
Case study on IWSD	IWSD	1998
Case study on SEUF	SEUF	1998
Case study on CFPAS	CFPAS	1998
Case study on CINARA	CINARA	1999
Case study on ITN Philippines	ITN Foundation	1999
Case study on NETWAS	NETWAS	1999
Case study on SKAT	SKAT	1998
Literature Review		
Literature review on resource centre concept	ITN Foundation	1999
STREAM Literature study	SKAT	1999
Literature review of the concept of resource centres	CINARA	1999
Literature review resource centres and networking	IWSD	1999
Literature review	SEUF	1999
Literature review	NETWAS	1999
Etude documentaire	pS-Eau	1999
Concept papers		
Synthesis of case studies on 11 centres	Said Allaoui	1999
Challenges to resource centres in their role as capacity builders	Liq- Raschid and Teun Bastemeijer	1999
Networking to serve resource centres	Maria L. Borba	1999
Format and detailed guideline for case studies	IRC	1998
Towards an enhanced role of resource centres in capacity development, report of the first SBG	IRC	1998
Management and development tools for resource Centres	IRC	1999
Project document on the case study of resource Centre development processes and experiences	IRC	1997
Regional action plans		
Draft proposal of regional plan of action	CINARA	1999
Alliance Maghreb Machrek pour l'eau, (ALMAE)	pS-Eau	1998
Future topics for consideration on activities in The Maghreb-Machrek region	pS-Eau	1998

IRC wishes to thank the research partners in the STREAM Project for their collaboration towards the development of a common vision for the concept and the role of resource centres in the water supply and sanitation sector.

IRC wishes to thank the participants and their organisations whose attendance and contributions to the workshop made it such a success. Participants and IRC also gratefully

acknowledge the funding of the STREAM Project by the Directorate-General for International Cooperation (DGIS), through which the organisation of the workshop was made possible.

Said Allaoui, Consultant IRC, prepared the report and several people have contributed to the review of the draft manuscript in either one way or another: Teun Bastemeyer (IRC) and Robert Boydell (consultant) reviewed the draft report. Dick de Jong and Nigel Browne (both IRC) checked and corrected the text and the lay-out was done by Lauren Houttuin (IRC).

IRC welcomes reactions on this report and is interested in collaboration with other organisations, to develop further knowledge on the most effective ways for resource centres to play their role as capacity builders in the water supply and sanitation sector.

1. Introduction

This document summarises key points from the workshop: “Towards an Enhanced Role of Resource centres in Capacity Building”, held in Delft from 14 to 18 June 1999, organised by the IRC International Water and Sanitation Centre. More than 60 people attended, representing over 30 countries, and a wide range of stakeholder groups, nationalities, institutions and professions.

Jan Teun Visscher, Director of IRC, gave a keynote address in which he emphasized the important role resource centres can play to facilitate change and help improve the performance of the sector. He then highlighted the challenges ahead and the changes in perspective, which are having a crucial impact on the water and sanitation sector.

1.1 Objectives of the workshop

The workshop focused on the analysis of key issues and constraints affecting the development of resource centres, and the identification of ways to strengthen resource centres to fulfil their role as capacity builders in the water and sanitation sector. An important element of the workshop was to share experiences regarding the institutional development of resource centres in different continents, and identify lessons from failures as well as best practices to effectively support capacity development processes in the future.

Specific objectives of the workshop

- To review research results concerning resource centre development processes and experiences;
- To discuss the resource centre concept;
- To analyse key issues and constraints affecting the performance, the development and sustainability of resource centres;
- To identify priorities for action in the various regions;
- To draw conclusions concerning the potential role of resource centres and ways to promote that role at various levels by involving their stakeholders.

As the 21st century approaches the global challenge of water and sanitation increases. In spite of the global efforts during the International Drinking Water Supply and Sanitation Decade of the 1980s and additional efforts in the 1990s, it is estimated that 1-2 billion people lack an adequate water supply and more than three billion lack good sanitary facilities.

Over the last few years, a number of important developments have taken place in the water and sanitation sector.

Changes in perspective the water and sanitation sector

Centralised	➔	centralised
Governmental	➔	Private sector, CBO, NGO
Project support	➔	Support to sector programmes
Engineering-centred	➔	Holistic (social, managerial)
Supply driven	➔	Demand responsive
Gender insensitive	➔	Gender sensitive
Water as social good	➔	Water as social and economic good (Dublin 1992)
Isolated interventions	➔	Integrated water resources Management (Agenda 21)

Institutional weakness has been noted as one of the major obstacles to effective water supply and sanitation in developing countries. As a result of the trend of decentralisation, local governments are faced with new and expanded responsibilities and central governments with changed responsibilities. In addition, governments need to learn to work in partnership with the private sector, community based organisations and non-governmental organisations. These changing relationships require additional efforts to build the capacity of water and sanitation service providers and institutions.

Capacity building will be a major requirement to meet the objectives of the World Water Vision project (Vision 21/Water for People). In his presentation on "A shared vision for water supply, sanitation and hygiene", Paul Taylor, an independent consultant, emphasized the role that resource centres must play in implementing the Vision and contributing to building capacities to implement the Framework of Action. Vision 21/Water for People is one of the sectoral visions contributing to the Vision for Water, life and the environment in the 21st-century of the World Water Council.

In his presentation on the objectives and status of the STREAM Project, Teun Bastemeijer, Senior Programme Officer at IRC and programme manager of the STREAM Project, emphasised that the STREAM Project offers a platform for learning about resource centre development processes and experiences. This is hoped to result in concrete actions to improve their effectiveness. The preparation of case studies of the respective organisations by the participating organisations themselves, and the concept papers on resource centre development and networking, are indicative of the learning process that the STREAM Project wishes to foster.

The role of IRC is to act as a facilitator in the STREAM Project, and share learning processes with other partners on an equal basis.

