

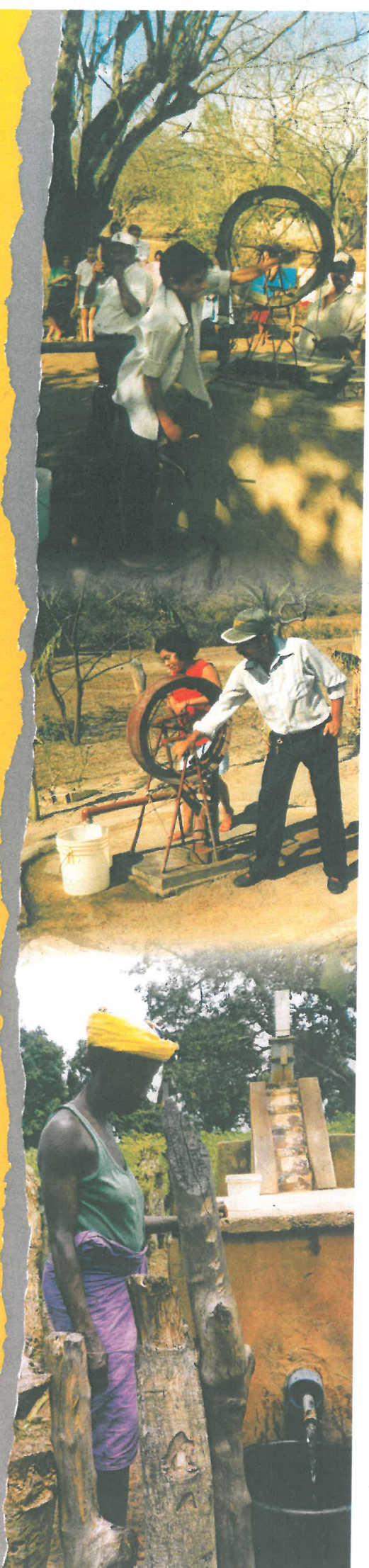
# A Commitment to Change

IRC in 1996



IRC

International Water and Sanitation Centre



## ***A commitment to change ...***

This report on the work of the IRC International Water and Sanitation Centre during 1996 illustrates in various ways IRC's commitment to change - change for the better - in the water and sanitation sector in developing countries.

It was a year of major changes for IRC itself - following IRC's 25th anniversary in 1994, when the Governing Board agreed on the need for a forward-looking assessment of IRC and its activities. An evaluation team of three international experts began work at the end of 1995 and presented its findings to an international steering committee for review in January 1996. The final report was presented to the Governing Board in March. The team interviewed nearly 200 IRC contacts in developing countries as well as donors and former IRC staff members. The responses indicated that, over the years, IRC had made a significant contribution to sector development, '...and has had a remarkable impact for what is essentially a small organization'.

At the suggestion of the Board, IRC staff held a retreat to discuss the evaluation report and the future strategy of IRC. One of the first results was the formulation of a mission statement:

### ***Better Water and Sanitation for a Healthy Future***

*Access to water and sanitation are basic human rights. Our 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.*

This statement provided the starting point for a review of IRC's policy, aims and strategy to the year 2000 and beyond. This will lead to the creation of a new policy framework, a business plan and a new organizational structure to carry IRC into the next century.

In the summer IRC moved to a new temporary building overlooking the North Sea at Scheveningen, and introduced a range of new information technology applications designed to enhance its capacities to collect, manage and disseminate information.

Sadly in September, Mr. Hugo Scheltema, former ambassador and chairman of IRC's Governing Board from 1984-1994, passed away after a long illness. During his chairmanship he made important contributions to the establishment of the Water Supply and Sanitation Collaborative Council, and had significant influence on IRC's role in the water and sanitation sector. He will be remembered for his charming and stimulating leadership.

Finally, at the end of the year, Hans van Damme stepped down from his position as IRC's Director, which he had held for most of its 27 years of existence.

Despite these changes that placed considerable demands on the staff of IRC during the year they continued their enthusiasm for helping to improve water and sanitation conditions in developing countries. This clearly shows that IRC staff, in more ways than one, have a strong and lasting commitment to change.

J. B. Hoekman, Chairman  
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## Optimizing the Use of Information and the Growth of Knowledge

In 1996 IRC continued to pursue its basic aim of improving the use of existing information, both by facilitating access to its own information base and by sharing knowledge and experience with partners and others through training courses and other means.

### Improving Access to IRC's Information Base

During the year, IRC introduced a number of information technology applications designed to provide easier access, both to its own information base and to those of its partners and other sector institutions.

The establishment of an internal computer network linking all IRC staff and providing access to the Internet was the first step in this direction. At the same time, new office management software, a new central address system and a new library automation system were introduced. IRC's World Wide Web site was also launched during the year. It includes information on a wide range of IRC and general sector activities, including the full text of the *Water Newsletter* and its French version, *Faits Nouveaux*, *IRC in Brief*, the IRC Publications Catalogue and the IRC Training Brochure, as well as a number of advocacy documents. The site also provides the INTERWATER Gateway to Water and Sanitation Information on the Internet, established and maintained by IRC, with support from other partners, on behalf of the Water Supply and Sanitation Collaborative Council. Both INTERWATER and the IRC site itself provide hyperlinks to many other sources of sector information.

