

International Water & Sanitation Centre
Box 910
3720 AD The Hague, The Netherlands

Policy II

A FORWARD-LOOKING ASSESSMENT of PROWESS

(Promotion of the Role of Women
in Water and Environmental Sanitation Services)

Report of an Independent Team
October 1991

202.1-91PR-9668

PROWESS

***(Promotion of the Role of Women in Water and
Environmental Sanitation Services)***

A FORWARD-LOOKING ASSESSMENT

LIBRARY IRC
PO Box 93190, 2509 AD THE HAGUE
Tel.: +31 70 30 689 80
Fax: +31 70 35 899 64

BARCODE: 9668
LO: 202.1 91PR

October 1991

© PROWESS/UNDP
304 E. 45th Street, Room FF-12108
New York, N.Y. 10017
USA

All rights reserved
Manufactured in the United States of America

This document has been prepared by an independent, external Assessment Team appointed by PROWESS/UNDP. Copies of the document may be obtained from the PROWESS/UNDP office in New York or the UNDP-World Bank Water and Sanitation Programme through the World Bank, Washington. Material may be quoted with proper attribution. The findings, interpretations, and conclusions expressed in this paper are entirely those of the Assessment Team and should not be attributed in any manner to PROWESS/UNDP, the UNDP-World Bank Water and Sanitation Program or any affiliated organizations.

PERSONAL PROFILES OF PROWESS ASSESSMENT MISSION MEMBERS

Mariken Vaa (Norway), Team Leader

Ms. Vaa is a sociologist presently working with the Institute for Social Research in Oslo. Her fields of specialization are development theory, urbanization, and women in development. She has done field work in both East and West Africa, most recently for a study on "Women in Urban Poverty" in Bamako, Mali. Her current research project is entitled: "Technology Choice in Development Aid Organizations in Water and Sanitation Programmes: the Transition to Low-Cost Options". In addition to research and teaching, Ms. Vaa has wide-ranging experience as an editor of both academic and public information publications and has conducted several consultancies for NORAD. She has also served on public and NGO committees relating to various aspects of development.

Reine Anna Aduke Euvrette Peters (Benin)

Ms. Peters has a background in management and commerce. The focus of her work has been on economic activities and trade, including the informal sector. Her work experience includes work with her government as Director of the Domestic Trade Department, as well as with a variety of international organizations. She has worked for ECA on an assessment on the reinforcement of the role of women in the informal sector, for UNICEF on the implementation of cash for food projects, for CODESRIA on the role of the family in agricultural production in Africa, and for the African Regional Centre of Technology in Dakar on the transfer of technology among developing countries.

Mary Kurian D'Souza (India)

Ms. D'Souza is a sociologist with particular focus on and experience in human resource development. This includes needs assessments and surveys, planning and implementation of training in various fields, with a strong emphasis on training in participatory approaches. She has also worked with management aspects, such as project development, fund-raising, monitoring and evaluation, both at community and agency level. Her experience includes water and sanitation related work, as well as forestry, horticulture, health, literacy and general development programmes for women. Her work includes the management and implementation of rural development projects in Maharashtra. Ms. D'Souza has worked with a variety of organizations, including various international organizations and NGOs (such as INSTRAW, Institute of Cultural Affairs), and bilateral donors (e.g. GTZ - Germany and the Netherlands). She has recently worked in the private sector in the areas of strategic planning and human resource development.

Elias Rosales-Escalante (Costa Rica)

Mr. Rosales is a civil engineer from the ITESM, Mexico, and has a diploma in sanitary engineering from the IHE, the Netherlands. He has focused on the development and evaluation of appropriate technologies suitable for Central American conditions, working jointly with the IDRC-Canada and ATI-USA. As a part of a multidisciplinary team in the implementation of water and sanitation projects he has helped to develop community participation strategies and training tools. He currently works for the Technological Institute of Costa Rica (ITCR) and the Technological Foundation of Costa Rica (FUNDATEC), an NGO. He also teaches and conducts research.

Jane Weidlund (USA)

Ms. Weidlund has been an administrator of development assistance for thirty years in the United Nations and the UNDP, at headquarters and in East Africa and Iran. After retiring from full-time service, she led a UNDP evaluation mission to Zambia, and advised an international consortium of non-governmental organizations engaged in development activities. She has served as a consultant to the International Civil Service Commission, UNIFEM and the United Nations for programmes concerning women and development and as a consultant to UNDP on the role of women in technical cooperation among developing countries. Miss Weidlund is an adviser, pro bono, to the Holy See Mission to the United Nations. She served as research and analysis consultant to the PROWESS Mission.

ACRONYMS

ACDIL	Academy for Community Development and International Living, Goa
AMREF	African Medical and Research Foundation
ATI	Appropriate Technologies, Inc.
CEFIGRE	Centre de formation internationale à la gestion des ressources en eau
CIDA	Canadian International Development Agency
CODESRIA	Council for the Development of Economic and Social Research in Africa
COFESFA	Coopérative des femmes pour l'éducation, la santé familiale et l'assainissement
DANIDA	Danish International Development Agency
DGIP	Division for Global and Interregional Programmes, United Nations Development Programme
ESA	External support agency
GGAT	Girl Guides Association of Thailand
HRD	Human resources development
IBRD	International Bank for Reconstruction and Development
IDRC	International Development Research Centre, Ottawa
IDWSSD	International Drinking Water Supply and Sanitation Decade
IHE	International Institute for Hydraulic and Environmental Engineering
ILO	International Labour Organisation
INUWS	Infrastructure and Urban Development Department, Water and Sanitation Division, World Bank
INSTRAW	(U.N.) International Research and Training Institute for the Advancement of Women
INT	Inter-regional, (UNDP project nomenclature)
IRC	International Reference Centre for Community Water Supply and Sanitation
ITN	International Training Network
KWAHO	Kenya Water and Health Organization
NETWAS	Network for Water and Sanitation
NGO	Nongovernmental Organization
NORAD	Norwegian Agency for Development
ORDEV	Organization for Reconstruction and Development
ORT	Oral Rehydration Therapy
PACT	Private Agencies Collaborating Together
PAHO	Pan American Health Organization, WHO
PKK	Pembinaan Kesejahteraan Keluarga (PKK) - Family Welfare Movement, Indonesia
PROWESS	Promotion of the Role of Women in Water and Environmental Sanitation Services
RAF	Regional Africa (UNDP project nomenclature)
RBA	Regional Bureau for Africa (UNDP)
RWSG	Regional Water and Sanitation Group

SARAR	Self-esteem, Associative strength, Resourcefulness, Action planning, Responsibility
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
WASH	Water and Sanitation for Health Project
WHO	World Health Organization
WID	Women in Development
WSS	Water supply and sanitation

TABLE OF CONTENTS**Page**

PREFACE	ix
EXECUTIVE SUMMARY	xi
Chapter 1. Origin and Evolution of PROWESS	3
Chapter 2. Assessment of Achievements	9
Chapter 3. PROWESS in Transition	17
Chapter 4. Recommendations	23
ANNEXES	29
1. Terms of Reference of the Forward-looking Assessment Mission	
2. List of organizations visited and persons interviewed by Assessment Mission	
3. Conclusions of the strategies for enhancing women's participation in water supply and sanitation - extract from <i>The Inter-agency Task Force on Women and the IDWSSD</i>	
4. Financial Resources of PROWESS, by sources, 1983-1992	
5. Staffing of PROWESS 1983-1991	
6. Summary of PROWESS field activities	
7. PROWESS publications available in 1991	
8. UNDP/World Bank Water and Sanitation Program -- 3 organigrams showing proposed placement of PROWESS Group and relationship with Policy Unit, and RWSGs	
9. Delft Declaration	
10. Documents and publications consulted	

PREFACE

The interregional project PROWESS (Promotion of the Role of Women in Water and Environmental Sanitation Services) has been in operation since 1983. From a small base in the Division of Global and Interregional Programmes (DGIP) in the UNDP, PROWESS has over the years been involved in field projects in 20 countries, conducted a series of training workshops ranging from the global level to the local, and developed an array of tools for participatory approaches in community development. The objectives of PROWESS have been to show how women can be involved in water and sanitation, what benefits this brings, and how successful experiences could be replicated. Core support for its activities has been provided by Norway, Canada, U.S.A., Finland, the Netherlands, and the UNDP DGIP and Regional Bureau for Africa. In addition, a number of agencies have provided parallel funding for field activities. Through cooperation with other agencies, PROWESS' activities have extended far beyond what its own financial and staff resources would indicate.

As demand for PROWESS services began to outstrip its capacity to respond, the question of consolidation and expansion presented itself. A congenial partner was found in the UNDP/World Bank Water and Sanitation Program, an international collaborative venture emerging from the work of the International Drinking Water Supply and Sanitation Decade, aimed at promoting low-cost services to the poor. But many questions remained open, and UNDP decided to sponsor an assessment of PROWESS to review the past as compared to objectives, and make recommendations for the future.

The assessment was carried out in September and October 1991. Prior to that, an independent consultant had conducted a number of interviews and prepared a background paper for the Mission, documenting PROWESS activities and achievements since its inception and identified issues to be examined. The Mission Leader participated in the Collaborative Council of the Global Forum meeting in Oslo, 18-20 September 1991.

The Mission convened at UNDP/Geneva for a three-day briefing workshop. It then split in two teams, one visiting New Delhi and Goa (India), Jakarta (Indonesia), La Paz and Potosi (Bolivia). One member of this team also had consultations with PAHO and WASH in Washington, D.C. The second team visited Bamako (Mali), Abidjan (Ivory Coast), Nairobi (Kenya) and the International Reference Centre in the Hague (Netherlands).

In the countries visited, interviews were conducted with representatives of national and local government agencies, representatives of UNDP, UNICEF, WHO, and NGOs with which PROWESS has collaborated, field staff of the UNDP/World Bank Water and Sanitation Program, and PROWESS project staff where present.

To its regret, the Mission was not able to apply participatory methods extensively in its own fact-finding. The travelling schedule was heavy, country visits brief and mostly filled with fairly formal meetings and interviews. However, there were notable exceptions. The team that visited Africa (Bamako, Mali) was invited to observe a PROWESS training workshop in action, to visit project sites and have extended sessions with project staff and community members. In Nairobi, the Regional Water and Sanitation Group, which hosted the visit, organized a workshop with government donors and NGO representatives to explore issues relating to human resource development and inter-agency cooperation and institution building for increased activities relating to a national strategy for women, water and sanitation. The team that visited Bolivia was able to observe how PROWESS methodology was well-established in the Potosi demonstration project.

When the two teams convened in New York to pool field findings and develop recommendations, this was done through a participatory exercise facilitated by the Mission's training expert. This process was very helpful in identifying issues and arriving at the priorities.

This report has been prepared by the Mission Leader on the basis of these discussions, also drawing on the Background Paper and on other material presented to the Mission at various stages of its work. The report contains specific recommendations that represent a consensus of the Mission members. These are summed up in Chapter 4 of the report.

The Mission Leader and her colleagues wish to express their appreciation to all government officials, agency representatives and in particular to PROWESS, DGIP and Program staff for their cooperation.

EXECUTIVE SUMMARY

00291

1. WHAT IS PROWESS?

- 1.1 The interregional project PROWESS (Promotion of the Role of Women in Water and Environmental Sanitation Services) arose from several simultaneous initiatives. It has been in operation since 1983. Based in the Division of Global and Interregional Programmes (DGIP) in the UNDP, its overall objective has been to support and expand affirmative measures to include women more actively in all activities related to the International Drinking Water Supply and Sanitation Decade, as well as to demonstrate and promote ways of achieving women's effective involvement in the planning, execution, operation, maintenance and utilization of systems for water supply and sanitation.
- 1.2 Support for its activities has been provided by Norway, Canada, U.S.A., Finland and the Netherlands, the UNDP DGIP and Regional Bureau for Africa. In addition, a number of agencies have provided parallel funding for field activities.
- 1.3 PROWESS has, over the years been involved at governments' requests in field projects in 20 countries, conducted a series of training workshops ranging from the global level to the local, and developed an array of tools for participatory approaches in development.
- 1.4 What is often referred to as the PROWESS Approach is reflected in gender analysis, flexibility and responsiveness and through participatory techniques for planning, implementation, monitoring and evaluation to increase awareness of opportunities and options and, thereby, to build the capacity of people and institutions.
- 1.5 Through active networking and extensive cooperation with other agencies and NGOs, PROWESS activities have extended far beyond what its own very limited financial and staff resources would indicate.

2. ASSESSMENT OF ACHIEVEMENTS

- 2.1 The Mission has found that PROWESS, through its field projects, has successfully identified and recorded a variety of ways in which women may be successfully involved in water and sanitation services. There is also a higher rate of sustained services and their effective use in PROWESS field projects with their focus on women than in comparable projects where women have not been involved.
- 2.2 PROWESS has focussed on developing methodologies for alternatives to classical "project-oriented" development assistance. Its areas of

concentration have been community development through training in general participatory approaches, and participatory monitoring, evaluation and research. PROWESS' participatory and communication methods have both proven themselves useful and been well documented.

- 2.3 PROWESS has successfully contributed to capacity-building in NGOs and other organizations through training and development of training tools, in providing an analytical framework for and documentation of participatory approaches to planning and management, disseminated in its series *Lessons, Strategies, Tools* and through assisting NGOs in developing sound management systems.
- 2.4 PROWESS has placed a major emphasis on training, not only within projects, but on training institutional staff to do their own training of national or international staff. Through workshops, sector managers and administrators in international, national and local agencies have been exposed to the potentials of participatory methods. Thus, space has been created for alternative ways of development management. Capacity-building is inherent in the PROWESS approach.
- 2.5 The basic resources since PROWESS' inception in 1983 until today have been very limited in relation to the scope of its activities. Through networking and collaborative ventures, PROWESS has reached far beyond what could be expected. But PROWESS has for several years been in a situation where demand for inputs, (intellectual, financial, managerial), have far outstripped its capacity to respond. Consolidation and expansion are, therefore, needed.

3. THE NEED TO CONSOLIDATE AND EXPAND

- 3.1 By its own definition and in line with current trends in development thinking, which stress human development and capacity building, PROWESS is in a state of transition.
- 3.2 From developing tools for participatory training, testing participatory approaches in field projects and playing a catalytic role in some larger projects, PROWESS is now faced with the challenge of upscaling its contribution to capacity building, so that sustainable services can be available to more people.
- 3.3 For several years, PROWESS has had close links to the UNDP/World Bank Water and Sanitation Program, an international collaborative venture emerging from the work of the Water and Sanitation Decade of the 1980s. Located in the Water and Sanitation Division of the World Bank and operating in more than 40 developing countries, the Program works to strengthen national efforts for improving the services for the poor.

- 3.4 A process of incorporation began in 1990. Since then a de facto institutional consolidation and considerable upscaling of PROWESS activities has taken place within the Program.
- 3.5 In practical, sector terms, PROWESS and the Program have identical goals: improving the services for the poor through building on development partnerships at the local, national, regional and global levels, and accelerating the provision of sustainable water and sanitation services in both urban and rural areas, primarily by using low-cost technologies and community-based approaches.
- 3.6 The Mission has found that the transfer of PROWESS to the Program is the best step for consolidating PROWESS' achievements. It will also be of benefit to the Program and increase its contribution to capacity building for sustainable and effective utilization of services. Furthermore, the Mission noted that PROWESS has already contributed towards making the Program's working modes in the field participatory and creative.
- 3.7 PROWESS' mandate has been linked to the involvement of women in the provision and management of water and sanitation. But the development philosophy it stands for, as well as the tools and training methods that PROWESS has developed and promoted, also point beyond the sector.