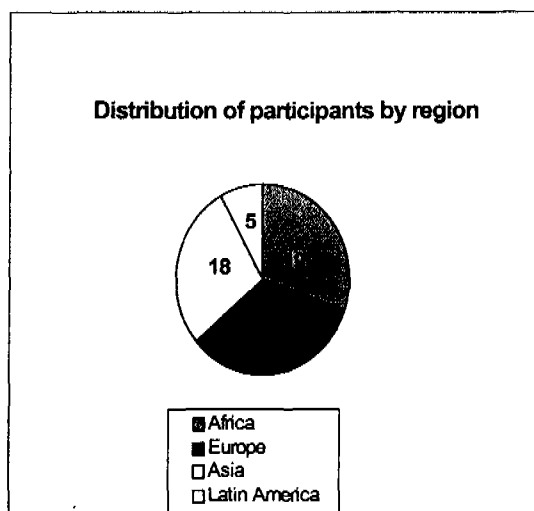
This International Workshop was seen as an opportunity to promote the role of resource centres and forge cooperation to obtain feedback and inputs from a wider group of stakeholders on an informal basis.

1.2 Workshop process

The workshop was organised around the presentation of the findings of workshop documents, working group sessions and plenary discussions. Four major presentations provided a framework for understanding the issues facing the development of resource centres. Two working group sessions were held: the first working group session discussed key issues facing resource centres. The second working group session, formed on the basis of a regional grouping, focused on country and regional actions, activities that could be supported by the STREAM Project, and what should be the next steps. The country and regional groups covered West Africa, East and Southern Africa, East Asia, South Asia, and Latin America. On the last day, observers from the IRC Board, representatives from external support agencies and other participants joined the workshop. A panel discussion with an outside facilitator was also held to discuss the results of the workshop and the role of resource centres.

The workshop was attended by 63 participants, 19 from Africa, 18 from Asia, 5 from Latin America, 21 from Europe and North-America. The majority of participants work within resource centres, but there was also representation from the public sector and the non-

governmental organization community. The following charts show the regional distribution of workshop participants, as well as the breakdown by type of institution.



Participants by institutions types	
Resource centres	28
Public sector	16
Private sector	9
UN agencies	6

The chart shows a balanced representation of the regions, except for Latin America, that was represented by two countries. The majority of the participants work in resource centres, but there was also a good representation from the public sector, underscoring the accrued interest of governments in resource centres.

1.3 "Network" exercises

One of the popular features of the workshop was a card exchange board, on which participants could take a card or leave a card. This exercise encouraged workshop participants to network and learn from each other. Forty-Five people participated by posting their names and business cards on panels, and indicated areas where they have expertise as well as areas about which they wanted to learn more.

An analysis of the responses found that participants wanted to learn more about the following: The concept of resource centre (12%), networking (17%), partnerships (10%), management of resource centres (36%), communication and information (15%) and capacity building (10%).

An opportunity was given to the participating institutions to provide information about their organisation and activities through a poster session on the third evening of the workshop. Twenty-two organisations participated in the poster session, with stands containing posters, photographs, leaflets, handouts and other materials about their organizations. The displays could be viewed throughout the workshop, with stands being staffed by the institutions' representatives during the above-mentioned official poster session.

2. *Developing a Common Understanding*

During the first sessions of the workshop, four plenary presentations, together with background papers, helped to provide an overall framework for understanding the constraints and opportunities for the development of resource centres. Said Allaoui, IRC consultant, shared the findings of the case studies carried out by 11 resource centres from different continents. The presentation of Maria Lucia Borba, of IRC, focused on the benefits of networking among resource centres. Liqa Raschid Sally, an independent consultant, presented the challenges to the development of resource centres. The presentation by Paul Taylor, independent consultant, focused on the relevance of the on-going World Water Vision to the STREAM Project. The presentations were followed by a plenary discussion of the key messages.

2.1 **Resource centre development processes and experiences**

Synthesis of case studies on 11 resource centres

The case studies aimed to clarify the resource centre concept, analyse the organisational structure of resource centres, and identify constraints and opportunities for their development.

The analysis of the case studies found that resource centres differ in their focus and their core business. Commonly, a resource centre may provide various kinds of support services, including for example applied research, advisory services, documentation and referral services and capacity building. However, most resource centres have not developed the full range of services. Even with a limited focus, resource centres take advantage of the synergy between activities to generate and transfer knowledge.

Resource centres are further characterised by a demand responsive approach in responding to the needs of the sector, and a proactive approach in raising awareness for topical issues. They facilitate access to information and adopt a code of conduct geared towards ensuring an independent and unbiased judgement.

While recognizing the limitations of the case studies on the results and the conclusions drawn, a number of important lessons can be learned from current experience.

Findings of the Case-Studies on 11 resource centres

◆ *Gap between theory and practice*

There is a gap between the type of services provided by most resource centres and the mix of services needed to optimise the functions of a resource centre. Based on the information provided by five resource centres, it appears that information and documentation services, publications and advocacy have a very low priority in terms of budget allocation. Research, training and the provision of consultancy services seem to be the sole activities in which most resource centres are engaged. There is a trend towards an increase of the provision of consultancy services, to the detriment of information and the use of a library, which are considered to be non income-generating activities.

◆ *Mismatch between practice and sector needs*

There is a mismatch between the activities performed by resource centres and the needs identified in the sector. When analysing the areas in which resource centres provide services, there seems to be a bias towards rural water supply, community participation and gender, and

the management of rural and small urban water supply systems. In general environmental sanitation lags behind water supply. Urban water resources management seems to have a low priority. Setting up activities in the area of capacity building, in particular institutional development and human resources development, are in their infancy.

◆ *Need for a critical mass*

The staff capacity of resource centres is small for creating synergies among activities. From the analysis of the information provided in the case- studies, it appears that eight out of 11 resource centres have a professional staff capacity varying between 5 and 11 staff members. In addition, the composition of professional staff shows an imbalance. There is a critical mass needed to generate the synergy among the various activities carried out by resource centres.

◆ *Need for policy and planning documents*

The availability and use of management tools are largely insufficient. Most resource centres do not commonly use policy documents and planning documents. Few resource centre have developed a business plan in support of their management.

◆ *Performance of resource centres*

The performance of most resource centres has not been clearly defined in terms of outputs and objectives to be attained. This is often the result of the lack of a business plan and other planning documents. The lack of performance criteria is a major shortcoming for the evaluation of resource centres.

◆ *Evaluation of resource centres*

Most resource centres have not been externally evaluated. Instead, internal reviews and financial audits are common. As a result, there is little information available about the performance of resource centres.

In addition to the lessons learnt, some constraints for the development of resource centres are identified for which new strategies are required.