IRC has continued to use more conventional methods of disseminating information. The IRC Documentation Unit added some 700 new titles to its collection of more than 10,000 sector documents. The new Windows -based database management system was made operational allowing future on-line searching.

The information units handled some 1,000 requests for information, including requests for bibliographic searches, from visitors and external users. IRC's list of publications, which now includes more than 100 titles in English, French, Portuguese and Spanish, was expanded during the year by the addition of two new titles in each of these languages.

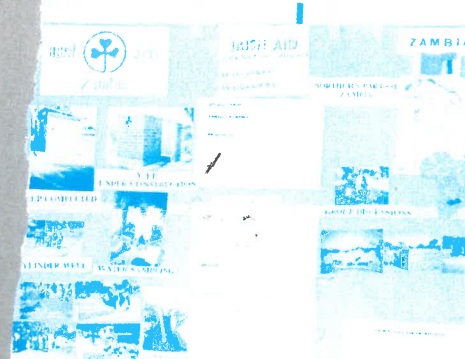
*"...will add new dimensions in establishing a dynamic and effective information set-up...",*  
*NGO Forum for Drinking Water and Sanitation, Bangladesh, about the INTERWATER Guide to Information Sources, which is now available on the INTERWATER home page on Internet.*

## Sharing Knowledge and Experience

Briefing programmes, which last between two and ten days, are held at IRC and contribute to sharing of information and experience. They are designed to prepare staff from support organizations for new assignments in the field.

*"The most direct benefits of the gender briefing at IRC have been in providing certain instruments for focusing on gender issues at both conceptual and practical levels. These have included suggestions and ideas for the motivation of personnel, and positive ways to approach discussions and debate around gender issues within the institution itself and in the methodologies employed in project implementation. Secondly these have included more practical (analytical) tools, useful in highlighting the need for, or perhaps more importantly, the lack of more gender-sensitive approaches; i.e., gender-specific data collection methods, criteria for gender-sensitive monitoring of project process and impacts, etc."*

Harold Lockwood, policy advisor Rural Directorate of the Nicaraguan Institute of Water and Sanitation and gender briefing participant.



After the gender briefing at IRC, the policy advisor was even more convinced about the need to include a gender dimension in community-based rural water and sanitation projects. This means working with both men and women in the community addressing their specific needs and views.

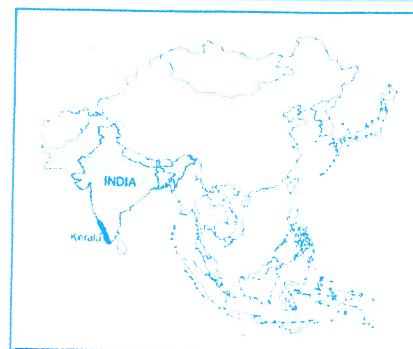
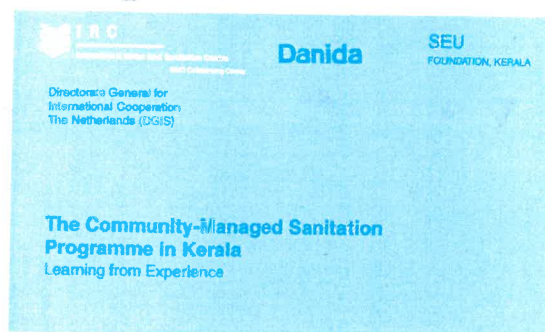
Short courses were updated in 1996 to better reflect sector developments and the changing needs of participants. They cover three main topics: Management for Sustainability in Water Supply and Sanitation Programmes in English, French and Spanish; Hygiene Education and Promotion also in these languages; and Operation and Maintenance in Water Supply and Sanitation Programmes in French. Courses abroad are initially organized jointly by IRC and local partners, and later taken over by the partners themselves.

Training courses enable participants to improve their professional capacity and to influence their own projects and programmes, building on each other's experience and knowledge and those of the resource persons involved.

*After following IRC's Hygiene Education and Promotion course in Sri Lanka, Mr. Sure Shivraj helped initiate an intensive hygiene education campaign in Karnataka State, India, to promote the need for latrines, their proper use and an awareness of the health impacts. In the first nine months, between 15 and 20 latrines were constructed in each village.*

In 1996, 95 persons attended briefing programmes and two short courses at IRC. In the seven courses abroad 120 professionals participated.

Another way in which IRC helps promote the sharing of knowledge and experience is through publications. The new Project and Programme Papers series is specifically designed to provide an outlet for practical experiences from water and sanitation projects in developing countries. Two new titles in this series were published in 1996. The first, *The Community-Managed Sanitation Programme in*



Project and Programme Papers

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Documentos Ocasionais

*Kerala: learning from experience*, was published in Kerala, India, with financial support from DANIDA. An IRC advisory mission to Kerala provided encouragement and guidance to the local project team to record the experiences of the sanitation programme of the Socio-Economic Units. This publication is one of the few relatively comprehensive descriptions of an Asian experience with community-managed sanitation programmes. The second title, *Village Level Operation and Maintenance of Handpumps: experiences from Karonga, Malawi*, documents the experiences from the Karonga Lakeshore Groundwater Project, a small rural water supply project in northern Malawi funded by DANIDA (Danish International Development Assistance). Written by members of the project team and published by IRC with financial assistance from DANIDA, the paper demonstrates clearly that community empowerment, behaviour change and women's involvement are keys to the sustainability of rural water supply programmes.

