

INTERNATIONAL DRINKING WATER SUPPLY AND SANITATION CONSULTATION  
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World Health  
Organization



Swiss Development  
Cooperation Agency

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WORKING GROUP 1: INSTITUTIONAL AND HUMAN RESOURCES DEVELOPMENT

I. INSTITUTIONAL

A. Issues

1. Sector institutions are commonly centralized and lacking effective outreach; focused narrowly on engineering oriented agencies and, thus, unable to draw on community resources; and dependent on government subsidy and, therefore, subject to government policies and politics.
2. In assuming responsibility for "serving all", governments have not availed themselves of alternative institutes and resources such as the private sector, NGOs, the communities themselves, and the public utility enterprises.

B. Recommended Activities

1. Review, documents and transfer successful institutional structures and approaches leading to the preparation of training materials and guidelines for eventual use in the transfer of implementation models.

The World Bank would be the lead agency in collaboration with others depending upon the case being studied such as GTZ, WASH, CIDA and WHO (EHE/SHS).

This would include institutional models within the primary health care system focused on the District level.

Draft Framework will be prepared for the case studies by the WB and this will be shared with collaborating institutes. Case studies will be selected and outlines will be prepared. Selection of countries/institutions will be made in conjunction with collaborating institutions. Detailed workplan and scope will be drawn up later. The detailed studies will be carried out in collaboration with participating governments and agencies concerned. These studies will be carried out individually or collectively by the WB and the ESAs.

The transfer would vary depending on the institutions and support agencies.

2. The strengthening of individual institutes with technical assistance in key areas such as financial management and personnel policy.

The motivation for institutional strengthening will come through decrease in subsidy requirements and costs in water and sanitation projects. This will be supported by the use of the case histories of success stories, WASH guidelines and backed by potential donors. Support will come in the form of long-term technical assistance and advisory support to eliminate specific bottlenecks such as financial management, organization and personnel policy. Institutional strengthening should be accomplished before major investments are made.

Implementation period is 1988 to 1990 and up to 2000.

3. The enhancement of the decentralization of responsibility and authority for the provision of water supply, hygiene education and sanitation.

Drawing on the exposure of other sectors (such as PHC) this activity aims to expand the decentralization of responsibility and authority for the provision of water supply, hygiene education and sanitation.

On-going initiatives in decentralization will be identified and assessed. Successful examples will be documented and disseminated through publications, workshops, advisory support services, and training. WB and WHO will be responsible in documenting experiences and later in providing TA.

Documentation should commence in 1988. Dissemination will be from 1988 to 1990 and beyond.

## II. HUMAN RESOURCES DEVELOPMENT

### A. Issues

1. Many HRD interventions in the sector have been ineffective. This has been caused mainly by the lack of understanding and appreciation of larger institutional issues, poor personnel policies and poorly managed and weak training institutions.
2. Certain target groups are not given adequate training opportunities. These groups are on the front line, at the community and local government end of spectrum of those involved in this sector.

B. Recommended Activities

1. Sharing of information on human resource development activities between all ESAs involved in the sector.

This activity concerns the establishment of an informal collaborative mechanism for the sharing of information in HRD.

Collaborating agencies will include: WASH, WHO, (CWS), WB, UNEP, IRC, UNICEF, CIDA, NORAD and most bilaterals.

The coordinating agency will be determined.

The mechanism should be established soonest and collection of information should be substantially begun within the next three months. The cost will be absorbed within existing institutes' budgets.

2. Plans and strategies will be devised for strengthening in-country training capability.

WASH will prepare guidelines for strategies to strengthen training capacities. This will be shared between ESAs for comment. The guidelines will be used by bilaterals developing projects which are aimed at strengthening institutions. The WB will be holding a workshop for East Africa in early 1988. Other workshops will be held for technical personnel of ESAs and for managers of training institutions beginning with the EDI/Kenya Water Institute. Bilaterals will increase the number of projects which will strengthen training institutions.

This activity is continuing (1988 to 1990, and 1990 to 2000)

3. Support to training for key target groups such as middle level personnel (extension agents, artisans and technicians) and community organizations and members, especially women.

The assessment of training methodologies and practices of existing programmes focussed on women, and middle level personnel and their dissemination is crucial in existing and future projects. Strengthening of training at these levels is regional.

All agencies will draw on their own resources by looking into their own programmes and staff for the assessment and documentation of existing programmes and experiences. In particular, other sector programmes will be reviewed such as health and agriculture. On-going and proposed field projects requiring this input will be identified and the above documentation will be made available through TA, if required.

PROWESS may be the head agency with collaboration with others like WASH, WB and the bilaterals.

The timing is 1987 to 1990.