Constraints for the development of resource centres

- Without a minimum core funding, most resource centres find it difficult to sustain their activities.
- Most resource centres rely on one major donor, and as a result there is insufficient diversification of funding sources.
- The financial stability of resource centres is at risk after withdrawal of external support.
- There is insufficient marketing of services and products, often as a result of the lack of a marketing plan.
- Most resource centres do not have collaborative linkages with existing regional and international networks. There is also a limited number of long- term partnerships.

2.2 Networking to serve resource centres

This presentation focused on networking, looked at the conditions for the success of a network, and suggested the development of a network as one of the outputs of the STREAM Project.

Networking has different meanings, ranging from a 'formal and regular exchange of information among members working in a specific field and using specific media' to 'an exchange of visiting cards' and 'contacting people in social gathering'. In the water and sanitation sector, there are many networks and different forms of networking, using different

Criteria for successful networking

A prerequisite for the success of a network is the existence of a committed core group of active members, referred to as the coordinating body.

- The needs and benefits of networking, the activities, the membership criteria and the overall objectives need to be clear to all network members.
- The coordinating body is responsible for the management of the network and takes care of the network logistics.
- For the sustainability of the network, it is important to ensure that the members of the network participate in the decision making process and contribute to shared experiences.
- To improve the effectiveness of the network, it is necessary to implement monitoring and evaluation procedures to assess progress and achievements.

means of communication and information exchange. With the advance of Internet and electronic communication, the number of networks has even increased, underscoring the growing demand for networking. Many lessons are learnt from the development of networks and the problems encountered.

Decentralisation of the functions and activities of the coordinating body, and allowing the establishment of regional sub-networks, greatly contribute to maintaining members interest in participating.

Building on the partnership relationships brought about through the STREAM Project, Maria Lucia Borba proposed the development of a network as one of the outputs of the STREAM Project. The STREAM network will be a regular and organised exchange of information, knowledge, materials and tools, aiming at mutual benefits and stronger resource centres. Its objectives will be to strengthen the internal capacity of network members, and help raise their profile in the various regions. It will become a mechanism for the promotion of resource centres and their participation in the provision of services for sector improvement.

Moving towards the establishment of networks of resource centres requires that a greater attention is given to the benefits of such networks.

Relevance of networking to resource centres

- ◆ Networks are essential for the strengthening of resource centres and their survival.
- ◆ Networking is intrinsic to resource centres: they do not exist without networking.
- ◆ Networking fulfils the function of resource centres.

2.3 Challenges to resource centres in their role as capacity builders

This presentation noted that the water and sanitation sector is in flux, characterised by sector issues and needs that are constantly evolving, in response to socio-political and environment factors affecting the sector. The dynamic nature of the sector influences the manner in which resource centres must respond in fulfilling their role as capacity builders in the sector. The key word is change.

A basic premise is that resource centres must be prepared or geared to anticipate and respond to a changing environment within the sector. Based on the literature reviews and the case studies carried out by research partners, it was concluded that there is a great diversity in the types of resource centres and concepts. However, most organisations involved in the STREAM Project have the potential to develop as a resource centre, even though they do not share the same vision.

To be effective as capacity builders, resource centres must develop the right mix of core business, combining income generating activities such as training and consultancy and other

activities like research and documentation which are less marketable, but nevertheless essential in addressing long term sector needs. Stakeholders and donors should allocate funding for addressing long-term needs.

Lessons learnt from the Vision exercise and their relevance to resource centres

- Resource centres need to look beyond water and sanitation alone – stimulate broader developmental approach
- "Traditional" capacity building is essential
- Vision 21 will be a new movement and needs leadership- (mobilisation, planning, facilitation).

To be successful, resource centres need to operate in a culture of innovation, flexibility and learning. They need to improve the communication within the organisation to enhance transparency and motivation, but also to improve the communication with the outside

to exchange information, to market the right image and advocate new ideas. They also need to introduce mechanisms for achieving quality assurance, with both external and internal validation.

2.4 A shared vision for water supply, sanitation and hygiene

This presentation by Paul Taylor, independent consultant, focused on the relevance World Water Vision and the Framework for Action to the STREAM Project.

The objectives of the Vision 21 project are:

- to put an end to the backlog in universal access to water supply and sanitation
- to draw a practical picture of the water supply and sanitation future that we collectively seek to create.
- To outline the ways how to get us closer to that future.

Vision 21 is a process of study, consultation and promotion which will contribute to the Framework of Action to be developed by the Global Water Partnership. The Framework of Action will provide an analysis of the practical consequences of the strategic choices emerging from the World Water Vision, and translate these analyses into policy measures, institutions, management instruments, investment priorities and implementation strategies for integrated water resources management at various levels. The future changes have bearing on resource centres in their support role to the water supply and sanitation sector. The STREAM Project can also be instrumental in developing the capacities to implement certain parts of the Framework of Action.

The shared vision of a resource centre

The first requirement is to clearly define a resource centre's strategic focus, and balance its social mission with the need to operate as a business enterprise in order to survive.

Further a resource centre needs to function as a knowledge base, taking advantage of the synergies between different types of services and activities in order to generate and transfer knowledge.

It should become a centre of excellence, stimulating a learning environment, creating synergies and maintaining commitment of sector institutes to common goals.

It should aim for administrative and financial independence, combining financial viability with developing an objective, independent, and unbiased judgement.

It should build a critical mass, through developing a staff capacity to bring about the synergies required to be effective.

Key messages of the knowledge synthesis

- Water is an essential component of development and poverty alleviation
- There is a wide range of institutional options possible and new partnerships
- Autonomy and transparency are essential
- Healthy people are those empowered with knowledge and capacity.
- Household is the core, the first circle in planning and management of services
- There is a need for effective monitoring of water supply and sanitation sector
- Capacity building is needed for Institutions, professionals, community
- Hygiene is key element.

Parallel to the Second World Water Forum in March 2000, a Ministerial Conference will be held. The main purpose of the Conference is to mobilise public awareness for the “vision” and the Framework for Action, and translate this into political commitment by countries to implement the Vision and its associated action plans.

2.5 Participants Discussion

Participants engaged in a lively discussion on key issues after the four presentations. A number of observations and concerns came out in a plenary discussion.