The practical usefulness of such publications is demonstrated by the fact that an increasing number are being translated into other languages. In 1993, for example, three groups of experts, from Africa, Asia and Latin America, participated in regional workshops to prepare field guides on how to promote a gender approach to water and sanitation projects. A background document on gender issues in water and sanitation was also prepared. In 1996, with financial support from UNICEF, the background document was translated into French and distributed widely in French-speaking West Africa. The African regional guide was translated into Portuguese was the second in a series of translations of IRC publications being financed, printed and distributed in Portuguese-speaking countries of Africa by the Swiss Development Cooperation, in Mozambique.

## Facilitating Processes of Change

In its efforts to facilitate processes of change in the sector IRC continued to concentrate in 1996 on creating an enabling environment in which the gap between policy and practice can be bridged, and on supporting innovative approaches to new issues and themes.

### Promoting an Enabling Environment

During the year IRC expanded its support to creating an enabling environment by building on the knowledge and experience of sector actors, bringing them together to create a dialogue and establish joint learning projects. The starting point for such projects is a participatory evaluation of the situation, which enables agency staff and communities to assess current problems jointly, set priorities and test new approaches.

### Sustainability Issues


A forward looking assessment on the implementation of the 1994 Noordwijk Action Programme on Drinking Water and Sanitation was initiated in 1996 by four sponsoring governments ( the Netherlands, France, Morocco and Tunisia. IRC contributed in various ways to this assessment. Work included preparation and analysis of a questionnaire which was returned by 25 countries. IRC staff also participated in three of the eleven assessment missions in the field : Brazil, Namibia and Tanzania.

At the end of the year, IRC helped to present the results to the international committee which guided the assessment. Recommendations were formulated based on social, environmental, institutional, financial and technical sustainability. One of the main conclusions was that the 1992 UN Conference on Environment and Development and the 1994 Ministerial Conference in Noordwijk, which endorsed the Action Programme, have had a clear influence on the policies and strategies of governments. Also water is increasingly considered as economic good, while maintaining its role as a social good. Despite these positive developments, the overall status of water supply and sanitation in developing countries remains critical, the assessment report noted. The Netherlands Government submitted the report to the Commission for Sustainable Development, which had the fresh water issue on its scheduled agenda for discussion in 1997.

### Environmental Health in Guinea Bissau

An innovative project in Guinea Bissau, funded by the Netherlands National Committee for UNICEF and coordinated by IRC, was launched in September, aiming to develop a communication approach that will greatly improve the effectiveness of projects. It will make the water sector become more responsive to communities and pay more attention to behavioural change and health benefits. The project approach is based on research, capacity building, dialogue and negotiation with people in villages, government staff across ministries, non-governmental organizations (NGOs) and the private sector. It focuses strongly on building capacity for two-way communication and for concrete action based on the results of this communication. It adapts what is known about communication strategies to the special circumstances of Guinea Bissau.





*Having tried almost all approaches that have been formulated over the years, we are convinced that our strategy must be built on two-way communication, transparent information flow which is truly accessible to our people, as partners in development, in planning and capacity building and training. This is what we do in Guinea Bissau.*

Minister João Cardoso.

The project has two main components. The first is the development, testing and dissemination of community-based strategies for three separate ethnic groups. Depending on the different organizational processes within each group, different strategies will be developed for organizing local communities and identifying village-based animators. The second component relates to inter-ministerial cooperation to ensure that different groups of extension workers are able to coordinate their development messages and strategies. This implies the development and application of a national training curriculum for field workers. The project was formally launched during a workshop on 'Water, Hygiene and Environmental Sanitation: the challenge of participation', held in Bissau in September 1996. It is being implemented by the Working Group on Advocacy and Communication under the umbrella of the Water Supply and Sanitation Collaborative Council.

#### **Better Urban Environmental Health Services for Sub-Saharan Africa**

A new action programme which aims to facilitate collaboration between stakeholders in monitoring and planning environmental health services in sub-Saharan Africa is being coordinated by IRC. Funded by the European Commission, the programme involves partner institutions in Benin, Burkina Faso, France, Ghana, Mali, Senegal, South Africa, Sweden, and the United Kingdom.

*The Sub-Saharan urban population represents 28,2 % of the people in Africa and urban centres are currently growing at an estimated rate of 4 %. Urbanization has brought an alarming rise in the incidence of urban poverty. The urban poor, typically households in slums or squatter settlements, often have to contend with appalling overcrowding, bad environmental sanitation and contaminated water. The supply of water for domestic purposes and sanitation services has not kept pace with the growth of urban population. Moreover, only a fraction of the solid waste produced in the Sub-Saharan African cities is removed regularly. It is now widely recognised that the sustainability of basic services depends on their dynamic interaction with the community.*

A series of African workshops and internships, combined with research, case studies and the preparation of documentation and publications, is expected to lead to: a better assessment of urban environmental health risks; the transfer of knowledge between programme partners; a set of procedural guidelines; increased awareness about community-based approaches; and a project proposal for conducting action research in the field of urban environmental health.