4. SPECIFIC RECOMMENDATIONS

- 4.1 PROWESS should have a separate identity within the Program for a period of five years and then be assessed. This identity can be expressed by retaining the PROWESS label on certain Headquarters, regional and country activities; on some publications, and by means of systematic follow-up of initiatives launched and partnerships established during the first seven years of PROWESS existence.
- 4.2 PROWESS should, in collaboration with governments and other appropriate partners, in particular the International Training Network (ITN) centers, intensify its training activities at all levels. Development of tools for use at community level should be pursued. Special attention should be given to gender issues, cross-cultural communication and methods for identifying resource flows in communities.
- 4.3 Core funding for PROWESS should be through the Program, at a level which is in accordance with the work programme outlined in the strategy paper "Capacity building for the 90's: PROWESS in the Water and Sanitation Sector". This calls for a strong field presence in countries where the Program is involved and a small group of specialists at Headquarters for continuous follow-up, synthesizing of field experience and development of tools for community involvement in large scale programmes. Funding through separate channels should be confined to specified collaborative ventures.

-
- 4.4 Sustained services depend on their economic viability, while full health benefits of improved services in many cases demand modification of local health and hygiene practices. Since women, when their income increases give high priority to family welfare and are the primary health educators in households and providers of health care both at household and community level, PROWESS should promote credit schemes and community based micro-enterprises for women, and engage in intensified health and hygiene education and programmes. This demands strengthening functional links with other organizations which have these activities on their agenda, in particular WHO, ILO, UNCDF, UNIFEM, and other WID agencies and units, and extensive collaboration with NGOs.
 - 4.5 A more general application of the PROWESS Approach should be explored beyond the water and sanitation sector. But rather than identifying specific sectors for concrete interventions, a process approach is recommended.
 - 4.6 The roster of PROWESS international trainers and consultants should be updated and made available to other organizations. Efforts should be made to identify agencies which have similar rosters and coordinate updating and dissemination.
 - 4.7 The proposed network of PROWESS Associates should be identified and preparations initiated for an international seminar. A suitable theme for this seminar might be "Promoting human development through participatory approaches". Such a seminar should be organized in collaboration with one or several non-sector institutions, preferably with experience in alternative development management.
 - 4.8 A document should be prepared, specifying which follow-up activities are the responsibilities of PROWESS as incorporated in the Program and implemented under the PROWESS label, and which activities will be acted upon by the UNDP.
 - 4.9 The Assessment Mission is convinced that the PROWESS experience in, and advocacy of, alternative modes of community-based development can make a significant contribution both in policy strategies for human development and their translation into operational reality.

CHAPTER 1

ORIGIN AND EVOLUTION OF PROWNESS



Chapter 1

ORIGIN AND EVOLUTION OF PROWESS

A. Origin

In most cultures in the developing world, women have been responsible for domestic water supply and management. This was acknowledged at the U.N. Conference on Human Settlements (HABITAT) in 1975. Two years later, the need to involve village women in the provision of water and its continued supply and to educate them concerning sanitation was recognized by the UN system at the UN Water Conference held in Mar del Plata, Argentina, whose Plan of Action stimulated follow-up activities throughout the UN system and in bilateral agencies. At the multilateral level, a Steering Committee for Cooperative Action under the chairmanship of the Deputy Administrator of the UNDP was formed. Initially comprised of 7 UN agencies, it grew to 11 and was responsible for conceiving and promoting what became the International Drinking Water Supply and Sanitation Decade (IDWSSD).

By 1980, the World Conference of the United Nations Decade for Women, meeting in Copenhagen, addressed the water problem and realized that women of the developing world may spend one third of their day locating and transporting water for drinking, agriculture, food production and preparation and family hygiene. That same year (1980), the United Nations General Assembly proclaimed the period 1981-1990 as the International Drinking Water Supply and Sanitation Decade (IDWSSD) affirmed a call by the Copenhagen meeting to "promote full participation of women in planning, implementation and application of technology for water supply projects." The General Assembly adopted a resolution entitled *Effective mobilization and integration of women in development* which urged "the organizations and bodies of the United Nations system concerned with the IDWSSD to take fully into account the needs and concerns of women." One concrete follow-up step was the establishment in 1982 of the Inter-agency Task Force on Women for the IDWSSD under the Steering Committee. This initiative came from the UN International Research and Training Institute for the Advancement of Women (INSTRAW).

A number of persons - in the Task Force on Women, in UNDP, the World Bank, UNICEF and WHO - visualized a new, experimental program for involving women in the water supply and environmental sanitation sector and several, almost simultaneous, initiatives are a matter of record. The Division for Global and Interregional Programmes (DGIP) of the UNDP formulated a draft project document which was circulated within the system and to potential donors. Norway expressed serious interest and soon provided US\$ 2.5 million which made possible the conversion of an idea into reality. Interregional project INT/83/003, "Promotion and Support for Women's Participation in the International Drinking Water Supply and Sanitation Decade", became operational in mid-1983. Its title was subsequently changed in a later revision of the project document to "Promotion of the Role of Women in Water and Environmental Sanitation -- PROWESS."

In the project document establishing PROWESS in 1983, the overall objective was stated thus: "to support and expand affirmative measures to include women more actively in all activities related to the International Drinking Water Supply and Sanitation Decade, as well as to demonstrate and promote ways of achieving women's effective involvement in the planning, execution, operation, maintenance and utilization of systems for water supply and sanitation".

More specific objectives were:

- to assist participating countries to design and implement programmes and projects to demonstrate how the participation of women as actors and target groups can contribute to water supply and sanitation schemes, and their economic, social and health impacts on the community;
- to organize training activities including orientation seminars, workshops and other training efforts for officials of government agencies, women's organizations, NGOs and other community groups on the design and implementation of programs and projects to involve women in the support of Decade goals;
- to prepare technical reports, training materials and guidelines on the methods and approaches for governments, development agencies, and other groups on the role of women in water supply and sanitation schemes;
- to support national public information and communication programs in raising public awareness of women's needs and their actual and potential contributions to the achievement of Decade goals.

B. Evolution

PROWESS is a program rather than the three discrete projects embodied in the project documents of the initial interregional project INT/83/003 (1983-1991), the Africa Regional Project RAF/87/043, operational since 1982, and the Interregional Project INT/91/008, which covers the period 1991-mid 1992. The program has gone through several phases, in accordance with what comparative strengths were developed and in response to changing demands in the water and sanitation sector. The various phases can be described as follows:

- 1983-86: identifying directions, developing approaches in small-scale, controlled tests, often fully funded by and directly administered from PROWESS Headquarters.
- 1987-89: playing a supporting, sometimes catalytic role in larger projects, funding only limited inputs, documenting experiences and developing a publication profile.

- 1990-91: a transitional phase consisting of institutionalisation of lessons learned, and capacity building in other organizations. Review of options for up-scaling.

PROWESS has focussed on developing methodologies for alternatives to classical "project-oriented" development assistance. Its areas of concentration have been community development through training in general participatory approaches and participatory monitoring, evaluation and research.

The basic resources since PROWESS inception in 1983 until today have been very limited in relation to the scope of its activities. Full-time staff has consisted of 2-3 senior professionals at Headquarters, supported by administrative supply staff and otherwise relying on consultants for specific undertakings (see Annex 5).

The first full-time coordinator in the field was appointed as late as 1988 (RAF/87/043). In 1990, PROWESS was able to second a community development specialist to the East and Southern Africa Regional Water and Sanitation Group (see Chapter 3). Funding for workshops or inputs in collaborative ventures have often had to be sought on an ad hoc basis.

While limited resources obviously have been a constraint, the mode of operation has also conveyed that PROWESS stands for advocacy and implementation of a philosophy of development rather than seeking to become a large institution in itself.

The basic tenets of the PROWESS philosophy of development and the promotion of women are the following: Development means putting people first. PROWESS believes in individuals and their creativity, resourcefulness and ability to form opinions and take rational actions and, given help such as training and other facilities, to improve their status, to increase their involvement in community life, contribute to the development of themselves and their surroundings, and to sustain this advancement.

What is often referred to as the PROWESS approach is based on gender analysis, flexibility and responsiveness, and through learning from field experiences using participatory techniques for planning, implementation, monitoring and evaluation, to increase awareness of opportunities and options and, thereby, to build the capacity of people and institutions.

CHAPTER 2

ASSESSMENT OF ACHIEVEMENTS

Chapter 2

ASSESSMENT OF ACHIEVEMENTS

PROWESS activities at country level range from developing approaches in small-scale pilot projects to playing a catalytic or supporting role in large-scale projects. Inputs have been tailored in response to demand, and particularly in recent years, projects have been implemented in collaboration with a large number of partners. In Annex 6, PROWESS activities are documented, country by country. Projects are classified by main objectives and activities, cost to PROWESS, output and follow-up. This chapter gives an brief overview of PROWESS' achievements at the global and interregional level, and addresses specific questions raised in the Mission's terms of reference. These refer to overall work methods as well as lessons to be learned from experiences at all levels.

1. Interregional and global activities

a. Training

PROWESS has placed a major emphasis on training, not only within projects, but on training institutional staff to do their own training of national or international staff. One important component in its training program has been organization of workshops for sector managers, and administrators in international, national and local agencies. The intention has not been to train them to be trainers, but to expose them to the potentials of participatory methods and thus create space for alternative ways of development management.

Overall, those trained in workshops of 5-10 days (of which 50 have been organized) number 1,250 (500 in Africa and 750 elsewhere). In addition 55 "exposure sessions" of 2 hours or more have been recorded, comprising well over 1,150 participants. The number of events of the latter type may well exceed those recorded.

In the last two years, 10-20 of those trained have reached a level where they can be considered international level trainers of trainers. Through a series of Master Training Workshops scheduled to take place in 1991-92, PROWESS expects to have trained 60-70 people to this level.

During its field visits, the Mission received, on several occasions, complaints from (country level) trainees that, after having been trained, there were few incentives to practice what they had learned and little reinforcement of their "PROWESS identity". This reflects, on the one hand, that many work environments are hostile to participatory approaches, but also a certain lack of follow-up on

the part of PROWESS. The Mission also found that lack of follow-up, due to limited staff, is openly recognized by the PROWESS manager, and will hopefully be remedied through a stronger PROWESS presence at RWSGs and ITN centres, (see chapter 3), and identification of national PROWESS focal points.

b. Development of tools: manuals and audio-visual materials

While training materials at community level have to be adapted to each specific situation, trainers need a base of codified knowledge and techniques to draw on. PROWESS' achievements in this field are considerable. Through the development and publication of *Tools for Community Participation: A Manual for Training Trainers in Participatory Techniques* (by Lyra Srinivasan, 1990) and its accompanying video cassette, PROWESS has introduced a training tool which has been welcomed far beyond PROWESS milieux and is now being included in UNICEF's kit of training tools. It is also reported by PACT, the distributor, to be their best-selling product. It is being translated into French and Spanish.

This manual is essentially an introduction to the SARAR Process adapted to water and sanitation issues. The method is applicable at the simplest organizational levels and, with adaptations, at progressively higher levels of organization, reaching decision-makers and policy-makers. It may also be applied to any sector of activity and to urban as well as rural populations, to men as well as to women. It is learner-centred, with the focus on helping the learners to develop abilities and skills to diagnose and solve their own problems. The trainer merely facilitates a process of competence-building and self-discovery for the learners, whose needs, experience and goals are the focus of training.

Some trainers whom the Mission met in the field voiced a concern that the SARAR methods are perceived by inexperienced trainers as exclusive. But the Mission also noted that PROWESS/Africa has concrete plans for making a synthesizing analysis of participatory techniques currently in use in the West Africa Region and that, in the PROWESS regional strategy for in Eastern and Southern Africa, the need to adapt and evolve guidelines in response to field experiences and in interaction with Headquarters is stressed. Earlier, PROWESS/Headquarters has attempted to collect material on participatory techniques used by NGOs and other agencies, but found out that little material was published or otherwise available.

Other tools that have been developed and which will soon be ready for publication, comprise an artist's manual and a manual and tool kit for participatory methods in appraisal, monitoring and evaluation. Both will certainly be useful in development management outside the water and sanitation field, although they draw on practical field experiences from this sector.

c. Publications

Among the more spectacular achievements of PROWESS, considering its limited staff and resources, is the production of a large number of publications. These range from manuals and bibliographies to general information and advocacy papers and pamphlets. About 40 are currently being circulated (listed in Annex 7). A basic mailing list of about 800 people has been established, composed primarily of key personalities in the UNDP and in WID and sector agencies, and of individuals who ask to be on it. References to PROWESS publications in sector journals or general information journals trigger a spate of requests, and the PROWESS Headquarters office sends out about 500 documents per month. Several publications, particularly in the *Lessons, Tools and Strategies* series would appeal to a wider audience than they now reach (see Chapter 4, points 6 and 14).

In addition to publications produced by PROWESS itself, joint ventures have also been undertaken with the International Research Centre (IRC) in the Hague. A literature study *Participation of Women in Water Supply and Sanitation* was commissioned by PROWESS and published in 1985. As a follow-up, an *Annual Abstract Journal on Women, Water and Sanitation* (1st issue May 1991) is being produced by the IRC. Both publications have been made possible by funding from NORAD.

d. Networking and interagency cooperation

Networking is one of PROWESS' strengths, which probably has given the program impact far beyond what could be expected from its limited staff and funds. Most of its international workshops in recent years have been collaborative ventures. Less visible are the numerous committees, task forces, working groups, conferences, missions, etc., where PROWESS has been present and made an input over the years (for concrete examples, see Report on PROWESS 1983-1991, full reference in Annex 10).

Networking and interagency cooperation have two aspects, this working method facilitates implementation of worthy initiatives, and provides channels for advocacy of alternative approaches to development. PROWESS' direct and indirect input in policy formulation should not be underrated.

2. Specific themes the Mission was asked to assess

a. Has PROWESS met its overriding goals:

- to show how women can be involved in water and sanitation
- to demonstrate benefits this can bring to women and their community
- to identify ways to replicate useful approaches?

The general finding of the Mission is that the evaluations of various PROWESS country projects and collaborative ventures document a variety of ways in which women are successfully involved in water and sanitation to the benefit of their communities and themselves.

Yet, the two teams of the Mission also found very varied levels of knowledge about PROWESS and what it stands for in the countries they visited, among local and foreign NGOs as well as in government agencies and the donor community. Dissemination and advocacy strategies should therefore be developed, suited to regional and country conditions.

As to replicability, the main contribution of PROWESS, so far, lies in the tools that have been developed and tested. There are many instances where PROWESS' ways of working with women and communities have been replicated.

One recent example is Bolivia, where PROWESS provided assistance to a pilot project, primarily designed to test and promote hand pumps and encourage cost recovery. Through training of field workers and using community fora for discussions where women voiced their concerns, PROWESS contributed towards an agreement on goals among the different partners; it also helped to increase awareness of the health implications of polluted water among community members, which generated a demand for pumps which at the time far exceeded their availability. As a very concrete result, latrines were added to the services provided by the project. PROWESS also contributed to the development of a plan for an expanded demonstration project in another area. Funding is now provided by the Dutch government, one of the conditions for approval was that there should be a clear involvement of PROWESS, using approaches and tools developed in the pilot project.

b. What are the lessons regarding the sustainability of projects and projects involving women and communities?