World Water Vision

The discussion revolved around the ongoing World Water Vision and its associated Framework for Action, which are being carried out simultaneously. It was acknowledged that there is some overlap in the whole Vision process, and the Global Water Partnership and the Collaborative Council might be duplicating actions.

Carrying out the Vision exercise at the country level makes it a shared vision. Participants questioned how the STREAM Project could help resource centres to set in motion the realisation of the Vision. One point made was that participants need to explore ways of contributing to the Vision and how they could play a role in the future implementation of the Framework for Action.

STREAM partners

Concerns were expressed about omissions in the regional coverage of resource centres in the STREAM Project and the example of the Middle East was cited. It was stated that there is no strict limitation to the participation in the STREAM Project. Participants are expected to take the initiative to contribute to the project.

How to sustain networking

The model of networks that were presented resembled a dream, given the limited experience that participants had of networking. In addition, there was no mention of networks that had died. The questions that arose included: How can we transform the networking dream to reality? How can we raise the resources required and sustain such a system? It was recognised that the model of networks presented was one view to stimulate thinking.

Financing of resource centres

In light of a rapidly decreasing core funding, resource centres have to look at self-funding, and develop sound financial planning. What is required is a long term vision on how to achieve innovative methods of financing.

Reactions from seven partners

A panel comprising representatives from CINARA, IWSD, pS-Eau, NETWAS, IWEE, SKAT and ITN Philippines gave a brief description of their respective organisations and provided their own comments on the presentations.

Main issues

The main issues that came out in the ensuing discussion are summarised here:

◆ *Information and knowledge generation*

A distinction has to be made between information and knowledge generation, which are both products of resource centres. Knowledge is generated, for example, through conducting applied research. In turn, knowledge needs to be disseminated through information services and publications. It was noted that not everyone is prepared to pay for the cost of information and that a lot of information gets lost. The sector memory function of resource centres is important.

◆ *Focus*

As shown in the analysis of case studies, there is a need to think more about the area of advocacy and publications. Most of the participants are linking to other activities such as advisory work and research. Consultancy needs to be selective, while the focus should be on current opportunities to generate knowledge.

◆ *Autonomy and independence*

From the experience of a few resource centres, the major drive to achieve autonomy was based on the lack of core funding and the need to survive. For other resource centres, the need to become autonomous is the result of a learning process through which an organisation starts with setting up its own financial management. For a resource centre, it is crucial to develop a strategy based on securing an objective, independent and unbiased judgement.

◆ *Staff composition*

The case studies have shown that there is an imbalance between male and female staff members among the professional staff of most resource centres. Is gender an issue in resource centres? ITN Philippines is an advocate of gender issues and is pushing for gender in water supply and sanitation in the Philippines. IWSD (Institute of Water and Sanitation Development) has a gender course in which 95% of attendees are women. NETWAS (Network for Water and Sanitation) has also a gender course, but has the opposite experience, whereby 70% of attendees are men. It can be concluded that in most resource centres gender issues have yet to be assigned a sufficient high priority.

◆ *Business plans*

As concluded from the analysis of case studies, it is necessary for resource centres to develop a business plan, so as to match the volume of activities with the manpower resources. A few organisations have developed a business plan but are unable to implement it. The reasons given are the uncertainty regarding funding and the gap between staff capacity and the volume of activities. Some organisations like IWSD resort to an annual planning meeting to allocate resources to activities. It can be concluded that it is not common practice among resource centres to use business plans.

◆ *Consultancy services*

Some resource centres provide consultancy services and have to face criticism from consultants because they are subsidized. Even when competing with consultants in order to survive, resource centres need to be selective in the type of consultancy services they provide. When providing specialised services, there is no need to compete with consultants.

◆ *Management issue*

Participants discussed the management of resource centres and questioned whether the lack of management experience was really an issue. There was a consensus among participants that each resource centre needs to define clearly its role. This can be achieved through the preparation of a business plan and the implementation of a quality management system. It was felt that management issues need to be further explored and that indicators for a good management of resource centres need to be developed.

3. *Thematic Sessions*

Decentralisation, private sector involvement, integrated water resources management, implementation of the Dublin Principles and Agenda 21, all these new trends in the water supply and sanitation sector present significant challenges and call for building the capacity to deal with these issues. Resource centres can contribute to responding to these challenges through building the necessary capacity in the sector. The main issues facing resources are summarised below.

3.1 **Key issues and challenges for resource centres**

- *Improving the effectiveness of resource centres*
Resource centres need to train their staff and develop their skills in order to contribute effectively to capacity building in the water and sanitation sector. They need to be on the “cutting edge” of developments in the sector and remain focused to promote their image of “centres of excellence”. Through working with partners in a network of resource centres, and sharing knowledge and experience with each other, they can stimulate a learning environment for other resource centres.

- *Ensuring sustainability of resource centres*
Sustainability is a major issue confronting resource centres. The issue has gained even more importance in light of the dwindling funding sources and the changes being operated in the sector. This implies that resource centres have to focus on revenue generation and compete for a “niche” in their own markets. In pursuing the goal of financial stability they need to strike a balance between generating income and achieving their social mission.

The resources available within resource centres should be harnessed to ensure the development of efficient and effective organisations, and ultimately the financial sustainability of these centres. This process require the development of marketing and business plans to help focus the activities and translate them into operational strategies.

- *Strategic focus of resource centres*
Resource centres face the dilemma of responding to sector needs or pursuing market opportunities for financial benefits. This implies a decision on the right use of core business and function accordingly. Resource centres constitute a “sector memory” in the country or the region where they operate. They carry out process research, develop further knowledge and disseminate lessons of long term experience. By keeping abreast of the developments in the sector, they address current and future needs, and assist in managing processes of change. They need to adopt an objective, independent and unbiased judgement.
- *Building networks and partnerships*
Networking is perceived by most resource centres as being essential for strengthening their organisations, improving their sustainability and contributing to a better sector performance.

There are many different networks in the water and sanitation sector. Most of theses networks are too large, not sufficiently focused and as a result not very effective.

Effective networking requires the definition of clear objectives, membership criteria and collaborative arrangements among network members. In addition a committed core group of active members should be formed and made responsible for coordination and management of the network.