#### **Water Treatment in Colombia**

In Colombia, the Institute for Research and Development in Drinking Water, Basic Sanitation and the Conservation of Water Resources (CINARA) and IRC have been collaborating since 1989 in a project known as TRANSCOL. This



started off as a development and demonstration project to introduce the water treatment technology of multi-stage filtration in eight regions in Colombia. However, in the course of the project it proved impossible to concentrate only on introducing a water treatment component. A wide range of problems arose, some related to the construction and management of the plant, others to the systems as a whole but also to questions of the protection of water sources and efficient water use. The response to these 'problems' was the creation of what is now called a 'holistic joint learning approach'.

*'In this program everybody is the teacher of everybody and everyone is learning from everyone'*

Campo Elias, a farmer from one of the project communities, Cerinza, Colombia.

The approach gives equal importance to academic and institutional knowledge, on the one hand, and to knowledge and experience from the community, on the other. It values the interaction between the technical, socio-economic and environmental aspects. It strongly promotes critical, creative capacity-building among the men, women and children involved in the process.

This approach to learning has paid off in Colombia. Multi-stage filtration technology has been successfully introduced in numerous community-managed systems operated by local operators. Users have agreed to pay higher tariffs because they value the treatment, and some communities are now introducing water meters to reduce unaccounted-for water.

Similar participatory approaches were applied during 1996 in programmes in Bolivia, Ecuador and Tanzania, and are also promoted in IRC's training courses.

## Supporting Innovation

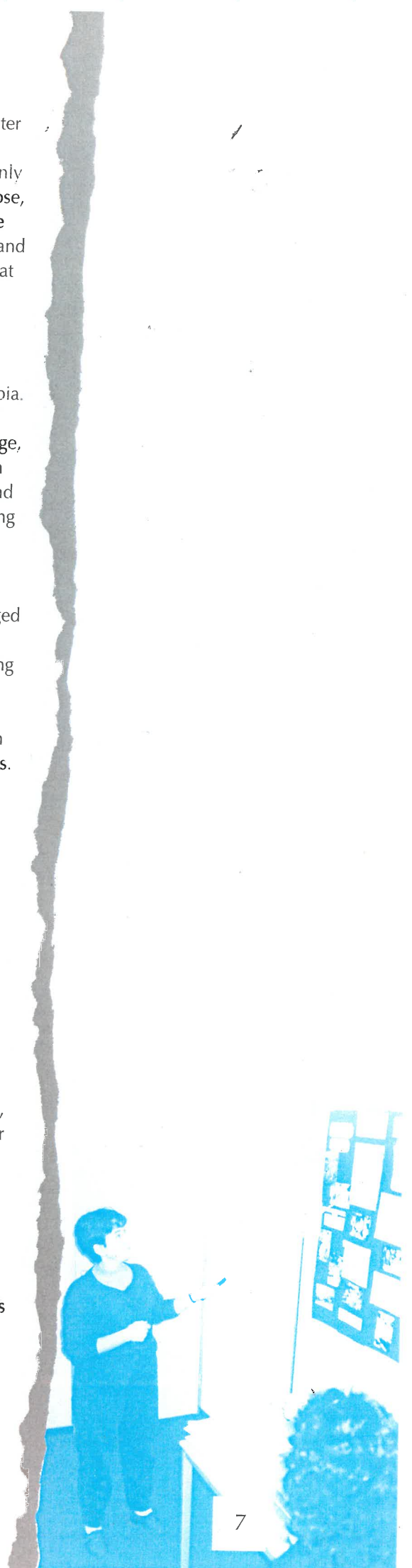
In providing support for innovation, IRC developed some of the emerging themes in the sector in such a way that they feed readily into IRC's research, training and briefing activities and documentation services. Key themes identified as priorities include: community water resources management; bridging the sanitation gap; community-based services in low-income urban areas; facilitating the process of decentralization; and making existing water supply systems more effective and better used.

### Water Resources Management

Whenever user groups are involved in drawing up and implementing the plans, water resources management approaches can achieve excellent results in poor areas in developing countries. The plans must be affordable and integrated.

An example of this approach is provided by the plan being developed in South Africa by Umgeni Water, a statutory water utility, and the Department of Water Affairs and Forestry, to manage the water quality of the Mgeni River catchment area on an integrated basis. The objective is to prevent further deterioration in the catchment while providing sufficient water of adequate quality to meet basic needs and support economic development. The water resources must be sustainably managed while maintaining the ecological integrity of the natural environment.

The Mgeni case was one of twelve identified for in-depth review in the project 'Promising Water Resources Management Approaches in the Drinking Water Supply and Sanitation Sector'. A first project at a workshop was held at IRC in November 1996. Participants prepared an analytical framework for the case



reviews, based on the water resources management principles agreed at the 1992 International Conference on Water and the Environment in Dublin. After the workshop, participants returned to their countries to prepare the case studies of their own projects, which will be reviewed at a further meeting at IRC in 1997. This occasion will help draw general conclusions as to the applicability of these principles to the water supply and sanitation sector, bring out important problem areas and bottlenecks, and enable the identification of the most promising practices and experiences.