Again, the evaluations show a higher rate of sustained services and effective use in PROWESS field projects with their focus on women than in comparable projects where women have not been involved.

The team which visited Africa found that the field projects being implemented in Mali under RAF/87/043 (school latrines and urban waste collection) are too new to assess (Annex 6-d). Up to now, they are driven by enthusiasm, perseverance and goodwill. Their sustainability and eventual upscaling depend not only on changes in the legal and institutional environment, but on realistic assessment of future funding requirements and development of cost recovery strategies.

c. How are the grassroots initiatives related to overall national policies?

In the 20 countries where PROWESS have been directly involved, the policy environment is varied, and PROWESS projects have, likewise, had a variety of relations with national agencies and local authorities, sometimes working directly with them, and sometimes primarily through local and international NGOs. In Mexico (Annex 6-g), PROWESS approaches have been applied, largely through UNICEF, in state- and nationwide programs. In Lesotho, a UNDP/World Bank pilot project in which PROWESS had inputs (Annex 6-a) which involved training women to build latrines; it is now used as a model by national authorities for the promotion of rural sanitation in all 10 districts in the country, and PROWESS continues to provide intermittent assistance.

PROWESS' future contribution in making grassroots initiatives part of national policies lies in inputs into country sector assessments and in broadening the dialogue between NGOs, donors and national and local authorities.

d. To what extent have participatory and communicative approaches been developed which have shown themselves to be useful at field level in involving women and communities, and has this been effectively documented and disseminated?

The Assessment Mission finds that PROWESS' participatory and communication methods have both proven themselves useful and have been well documented. Dissemination has been targeted at field users, but should be expanded to include more periodicals, documentation units and libraries.

e. To what extent have efforts been made to increase capacity in other organizations, particularly NGOs, to use participatory approaches.

As perceived in the Delft Declaration, capacity building consists of three basic elements:

- creating an enabling environment with appropriate policy and legal frameworks;

- institutional development, including community participation; and
- human resources development and strengthening of managerial systems.

PROWESS has contributed to capacity-building in NGOs and other organizations in three respects:

- human resources development through training and development of training tools;
- providing an analytical framework for and documentation of participatory approaches to appraisal, planning, implementation and evaluation disseminated in its series: *Lessons, Strategies, Tools*; and
- assisting NGOs in developing sound management systems.

f. **How has the concept of capacity building been incorporated in PROWESS activities and it is possible for UNDP and other organizations to make use of the approach developed by PROWESS?**

Capacity-building is inherent in the PROWESS approach. The tools are available to UNDP as well as to other organizations. Their applicability depend on a willingness to accept the consequences of departing from established procedures of project planning and management. Participatory approaches in development management may be labour intensive as well as entail unpredictability. At the same time, that people's participation is a central element in sustainable development is gaining recognition.

In question of sustainability of PROWESS as a separately financed program is also raised in the terms of reference. In the view of the Mission, development assistance programs are, by necessity, based on external funding while their primary task should be to instigate development processes which eventually make their intervention superfluous: "To work themselves out of a job". The question is, therefore, not whether PROWESS as a program is sustainable, but whether the approaches it embodies contribute to sustainable development processes. In the view of the Mission, the answer is affirmative.

CHAPTER 3

PROWESS IN TRANSITION

Chapter 3

PROWESS IN TRANSITION

By its own definition and in line with current trends in development thinking, PROWESS is in a state of transition. Human centered development, PROWESS' central theme, is becoming more and more topical for development as a whole as witnessed for instance in the Human Development Report 1990 and 1991.

From developing tools for participatory training, testing participatory approaches in field projects and providing a catalytic role in some larger projects, PROWESS is now faced with the challenge of upscaling its contribution to capacity building, so that sustainable services can be available to more people.

Up to now, PROWESS' mandate has been linked to the involvement of women in provision and management of water and sanitation. But the development philosophy it stands for, as well as the tools and training methods that PROWESS has developed and promoted, also point beyond the sector.

PROWESS is thus facing two questions:

1. How can its experience be consolidated to achieve optimum results in providing sustainable services on a large scale?
2. Could the approaches developed by PROWESS be used in other sectors?

This chapter deals primarily with the first question, while the second is addressed in chapter 4, points 11 - 17.

PROWESS and the UNDP/World Bank Water and Sanitation Program

The UNDP/World Bank Water and Sanitation Program is an international collaborative venture emerging from the work of the Water and Sanitation Decade of the 1980s. Currently operating in more than 40 developing countries and focusing on a selected group of "countries of concentration", the Program works to strengthen national efforts to improve services to the poor. It is located in the Water and Sanitation Division of the World Bank and has a field structure in the form of Regional Water and Sanitation Groups (RWSG) in Abidjan, Nairobi, New Delhi and Jakarta. A fifth network is being established in Latin America.

In some countries of concentration the Program also has a country coordinator. International Training Network (ITN) centers, some regional and some country level, supplement the field structure. Their main task is to promote low-cost technologies and multi-disciplinary approaches to planning, implementation and operation of WSS systems. They engage in a variety of

training schemes for sector professionals, demonstrating projects and information and documentation activities.

Working closely with governments, donor institutions, NGOs, participating communities, and the private sector, the Program's "Strategy for the 1990s" incorporates initiatives aimed at institutional and financial reform, essential human resources development, continuing improvements in low-cost technologies, promotion of women's participation, and better knowledge about effective approaches to sector development.

A forward-looking assessment of the Program was conducted during 1990-1991. Following an extensive headquarters and field review, the assessment team concluded that the Program is sound and effective, and deserves continuing support. It concluded, moreover, that the Program's field structure is now making a significant impact by assisting governments in expanding services to low-income communities in collaboration with other external support agencies.

The assessment team also recommended increased participation of PROWESS in Program activities, as a means of expanding links with NGOs as well as enhancing women's participation at various levels.

PROWESS has in fact had close links to the Program for several years, both in field projects and through IDWSSD global structures. A process of incorporation began in 1990, when the PROWESS Senior Evaluation Officer was transferred from DGIP/UNDP to Washington and renamed PROWESS coordinator. The Mission has noted that, since then, most operational responsibilities have been transferred to PROWESS/Washington, where additional staff is being hired. Funding is also being sought for expansion of PROWESS staffing at RWSGs and ITN centres.

Simultaneous to the Mission's work, discussions were held between the West Africa RWSG, the PROWESS Coordinator/Washington, and the Coordinator of PROWESS/Africa, and reported to the Mission. From the Mission's point of view, among the most positive outcomes of these discussions were that the experience, contacts and project activities which have been initiated by PROWESS/Africa (RAF/83/043) should be continued and incorporated in the RWSG's work program. Up to now, this project has had frequent consultations with, but no organic ties to, the RWSG in Abidjan concerning its activities in West Africa.

Since the terms of reference for the assessment were formulated, a de facto institutional consolidation and considerable upscaling of PROWESS activities has thus taken place within the UNDP/World Bank Water and Sanitation Program.

Based on discussions with Program and PROWESS field and headquarters staff and on observations of how PROWESS and Program strategies are being developed and discussed, the Mission has found that the incorporation of PROWESS into the Program is the best step for consolidating PROWESS

achievements and increasing its contribution towards capacity building for sustainable and effective utilization of services.

PROWESS' partners whom the Mission has met have expressed concern that this move may change PROWESS into a regular bureaucratic institution, that it will lose its unique characteristics, which have been flexibility and responsiveness. The Mission does not share this concern for the following reasons:

First, the Program is in itself not a particularly bureaucratic structure. It is rather a unique organizational innovation where flexibility and responsiveness are highly valued. Particularly at the field level, facilitating contacts, working with and through others and providing critical inputs is also a hallmark of the Program, not only of PROWESS. That PROWESS and Program integration may work well was evident to the team that visited Africa. The RWSG for East and Southern Africa has included a PROWESS specialist staff for one year. The team was impressed by how the PROWESS regional and country programs were merged with Program activities in a synergetic way, and how the working mode of the RWSG itself was participatory and creative.

Secondly, PROWESS has for several years been in a situation where the demand for inputs, intellectual, financial, managerial, have far outstripped its capacity to respond. In some of its field and training activities, follow-up is also admitted to be wanting. Without consolidation and expansion in one form or another, PROWESS was in danger of becoming a victim of its own success.

The Mission believes that the Program is a congenial partner for such consolidation and expansion. The strategy document "Capacity building for the '90s: PROWESS in the water and sanitation sector" has been produced and its main proposals endorsed by Program staff and senior management. Among the numerous proposals for consolidation and expansion that are proposed, the Mission particularly wishes to highlight the importance of the following steps:

- Creation of a network of PROWESS Associates, for networking with other agencies and units. Periodic seminars to explore particular themes and sectors for participatory development.
- Intensified training at all levels.
- Further development of tools for participatory community-based processes.
- Strengthening cooperation with NGOs and creation of a decentralized NGO fund.
- Linking water supply programs to community-based micro-enterprise and credit programs for women.
- Intensified cooperation with relevant agencies and programs in applying participatory methods in health and hygiene education.
- Conducting project and policy reviews to identify strengths and weaknesses of participatory approaches.

- Conducting applied research in cooperation with the Program Analysis group.

The Challenge of Up-scaling

The UNDP/World Bank Water and Sanitation Program is engaged at the country level in assisting governments and sector representatives in assessing policies and performance. Low-cost technologies and community involvement are increasingly being recognized as the only road to increased coverage and sustained services for the poor.

At the same time, the operational divisions of the World Bank which formulate large lending programs in the sector, are soliciting inputs from the Program because of their realization that community involvement is necessary for the creation of sustainable services.

The challenge for PROWESS as part of the Program is thus: How can women's involvement and people's participation become a central concern and driving force in mainstream, national programs?

This is largely uncharted terrain. It is comparatively well documented that community, and particularly women's involvement at an early stage in water and sanitation system lead to services which fit local needs better, and are more sustainable than when there has been no community involvement. But what are the most appropriate institutions to support people's participation varies from country to country, from district to district and probably also from village to village. Little is known about what is transferable from small to large scale programs. Rather than search for blueprints for replication, it is essential to use a learning process approach to people's participation and women's involvement and to build strong elements of monitoring and evaluation into all programs. The need for this, however, may not be evident to sector managers nor to all sector personnel at any level. PROWESS is facing a formidable challenge.

CHAPTER 4

RECOMMENDATIONS

Chapter 4

RECOMMENDATIONS

The following recommendations refer partly to specific points in the terms of reference such as organizational structure and funding, partly to issues which have emerged during the Mission's work. They are ordered under the following headings: Recommendations 1 - 10 deal with PROWESS within the UNDP/World Bank Water and Sanitation Program. Recommendations 12 - 18 deal with capacity building and use of PROWESS-developed approaches in collaboration with non-sector organizations.

The Assessment Mission endorses the transfer of PROWESS to the UNDP/World Bank Water and Sanitation Program, as the best organizational structure in the future to follow up the approaches developed by PROWESS in the water and sanitation sector.

In practical, sector terms, PROWESS and the Program have identical goals: improving the services to the poor through building on development partnerships at the local, national, regional and global levels, and accelerating the provision of sustainable water and sanitation services in both urban and rural areas, primarily using low-cost technologies and community-based approaches.

In the view of the Assessment Mission, the PROWESS record demonstrates that it may well have a unique contribution to make in achieving these goals.

But the Mission also recognizes that in several regards, PROWESS achievements are fragile and need to be consolidated. Moreover, while the necessity for community management of services is gaining widespread recognition at several levels within the sector, gender sensitivity is not always as strong. At all stages of project cycles, the fact that water, sanitation and family health are, primarily, women's concerns, is easily overlooked except, perhaps, during the evaluation exercise.

1. Separate Identity

In order to achieve optimal effectiveness it is, therefore, recommended that a "separate identity" be retained for PROWESS within the Program for a period of five years and then be assessed. This separate identity should be expressed through retaining the PROWESS label on certain headquarters, regional and country activities and on some publications; and by means of systematic follow-up of initiatives launched and partnerships established during the first 6 years of PROWESS existence.

2. Integration of PROWESS/Africa in the Program's Field Activities

Noting that the regional program RAF/87/043 supports very interesting projects and promising initiatives in a number of countries, which should be continued and developed, the Mission recommends that its activities be fully integrated in PROWESS/Program regional and country field structure and program.

3. Expansion of Resources

Recognizing that PROWESS can only make an effective contribution in overall sector activities and in the field if its staff and resources are expanded, the Mission recommends that the proposals for field and headquarters staff expansion presented in the strategy paper "Capacity building for the '90s: PROWESS in the Water and Sanitation sector", be implemented.

4. Intensified Training

As the demand for personnel skilled in participatory methods far outstrips the supply, it is recommended that PROWESS - in collaboration with ITN centers and other appropriate partners - intensify its training activities at all levels specifically through:

- International Master Training workshops;
- periodic review and upgrading of regional and county level trainers, and facilitating self-evaluation seminars for trainees;
- promotion of in-service training and exchange programs for PROWESS and other Program field staff.

5. Further Development of Tools

If participatory methods are to be successfully applied in large scale programs, a further development of tools and materials for use at community level is required. Special attention should be given to gender issues, cross-cultural communication and methods for identifying resource flows in communities.

6. Promotion of Alternative Administrative Procedures

As participatory methods in planning, implementation and management of improved services run counter to established procedures in most organizations and institutions, PROWESS should:

- be actively involved in innovative pilot activities in participatory organization and management modes;
- document how participation is an efficient way of reaching sustainable development goals;
- provide inputs in "approaches that work" seminars and awareness programs for sector managers;
- support retraining of sector personnel.

7. Dissemination of Approaches, Activities and Results at Regional and Country Level

As PROWESS field structures get strengthened, an increasing number of documents of various types will be produced at regional and country level (e.g. adapted tools, syntheses of field experience, applied research). PROWESS should, in collaboration with ITN centers, develop a publications and dissemination strategy adapted to each local situation. The use of local languages should be promoted. Consideration should be given not only to reaching key individuals and collaborating agencies, but libraries and documentation centers having established retrieval systems and not necessarily confined to those in the sector.

In order to better promote the approaches it advocates, PROWESS should also provide input to regional and country journals and newsletters dealing with development issues, both in the sector and beyond.

8. Interagency and NGO Cooperation at Regional and Country Level

In order to institutionalize participatory approaches PROWESS should build on its experience in networking and continue to serve as a catalyst for servicing unmet needs. Special attention should be given to capacity building in NGOs, and to broadening the dialogue among government agencies, NGOs and the donor community.

9. Headquarters Functions and Activities

While the test of the PROWESS approach lies in the field, in demonstrating that it can contribute to providing sustainable services to the poor also in large scale programs, the Mission recognizes that this upscaling requires further development of tools, intensified training at all levels, continuous follow-up and synthesizing of experiences. These activities demand global coordination. The Mission endorses the composition of the Headquarters Group and the work program outlined in the strategy paper "Capacity building for the 1990s".

10. Funding

As PROWESS is in a transitional phase of consolidation and upscaling, the Mission has found it difficult to be very specific about both funding mechanisms and funding levels required.

Based on the previous record of the Program, funding mechanisms will be somewhat different for field staff and headquarters activities. Funds for PROWESS' field staff at RWSGs and in ITN centers may, at least, partially, be expected to be found at regional and country level mainly through IPF funds and staff being seconded by bilaterals and the United Nations Volunteers (UNV).