▪ *Clarifying the resource centre concept*

There is no common perception or vision among resource centres as to what constitutes a resource centre. As a result there are no criteria to qualify as a resource centre.

A resource centre should operate as a knowledge base, taking advantage of the synergy among different types of services and activities to generate and transfer knowledge. There is a need to clarify the resource centre concept and develop a shared vision for resource centres.

Participants to the workshop discussed in six informal groups the major issues facing resource centres, as they perceived them in their own organisations. Each discussion group completed five cards, which provided a classification of issues. The results of the discussion groups are summarised in the following:

Major issues facing resource centres, as identified by participants

I. Mission, resource centre concept

- Mission statement should express the identity of organisations to the outside world and provide orientation and guidance to staff.
- Mission statement should stress the importance of research and innovation for the development of resource centres.
- The resource centre concept should integrate the key elements of learning environment, knowledge base and information centre.

II. Sustainability of resource centres

- Sustainable strategies should be developed to ensure the financial stability and sustainability of resource centres.
- Credibility and recognition are important factors affecting the sustainability of resource centres.
- Resource centres have to strike a balance between the drive to remain focused and the need to be financially sustainable.

III. Operational strategies

- Marketing strategies should be developed to ensure long term marketability of services.
- Resource centres should seek to adapt global research to local development.
- Strategies should be developed to link academics with practitioners and democratise information.
- Resource centres should develop strategies for internal capacity building, including training of staff and development of skills.

IV. Management of resource centres

- Management strategy of resource centres is to provide high quality products and ensure positioning of the centres.
- Management structure should be characterised by flexibility and capacity to respond to change.
- Quality control and quality assurance mechanisms are critical to the delivery of high quality products and services.

After a discussion of the main issues that came out from the informal discussion groups, it was found that there is a reasonable overlap with the issues presented earlier.

Participants broke into five working groups. The intention of the first working group sessions was to have people from various continents share their varied experiences and discuss key issues and challenges facing resource centres. Five questions were prepared to guide the discussion. The members of each working group were selected so as to reflect experiences in different regions on different continents.

Key questions for development of resource centres

- What are the key characteristics of the mission, concept and identity of resource centres and how can these be made clear to others?
- What are the key strategies and activities that resource centres need to undertake in order to respond to sector needs?
- How can networks be developed at country, regional and international levels in order to best serve the needs of the sector and the sustainability of resource centres?
- How can the management of resource centres be structured in order to ensure financial sustainability, quality control, and flexibility?
- How can resource centres best collect, manage, generate and disseminate information?

The main findings of the first working group sessions are highlighted under the following headings.

3.2 Mission statement and resource centre concept

A distinction has to be made between the shared vision of a resource centre and its mission. Whereas the vision focuses on the development of a resource centre, the mission statement clarifies its legal status and identity. The mission must express identity as a resource centre to the outside world and provide orientation and guidance to the staff of resource centres. The mission should be realistic and adapted to the context. It was noted that the mission of a resource centre might evolve in time. The key characteristics of the mission should emphasise the functions of knowledge base, learning environment and information dissemination, as well as the role of facilitator, operating in a network of resource centres.

3.3 Strategies and activities to be undertaken by resource centres

The strategies of resource centres should aim for financial and administrative independence, matching the social mission with the need to operate as a business enterprise. Based on an analysis of sector needs and an evaluation of their own capacity, resource centres should seek to position themselves in their own markets and find a niche. They need to operate in a network of resource centres and strengthen partnerships. The strategies should also be geared towards the provision of high quality services and products. Resource centres should be at the cutting edge of sector developments, anticipate and respond to change.

3.4 Effective networking

A basic premise is that networking is an essential characteristic of a resource centre. It is an attitude that sustains itself through a joint effort.

Network partners have to share some commonality, such as the origin, the issues, the context or the geographical location. Networks should focus on and share a common global vision. A core group of members is needed to manage the network.

There are many benefits to networking. In addition to improving the sector through sharing resources and knowledge, they improve the performance of resource centres through peer influence. Networking helps identify gaps and ensure sustainable delivery of products. There are some limitations to networking that result from language barriers, the lack of good quality information and limited access to networks. It was noted that there are many existing networks with a small impact. It was felt that there was less of a need for more networks, but that, instead, there was a greater need for stronger networks.

3.5 Management of resource centres

Resource centres should develop a strategy and a clear business plan in support of their management. The strategy should ensure the provision of good quality services, which in turn will ensure project generation. To improve their effectiveness, resource centres should devote more resources to staff training, and consolidate management and marketing skills of professional staff. They should have the flexibility to develop new clients, be innovative and provide incentives to generate revenues. In light of the increasing competition with consultants, there is a need to balance the financial performance with the social mission.

3.6 Information management

In collecting and generating information, resource centres need not only to adopt a demand responsive approach, but also to look at sector needs and anticipate future information needs. Information must be up-to-date. In managing information services, there is a need to look at cost effectiveness, and balance between free and paid services. There is also a need to raise the profile of information professionals. The right kind of information should be disseminated to the right target group. Decision-makers at the various levels represent a special target group that need to receive the right package of information to be able to make informed decisions.

4. *Global and Regional Action Plans*

The objective of the second working group sessions was to have groups of people from the same country/region draft country and regional action plans that could be supported by the STREAM Project. The second working groups focused on West Africa, East and Southern Africa, South East Asia, South Asia, and Latin America. The groups were asked to deal with the following issues:

1. Formulate country and regional actions to support resource centre development
2. How can the STREAM Project support these actions from its limited resources?
3. How can the STREAM Project support resource centres through international and regional activities?

Each working group made a rapid inventory of major resource centres in its region and identified potential (network) partners. The specific needs and demands of resource centres were assessed in each group.

There was a consensus among participants that the water and sanitation sector is constantly evolving, and that the services and products do not correspond with the needs. This situation requires more focus on communication, a business-like approach, and for resource centres to be always on the cutting edge. Resource centres alone cannot change the sector. They need support at the policy level.