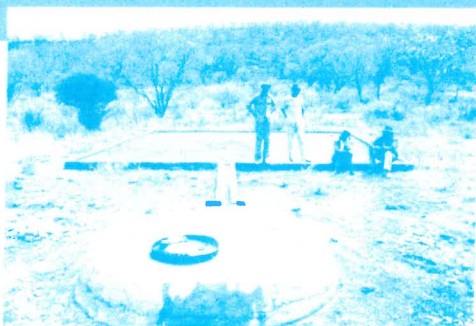


International Water and Sanitation Centre  
WDC Collaborating Centre

Danida

## Le Captage de l'Eau

Un Guide pour les Planificateurs et les Chefs de Projet



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Serie de Documents Techniques

IRC contributed to two international workshops on integrated water resources management: an international participatory workshop on intersectoral water management held in Berlin, Germany, organized by the Food and Agricultural Development Centre of the German Foundation for International Development (DSE) and the German Council for Tropical and Subtropical Agricultural Research (ATSAR), where IRC contributed community-based experience from the drinking water and environmental sanitation sector; a two-day conference on Water Policy: Allocation and Management in Practice, organized by Silsoe College, Cranfield University, UK, where an IRC paper and a CINARA/IRC paper were presented.

Translations of two IRC publications relating to water resources management were published in 1996. *Water Harvesting: a guide for planners and project managers*, was translated into French with financial support from UNICEF, Burkina Faso. *Drinking Water Source Protection: a review of environmental factors affecting community water supplies*, was translated into Portuguese under the programme funded by the Swiss Development Cooperation in Mozambique, referred to above.

## The Sanitation Gap

Under an agreement with UNICEF-Togo, IRC has been involved since 1995 in the development, implementation and participatory evaluation of the pilot phase of the hygiene component of UNICEF's Programme 'Eau, Assainissement, Ver de Guinée' (Water, Sanitation, Guinea Worm). In the process a manual was developed and tested together with selected fieldworkers. The manual is meant to guide field workers in selecting water supply and sanitation facilities, thereby integrating hygiene education. With the participation of the villagers, the field workers make an inventory of the situation in the village with respect to water and sanitation, what facilities exist, and how these are used. Next, they discuss with the villagers what improvements they would like and if these are feasible. On the basis of this analysis, a village plan of action is formulated and subsequently carried out.

*The village of Agba, for instance, revised its water plan in 1996 after learning about the benefits of hygiene education. The village had not been involved in the construction, operation or maintenance of its water supply when it was installed several years ago. The pump just appeared. Now villagers participate more and are willing to manage the pump. What they have heard about hygiene promotion has motivated them to ensure that the pump continues to function and that the area around it remains clean.*

*Notes and News on School Sanitation*, launched in 1995, provides a channel for the dissemination of current information, knowledge and experience to

## NOTES & NEWS

No 2 1995

### on SCHOOL SANITATION

#### Pilot activities on school sanitation in Bangladesh, Guinea and India

A study conducted in 1995 in Bangladesh, Guinea and India... The study aimed to assess the current state of school sanitation and to identify key challenges and opportunities for improvement. It involved field visits, interviews with school staff and community members, and a review of existing literature on school sanitation. The findings highlighted the need for more sustainable and participatory approaches to school sanitation, particularly in rural and low-income areas.

The 1995 WDC... The study was part of a larger initiative to improve school sanitation and hygiene in developing countries. It was supported by the International Water and Sanitation Centre (IRC) and the Danish International Development Agency (Danida). The results of the study will be used to inform future policy and programmatic decisions.

Key findings include... The study identified several key findings, including the lack of basic sanitation facilities in many schools, the need for more regular maintenance, and the importance of involving the school community in the management of sanitation facilities. It also highlighted the need for more comprehensive hygiene education programs that go beyond just providing facilities.

Recommendations... Based on the findings, the study recommends several key actions: increasing investment in school sanitation infrastructure, promoting participatory management of facilities, and strengthening hygiene education programs. It also suggests the need for more research and pilot projects to test different models of school sanitation.

Conclusion... The study concludes that school sanitation is a critical component of public health and education. It requires a multi-sectoral approach that involves government, the private sector, and the community. Sustainable improvements can be achieved through a combination of infrastructure investment, participatory management, and hygiene education.

readers interested in school sanitation. Enthusiastic response to its first issue has led to the formation of a school sanitation network. Articles in 1996 include information on how to initiate and maintain a school sanitation programme, country news from India, Eritrea, Vietnam and the Eastern Caribbean, and addresses of nearly 50 network members. *Notes and News on School Sanitation* is free of charge and can be obtained by contacting IRC's publications department.

### Low-income Urban Areas

Innovative ideas combined with participatory approaches are the best way to ensure a better environment and water supply in low-income urban areas.

IRC has been involved in Kibera, the largest low-income urban area in Nairobi, Kenya, since 1994, when an assessment of sanitation conditions was done in the area together with the Kenya Water for Health Organization (KWAHO).