For core costs, including regional staff, PROWESS will depend on the same funding sources as the Program itself, namely UNDP regional bureaux, UNDP/DGIP, the World Bank and bilateral donors. In the view of the Mission, PROWESS should be funded as part of the Program and not through separate channels. The Mission recognizes, however, that PROWESS has a special "donor appeal". This should be capitalized on, mainly to support specific initiatives, such as collaborative field ventures, joint publications, international seminars or applied research commissioned from outside for specific themes. It is important that core activities be financed on as secure and predictable base as possible, and not in an ad hoc manner. The core funding level must, therefore, be set as part of the ongoing process of finding a more secure basis for financing of the Program itself.

The Mission has noted that PROWESS has proposed as part of the Program budgetary process six field positions, one in each of the RWSGs and one in each of the regional ITN centers, NETWAS (Kenya) and CREPA (Burkina Faso). These will cost approximately US\$5 million over a period of five years.

At headquarters, in addition to the PROWESS Coordinator, two specialist program officers are proposed, supported by a programme assistant and a research assistant. In addition, funds for training workshops, materials development, publications, seed money for an NGO fund to be administered by the RWSGs, and funds for commissioning analyses and applied research are proposed. The proposal adds up to approximately US\$5 million for five years.

In the view of the Mission, this funding level is needed if the PROWESS experience and approach are going to be consolidated and put to use in large scale programs.

11. Moving Beyond the Sector

Sustained services depend on their economic viability while full health benefits of improved services in many cases demand modification of local health and hygiene practices. Women, when given increased opportunities for earning income, prioritize family welfare, and are the primary health educators in households and providers of health care both at household and community level. The Mission therefore recommends that PROWESS engage in intensified health and hygiene education programs and in collaborative ventures to provide credit and promote community-based micro-enterprises for women.

PROWESS action on health education and women's micro-enterprises demands the strengthening of functional links with other organizations which have these activities on their agenda, in particular WHO, ILO, UNCDF, UNIFEM and other WID agencies and units.

12. A More General Application of the PROWESS Approach

The PROWESS Approach does, in itself, point beyond the water and sanitation sector. So do several of the activities specified above, such as

further development of training tools, documentation of effectiveness of participatory approaches and collaboration for increased emphasis on health education, ventures in credit schemes and micro-enterprises for women.

There have also been several suggestions that the approaches developed through PROWESS should be built on in other sectors, and that this could be an important contribution toward operationalizing UNDP's strategies for human development. The Mission endorses this view. But rather than identifying specific sectors for concrete interventions, a process approach is recommended.

13. Analysis of PROWESS Methods for Alternative Development Management

PROWESS has a unique record in serving as catalyst for coupling needs and resources in other organizations and entities. An analytical paper should be commissioned on PROWESS' way of working with and through other organizations and by creating networks of individuals with examples both from global and field activities.

14. Further Dissemination

A selection of PROWESS publications, particularly those of methodological and policy interest, should be given wider dissemination. Special efforts should be made to reach the documentation centers of donors and the larger NGOs, and organizations specializing in development management. Presentations of the PROWESS experience should be prepared for development periodicals, not confined only to those in the water and sanitation sector.

15. Making Expertise Available to Others

The roster of PROWESS international trainers and consultants should be updated and made available to other organizations. Efforts should be made to identify agencies which have similar rosters and to coordinate updating and dissemination.

16. PROWESS Associates

The proposed network of PROWESS Associates should be identified and preparation for an international seminar initiated. A suitable theme for this seminar might be "Promoting human development through participatory approaches". Such a seminar should be organized in collaboration with one or several non-sector institutions, preferably with experience in alternative development management.

17. A Clear Division of Responsibilities

To avoid confusion among PROWESS and other UNDP/World Bank Water and Sanitation Program staff, donors and partners at all levels, a document should be drawn up specifying which follow-up activities are the responsibilities of

PROWESS as incorporated in the program and implemented under the PROWESS label and which should be acted upon by the UNDP.

18. Promoting Human Development

The Assessment Mission is convinced that the PROWESS experience in and advocacy of alternative modes of community-based development can make a significant contribution both in policy strategies for human development and their translation into operational reality.

ANNEXES

ANNEX 1

12 July 1991

TERMS OF REFERENCE
FOR
FORWARD LOOKING ASSESSMENT OF PROWESS

A. BACKGROUND

Clean water and appropriate sanitation are basic needs for human development, yet over a billion people do not have access to them. Major efforts, particularly during the International Drinking Water Supply and Sanitation Decade (IDWSSD), have increased the number of people served. However, there is now strong recognition that, without community management, and particularly involvement of women, neither coverage, maintenance or utilization goals can be met, nor can the benefits be sustained.

PROWESS was initiated in 1983 to overcome the gap between policy commitment to the involvement of women, but only limited concrete experience at field level on how to achieve it.

PROWESS has worked since 1983, with three basic purposes:

- to show how women can be involved in water and sanitation
- to demonstrate benefits this can bring to women and their community
- to identify ways to replicate useful approaches

PROWESS has gone through several phases, (briefly put: pilot, demonstration, capacity-building) in response to what were seen as internal capacities and external needs. This is a critical point in its evolution for many reasons:

- the IDWSSD of the 1980's has drawn to a close and many actors in the sector are reassessing their strategies for the 1990's;
- some of the most important issues in the 1990's, for the sector as well as for PROWESS, are an increased emphasis on capacity-building, and an extension beyond drinking water to water resources management in a wider sense;
- related to this, there have been several suggestions that the approaches developed through PROWESS should also be built on in other sectors;
- PROWESS is at this point actively building the capacity of other organizations to undertake approaches such as PROWESS has developed;

advice would be particularly important in this regard to achieve optimal effectiveness;

- the recent assessment (May 1991) of the UNDP/World Bank Joint Programme for Water and Sanitation has given recommendations for the future which are highly relevant to PROWESS.
- The Delft Declaration (Global Needs for a New Strategy for Water Resources Capacity Building in the Next Century), adopted on 5 June 1991 provides the context in which the assessment will take place.

B. CONTENT

The overall purpose of the assessment will be to review the past as compared to objectives, and make recommendations for the future. The assessment should also be seen as a process to be a tool for the sector with partners: PROWESS was originally intended to be a tool for the sector in reaching its goals, which are now often stated as sustainable and effective utilization of services.

The question of sustainability may be dealt with on two levels:

- First, what are the lessons learnt regarding sustainability of programmes and projects involving women and communities? How are the grassroots initiatives related to the overall national policies?
- Second, what is the sustainability of PROWESS itself, as a separately financed programme dependent on external funding? What will be the best organizational structure in the future to follow up the approaches developed by PROWESS? In this connection, consideration should be given to possible alternatives to a separately financed programme, and to relationships with inter-agency groups and networks.

Has PROWESS met its overriding goals in the past, and what could be its most effective role in future to ensure (a) sustainability of the approaches it advocates; and (b) capacity building?

Specifically:

- to what extent have participatory and communications approaches been developed which have shown themselves to be useful at field level in involving women and communities;
- has this been effectively documented and disseminated;
- to what extent have appropriate efforts been made to increase capacity in other organizations to use these approaches as appropriate; in particular with respect to Non-Governmental Organizations (NGOs);

- how has the concept of capacity building been incorporated in PROWESS activities and is it possible for UNDP and other organizations to make use of the approach developed by PROWESS;
- what funding levels may be needed, and what mechanisms may be appropriate?

In this connection, the report of the Assessment Mission will be used by the UNDP/Regional Bureau for Africa and the Division for Global and Interregional Programmes. It should be useful for other existing or potential donors. It will be fed into the work of the WSS Steering Committee of UN organizations involved in the sector and the Water and Sanitation Services Collaborative Council.

C. METHODOLOGY AND TIMING

The assessment will encompass INT/83/003, RAF/87/043 and INT/91/008. A desk study leading to a background paper will be conducted June-July which will concern itself with past performance (particularly since the 1988 evaluation in the case of the PROWESS INT/83/003). It will identify how PROWESS has evolved, and issues faced, and will identify issues for the future, to guide the assessment teams.

The Assessment Mission will be briefed in mid-September in Geneva.

The Assessment Mission will then divide into two teams to visit partner organizations (Governments, NGOs, UN agencies, donors) and field projects (Africa: Côte d'Ivoire, Kenya, Mali; Asia: India, Indonesia; Latin America: Bolivia).

The Assessment Teams will return to New York (mid-October) to draft the report of the Mission.

The report of the Assessment Mission will be presented to a review meeting (at UNDP headquarters) prior to finalization and distribution.

The Assessment Mission will be composed of five persons who, together, will possess both "software" and "hardware" backgrounds (e.g. participatory development/training/engineering/technology/sociology); experience in NGOs, national governments, and UN Agencies; fluent English, French and Spanish.

ANNEX 2LIST OF ORGANIZATIONS VISITED AND PERSONS INTERVIEWED BY ASSESSMENT MISSION1. Persons Interviewed by Mission Coordinator Ms. Jane Weidlund, June 1991.
UNDP/PROWESS

- Ms. Siri Melchior-Tellier
Programme Manager
- Dr. Lyra Srinivasan
Senior Participatory Training Adviser
- Dr. Deepa Narayan-Parker
PROWESS Coordinator
UNDP/World Bank Program
Water and Sanitation
- Ms. Siribhan Kongsamut
Publications Assistant
- Dr. Mary L. Elmendorf
Consultant

Other UNDP Officials

- Ms. Sarah L. Timpson
Director
NGO Division and first Project Manager, PROWESS
- Mr. Alexander H. Rotival
Chairman
Collaborative Council on Water Supply and Environmental Sanitation
- Mr. Timothy S. Rothermel
Director
Division for Global and Interregional Programmes (DGIP)
- Mr. Frank Hartvelt
Assistant Director, DGIP
- Dr. Michael Sacks
Sr. Health Adviser, DGIP

- Ms. Mina Mauerstein-Bail
Programme Officer, DGIP
(former PROWESS Programme Officer)
- Mr. Henri Bazin
Chief of Division for the Regional Programme
Regional Bureau for Africa (RBA)
- Mr. Christian Lehembre
Senior Programme Officer, RBA
- Ms. Viola Morgan
Communications Officer, RBA
- Mr. Paul Boyd
Senior Technical Editor
- Mr. M. Robertson Work Jr.
Consultant TAD/BPPE

World Bank

- Mr. David Howarth
Program Manager
UNDP/World Bank Water and Sanitation Program
- Mr. Bruce Gross
Group Leader
Program Coordination Group
UNDP/World Bank Water and Sanitation Program
- Mr. David Grey
Senior Water Resources Engineer
Information Division
Africa Technical Department and former deputy of RWSG, East Africa
- Mr. David Beckman
Coordinator of Bank/NGO Relations
External Affairs Department

United Nations

- Ms. Dunja Pastizzi-Ferencic
Director
National Resources and Energy Division
DTCD, and former Director of United Nations International Research
and Training Institute for the Advancement of Women (INSTRAW)

-
- Mr. K. Anthony Edwards
Chief, Water Resources Branch
NRED, DTCD

 - Mr. Pierre Najlis
Senior Economic Affairs Officer
Energy Research Branch
Office for Development Research and Policy Analysis
Department of International Economic and Social Affairs (DIESA)

INSTRAW

- Ms. Nina Miness
Consultant

UNIFEM

- Mr. Thelma Awori
Deputy Director

- Ms. Marilyn Carr
Chief, Technical Unit

- Ms. Aster Zaoude
Monitoring and Evaluation Officer

UNICEF

- Mr. Carel de Rooy
Senior Project Officer
Water and Environmental Sanitation

- Ms. Vanessa J. Tobin
Senior Project Officer
Water and Environmental Sanitation

PACT (Private Agencies Collaborating Together)

- Mr. Louis Mitchell
Director

- Mr. Jacob E. Pfohl
Deputy Director

2. Persons Interviewed By Mission leader Ms. Mariken Vaa at Collaborative Council Global Forum, Oslo 18 - 20 September, 1991

- Mr. Alexander H. Rotival*
- Ms. Siri Melchior-Tellier*
- Mr. Timothy Rothermel*
- Mr. Frank Hartvelt*
- Mr. David Howarth*
- Ms. Elisabeth Jacobsen, Sr. Executive Officer, Norwegian Ministry of Foreign Affairs
- Mr. Desmond McNeill, Special Adviser, NORAD
- Mr. Dennis Warner, Manager - CWS/EHE Unit, WHO
- Mr. Denis Robert, Director General, CEFIGRE
- Mr. Hans Van Damme, Director, International Reference Centre for Community Water Supply and Sanitation IRC, The Hague
- Mr. Henri Bazin*
- Professor G. J. F. R. Alaerts, Professor of Sanitary Engineering, Deputy Director - IHE, Delft

3. By Mission Members in Geneva

- Ms. Siri Melchior-Tellier*
- Dr. Deepa Narayan-Parker*
- Mr. Bruce Gross*

United Nations Volunteers (UNV)

- Mr. Sukehiro Hasegawa, Deputy Executive Coordinator
- Mr. Michael Smith, Senior Management Officer
- Mr. Robert Leigh, Chief, Participatory Development Program Division (and focal point for PROWESS)
- Mr. Miguel Bermeo - Estrella, Chief, Program Operations Division
- Ms. Kei Kawabata, Senior Resource Development Officer

4. Persons interviewed by Ms. Vaa and Ms. Peters

GENEVA

WHO

- Mr. Ingvar Ahman, CESI Coordinator

MALI: BAMAKO

UNDP

- Mr. K. K. Gitera, Resident Representative

PROWESS

- Mrs. Aminata Traore, Regional Coordinator, PROWESS/Africa
- Mrs. Fatoumata Fomba Koné, National Coordinator
- Mr. Yaya Mamadou, UNDP/Expert PROWESS
- Ms. Awa Sylla, Assistant/PROWESS/Africa

Direction Regionale de la Sante et des Affaires Sociales

- Mrs. Awa Sidibe, Director
- Mr. Cissé Youssouf

District de Bamako

- Mrs. Sy Kadiatou Sow, Governor

COFESFA

Eight members of women's cooperative for education, health and sanitation

COTE d'IVOIRE: ABIDJANUNDP/World Bank Water and Sanitation Program Regional Water and Sanitation Group for West Africa

- Mr. Alain Locussol, Regional Manager
- Mrs. Letitia Obeng, Projects Officer
- Mr. Robert Roche, Projects Officer
- Mr. Ato Brown, Project Manager, Kumasi (Ghana)

UNDP

- Mr. Normand R. Lauzon, Resident Representative
- Mr. Bene L. M'Poko, Regional Administrator
- Ms. Assiatou Coulibaly, Programme Officer

UNICEF/Abidjan

- Ms. Veronica Luard, Programme Coordinator
- Mr. Souleymane Diabaté, Programme Officer

KENYA: NAIROBIUNDP/World Bank Water and Sanitation Program Regional Water and Sanitation Group for East and Southern Africa

- Mr. John Blaxall, Regional Manager
- Mr. Gunnar Schultzberg, Projects Officer/Engineer
- Ms. Denyse Morin, Projects Officer/Social Scientist
- Mr. Ron Sawyer, PROWESS Community Development Specialist

- Ms. Rose Mulama, PROWESS Associate
- Ms. R. Mukami Muiraria, Researcher

Ministry of Water

- Mr. Andrew Makokha

UNICEF

- Mr. Simon Makondiege

NETWAS

- Mr. Mathew N. Kariuki, Director
- Mr. Isaach Oenga, Project Officer
- Ms. Theresa Riunge, Documentalist
- Mr. James Thuku, Project Officer