Needs identified by resource centres

- Internal capacity building involving human resource development and organisational strengthening. Human resource development can include the development of tools for training, staff exchange and internships, secondment and applied research. Organisational strengthening can include the assessment of organisations, the improvement of management, the development of marketing strategies. Good management will ensure a clear focus of the organisation.
- Resource centres need monitoring and evaluation of their internal processes and an assessment of their impact in the sector.
- Resource centres need to develop networking at country, regional and global levels, and build an alliance of resource centres. Through more cooperation and coordination within this alliance, they can advocate for the promotion of the water supply and sanitation sector, and influence policy decisions at the national levels. They can also get recognition for the important role of resource centres in improving the sector.
- Resource centres need network support through the building of regional data bases and the organisation of regional meetings.
- Resource centres need strengthening of their capacity for information management.

To provide clarity, the types of activities that can be supported by the STREAM Project were clearly spelled out.

Possible activities to be supported by the STREAM Project	
Regional level	
▪	Additional studies to fill information gaps about experiences and state of affairs in resource centres, regionalizing the STREAM Project.
▪	Regional meetings
▪	Strategy development for networks and individual centres
▪	Organisation/management assessment
▪	Product (tool) development
▪	Proposal development for STREAM's regional off-springs
▪	Advisory support, local consultants
▪	Marketing strategies
▪	Translation of key documents relating to resource centre development
Global level	
▪	Guidelines
▪	Publications
▪	Development and testing of management development tools
▪	Development of quality guidelines
▪	Data base and information
▪	Advocacy and marketing efforts

4.1 Developing regional action plans

Based on the needs that were identified, each working group drafted a tentative list of possible follow up actions, and defined how resource centres themselves could contribute to improving the situation, and how the STREAM Project could provide support. A more detailed action plan was prepared, for the activities to be undertaken in the short term by the members of the regional working groups.

Actions recommended by working groups to be undertaken at the regional level	
▪	Identify country/regional partner resource centres (inventory)
▪	Develop an alliance of resource centres at country/regional level
▪	Develop guidelines for internal/regional assessment of resource centres.
▪	Showcase and share best practices (national level sharing and regional level sharing)
▪	Strengthen selected resource centres
▪	Prepare a regional workshop (consultation)
▪	Strengthen capacity for information management

More specifically, follow up actions are planned in the short term in the regions as follows:

Region	Planned activities	Regional Coordinator
<u>West Africa:</u>	<ul style="list-style-type: none"> ▪ Inventory of regional resource centres and preparation of the regional meeting ▪ Organisation of the regional meeting to share the results of the STREAM process and specific results of the West and Central Africa working group, to build a network of regional resource centres and define an action plan ▪ Prepare a detailed workplanning ▪ Translate STREAM documentation ▪ Assess needs for internal capacity building, monitoring and evaluation of resource centres ▪ Develop networking and partnership ▪ Improve funding base 	TREND (Ghana) CREPA (Burkina Faso)
<u>South Asia</u>	<ul style="list-style-type: none"> ▪ Inventory of national and regional resource centres ▪ Showcase and show best practices at national level in Bangladesh and Nepal and at regional level in India ▪ Prepare national and regional workshop ▪ Prepare a detailed workplanning ▪ Prepare inputs to the Vision Process ▪ Identify core groups of resource centres 	GJTI (India)
<u>South East Asia</u>	<ul style="list-style-type: none"> ▪ Identification of potential water and sanitation country/regional partner resource centres ▪ Collection of available sector data and institutions and identification of needs/gaps where resource centres can play a role ▪ Prepare regional consultation to formulate plans and next steps ▪ Prepare a detailed workplanning ▪ Prepare inputs to the Vision Process ▪ Form a think tank 	ITN (Philippines)
<u>East and Southern Africa</u>	<ul style="list-style-type: none"> ▪ Inventory of organisations at country level ▪ Develop web sites ▪ Share business plans/guidelines ▪ List of staff expertise ▪ Prepare a regional meeting ▪ Prepare a detailed workplanning ▪ Improve focus and management ▪ Develop cooperation and Coordination ▪ Improve funding base 	NETWAS (Kenya)
<u>Latin America</u>	<p><i>Activities to the end of the year 2000</i></p> <ul style="list-style-type: none"> ▪ Adapting and translating papers from the STREAM Workshop ▪ Raising awareness through a national workshop with the Government of Colombia ▪ Making an inventory of existing resource centres and other organisations that may have an impact on their development ▪ Holding short meetings at national government level in Colombia and Bolivia ▪ Developing one or two case studies per country ▪ Providing an overview of experiences to date with networks in the region ▪ Hold a regional workshop ▪ Support national workshop in Bolivia and Colombia ▪ Develop a concept and methodology paper 	CINARA (Colombia)

Maghreb Region

It was reported that a working group for the Maghreb region was not formed during the Delft Workshop due to lack of quorum. However, it is important to strengthen RCs network and linkages in the region. Ms. Tazi Sadeq of the Maghreb-Machrek Alliance for Water in Morocco (ALMAE) has indicated willingness to coordinate STREAM Project in the region. Hence there is a demand to help the region strengthen networking with member countries and other regions. It was agreed that pS-Eau will assist the region in implementing the STREAM Project.

Europe

European resource centres, represented at the Workshop, have resolved to cooperate in the development of the resource centre concept and to advocate for greater recognition of the role of resource centres. They will collaborate to support the development of resource centres in the South.

4.2 Developing global action plans

In addition to developing regional action plans, the working groups have also identified a number of actions to be undertaken at the global level. The core group of resource centres, in collaboration with the STREAM Project, is expected to provide guidance for the implementation of these actions.

Global/Core activities assigned to resource centres and IRC
<p><i>Activities to the end of 1999</i></p> <ul style="list-style-type: none"> ▪ Prepare and disseminate the STREAM Workshop Report ▪ Develop books for management of resource centres <ul style="list-style-type: none"> – Self assessment methodology – Mission statement and project management structure – Impact assessment methodology (Including targets and indicators) – Information/advocacy package ▪ Prepare inputs to the Vision Process <p><i>Activities in the year 2000</i></p> <ul style="list-style-type: none"> ▪ Deepen and add to the case studies ▪ Establish the North-South and South-South partnership among resource centres ▪ Develop tools for management of resource centres <ul style="list-style-type: none"> – Information and knowledge management tools – Management and quality monitoring tools for resource centres – Best practice guidelines translated and circulated – Training courses modules for resource centre staff development ▪ Assistance in proposal preparation and fund raising

Linking up with the Vision 21 Process

The deliberations on this issue focussed on how resource centres can actively participate in the Vision Process, both at regional and global level.