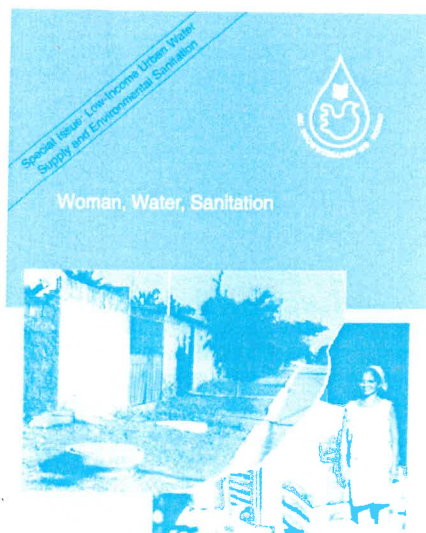
Traditional pit latrines are the only excreta disposal system available in Kibera, where one latrine may serve up to 200 people. Pits therefore fill up quickly. Emptying them is a problem due to difficult access, and there is seldom any space to dig new pits because of the overcrowded conditions. Improvement of sanitation services has a high priority among the residents.

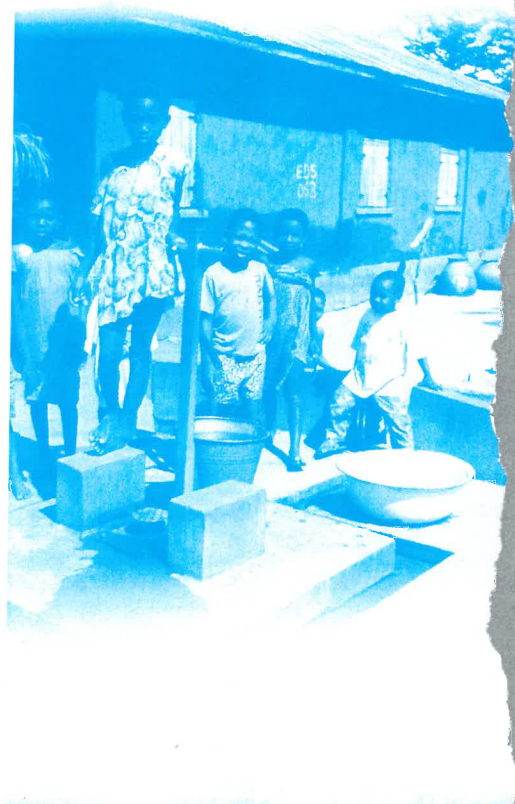
In 1996, a desludging vehicle known as the Vacutug was developed by the United Nations Centre for Human Settlements (UNCHS - Habitat) in association with Manus Coffey Associates and with funding from DANIDA. The pedestrian-controlled Vacutug was designed to be able to reach into areas with difficult access and suck out the dense wastes from the latrine pits. The aim was to provide low-income communities with an affordable, sustainable emptying service with capital cost low enough to enable local entrepreneurs to provide the service.

The testing of the prototype Vacutug was carried out by KWAHO, with IRC support in monitoring and the development of operation and maintenance systems. A trial revealed a number of technical, managerial and security problems still to be solved. In the next phase of the project, an adapted local version of the Vacutug will be built in Kenya itself, and the drawings made available to local entrepreneurs to encourage local manufacture.

The need for gender awareness is as important in the urban environment as elsewhere. This was acknowledged in the 1996 issue of *Woman, Water, Sanitation: annual abstract journal*, an annual review of gender issues in the water and sanitation sector, published by IRC in association with PROWWESS (UNDP-World Bank Water and Sanitation Program) with financial support from the Government of Norway. This special issue on low-income urban water supply and environmental sanitation contained 69 abstracts of important recent documents and an introductory state-of-the-art review as well as descriptions of resource centres and materials and news of recent developments.

Partnerships between public and private sector institutions have proved very useful in providing the urban poor with access to basic water supply and sanitation services. Yet there is little documentation available about the lessons learned from this approach. To meet this need, IRC produced a set of 26 case studies on 'Community based approaches to water supply and environmental sanitation for the urban poor'. Five of the case studies were accepted for the HABITAT II Conference in Istanbul and are





now included in a Habitat database of best practices in urban water supply and sanitation.

### **Decentralization**

In Mali, West Africa, IRC is providing backstopping support to the formulation of a national strategy for developing pumped and piped water supply schemes in small towns at the request of the Direction Nationale de l'Hydraulique et de l'Energie (DNHE) and in conjunction with the German Development Bank (KfW) and a German engineering firm (Gaufling.).

To identify existing constraints, a seminar was held in June and six case studies were being compiled by national consultants. A second seminar will be held to discuss how to move forward to solve the urgent problems. Key themes being dealt with are: the roles and responsibilities of stakeholders in the sector; the relationship between Water User Associations and soon-to-be-established local authorities; and the financial mechanisms which will enable both operation and maintenance costs and the replacement of equipment to be covered by user charges.

### **Effectiveness and Use of Existing Systems**

*'The knowledge we gain from this research is much more valuable than gifts. It is something that we keep for life.'*

This was the reaction of villagers in Nkoundja, Cameroon who had just visited the neighbouring village of Nyen to find out how people there were solving problems in managing, operating and maintaining their water systems. Such exchange visits are a key tool in a participatory-action research project, 'The Role of Communities in the Management of Improved Rural Water Supplies in Developing Countries', which is currently under way in Cameroon, Colombia, Guatemala, Kenya, Nepal and Pakistan. In each country, a local NGO, working in consultation with government staff, is supporting local research in four villages to study how they manage their existing water supplies. The research results help the community members to find their own solutions with support from the project team and others. In this way, the capacities of the villagers to manage their own water and sanitation systems are strengthened.