UNDP

- Ms. J. Cheng-Hopkins, Deputy Resident Representative
- Mr. C.W. Yaya

KWAHO

- Mrs. Margaret Mwangola, Director

HABITAT

- Ms. Catalina Trujillo

CIDA

- Ms. Rosa Muraguri

CARE

- Ms. Sarah Wanjohi

SIDA

- Ms. Jane Ogot

IDRC/University of Nairobi

- Ms. Sandra Balwin, Researcher

THE NETHERLANDS: THE HAGUEInternational Reference Center (IRC)

- Mr. Hans Van Damme*
- Ms. Christine van Wijk-Sijbesma, Programme Officer
- Mr. Jan Teun Visscher, Senior Programme Officer
- Ms. Norah Espejo, Research Officer

5. Persons Interviewed by Ms. D'Souza and Mr. RosalesINDIA: New DelhiMinistry of Rural Development

- Mr. Krishi Bhavan, Director
- Mr. P. K. Sivanandan, Joint Secretary and Mission Director, National Drinking Water Mission
- Ms. Esther Kar, Undersecretary
- Mr. Jagdish Chander, Deputy Secretary

UNDP

- Mr. Ove Bjerregaard, Deputy Resident Representative

UNV

- Mr. J.M. Sherchan, Programme Specialist

UNICEF

- Dr. (Ms.) Eimi Watanabe, Country Representative
- Mr. M. Akthar, Chief, Water Supply and Sanitation Programme
- Dr. Nilanjana Mukherjee, Project Officer (Communication), Water and Environmental Sanitation

UNDP/World Bank Water and Sanitation Program, Regional Water and Sanitation Group - South Asia

- Mr. Tauno K. Skytta, Manager
- Ms. Sunita Vasudeva, Communications Specialist

Netherlands Embassy

- Ms. Maaike Van Vliet, First Secretary
- Mr. Peter M. Flik, First Secretary

Royal Danish Embassy

- Mr. Bjorn K. Hansen, Counsellor and Head of Water Section, DANIDA

INDIA: GOAAcademy for Community Development and International Living (ACDIL)

- Ms. Leonor Rangel Ribeiro, Founder and Director
- Ms. Camila D'Costa, Methods and Materials Specialist

INDONESIA: JAKARTAPembinaan Kesejahteraan Keluarga (PKK) (Family Welfare Movement)

- Ny. (Ms.) Adnan Widodo
- Dra. (Mrs.) Koesnaniah Wirija Mihardja, Family Welfare Motivating Team, PKK-Pusat
- Ms. Imam Widodo, PKK-Pusat

Ministry of State for the Role of Women

- Mrs. A. Santhoso, Executive Secretary, Office of the Ministry of State for the Role of Women
- Mr. Soepardan Soerjahaedojo, Assistant to Minister for Family Welfare
- Ms. Entarsih Jjokrosuwondo, Assistant to Minister for Family Welfare

UNDP/World Bank Water and Sanitation Program, Regional Water and Sanitation Group (RWSG), East Asia and Pacific

- Dr. Robert A. Boydell, Manager
- Mr. Wilfrido C. Barreiro, Program Officer

ITN

- Mr. Tito Murbaintoro
Bidang Diklat Cipta Karya

UNICEF

- Mr. David F. Williams, Program Coordinator, Water and Environmental Sanitation

UNDP Project INS/88/005

- Ms. Wiwiek Sudjono SE, National Sanitation Advisor, Community Water and Sanitation (CWSP)
- Mr. Warman, National Project Manager
- Mr. John Williams, Community Development Adviser

Yayasan Melati

- (Ms.) Ny Titi Sumbung, Sh. MPA, Direktur

BOLIVIA: LA PAZ, ORURO AND POTOSIWorld Bank - UNDP Water and Sanitation Program, Rural Water and Sanitation Group (RWSG)

- Mr. Alan Carroll, Country Coordinator

CARE International

- Mr. Frank Sullivan, Director, CARE-Bolivia

UNICEF

- Mr. Ramón León Alvarado, Coordinator, PROANDES
- Mr. José Antonio Zuleta, Oficial de Agua y Saneamiento
- Mr. Angel Copaya, Norte de Potosi

UNDP

- Ms. Maria Teresa Aguirre A.P., National Programme Officer

Fondo de Inversion Social/UNDP

- Ms. Renata Claros Brasil

Proyectos de Salud, FIS/UNDP

- Ms. Silvia Villena

Centro de las Naciones Unidas Paras los Asentamientos Proyecto Bol/87/F05 (DANIDA/CNUAH)

- Ms. Irene Vance, Asesora Tecnica Principal, Of. Ministerio de Asuntos Urbanos

Organizacion Mundial de la Salud
Organizacion Pan Americana de la Salud

- (Ms.) Lic. Kristina Gardell, Consultor Materno - Infantil
- (Ms.) Dra. Virginia Camacho, Jefe de mujer y salud, Ministerio de Salud

Royal Netherlands Embassy

- Ms. Ana Rochkovski
- Mr. Norbert Braalehuis

Potosí Project

Programa PNUD/Banco Mundial de Aqua y Sanemiento

- Ing. Rafael Vera V., Director, Proyecto "Yacupaj"
- Mr. Ing. Humberto D. Cordero Salas, Asesor en Agua y Saneamiento
- Ms. Jennifer Sara, Program Engineer

US/AID

- Mr. Ing. Marcos Arce, Assistant Manager, Water, Sanitation and Rural Development projects

Oruro Project

- Dr. (Ms.) Betty Soto de Virvez, Cedico Cirojabo
- (Ms.) Lic. Gladys L. Cortes Gumucio, Licenciada en Enfermeria

7. By Mr. Rosales, in Washington, D.C.

Pan American Health Organization (PAHO)

- Mr. Rodolfo Saenz, Environmental Health Program

WASH

- Mr. Philip Roark
- Ms. May M. Yacoob
- Ms. Rita C. Klees

8. By Mission Members at UNDP in New York

- Mr. David Howarth*
- Mr. Timothy Rothermel*
- Mr. Frank Hartvelt*
- Dr. Michael Sacks*
- Mr. Christian Lehembre*

- Ms. Viola Morgan*
- Mr. Ola Brevik, First Secretary, Permanent Mission of Norway to the United Nations

*. Title previously cited

ANNEX 3**STRATEGIES FOR ENHANCING WOMEN'S PARTICIPATION
IN WATER SUPPLY AND SANITATION ACTIVITIES**

Strategies were recommended by the Inter-Agency Task Force on Women and the IDWSSD, and adopted by the Steering Committee for Cooperative Action to support the IDWSSD, and recommend to the World Conference to review and appraise the achievements of the United Nations Decade for Women, Nairobi, 1985.

Conclusion:

"Since women are involved in all activities of rural and urban communities, their involvement in the planning and provision of water and sanitation programmes can help to facilitate the changes which inevitably accompany the introduction of new concepts, technologies and facilities into a community.

If development schemes for the improvement of water supply and sanitation services are to go beyond technical issues, it is important that they include actions plans and techniques for making full use of human talents at all levels. New and innovative ways will have to be sought, along which to achieve a more balanced participation of men and women in all spheres of development activity, decision-making and in enjoying the fruits of these joint efforts."

ANNEX 4AFinancial Resources of PROWESSA. CONTRIBUTIONS

The following amounts are approximate, as exchange rates fluctuated. Only "cost sharing" and direct contributions by UNDP have been listed; no "parallel funding". The amounts are gross contributions, before overhead was subtracted; they therefore do not correspond exactly to item (b), expenditures (see next page), where overhead has been subtracted.

INT/83/003

SOURCE	1983	1984	1985	1986	1987	1988	1989	1990	1991	TOTAL
NORWAY	2,501,639						844,248			3,345,887
CANADA			363,231			507,937				871,168
USA			260,000							260,000
NETHERLANDS								11,000		11,000
UNDP					200,000	750,000			400,000	1,350,000
TOTAL	2,501,639		623,231		200,000	1,257,937	844,248	11,000	400,000	5,838,055

RAF/87/043

SOURCE	1983	1984	1985	1986	1987	1988	1989	1990	1991	TOTAL
FINLAND					348,058					348,058
NETHERLANDS								57,029		57,029
UNDP					1,200,866	207,871				1,408,737
TOTAL					1,548,924	207,871		57,029		1,813,824

TOTAL	7,651,879
-------	-----------

ANNEX 4B**B. EXPENDITURES**

The figures below have been broken into budget codes as used by the UNDP.

This is not necessarily reflective of the types of expenditures. For example, about half of the budget line "personnel" for INT/83/003 was actually used for training activities for countries.

INT/83/003

BUDGET LINE	1983	1984	1985	1986	1987	1988	1989	1990	1991	TOTAL
Personnel	148,042	266,397	312,866	494,900	419,577	540,081	404,252	443,833		3,030,248
Subcontracts		207,414	191,725		100,160	118,819	164,221	80,054		1,152,868
Training			197		29,570	-3,262	2,417			28,922
Equipment		13,351	11,084	12,075	7,672	3,358	67,300	47,551		162,391
Miscellaneous	7	2,837	4,641	5,900	4,737	1,249	11,038	25,475		55,884
TOTAL	148,049	489,999	520,513	803,370	561,696	660,245	649,228	596,913		4,430,013

RAF/87/043

BUDGET LINE	1983	1984	1985	1986	1987	1988	1989	1990	1991	TOTAL
Personnel					4,600	241,943	280,206	317,467		841,216
Subcontracts										
Training						41,468	62,140	76,642		180,250
Equipment						54,931	9,262	22,517		86,710
Miscellaneous						4,314	12,268	29,248		45,830
TOTAL					4,600	342,656	363,876	442,874		1,154,006

TOTAL	5,589,019
-------	-----------

C. PROJECTIONS

PROJECT	EST. EXPENDITURE 1991	BALANCE 1992
INT/91/008	650,000	350,000
RAF/87/043	400,000	200,000

STAFFING OF PROWESS, 1983-1992
(includes INT/83/003, INT/91/008 and RAF/87/043)
Duty station in UNDP/DGiP unless otherwise noted

POST	1983	1984	1985	1986	1987	1988	1989	1990	1991	7/92	REMARKS
Project Manager											
Training Director											periodically as consultant (average 4 months/year) during 1989-91
Evaluation Officer											(10/90 transferred to UNDP/World Bank Joint Program, Washington)
Project Officer											work for PROWESS ended 3/90
Secretaries											
Publications Assistant											
Regional Coordinator (Abidjan)											
PROWESS Community Development Specialist (Nairobi) - Funded jointly by PROWESS and UNDP/World Bank Joint Programme											
Expert (Lesotho)											
International Consultants (months/year)		11	14	10	6	20	10	5	10		

SUMMARY OF PROWESS FIELD ACTIVITIES
Part A - Field Activities within Projects INT/83/003 and INT/91/008
 (Data taken from Project Manager's Report)

<u>Country</u>	<u>Main Objectives and Activity</u>	<u>Approximate Cost to PROWESS</u>	<u>Output</u>	<u>Results/ Follow-Up</u>
----------------	-------------------------------------	------------------------------------	---------------	---------------------------

AFRICA

KENYA	PROWESS trained the staff of KWAHO (Kenya Water and Health Organization) in (a) participatory methodologies and (b) strengthening its management, thus enabling KWAHO to play a lead role in the South Coast (KWALE) Handpump Project which sought to develop a village-level operation and maintenance approach to the problem of broken and malfunctioning pumps of many and varied manufacture.	\$100,000 contract to Kenya Water and Health Organization (KWAHO)	<ul style="list-style-type: none"> -All pumps became functional -Trained 5 village women as extension workers -Conducted training programs and maintenance manuals prepared for one preferred model handpump -KWAHO obtained IPF funds for institution building, thus setting precedent for UNDP support to NGOs -KWAHO staff, trained by PROWESS, conducted workshops in several African Countries 	<p>A jointly sponsored (KWAHO-UNIFEM-PROWESS) economic study will establish time savings, economic chan- ges resultant from pump repair/ maintenance training and participatory methodology.</p> <p>Further training is planned in late 1991 at KWAHO's request.</p>
-------	--	---	--	--

<u>Country</u>	<u>Main Objectives and Activity</u>	<u>Approximate Cost to PROWESS</u>	<u>Output</u>	<u>Results/Follow-Up</u>
LESOTHO	To develop a comprehensive health education approach and to introduce participatory techniques in order to stimulate demand and payment for rural sanitation (ventilated pit latrines). PROWESS paid for one full-time international health education expert for one year (Netherlands paid salary second year), and locally-recruited women's liaison adviser. PROWESS also organized 2 workshops and provided training materials. The approach was based on 3 pillars to ensure project sustainability: community involvement (especially of women), private sector participation, hygiene and health education.	\$85,000 over period 1985-1989	<ul style="list-style-type: none"> -A goal of 400 latrines was exceeded -600 latrines were constructed between 1984-88 by local latrine builders of whom a quarter were women. -Villagers paid the full cost of local latrines. -A monitoring system was put in place to monitor events in future years. -A health impact study in 1988 found that children in households with latrines suffered 24% fewer diarrhoea episodes than children in homes with no latrine. When latrines were complemented by hygiene education and water use, 30% fewer episodes occurred. -In 1987 the Government adopted the PROWESS approach as national policy and expanded the project to all 10 districts of Lesotho. -By mid-1989, approximately 900 local latrine builders had been trained, and 12,000 had been constructed. 	PROWESS continues to provide intermittent assistance with consultancies and training materials.

<u>Country</u>	<u>Main Objectives and Activity</u>	<u>Approximate Cost to PROWWESS</u>	<u>Output</u>	<u>Results/Follow-Up</u>
ZIMBABWE	<p>In 1984 PROWWESS was asked to help with the expansion of a primary health care project and to strengthen participatory approaches. The original project, commenced in 1981 by Government through Save the Children Fund, UK (SCF) had involved 18,000 people on 60 farms in Mashonaland Central Province, serviced by the Bindura Rural Council (there being no standardized public health service) with Ministry of Health funds. The added beneficiary population was 124,000 people on 260 farms in the same province.</p> <p>Objectives were to improve people's health and nutritional status by training and assisting farm workers, especially women, to develop water supply and sanitation schemes, to promote primary health care, and pre-school education.</p> <p>Payment of farmer workers was left up to the individual farm, and most were paid from profits made by women selling beer. In a few cases, the farmer would pay.</p>	\$260 from US/AID (1986-89)	<ul style="list-style-type: none"> -SARAR methods were widely adopted. -Ministry of Community Development, Cooperatives and Women's Affairs became a partner in this project. -The target of 60 farms per pilot project was met by 1987 and the projects were given to relevant Rural Councils. -65% of households had access to improved drinking water. -Number of houses with latrines rose from 0%-25%. -Pre-school functioned on 75% of the farms (none before). -80% of households had vegetable gardens -Immunizations increased significantly. -Nutrition improved -Most workers houses got refuse pits and pot racks -Health centre was constructed for each area. -Incidence of diarrhoeal disease decreased. -The project found a way of working, in an unstructured and rather sensitive situation, to the satisfaction of diverse partners involved. -Only 14% of target of one trained latrine builder per farm was met, farmers being unwilling to release workers for training. 	<ul style="list-style-type: none"> -Final report by SCF and health report was awaited -PROWWESS considers that a case study is needed, but funds are not available -The general participatory approach has not been integrated into a policy as SCF had hoped.