The need to link up with the global vision process and its regional consultations, calls for a regionalization of the STREAM Project. Regional resource centres need to contribute as much as possible to the vision process. At the global level, there is a basic agreement among resource centres, to jointly present themselves in a stand in the World Water Forum, and advocate the role they can play in implementing the Framework for action after the Forum.

5. *Outcome and Results*

On the last day of the workshop, Adam Sykes, consultant in Tanzania, briefly walked participants back through the workshop, highlighting the results of the workshop sessions. In addition to the high level of interaction and participation by all workshop participants, Mr. Sykes thought that considerable networking was done by sharing information about our expertise and needs for information, and learning more about the various institutions participating in this workshop during the poster session. He expressed the hope that the contacts made would be long-lasting.

5.1 **Workshop evaluation**

Workshop participants completed evaluation forms at the end of the workshop. The following is a summary of the responses and comments made on the evaluation forms which were collected at the end of the workshop.

Among the most important concepts or ideas learned from this workshop, participants mentioned the concept of a resource centre, as an organisation that carries out one or more activities such as technical assistance, training, research, advocacy, documentation and operating in a network of resource centres. Many respondents admitted that before the workshop, they had never properly understood the function of a resource centre, as an organisation that generates and transfers knowledge, in support of capacity building in the water and sanitation sector. Others learned that the development of the resource centre concept is a dynamic and continuous process, which has to be adapted to the country or region in which the resource centre is operating.

There was a strong consensus that the workshop was a success overall, and that it achieved its objectives, particularly in analysing key issues and constraints affecting the performance and sustainability of resource centres, exploring the resource centre concept and identifying priorities for action in the various regions.

In identifying major issues that have not been discussed sufficiently in this workshop, the majority of responses focused on the management of resource centres and access to information. Participants resolved to redefine the mission and strategies of their respective organisations, and to make good quality business plans. On the theme of access to information, the bulk of responses emphasize the need to assess the impact of information dissemination and to redesign policies for financing information and documentation services.

Other comments stressed that the workshop was well organised and effective with regard to major objectives. Many respondents believe, however, that emphasis should be laid on the follow-up actions/activities, to complete the goal.

5.2 **Additional Comments**

While summarizing the discussion on the last day Mr. Brian Appleton of the Water Supply and Sanitation Collaborative Council made additional comments emphasizing the need to optimise resources for the sustainability of resource centres.

First, resource centres should avoid duplication of efforts by using partnerships and pooling resources. Building alliances of resource centres will help to match the available expertise

with the identified needs in the sector. To be viable, alliances must be based on equality of partners. Second, resource centres should focus their activities on building the capacities needed in the sector. Operating in a network of resource centres and establishing a learning environment will ultimately lead to the empowerment of network partners. And finally, resource centres must maintain an active role as information centre to foster change. Core budgets must cover appropriate information activities based on the sector needs. In addition, Mr. Appleton noted that funding for capacity building is available. Resource centres need to clarify which activities need external funding.

5.3 Closing session

During the closing session, Teun Bastemeijer of IRC presented an overview of the STREAM Project up to the results of this workshop, and offered what he saw as the major follow-up actions/activities to emerge from the five days of presentation and discussion.

A first priority is to document the lessons learned during this workshop. All participants representing resource centres must recognize the importance of educating the staff of their respective organisations on the workshop lessons and spread these lessons regionally. The crucial importance of advocacy outside the resource centres must also be recognized.

A core group of resource centres has to be formed in the short term, and assigned the task to operationalize the recommendations for follow-up activities and outputs at the global level, including the definition of long term goals. This core group of resource centres, referred to as the new Sounding Board Group, will work in close cooperation with the STREAM Project team.

If provided with the tools they require, resource centres can improve their performance and contribute to building the capacities that are needed in the sector. The development of tools and guidelines for strengthening resource centres is a priority action that has the potential to make a significant impact.

Finally, there is a need to advocate and show how resource centres contribute to the improvement of the water supply and sanitation sector. An alliance of resource centres is proposed to contribute to the global vision exercise during the World Water Forum.

5.4 Conclusions

The STREAM workshop drew representatives from resource centres and stakeholders to share knowledge and experience on the potential role of resource centres, as capacity builders in the water and sanitation sector. It identified and highlighted key issues and constraints for the development of resource centres. It promoted the resource centre concept and the establishment of regional core groups of resource centres for coordinated efforts to develop sector capacities.

Based on the information that has been accumulated and the results of discussions, the following conclusions are drawn:

- There is a common view among resource centres from different continents on the key issues and constraints affecting the development of their organisations. Through the exchange of information and peer influence, resource centres can learn from each other and improve their performance.

- The concept of a resource centre has been an eye opener to many participants of the workshop. Further development of the concept is needed, in particular the mission and strategies and their adaptation to the local context.
- There is a need to strengthen existing resource centres rather than setting up new ones. In addition to the development of tools and guidelines, national and regional actions have to be undertaken.
- The priorities for action in various regions should be identified and implemented by regional resource centres. National and regional-level workshops are already under preparation to continue the learning and sharing between resource centres. Regional action plans should be fed into the World Water Vision.
- Resource centres play an important role in building the capacities required for improving the performance of the water and sanitation sector. More cooperation among resource centres is needed to respond to the rapidly changing environment. Building the capacity to respond to the changes is an issue of the utmost urgency.

The STREAM workshop should not be seen as a one-off event. Rather, participants have started planning national and regional-level follow-up workshops to consolidate the lessons learned, and share them within a global network of resource centres.

5.5 Recommendations for future action

One of the objectives of the workshop was to identify priorities for action in the various regions. Working groups discussed intensively to come up with recommendations.

The key recommendations below have been identified:

Short-term recommendations

- Document and share the lessons learned within resource centres and outside the resource centres.
- Advocate for more recognition of the role of resource centres in building the capacity to improve the performance of the water supply and sanitation sector.
- Develop regional core groups that can take the lead and coordinate the establishment of regional networks of resource centres.
- Develop guidelines for the assessment of resource centres, and coordinate the regional assessment of resource centres to identify gaps.
- Develop management and marketing tools in support of the management of resource centres.
- Advocate and show how resource centres contribute to the goal of universal coverage of water and sanitation and the World Water Vision.
- Prepare regional meetings to start the alliance building and formulate the program for the development of resource centres at national and regional level.