Since 1994, with funding from the Netherlands Government, IRC has facilitated the learning process in this project. A team from each country, together with elected men and women from rural communities, a national reference group in each country, and an International Advisory Group, are consolidating and sharing the lessons learned from the communities' experiences.

#### *Chickens and eggs: getting the community involved*

*How does one sell community-management capacity to a group of villagers?*

*In Colombia and Guatemala, researchers sold the process with the aid of established participatory techniques, such as mapping, and newspapers on the walls. These enabled them to initiate discussion on the local water situation and on what people considered to be the important management-capacity requirements.*

*In Nepal, a research team used a poster of a chicken hatching an egg to explain that, although the hen (the research team) will provide warmth and*

*energy, it is the chick's (the community's) responsibility alone to hatch and grow.*

The project's achievements to date were highlighted during an international workshop held in The Netherlands from 30 September - 4 October 1996. As the project nears the end of its third year, the research teams have completed the problem diagnosis phase with the communities and are well advanced in an experimentation phase. The workshop enabled the six country teams to exchange experiences and examine results, while the International Advisory Group provided inputs and feedback. At the end of the meeting, Mr. Orlando Fals-Borba, an International Advisory Group member from Colombia, expressed his enthusiasm for the project:

*'I must congratulate you. I have noticed great advancement in ... problem identification and the way you present your ideas ... you have done a remarkable job in two years.'*

#### *Cape Verde*

At the request of UNICEF, an IRC consultant carried out an evaluation of Phase II (1991-1995) of the Santo Antão Integrated Project in Cape Verde. Particular attention was paid to public water supply in rural areas, family cisterns and family latrines. The recommendations for Phase III included a sanitary plan for the island to bring the sanitation coverage in balance with the drinking water coverage; improved cooperation between social and technical project sections; reduction in O&M costs; investigation into the possibility of increasing the quantity of rainwater harvested; and development of a sanitation and hygiene education programme. IRC has now been commissioned to carry out a study for improving the organization and management of water supply and sanitation in Santo Antão.

#### *Tanzania*

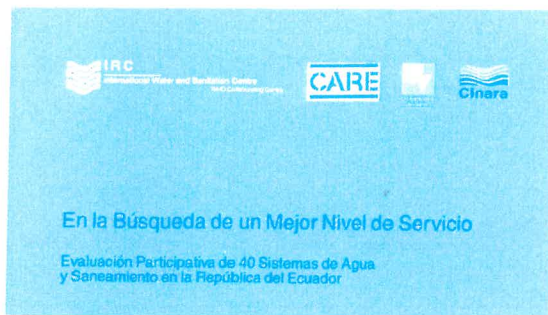
Two IRC staff members worked together with staff from the Network for Water and Sanitation International (NETWAS) on a participatory evaluation of Phase III of the Health through Sanitation and Water (HESAWA) project in the Lake regions in Tanzania. This project has been developing well, and is now facing a new challenge to implement the recommended transfer of all construction work to the private sector.

IRC in 1996 also evaluated the Netherlands-supported Domestic Water Supply Programme in the country. Essence of the recommendations was the improvement of overall sustainability, in particular better integrating the programme in the existing government institutions.

#### *Egypt*

The Ministry of Foreign Affairs of Finland invited IRC to review the first phase of the Beni Suef Water Supply and Sanitation Project in Beni Suef Governorate, Egypt, and to appraise the draft document describing the project's second phase. Rather than examining the physical achievements, the review team focused on the extent to which the project has succeeded in establishing a reasonable basis for continuation into a second phase. The mission recommended a one-year extension of Phase I, so that a sound institutional basis for a second phase can be established, a clear overall strategy can be defined, and so that social factors can be given a more prominent role in the project activities.





### *Ecuador*

In Ecuador, IRC joined with local partners in a participative evaluation of 40 water supply and sanitation systems constructed between 1978 and 1993. The evaluation aimed to review the sustainability of the systems, particularly in terms of community management. The results of the evaluation were published in Spanish as an IRC Occasional Paper.

### *Bolivia*

In Bolivia, a wide variety of government agencies, NGOs, international organizations and community organizations carried out a participatory evaluation of 15 water supply systems which was supported and facilitated by CINARA and IRC. The main sources of information for this evaluation were the communities themselves. The use of techniques developed from Participatory Rapid Appraisal methods ensured a high level of community involvement, immediate feedback, short duration, and low cost. At the end of the year, preparations were in hand for the results to be reviewed by the working groups before being presented by the Bolivian participants to a national seminar scheduled for early in 1997.



## ***Strengthening Partnerships***

Over the years, IRC has learned that sharing knowledge and experience with individuals who are part of an institution is essential for long term sector development. It therefore continues to strengthen its partnership links with other sector institutions, both in the South and in the North, as well as its links with international partners.

### **Resource centre development**

IRC's external evaluation pointed at one of IRC's major successes: the development of partners such as CINARA and NETWAS. The evaluators advised to do a comparative analysis on partners and resource centre development. A proposal was therefore developed for a programme called DROPS - (Developing Resources in Operational Partnerships). It was submitted to the Government of The Netherlands for funding. The general objective of the project is to gain insight into the processes and experiences regarding the development and functioning of a number of resource centres in Africa, Asia, Europe and Latin America, to provide a rational basis for IRC support to the development of such centres in the future.