SUMMARY OF PROWESS FIELD ACTIVITIES
Part B - Field Activities within Projects INT/83/003 and INT/91/008
 (Summary prepared by Regional Coordinator of PROWESS/Africa)

<u>Country/ funding period</u>	<u>Project Objective/Status</u>	<u>Institutional Framework</u>	<u>Beneficiary Population</u>	<u>Persons Trained</u>
Burkina Faso (funding period July 1989 - June 1992)	Rural Water Supply Demonstration of women's involvement	Ministry of Health, UNICEF, INADES (local NGO), Netherlands Government	Approx. 5000 people in 3 villages, Kaya Region, Province of Samatenga	Approx. 70 in 3 national workshops, regional workshops from NGO, RWSG, CREPA and Government
Cape Verde (funding period mid-1990 to mid-1991)	Integrated urban slum management, including w/s and health. Demonstration of women's management of water systems. Particular emphasis on developing training materials.	Ministry of Interior (Project PROMEBAD), UNDTCD, UNCDF	Phase I 18,000 people in slum areas of Praia (total 150,000 people)	Approx. 60 (2 national workshops, attendance at regional workshops. From PROMEBAD, and women's organization.)
Guinea Bissau (not yet on-going)	Rural Water and Sanitation project. PROWESS particularly to facilitate health education aspects.	Ministry of Health, Government of Netherlands and SNV (Dutch volunteers)	2,500 people in 3 villages	One national workshop (30) plus attendance in regional workshops.
Kenya (funding period 1985-1992)	Rural Water Supply. PROWESS assistance to help strengthen KWAHO (Management and participatory approaches)	Ministries of Water Development, Culture and Social Services; KWAHO (Kenya Water and Health Organization), UNDP/World Bank Joint Programme, UNIFEM, SIDA, PACT, Water Aid	Phase I: 25,000 people in 100 communities; Phase II: 100,000 people in about 400 communities. Both Kwale District, South Coast Province	Regional approx. 12 National: 30 Spinoff: approx. 200

<u>Country/ funding period</u>	<u>Project Objective/Status</u>	<u>Institutional Framework</u>	<u>Beneficiary Population</u>	<u>Persons Trained</u>
Lesotho (funding period 1985 - present)	National rural sanitation. PROWWESS to help in health education and community participation (e.g. cost recovery), particular focus on women.	Ministries of Interior, Health, UNDP/World Bank Program, UNICEF, ODA)	Phase I: Mobaes Hoek 150,000 people in 300 communities Phase II: Leribe, Butha Bethem Mokothong, Quithing Berea. 750,000 people in 1,500 communities. Phase III: national	3 national workshops, attendance at inter- national workshops, dozens of spinoff workshops. Total trained: 120 directly; 1,000 indirectly
Mali (funding period) a. COFESFA (1988-1992)	Urban garbage collection and health education. Women's cooperative undertaking all project operations.	Governorate of Bamako, Dept. of Health, COFESFA (local cooperative), UNIFEM, UNFPA co-funders	17,000 people of quartier Medina-Coura in Bamako.	16 members of cooperative trained in several workshops
b. Sanitation Workers (late 1990 - June 1992)	Environmental sanitation in city of Bamako. PROWWESS to improve effectiveness of workers through participatory approachers for the 150 "agents sanitaires"	Governorate of Bamako, Dept. of Health, Koteba Theatre group volunteers)	Phase I: 20,000 people of pilot areas within Bamako; Phase II: 750,000 population of Bamako	12 sanitation workers have been trained. COFESFA to train remainder
c. Bozola School (Jan. 1991 - June 1992)	Latrization of schools in Bamako. PROWWESS to help in involving children to improve maintenance and effective use	Governorate of Bamako (Dept. of Health), CREPA to design latrines, Radio Canal France, Government of France	Phase I: Bozola School (1,600 children); Phase II: 16 schools, with 41,000 population	Phase I: 20 teachers of Bozola school, 30 children
d. Master Plan (March 1991 - June 1992)	Water Resources Planning and Management for Mali; perspective 20 years; PROWWESS to train field staff	Ministry of Water, UNDTCD, UNDP/World Bank Programme	Population of Mali: 7 million	Several staff trained by PROWWESS will conduct field surveys and more training

<u>Country</u>	<u>Project Objectives/Status</u>	<u>Institutional Framework</u>	<u>Beneficiary Population</u>	<u>Persons Trained</u>
Nigeria (funding period 1989-1991)	Rural water supply demonstration project. PROWWESS to help in developing model for community participation and women's involvement	Local Government Administration (LGA) for each demonstration area. UNDP/World Bank Joint Programme	About 2 million people in selected areas of Bauchi, Benue, Borno, FCTA, Plateau	Participation in international course: 10; PROWWESS conducted: 300; Indirect: 500
Senegal (funding period 1991-1992)	Rural Water. PROWWESS to train "Groupements Feminins" to help maintain and manage grain mills	Ministries of Water, Social Development. "Groupements Feminins: (2000), UNCDF	National Programme (7 million people). Phase I will reach 1 million	Regional: 8(planned 3) National: (planned 60) Spinoff: (planned 2000) June 1991-June 1992
Tanzania (funding period 1991-1992)	Rural water and sanitation. PROWWESS to help strengthen capacity of governments and donors in participatory approaches	Ministries of Water, Community Development, WFP, UNICEF, UNFPA, GTZ, DANIDA)	Ultimately national coverage (15 million)	Regional: 5(planned 0) National: 60(Planned) Spinoff: 2,000 (planned)
Zimbabwe (funding 1985-1992)	Integrated rural development with emphasis on w/s and health. PROWWESS helped in expansion and participatory approaches	Ministries of Health, Community/Women's Development, Save the Children (UK)	Phase I: 60 farms, 20,000 people. Phase II: 240 farms, 80,000. All in Mashonaland Central Province	Regional: 8(planned 3) National: 60(Planned) Spinoff: 2,000 (planned)

Country	Main Objectives and Activity	Approximate Cost to PROWWESS	Output	Results/ Follow-Up
---------	------------------------------	------------------------------	--------	--------------------

AMERICAS

BOLIVIA	<p>In 1987 the Government asked PROWWESS to test software approaches in a project which, since 1984, had concentrated on hardware, i.e. development of a pump which was effective, low-cost and locally produced. The UNDP/ World Bank Program identified a YAKU pump which met these specifications.</p> <p>A pilot intervention was conducted in a rural community (Oruro) in the Altiplano where the plentiful water was polluted and morbidity rates were high. The objective was financial sustainability and PROWWESS job was to acquaint villagers with the dangers of polluted water and motivate them to purchase pumps, thus encouraging cost recovery.</p> <p>PROWWESS provided a part-time resident consultant (1988-89) and backstopping for training. (The Swiss Government supported a local pump production plant.) The regional development corporation (CORDEOR) of Oruro, through a number of training and discussion programmes, sought to develop agreement on goals and division of labour. Field workers and auxiliary nurses were subsequently trained, using the SARAR approach, which stimulated community participation programmes.</p>	\$50,000 (1987-89) for a resident consultant and training	<p>-Women spoke more freely in their existing Mothers Clubs than in larger groups, and expressed their concerns. One result was addition of latrine building to the project. Agricultural issues were referred to agricultural extension workers.</p> <p>-By mid-89 some 36 handpump requests had been generated for which people were willing to pay. (Pumps had not yet been manufactured.)</p> <p>-Total number of people trained: --directly by PROWWESS staff 75 --indirectly, an estimated 400</p> <p>-PROWWESS resident consultant assisted in formulating a plan for an expanded demonstration programme (estimated cost \$4 million) to follow the pilot scheme. The Netherlands Government accepted it for funding on the condition of clear involvement of PROWWESS.</p>	<p>PROWWESS methodology is being applied in a demonstration project in Potoef.</p> <p>Funding has been provided for PROWWESS staff in the planned ITN center.</p>
---------	--	---	---	---

<u>Country</u>	<u>Main Objectives and Activity</u>	<u>Approximate Cost to PROWWESS</u>	<u>Output</u>	<u>Results/Follow-up</u>
MEXICO	<p>In 1987 PROWWESS conducted training workshops in conjunction with a UNICEF assisted field project in water and sanitation in the state of Oaxaca. A large number of Mexican agencies attended.</p> <p>Within a year, the Government requested help at the national level, for a health education program with 80 million potential beneficiaries. One long-term goal was to prevent the more than 50,000 infant deaths due to diarrhoea and this component of the project (PRECED) focused on instructing the estimated 480,000 mothers of Mexico on oral rehydration therapy (ORS) and motivating them to buy ORS packages from Government distribution centres and use the therapy properly. A second component of the national programme was state-wide through the Child Survival and Development Programme of the Health Institute of the State of Mexico (PSDI-ISEM).</p>	\$50,000 for PROWWESS national and international consultants	<ul style="list-style-type: none"> -UNICEF adopted the PROWWESS approach. -UNICEF produced and distributed 12,000 field guides with educational materials. -UNICEF produced 3 films on PROWWESS workshops. -67,000 mothers were trained in 7 states. -15,000 community leaders and staff were trained. -PROWWESS approaches were enthusiastically received by a wide variety of audiences in the diarrhoea control field. -Major lessons were learned in the merging of mass approaches and more participatory approaches. -There has been a dramatically increased demand for ORS packages. -Mothers became interested in maintaining growth charts (but they were not standardized). -Under agreement with UNICEF, PROWWESS consultants have trained staff of the Mexican institutions associated with the programme, using participatory methodologies; designed and field tested training materials and guides; designed and conducted evaluation workshops. 	<p>PROWWESS did not plan any follow-up as UNICEF had taken over the approach. However, a PROWWESS consultant was retained for a 3-day mission to report on evidences of PROWWESS' influence.</p> <ul style="list-style-type: none"> -The PROWWESS national consultant is now Director of Training at the National Solidarity Programme, a unit reporting directly to the President of Mexico. -the visibility given the PROWWESS approach to participatory training, and materials by UNICEF during the collaboration has had and will have national repercussions* in the view of the Training Director. -A manual was developed and included instructions for latrine building. It is being used in courses at the Medical School of the National University of Mexico.

Country	Main Objectives and Activity	Approximate Cost to PROWESS	Output	Results/ Follow-Up
---------	------------------------------	-----------------------------	--------	--------------------

ARAB STATES

EGYPT	<p>PROWESS concentrated on increasing the participation of water users within the framework of a UNDP/WHO project of "Sector Support for the Decade" which was developing viable low-cost latrined and which had recognized that more attention needed to be given to the human factors in implementing the project.</p> <p>After a baseline study in one village in late 1985, PROWESS and an Advisory Board identified women leaders, 40 candidate households for latrine construction and priority issues for women. Model latrines were constructed (in mosque, school and meeting house) and in 20 houses. Health education classes were held for women, young girls and children; women were placed on village committees.</p>	\$100,000	<p>Village committees dealing with health and financial matters were successful:</p> <ul style="list-style-type: none"> -10% of cost was recovered, and applied to purchase of a motor and a car to empty latrines. -A multi-purpose centre was established with literacy and handcraft/sewing classes. 	<p>The governmental Organization for Reconstruction and Deve-lopment of the Egyptian Village (ORDEV) integrated the community cen- tre into its future policies.</p> <p>Ministries contributions:</p> <ul style="list-style-type: none"> <u>Education</u>-built 2 more class-rooms; trained teacher in library skills; <u>Health</u>-helped furnish clinic and sends doctor, nurse twice weekly. <u>ORDEV</u>-built another 2 classrooms. <p>Two NGOs provided assistance:</p> <ul style="list-style-type: none"> <u>OXFAM</u>-donated the clinic and 2 pumps, and trained the librarian in child health education; <u>ICSSC</u> (Integrated Care Society for School Children) an Egyptian NGO provides cotinuing services of volunteer, social scientists, field workers, health education and an obstetrician.
-------	--	-----------	---	---

<u>Country</u>	<u>Main Objectives and Activity</u>	<u>Approximate Cost to PROWWESS</u>	<u>Output</u>	<u>Results/Follow-Up</u>
SUDAN	In late 1987 a 2-year project was commenced, and extended to a 3rd year, to help the national Save the Children Fund (SCF) which administers integrated rural development projects for refugees, semi-nomadic and settle populations near the Eritrean border. WID extension workers, seconded from government departments, lived in villages where women's committees were formed to help increase women's self-confidence and ways of tackling common problem relating to water and sanitation, agricultural productivity, health and nutrition, self-help activities and access to credit.	\$50,000 (plus \$65,000 from UNIFEM)	<ul style="list-style-type: none"> -Two SCF staff participated in a PROWWESS workshop in Tanzania. -17,000 persons were enrolled in a computerized health database. -At women's request, SCF built women's meeting places in 13 villages, and literacy classes were conducted. -Revolving funds from the women's own incomes made loans to 1,260 women for income-generating activities. 	SCF requested funding and training methodology for its follow-up assistance.

Country	Main Objectives and Activity	Approximate Cost to PROWWESS	Output	Results/ Follow-Up
---------	------------------------------	------------------------------	--------	--------------------

ASIA

BANGLADESH	<p>Support to International Centre for Diarrhoeal Disease Control in Dhaka as from 1984 when its Urban Volunteers Programme - which made home visits to dispense Oral Rehydration Solution, soap and Vitamin A, and advised mothers on nutrition - began (a) to emphasize prevention, and (b) to add a research component to its programme. All volunteers were women.</p> <p>PROWWESS granted \$200,000 (1985-87) to research, small stipends to supervisory staff, training materials. Advice was given, and the UVP was put in touch with a local NGO village (Village Educational Resources Centre (VERC).</p>	\$200,000 grant	<p>Informal training of 1,500 volunteers in participatory techniques which now are standard operating procedures.</p> <p>Health delivery system at low cost by stable volunteer corps able to gather data every 3 months for 2 years.</p> <p>The main messages for future education programmes in sanitation were able to be designed on the basis of findings from data gathered by the women volunteers.</p>	<p>US/AID grant of \$5 million.</p> <p>Bangladesh project director preparing follow-up case study.</p> <p>Major question is future institutional base for an operational project located in research institutions.</p>
------------	--	-----------------	--	--

Country	Main Objectives and Activity	Approximate Cost to PROWWESS	Output	Results/Follow-Up
INDIA	<p>Organization of social feasibility studies among villages users of rural sanitation facilities provided by UNDP/World Bank Program. In order to accelerate attainment of coverage goals which were slower in the social aspects than in the hardware.</p> <p>Between 1985-87 PROWWESS contracted the Research Centre for Women's Studies at SNDT Women's University in Maharashtra, India and subsequently, three other local research groups to study a population of 55,000 in 4 villages in order to develop data to assist government and Joint Program in to their work and to identify, develop and document participatory research methods of the 4 different research organizations.</p>	\$25,000 for 4 studies	Studies; contribution to PROWWESS' process of developing guidelines for field participatory research tools.	<p>PROWWESS conducted 2 workshops at request of Ministry of Rural Development and 1 for personnel in DANIDA-funded projects.</p> <p>PROWWESS gave \$10,000 to local group (ACDIL) for its field manual and provided technical backstopping.</p>

