

**UNDP-World Bank Water and Sanitation Program**

**First Asian Regional HRD Meeting**

**Puerto Azul, Cavite, Philippines  
July 13 - 16, 1992**

UNDP-World Bank Water and Sanitation Program  
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Puerto Azul, Cavite, Philippines  
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**Hosts: International Training Network Center  
Philippines**

## Statement from the First Asian Regional Meeting

### 1 Introduction

1.1 Representatives from Bangladesh, China, India, Indonesia, Nepal, Pakistan, Papua New Guinea, Philippines, and Sri Lanka met in the Philippines, July 13 to 16, 1992 to discuss the Human Resource Development (HRD) challenges facing the water and sanitation sector in Asia. The meeting was hosted by the International Training Network Center for the Philippines with the support of the UNDP-World Bank Water and Sanitation Program, incorporating the International Training Network for Water and Waste Management (ITN) and the Program for Promotion of Women in Water and Environmental Sanitation Services (PROWWESS). Partner external support and training agencies of the ITN and PROWWESS were also represented at the meeting.

### 2 Objectives

2.1 The specific objective of the meeting were to:

- Develop a common vision of ITN and PROWWESS initiatives in Asia
- Strengthen the sustainability and linkages of the Asia Country Sector Networks, and
- Develop agreed action plans for HRD initiatives in participating countries.

### 3 Sector Issues

3.1 Improvement of water and sanitation services to the poor remains a critical challenge in the 1990s. The record of past investments shows that

many established approaches have been ineffective and continued population growth, combined with limited investment, have greatly exacerbated the challenge.

3.2 The enormity of the problem demands new approaches (or the acceleration of current policy reforms) and the development of large scale investment programs. The sector as a whole requires fundamental reforms:

- Institutional reform for the development of sustainable delivery mechanisms and an enabling policy environment
- Acceptance of water as an economic good and a move towards appropriate cost recovery by users
- Adoption of decentralized and participatory approaches to empower users and create accountability by local-level authorities
- Development of a demand orientation to sector service delivery
- Improved water resource management to meet urgent water demands of fast-growing urban populations and to make efficient use of existing assets
- Development of an increased range of affordable and environmentally sound options for improved sanitation and waste management.

### 4 HRD Challenges

4.1 Recognizing that building in-country capacity through HRD is a vital requirement to increase the poor's

access to water and sanitation, the meeting reviewed the principal HRD challenges facing the sector.

4.2 HRD approaches need to be developed which, while supporting skill development, address the structure, sustainability and policies of sector institutions.

4.3 Training in the sector is commonly undertaken in the absence of an overall plan and is generally neglected and under-funded. Training interventions need to be made in the context of overall HRD policies and guidelines. Training activities should be institutionalized and mechanisms for better coordination between in-country training institutions identified for efficient use of training resources.

4.4 HRD initiatives need to be directed towards specific targets in the context of institutional analyses and needs assessments and their impact regularly assessed. The focus on women's roles in the sector requires better coordination and continued promotion. Procedures for monitoring and assessing the overall impact of HRD initiatives needs to be identified and put in place.

## 5 Rising to the Challenge

5.1 In response to these challenges the meeting reviewed the role of the ITN and PROWESS programs. Much of the potential of these initiatives in Asia has yet to be realized. The meeting examined their overall objectives, reviewed ways of enabling them to improve their impact upon the major HRD challenges and developed country-specific action plans for inclusion in work plans over the coming year.

## 6 Objectives of the ITN and Country Sector Networks in Asia

6.1 The overall goal of the ITN and PROWESS programs is to improve access to and effective use of water and sanitation services by poor communities. This overall goal is to be achieved by building in-country capacity through creation of a network of sector and training agencies committed to determining and promoting efficient and effective approaches to the sector, emphasizing appropriate, affordable and participatory approaches.

6.2 The meeting endorsed the following shifts of emphases in the direction of the development of the ITN.

- **People and Institutions** Capacity building demands both institutional reform and managerial and technical skill development.
- **Support for Policy Development** Policy makers are an important target for the network operations to support them institute sector reforms.

6.4 To achieve these objectives, the ITN will focus on the following activities.

- **Building Networks** Development of in-country networks of training and sector institutions.
- **Training**
  - Training of trainers in in-country sector institutions.
  - Targeted training of sector cadres with key roles in sector development.

- **Promotion**
  - Promotion of dialogue with and amongst policy makers to facilitate sector reform.
  - Promotion of in-country and inter-country exchange of information, skills, knowledge and technologies.
  - Promotion of learning of the effectiveness of local approaches to service delivery and research in support of training activities.
- **Advisory Services**
  - Provision of advisory services on HRD and related issues at both policy and project levels.

## **7 Institutional Relations of the ITN**

**7.1 Recognizing the need to develop a regional network of sector and training institutions** the meeting endorsed the following recommendations.

**7.2 From Centers to Networks** All ITN centers are encouraged to develop country networks of partner sector and training institutions.

**7.3 Extending the Range of Partners** The partnership of the Network should extend to Governmental Water, Health and Educational institutions, NGO and External Support Agencies and relevant private and professional institutions.

**7.4 Country Coordination** The meeting recognized the importance of creating a single unit for coordinating national networks. The coordinating unit should be located close to the

Government's formal sector planning mechanisms to enhance the importance and credibility of the Network. Whilst further study of the experience in development of national networks is required, the meeting identified a trend towards the development of smaller coordinating units and larger network agencies, rather than creation of large central ITN centers.

**7.5 Institutionalizing of PROWESS** The Network should incorporate participatory approaches within network institutions and promote a focus on the role of women.