### **Partners in the South**

IRC has long standing experience in working with partner institutions in developing countries. Two partners, CINARA in Colombia and NETWAS in Kenya, have developed into sector resource centres offering support services with national and regional outreach in South America and East Africa respectively. Links with these organizations were further strengthened during 1996 through activities such as joint training courses, cooperative research projects, joint publications and information exchange. Interactive courses in English, French, Spanish and Portuguese were organized together with other partners in the South, including the Pan African Institute for Development (PAID) in Cameroon and Burkina Faso, the Nashik Research and Training Centre in India and Sarvodaya Rural Technical Services in Sri Lanka.

Research partners in the developing world included the Aga Khan Health Service in Pakistan, Agua del Pueblo in Guatemala, CINARA, PAID, Nepal Water for Health (NEWAH), and NETWAS.

### **International Partners**

During 1996, IRC continued to be involved in the activities of the Water Supply and Sanitation Collaborative Council, principally in the following working groups and networks: Network on Gender Issues; Advocacy and Communication Strategies; INTERWATER (Home Page for Water and Sanitation on the Internet); Sanitation Promotion; Operation and Maintenance; Water Supply and Sanitation in Central and Eastern Europe and Commonwealth of Independent States; Lusophone Initiative; Community Management and Partnerships with Civic Society; Services for the Urban Poor; and Institutional and Management Options, including decentralization.



## **General Information**

### **Finance**

IRC is an independent, non-profit making organization supported by and linked with the Netherlands Government, UNDP, UNICEF, WHO, the World Bank and the Water Supply and Sanitation Collaborative Council. A core budget of some US\$ 1.4 million is provided by the Ministry of Housing, Spatial Planning and the Environment and the Ministry of Foreign Affairs of the Netherlands. In addition, national governments, multilateral and bilateral donors, UN agencies, international development banks and NGOs, call upon and fund IRC 's services and programmes. These sources accounted for US\$ 1.5 million income in 1996 and for another US\$ 2.5 million that was passed through IRC to partner organizations in the South.

### **Staff**

The international and multi-lingual staff of IRC includes engineers, anthropologists, documentalists, economists, lawyers, sociologists, a geologist, a journalist, and a psychologist. IRC has 40 staff, of which 25 are programme staff, 25 are women and 11 are nationals from outside The Netherlands. All programme staff have extensive field experience at policy and practitioner level. The staff primarily act as facilitators, often guiding processes in which different sector organizations, such as government agencies, NGOs, local government, users association and ESAs, work together to come to grips with sector problems and jointly identify and test solutions. IRC also draws on staff from several partner institutions in the South that have complementary skills and long working relations with IRC.

Staff changes in 1996 included the recruitment of Peter Bury as Programme Officer in the Africa group and the return to IRC of Madeleen Wegelin-Schuringa after three years in Kenya.

### **Organizational change**

Following up recommendations of the external evaluation of IRC a management consultant firm was recruited to help IRC's Governing Board and Management Team initiate a process of internal organizational change. The study was carried out at the request of the two ministries providing IRC's core subsidy. The purpose of the study was to enable IRC to better respond to changes in the sector.

The consultant's report suggested a clearer division between IRC's saleable products and services and its development, innovation and documentation activities, for which a core subsidy will continue to be needed. The recommendations of the report began to be implemented at the end of the year, with a new policy framework and business plan scheduled to be prepared in 1997.



## **IRC Governing Board**

Mr. J.B. Hoekman (Chairman)  
Former Ambassador

Mr. Ger W. Ardon (Secretary)  
Water Supply Division  
Department Water Supply and Environmental Quality  
Directorate-General for Environmental Protection  
Netherlands Ministry of Housing, Spatial Planning and Environment

Prof. Willem J. Kakebeeke (Treasurer)  
Assistant Director-General for International Environmental Protection  
Directorate General for Environmental Cooperation

Mr. H. Gajentaan  
Chief, Directorate Multilateral Development Cooperation and Special  
Programmes (DMP)  
Netherlands Ministry of Foreign Affairs

Mr. J. A. Boer  
Head of Technical Advice and Special Programmes Section (DST)  
Netherlands Ministry of Foreign Affairs

Mr. Frank Hartvelt  
Deputy Director Science , Technology & Private Sector Division (STAPSD)  
UNDP

Mr. Gourisankar Ghosh  
Chief  
Water and Environmental Sanitation Section  
UNICEF

Mr. Dennis Warner  
Chief Rural Environmental Health Unit (REH)  
Division of Operational Support in Environmental Health (EOS)  
World Health Organization

Mr. Brian Grover  
Manager  
UNDP/World Bank Water and Sanitation Programme

Permanent Invitee  
Mr. Ranjith Wirasinha  
Executive Secretary  
Water Supply and Sanitation Collaborative Council

IRC International Water and Sanitation Centre  
PO Box 93190  
2509 AD The Hague  
The Netherlands  
Tel.: +31-70-30 689 30  
Fax: +31-70-35 899 64  
E-mail: [general@irc.nl](mailto:general@irc.nl)  
World Wide Web: <http://www.oneworld.org/ircwater/>