<u>Country</u>	<u>Main Objectives and Activity</u>	<u>Approximate Cost to PROWWESS</u>	<u>Output</u>	<u>Results/Follow-Up</u>
INDONESIA	<p>In 1985 PROWWESS helped WHO/UNDP assisted rural water project in the NTT province which had difficulty (a) in reaching many villages, (b) in the sustainability of installations.</p> <p>A contract was issued to P.K.K., a national NGO dealing with issues of home and family in fields of health, education and income generation. A baseline study was conducted in 4 villages in late '85, committees of water users were formed and a participatory workshop was conducted. A follow-up study was made 2 years later.</p>	\$40,000 to P.K.K. (Note: initial contract was for \$75,000 but final cost was \$400,000.	<ul style="list-style-type: none"> -All 25 water user groups had a female chairperson and each family contributed (between 6 cents and 34 cents) monthly fees. -All systems were still functioning in mid-88. -Water gathering was less disliked than previously. -25% more women were reporting increased income from the sale of vegetables. -45% of decisions were taken by women. -Female leadership emerged. <p>P.K.K. was given the mandate for water and sanitation nationwide.</p>	<p>Ministry of Health attitude moved from tolerance to active support of software driven approach.</p> <p>The NTT planning department earmarked "block grants" to meet community requests. The approach was adopted in three other islands. P.K.K. has included water in its activities in health.</p>

<u>Country</u>	<u>Main Objectives and Activity</u>	<u>Approximate Cost to PROWWESS</u>	<u>Output</u>	<u>Results/Follow-Up</u>
NEPAL	<p>PROWWESS assisted a national association of NGOs (Social Services National Coordinating Council) and the Women's Development Section of the Ministry of Panchayat and Local Government. Three workshops were held in 3 villages with a total population of 17,000.</p>	\$40,000 for consultancies, sub- contracts with local institutions and production of a manual	<ul style="list-style-type: none"> -Village-level training. -Production of manual. -Generally disappointing due to weak impact at national level. 	-----

<u>Country</u>	<u>Main Objectives and Activity</u>	<u>Approximate Cost to PROWESS</u>	<u>Output</u>	<u>Results/Follow-Up</u>
SRI LANKA	<p>PROWESS helped involve women in a UNICEF-assisted project for water and sanitation in one of the poorest districts of the country. PROWESS contracted the Women's Bureau of the Ministry of Women's Affairs to define and establish means of cooperation with the ministries of local government, housing and construction and health. With some help from PROWESS in the form of workshops on research methodology, the Women's Bureau designed the strategy, methodology, content and materials for training programmes. It also identified women leaders and agents who carried out activities in the second phase.</p>	\$73,000	<ul style="list-style-type: none"> -866 health volunteers were trained. -121 women were chosen from the health volunteers and trained as women facilitators for home economics and income-generation. -15 village health committees (mainly women) were formed and impressive results were attained. 	<p>A second phase UNICEF project was entitled 'Integrated Basic Services' and attracted funds from Norwegian and UK committees and Zonta International.</p>

<u>Country</u>	<u>Main Objectives and Activity</u>	<u>Approximate Cost to PROWESS</u>	<u>Output</u>	<u>Results/Follow-Up</u>
THAILAND	<p>The Government asked PROWESS to help provide a more integrated approach for water services than could be accomplished by some 17 different government departments which held mandates in the sector. The Girl Guides Association of Thailand which had worked with communities throughout the nation for decades proposed a novel approach and PROWESS helped focus particularly on water and sanitation issues.</p> <p>GGAT field staff lived in villages, held training workshops, established revolving funds for bulk purchase of rice (saving households 10% of their income).</p>	<p>\$50,000 contract to Girl Guides Association of Thailand plus several consultancies. Mahidol University was contracted for the research component.</p>	<ul style="list-style-type: none"> -Village men accepted women's participation in community development. -81% of households had or were building latrines. -Majority of villagers in pilot areas were boiling water. -GGAT developed a sequence of training activities which built on villagers' interest in community activities. 	<ul style="list-style-type: none"> -Field visit 2 years after project ended showed that its activities were continuing. -GGAT has maintained contact with villages.

ANNEX 7

PROWESS PUBLICATIONS
CURRENTLY AVAILABLE FOR DISTRIBUTION
8 July 1991

General

1. PROWESS/UNDP: Information brochure on PROWESS, 1990 (English/French)
2. PROWESS/UNDP: Women, Water and Sanitation - or Counting Tomatoes Instead of Pumps, by Siri Melchior, March 1989, (English/French). Overview of issues, lessons etc. for general audience.

Also available on compact disk, "Library-to-go" from Decade Media, Inc., 1123 Broadway, Suite 902, New York, N.Y. 10010, U.S.A.

Case Studies, Country Reports, Field Research

3. PROWESS/UNDP: India - Twenty Lessons Learned from Social Feasibility Studies, by Lucy Goodhart, 1988, (English), 11 pp. Based on four social feasibility studies of rural sanitation in India.
4. UNDP/World Bank Programme and PROWESS/UNDP: Kenya-People, Pumps and Agencies, by Deepa Narayan-Parker, August 1988, and South Coast Handpumps Project, Final Report, by L.K. Biwott. Companion reports on the South Coast Handpumps Project; one a case study by PROWESS analyzing the role of KWAHO (Kenya Water for Health Organization) in partnership with Government and donor, the other by Government staff on the overall project evolution. UNDP/World Bank Program, 1811 H Street, N.W., Washington D.C. 20433, U.S.A.
5. PROWESS/UNDP: Dhaka - Volunteers Against Diarrhoea, by Elsie Shallon, December 1988, (English) 25 pp. A description of a programme working with women volunteers in an urban slum area to improve health education and action.
6. PROWESS/UNDP: Indonesia - Evaluating Community Management, by Deepa Narayan-Parker, August 1989, (English). A case study of PKK/Ministry of Health Activities in West Timor. Emphasis not only on changes occurring (effects on water use, maintenance, economic situations, women's lives etc.) but particularly on framework for analysis of effects and role of participatory research methodology.
7. UNDP/World Bank Programme and PROWESS/UNDP: From Pilot to National Programme - Rural Sanitation in Lesotho, by P. Evans, D. Narayan-Parker, R. Pollard, M. McNeill and R. Boydell, 1990, (English), 26 pp. Case study on evolution of a privatized rural latrine construction programme, including the role of community participation and health education. Includes data on costs and cost recovery, health effects.

8. World Health Organization and PROWESS/UNDP: Four research reports, Indonesia, Nepal, Sri Lanka, Thailand, 1989 (English), each 100-200 pp. The result of four studies of action projects which seek women's involvement in water and sanitation, showing participatory research methods utilized, the role of data in project implementation, as well as documenting the changes which occurred in the communities.
9. Final Review of Case Studies of Women's Participation in Community Water Supply and Sanitation. Report of a Workshop held in Kupang, Indonesia, May 1988 (English) 40 pp. Discusses lessons learned from four reports mentioned under item 8.
10. PROWESS/Africa: Training in Community Participation - Report of an African Regional Workshop for Programme Staff, February 1989 (English), 29 pp. Summary of PROWESS/Africa's first regional workshop held in Morogoro, Tanzania, 31 August to 16 September 1988.
11. PROWESS/Africa: Femmes, Eau et Assainissement - Penser et Agir avec les Communautés Rurales: Atelier régional de formation des formateurs des pays francophones et lusophone, Ouagadougou, Avril 1989 by Aminata Traore 1989, (French). Report on the Regional Training-of-Trainers workshop for francophone and lusophone African countries held in Ouagadougou, Burkina Faso, April 1989.

Strategies - Guidelines for Project Planning, M&E, Inter-Agency Strategies

12. PROWESS/UNDP: PEGESUS by Deepa Narayan-Parker, April 1989 (English, Spanish) 11 pp. Analytical framework for designing and assessing projects and programmes, concentrating on goals and management tasks.
13. PROWESS/UNDP: Goals and Indicators for Integrated Water Supply and Sanitation Projects, by Deepa Narayan-Parker, April 1989, (English, Spanish), 20 pp. Emphasis on design of indicators for planning and evaluation, within framework mentioned under item 10.
14. UNDP Central Evaluation Office: Findings, 1991, (English) 4 pp. Short description of an evaluation framework for water/sanitation projects, based on items 12 and 13.
15. PROWESS/UNDP and INSTRAW: Inter-agency Task Force on Women - Proposals for 1989-90, 1988, (English). Reviews progress with respect to women's participation aspects in UN organizations active in the water/sanitation decade, assesses major challenges for the future, proposes a work plan for agencies concerned.
16. PROWESS/UNDP: Taking the Pulse for Community Management in Water and Sanitation, by Deepa Narayan-Parker, September 1990 (English). A brief interim report of the Monitoring and Evaluation Workshop, Geneva, June 1990.

Tools - Field Manuals, Training Instruments etc.

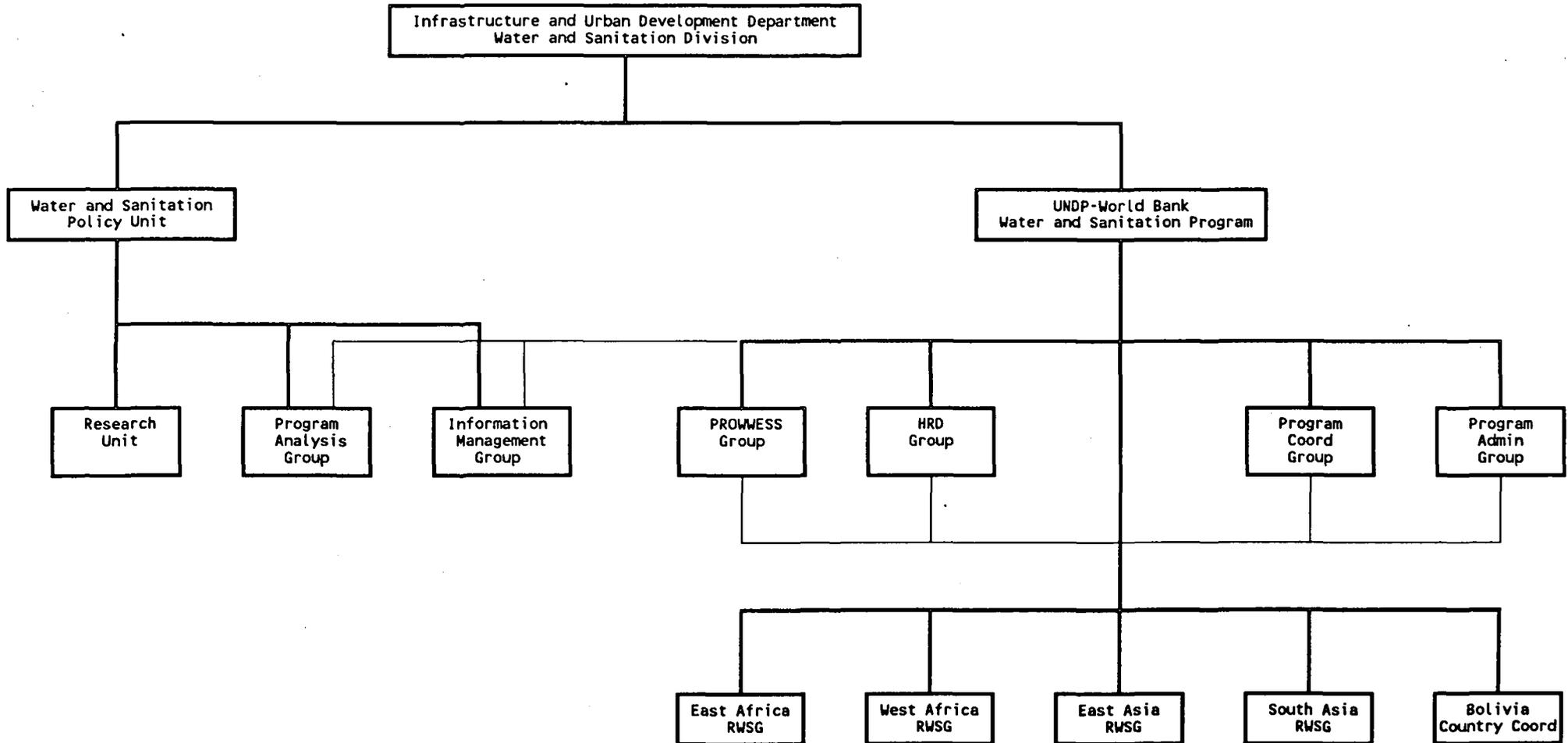
17. PROWESS/UNDP: Tools for Community Participation - A Manual for Training Trainers in Participatory Techniques, by Lyra Srinivasan, December 1989, (English/Spanish, Portuguese and French forthcoming). A field manual for trainers in field projects. Particular emphasis on SARAR methodologies, experiences in application in PROWESS/UNDP activities.

Complementing the manual, a video is available (English and French, forthcoming Spanish, VHS, systems PAL, NTSC, SECAM).

PACT, 777 U.N. Plaza, New York, N.Y. 10017, U.S.A.

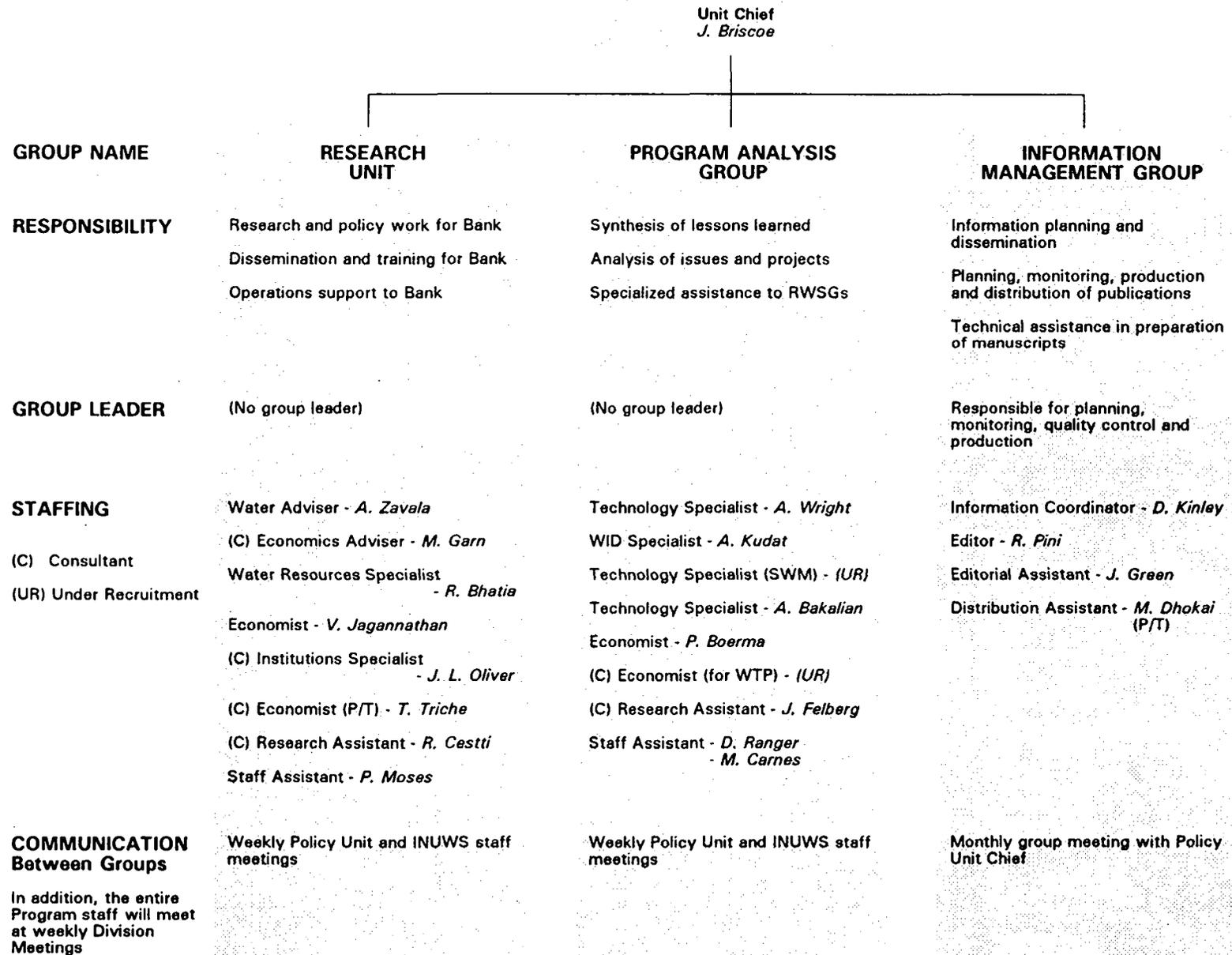
18. Playing Cards for Better Health - Training Guide for the Treatment of Diarrhoea. PROWESS has designed this simple training package which uses illustrated cards as a basis for training mothers to treat their children's diarrhoea. Designed by Ron Sawyer and Patricio Canton, and published by United Nations Children's Fund, the package was prepared on behalf of Mexico's Secretariat of Health which requested help in introducing a more participatory method.