Medium and longer term recommendations

- Develop a vision for resource centres, incorporating their mission and management structure, and their role in the sector.
- Develop mechanisms to encourage the formation of networks/alliances to match expertise with needs, and avoid duplication by using partnerships and pooling resources.
- Initiate research in collaboration with other partners to prepare more case studies, *focusing on the role of resource centres in a broader developmental context, beyond the water supply and sanitation sector.*
- Help establish a learning environment, whereby strong resource centres build the capacity of weaker ones, using both north-south and south-south partnerships.

Annex 1: Workshop Programme

Workshop Towards an Enhanced Role of Resource Centres in Capacity Building

14-18 June 1999, Delft

Workshop Objectives

- *To review research results in resource centre development;*
- *To discuss the resource centre concept;*
- *To analyze key issues and constraints affecting resource centre development;*
- *To identify priorities for actions in various regions;*
- *To draw conclusions concerning the potential role of resource centres and the involvement of stakeholders in assuming that role.*

Monday 14 June Session 1

- 9.00-10.30 **Opening of the workshop (plenary)**
Welcome and keynote address by J.T. Visscher, Director IRC
Introduction of participants, resource persons and facilitators.
"The Yes / No Card exercise": Expectations and fears
Participatory exercise "Place a card – Take a card".
- 10.30-11.00 **"A shared Vision for Water Supply and Sanitation"**
Presentation by Paul Taylor
- 11.00-11.30 **"Capacity building and the role of resource centres in the Drinking Water supply and sanitation sector"**
Objectives and status of the STREAM Project
Presentation by Teun Bastemeijer
- 11.30-12.00 **Networking to serve resource centres**
Presentation by Maria Lucia Borba

Session 2

- 14.00-15.00 **Synthesis of case studies on capacity building**
Presentation by Said Allaoui
- 15.15-17.00 **Panel Discussion with Research partners / Case Study Authors**
Providing additional information and sharing experiences in capacity building /
General discussion of case-studies
- 18.30-21.00 **Social activities**
Getting to know each other

Monday 15 June **Session 3**

- 9.00-9.30 **Challenges for resource centres in their role as capacity builders**
Presentation by Liqa Raschid-Sally
- 9.30-10.00 **Key issues and challenges for resource centres**
Presentation by T. Bastemeijer
- 10.00-12.00 **Identifying the main issues facing the sector and resource centres, and the potential role of the STREAM Project**
- 10.00-12.00 **Open discussion**
- 12.00- 12.30 **Formation of 5 working groups**
- Discussion of at least one of the following issues:
 - Mission, concept and identity of resource centres
 - Key strategies and activities of resource centres
 - Networking
 - Management of resource centres
 - Information management

Session 4

- 14.00-17.30 **Working Group discussion of issues facing resource centres**

Monday 16 June **Session 5**

- 9.00-10.30 **Working group discussion of issues facing resource centres (Contd.)**

Session 6

- 10.30-12.15 **Presentation by working groups on deliberations regarding themes and issues (plenary).**
Open discussion
- 12.15-12.30 **Formation of 5 new (regional) working groups**
Working groups formed based on regional groupings:
East Asia, South East Asia, West Africa, Eastern and Southern Africa, and Latin America

Session 7

- 14.00-17.30 **Working group discussions**
Focus on formulating actions and next steps
- 18.30-21.00 **Poster Session**
Presentation by research partners and participating institutions of information regarding their organizations and activities

Monday 17 June **Session 8**

9.00-10.30 **Working group discussions (Contd.)**
Focus on formulating actions and next steps

Session 9

10.30-12.00 **Presentation of working group deliberations on regional actions and next steps, and recommendations**
Open discussion

12.00-12.30 **Evaluation of Workshop**
Participatory exercise to rapidly evaluate the workshop
Questionnaire to the participants

13.30- 17.30 **Excursions and special interest programs**

Monday 18 June **Session 10**

9.00-11.30 **Presentations on resource centre development**
Welcoming remarks by J.T. Visscher
Presentation by resource centres: IWSD, CINARA, pS-Eau
Open discussion

Session 11

11.30-13.00 **Summary of the results of the preceding days**
"Walk through" of the preceding days of the workshop
Deliberations on key issues and constraints
Recommendations for regional actions and support activities required at the international level
Overview and planned results of the STREAM Project

13.00-13.30 **Presentation on world water forum**

Session 12

14.00-15.30 **Panel discussion on the role of resource centres**
Panel reacts to questions on earlier presentations and "provocateurs" questions.
Panellists:
Representatives from agencies and resource centres

15.30-16.00 **Closing remarks by IRC**

Annex 2 List of Participants

Workshop Towards an Enhanced Role of Resource Centres in Capacity Building

14-18 June 1999, Delft

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Annex 4 List of Acronyms

ALMEA	Maghreb-Machrek Alliance for Water in Morocco
CFPAS	Centro de Formação Profissional de Aguas y Saneamento
CINARA	Instituto de Investigación y Desarrollo en Agua Potable, Saneamiento Básico y Conservación del Recurso Hídrico
CREPA	Centre Régional pour l'Eau Potable et l'Assainissement
GARNET	Global Applied Research Network
GJTI	Gujarat Jalseva Training Institute
IHE	International Institute for Infrastructural, Hydraulic and Environmental Engineering
IPD-AOS	Institut Pan-Africain pour le développement - Afrique de l'Ouest/Sahel (Panafrican Institute for Development - West Africa/Sahel)
IRC	International Water and Sanitation Centre
ITN	International Training Network
IWEE	Institute of Water and Environmental Engineering
IWSD	Institute of Water and Sanitation Development
NCWSTI	National Community Water and Sanitation Training Institute
NEDA	Netherlands Development Assistance
NETWAS	Network for Water and Sanitation
NGO	Non-governmental Organisation
pS-Eau	Programme Solidarité Eau
RCs	Resource Centres
SEUF	Socio -Economic Unit Foundation
SKAT	Fachstelle der schweizerischen Entwicklungszusammenarbeit für Technologie-Management (Swiss Centre for Development Cooperation in Technology and Management)
STREAM	Study on Resources and Management
TREND	Training, Research and Networking for Development