WATER AND SANITATION DIVISION



Program Manager
 D. Howarth

GROUP NAME	PROWESS GROUP	HRD GROUP	PROGRAM COORDINATION GROUP	PROGRAM ADMINISTRATION GROUP
RESPONSIBILITY	Global work plan for PROWESS Management of PROWESS activities Operational Support to the RWSGs, the Bank and other donors	Coordination between ITN centers Assistance in the development of new ITN centers (with RWSGs) Strengthening new and existing ITN centers (with Program Administration Group) Development of training materials Records/Technical Library	RWSG Liaison Country Work Plans Progress Reports Donor Liaison Technical Support	Budget Personnel Development & Training RWSG Administration PROWESS Admin Support HRD Administrative Support Program Procurement OT Support/MIS
GROUP LEADER	Responsible for scheduling group activities and own speciality	Responsible for all group activities Supervision of Operations Assistant	Part of Program Management team Responsible for scheduling group activities Group staff to report on day-to-day basis to the Program Manager	Part of Program Management team, responsible for scheduling group activities and the administration of all Program activities Forms part of group that reviews the Work Program Staff report on day-to-day basis to Administrator
STAFFING	PROWESS Coordinator - <i>D. Narayan-Parker</i> PROWESS specialist - <i>J. Pfohl</i> Operations Assistant - <i>W. Wakeman</i> Research Assistant - <i>R. Huque</i> Secretary (Temp) - <i>F. Plange</i> **	HRD Coordinator - <i>P. Cross</i> (C) Operations Assistant - <i>A. Hollister</i> [Records Assistant] - future	Group Leader - <i>B. Gross</i> (ASIA and donor liaison) Economist - <i>P. Koenig</i> (AFRICA & LAC regions and specialist work) Sanitary Engineer - <i>A. Macoun</i> (Technology and specialist work) (C) Operations Assist. - <i>K. Shankar</i> Div Admin Secretary - <i>M. Blair</i> * Clerk Typist (Temp) - <i>B. Bhaskaran</i> Clerk Typist (Temp) - <i>S. Former</i> * Secretary (French) - (UR)	Administrator - <i>V. Winterton</i> Personnel Officer - <i>R. Bak</i> Budget Officer - <i>J. Olazo</i> Budget Assistants - <i>L. Burgin (P/T)</i> - <i>K. Tran</i> Budget Staff Assistant - <i>S. Baksh</i> Procurement/MIS Staff Assistant - <i>S. Purcell</i> Personnel Staff Assistant - <i>E. Fernandez</i>
(C) Consultant * Division-wide support ** Supports HRD and PROWESS Group (UR) Under Recruitment				
COMMUNICATION Between Groups	Coordinator - weekly meeting with Program Manager Ad-hoc Program Management team meeting All Group staff - weekly "Operations" meeting Liaison with other groups, as required	Coordinator - weekly meeting with Program Manager All Group staff - weekly "Operations" meeting All Group staff - liaison with other groups, as required	Group Leader - weekly meeting with Division Chief and Program Manager Ad-hoc Program Management team meeting All Group staff - weekly "Operations" meeting Liaison with other groups, as reqd.	Group Leader - weekly meeting with Division Chief and Program Manager Ad-hoc Program Management team meeting All Group staff - weekly meeting and liaison with other groups, as required
In addition, the entire Program staff will meet at weekly Division Meetings				



ANNEX 9The Delft Declaration

We, the participants in the UNDP Symposium - A Strategy for Water Resources Capacity Building - held in Delft, The Netherlands, June 3-5, 1991, coming from developing countries, external support agencies and supporting institutes, are committed to a new initiative for capacity building and have, therefore, prepared recommendations as a contribution to a global policy dialogue as a basis for local, national and international action.

Global Needs for a New Strategy for
Water Resources Capacity Building in the Next Century

Between 1950 and 2000, the world population will have more than doubled. By 2000, of 22 metropolises of more than 10 million people, 18 will be in the developing countries of Asia, Africa and Latin America. By 2025, 60% of the world population, more than 5 billion people, will be living in cities. Water directly affects their public health and economic development opportunities. In addition, large proportions of the rural population are likely to remain unserved.

The challenge to satisfy the water needs of the exploding cities is daunting, given the equally increasing need for water for irrigated agriculture and the problems arising from urban and industrial pollution. In addition, to do this in a sustainable way, measures have to be taken to protect and conserve the water as major resource and unifying element of our environment.

Experience shows that institutional weaknesses and malfunctions are a major cause of ineffective and unsustainable water services. This requires urgent attention to building institutional capacity at all levels. Pressure for improved local delivery of water services suggests that development of institutional capacity be more demand-responsive. Also, the need to better manage overall water resources coherently and facilitate allocation of water among all users suggests an expansion of national, integrated planning. The critical new institutional challenge is to become much better in developing policies, rules, organizations and management skills to address both needs simultaneously without constraining the major aims of each.

An improved strategy, stressing capacity building in the water sector has been proposed in Delft. It will, if initiated in a timely fashion, assist the developing countries to meet their future needs.

Countries and external support agencies (ESAs) increasingly recognize the importance of the capacity building process for sustainable development at national, sub-regional and local levels. Capacity building consists of three basic elements:

- creating an enabling environment with appropriate policy and legal frameworks;
- institutional development, including community participation; and
- human resources development and strengthening of managerial systems.

Capacity building is foremost a global concept and a strategic element in the sustainable development of the water sector; it is a long-term, continuing process that has to permeate all activities in the sector. Capacity building also entails the application of a number of specific techniques to strengthen performance of sector and sector-supporting organizations.

With regard to a strategy for water resources capacity building, it must first of all be recognized that each country and region has its specific characteristics and requirements with respect to its water resources situation and its institutional framework. Therefore operational strategies must be tailor-made. To achieve this it is recommended that, based on the insights emerging from this Symposium, water sector assessments be initiated to provide a basis for country strategies.

The strategy involves several approaches:

- Developing improved policy and legal frameworks, institutional development and a commitment to development of human resources and managerial systems for the sector;
- Managing water and environmental resources, including modifying demand by pricing, conservation, reclamation and reuse of wastewater, thereby reducing fresh water demands and pollution;
- Having the ESAs adopt capacity building as an essential element of their assistance efforts, including such initiatives as supporting community and water user associations, on farms and in the cities, so they can participate productively in investments made on their behalf; continued attention needs to be given to the pivotal role of women in water-related activities, and their proven capabilities to fulfill managerial tasks at all levels;
- Urging governments to coordinate ESA activities in their countries, and encouraging the ESAs themselves to coordinate their agendas;
- Involving, where appropriate, the private sector in managing or providing water-related services;
- Encouraging local and foreign universities, institutes, consulting organizations, professional associations and others to participate in capacity building as is most appropriate to their own capacities; and ESAs are urged to facilitate this effort;

-
- Encouraging countries to conduct water sector assessments; these water assessments must include the need for capacity building in addition to traditional technical, social and economic aspects; and
 - Creating awareness of the vital role and finiteness of water on the part of decision-makers and the public at large.

In view of the pressing need in the water sector, this strategy is being presented to the countries and the ESAs for their adoption and immediate implementation.

Having considered the results of the deliberations of the participants in working groups and in the plenary sessions, which are presented in an annex, we recommend the following actions:

1. That developing countries adopt strategies and launch, intensify or expand capacity building activities in the water sectors, in partnership with ESAs. UNDP is invited to take a leading role.
2. That the Delft Declaration be transmitted to the 1992 Dublin Conference on Water and Environment, and subsequently to the United Nations Conference on Environment and Development in Rio de Janeiro, to emphasize the special importance of capacity-building in integrated fresh water resources management.

If we are to satisfy the acute needs of hundred of millions of people today, and that of billions tomorrow, we must take a quantum leap by doing things differently and start doing them now.

ANNEX 10

DOCUMENTS AND PUBLICATIONS CONSULTED

UNDP

- Human Development Reports 1990 and 1991, published for the United Nations Development Programme (UNDP) by Oxford University Press, New York and Oxford, 1990 and 1991.
- UNDP Project Documents: INT/83/003; RAF/87/043; INT/91/008.
- Project Performance Evaluation Reports plus occasional papers.
- Mid-Term Review of INT/83/003 by NORAD and UNDP, April 1988.
- Rapport de la (première) revue tripartite du projet PROWESS/Afrique (RAF/87/043), Abidjan, 1989, by Aminata Traore, PROWESS Regional Coordinator.
- Compte-rendu de la revue tripartite du projet PROWESS/Afrique, Abidjan, October 1989.
- Rapport de la deuxième réunion d'examen tripartite, Bamako, March 1991.
- Note sur les conclusions de la deuxième revue tripartite de PROWESS/Afrique by Aminata Traore. Final report, PROWESS Project Manager, July 1991.
- An Assessment of the UNDP/World Bank Water and Sanitation Programme: Report of an Independent Team, May 1991, The World Bank, Washington, D.C.
- Capacity Building for Water Resources Management: An international initiative for sustainable development in the 1990s, UNDP, May 1991.
- Source magazine, selected issues.

THE WORLD BANK

- An Assessment of the UNDP World Bank Water and Sanitation Programme: Report of an Independent Team, May 1991, The World Bank, Washington, D.C.
- Improving Services for the Poor: A Strategy for the 1990s, UNDP/World Bank Water and Sanitation Program, 8/10/91 draft.
- Capacity Building for the '90s: PROWESS in the Water and Sanitation Sector, draft for discussion, August 1991, the UNDP-World Bank Water and Sanitation Program, Washington, D.C.

PROWESS

- Report on PROWESS, 1983-1991 (INT/83/003), by the Programme Manager, August 1991
- Regional Strategy for PROWESS in Eastern and Southern Africa, Draft paper dated 9/23/91.
- "Building on What is There:": Human Resources Development. Key-note Address by Siri Melchior-Tellier, Programme Manager, PROWESS/UNDP at the Collaborative Council Global Forum, Oslo, 18-20 September 1991.

TECHNICAL SERIES INVOLVING WOMEN IN WATER AND SANITATION (LESSONS, STRATEGIES, TOOLS):

- Women, Water, and Sanitation or Counting Tomatoes as well as Pumps by Siri Melchior-Tellier, May 1989.
- Tools for Community Participation: A manual for training teachers in participatory techniques by Lyra Srinivasan, 1990.
- Dhaka - Volunteers Against Diarrhoea, by Elsie Shallon, December 1988.
- Indonesia - Evaluating Community Management by Deepa Narayan-Parker, August 1989.
- From Pilot to National Programme-Rural Sanitation in Lesotho by P. Evans, D. Narayan-Parker, B. Pollard, M. McNeill and R. Boydell, 1990.
- Pegesus: A Planning and Evaluation Framework in Partnership With People by Deepa Narayan-Parker
- Kenya - People, Pumps and Agencies by Deepa Narayan-Parker.

IDWSSD

- Women and the International Drinking Water Supply and Sanitation Decade, prepared in accordance with the decision of the Inter-Agency Task Force on Women and the IDWSSD, and UNICEF and published by the United Nations International Research and Training Institute for the Advancement of Women (INSTRAW), as Water Report No. 1, June 1985.
- International Drinking Water Supply and Sanitation Consultation, report of a meeting cosponsored by the Swiss Development Cooperation Agency (SDC) and the World Health Organization, in Interlaken, Switzerland, October 1987.
- Strategies to Involve Women: Proposals for 1989-1990 compiled, as a working document by the Inter-Agency Task Force on Women of the IDWSSD Steering Committee for Cooperative Action at its 16th meeting, 19-20 October 1988.

-
- The IDWSSD and Women's Involvement, prepared for WHO on behalf of the Steering Committee for Cooperative Action, IDWSSD, by Mary Elmendorf, and published by WHO, Geneva, July 1990.

UN SYSTEM

- The New Delhi Statement: "Some for all rather than more for some", issued at the Global Consultation on Safe Water and Sanitation for the 1990's in New Delhi, 14 September 1990.
- Delft Declaration, issued at conclusion of the UNDP Symposium - A Strategy for Water Resources Capacity Building, June 1991.

Evaluation

- Workshop on Goals and Indicators for Monitoring and Evaluation for Water Supply and Sanitation, held in Geneva in June 1990, draft report, April 1991.
- Participatory Evaluation: Tools for Managing Change in Water and Sanitation by Deepa Narayan-Parker, issued by PROWESS/UNDP, the UNDP/World Bank Water and Sanitation Programme, UNICEF, and the World Health Organization, June 1991.

Video-Cassettes

- Tools for Community participation - Training of trainers in Participatory Techniques. Produced by PROWESS, 1990.
- Women, Water Supply and Sanitation: a multi-media modular training package reflecting the work of UN/DTCD, UN/INSTRAW and the ILO/Training Centre, funded by UN/DTCD and produced by UN/INSTRAW, June 1991.
- Water Supply and Sanitation: The Community as a Resource, based on conclusions of the New Delhi Conference. Produced by COWATER International for PROWESS, 1991.

OTHER DOCUMENTS AND PUBLICATIONS CONSULTED

- Drawers of Water: Domestic water use in East Africa by Gilbert F. White, David J. Bradley, Anne U. White. The University of Chicago Press, Chicago and London, 1972.
- Global Water Issues Confronting Humanity by Malin Falkenmark, Natural Science Research Council of Sweden, Journal of Peace Research, vol. 27, no. 2, 1990, pp. 177-190.
- Women, Water and Sanitation By Siri Melchior-Tellier. Water International, 16 (1991), pp. 161-168.

- Capacity Building for Water Resources Management by Frank Hartvelt and Daniel A. Okun. Water International, 16 (1991), pp. 176-183.
- Training and Human Resource Development in Water Supply and Sanitation by John Pickford. Water International, 16 (1991), pp. 169-175.
- Water Supply and Sanitation in the 1990s by Michael G. McGarry. Water International, 16 (1991) pp. 153-160.
- Participation of Women in Water Supply and Sanitation: roles and realities. Technical Paper 24, September 1985. International Research Centre, the Hague.