**7.6 Linkages with the Program** The strengthening of both formal and informal linkages with the Program were encouraged. There is a need for a formal linkage between country sector networks and the Program, such as through a memorandum of understanding with a central coordinating body of a country network, to facilitate effective dialogue. The role of the Program in supporting in country networks should include:

- Assisting identify external funding
- Establishment and execution of a fund to support seed activities
- Marketing and promotion of the ITN
- Promotion of interregional information exchange and cooperation
- Assisting promote linkages between networks and major sector investments.

## **8 Better Ways of Achieving Objectives**

**8.1 Participatory Approaches** Both as a training technique and as a means

of sector implementation the meeting endorsed greater use of participatory approaches.

**8.2 Financial Sustainability** Financial self-sustainability was endorsed as a key goal of in-country networks and coordinating centers. External assistance would continue to be required for initial establishment and core functions. Network agency activity should adopt a demand orientation and seek methods of local resource mobilization to achieve financial sustainability.

**8.3 Supporting Large-Scale Investments** Many of the approaches and technologies in water and sanitation which have been developed at a project level need to be implemented on a wider scale. Noting that increased global concern with environmental protection and improvement is raising investment levels in the water and sanitation sector, the meeting recommended that network institutions seek to support these large scale investments and tackle the difficult questions of building national capacity to support large-scale country programs.

**8.4 Regional Coordination** The meeting stressed the importance of regional coordination and cooperation. The similarity of the challenges faced and the range of responses that are being made in water and sanitation development in the region provides an excellent opportunity for network centers to exchange experiences and ideas. The following suggestions were made to promote regional coordination:

- Regular regional and interregional meetings
- Improvement of communications

- between country networks
- Country information exchange
- Staff exchanges.

## **9 Country Work Plans**

**9.1** In the light of the above considerations and recommendations, the representatives of each country prepared a country action plan for implementation over the next year. Progress on these action plans would be monitored through inter-network exchanges and the Program. The detailed action plans are presented in Annex 2.

**9.2** Amongst the countries with established networks or centers, the action plans focussed on the strategic extension of networks, sector and HRD planning and strategy development and the development of skills in participatory training methods.

**9.3** Participants from countries without established ITN centers or networks, uniformly focussed work plans upon start-up activities. The country action plans are summarized in the following table.

### Summary of Areas of Activity in Country Action Plans

Area of Activity	India	Philip-pines	Indon-esia	Bangla-desh	China	Pepua New Guinea	Nepal	Sri Lanka	Pakis-tan
1. Expand Country Network	x	x		x					
2. Develop Participatory Training Methods	x	x	x	x					x
3. Review Network Coordination Strategy & Plan	x	x	x						
4. Structural Changes	x		x						
5. Use of Mass Media	x								
6. Strengthen Policy Impact	x	x	x	x					x
7. Increase Sector HRD Involvement		x					x	x	
8. Investment Support Links		x							
9. ITN Initiation			x	x	x	x	x	x	x

## Country Action Plan: ITN BANGLADESH

Item	Objective	Action
1 Training & Capacity Building	1.1 Re-orientation/Development of Curricula & Syllabi for formal engineering education  1.2 Strengthening of local capacity for training	1.1 Analysis of existing curricula & syllabi identification of shortcomings with respect to Low-Cost technology & Health promotion  1.2 Preparation of Appropriate curricula in cooperation with the formal education institutions.
2 Research	2.1 Development of Appropriate Training Materials  2.2 Development of Appropriate Low-Cost Technologies	2.1 Research Planning & implementation  2.2 Development of Training Materials based on people's attitude  2.3 Modification of available training activities where needed  2.4 Development & Demonstration of Appropriate Low-Cost Technologies.
3 Networking	3.1 Establishment of a National Network with Participating Institutions  3.2 Development of Inter-agency network	3.1 Identification of Participating Institutions  3.2 Orientation & Preparatory workshop for Participating Institutions  3.3 Establishment of sub-centers in Appropriate Participating Institutions  3.4 Effective collaboration of sector agencies.
4 Influencing Policy Reforms	4.1 Influencing Government policies for gaining political, financial & institutional support	4.1 Seminar for planners, decision-makers, heads of sector agencies and local bodies.
5 Participatory Approach	5.1 Promotion of Participatory Approaches in the Program	5.1 Conducting training on participatory approaches.

Prepared by: Dr Feroz Ahmed, Professor, Department of Engineering, BUET  
 Dr Mujibur Rahman, Associate Professor, Department of Engineering, BUET  
 Mr. S.M.A. Rashid, Coordinator, NGO Forum for Drinking Water Supply and Sanitation

## Country Action Plan: ITN CHINA

OBJECTIVE	ACTIVITIES	RESPONSIBILITY	TARGET DATES
1 Establish an ITN in China on Water and Waste Management	a) Finalize the project proposal	RWSTC/NPHCC MOC/WUCI	(P) August 1992 (M) December 1992
	b) Present proposals for government approval	RWSTC/NPHCC MOC/WUCI	(P) October 1992 (M) April 1993
	c) Secure funding	CICETE, UNDP	(P) October 1992 (M) October 1992
2 To strengthen the existing capacity (trainers, training materials, facilities etc) at: (a) the China Rural Water Supply Technical Center (for water and environmental sanitation); and (b) the Wuhan Urban Construction Institute (the environment sanitation training center of Ministry of Construction).	a) Train core group of trainers	NPHCC, MOC	(P) April 1993 (M) April 1993
	b) Continuously develop training materials	NPHCC, MOC	(P) August - December 1992 (M) June 1994
	c) Improve existing facilities, as applicable	NPHCC, MOC	(P) December 1993 (M) June 1994
3 To formulate a work program for both centers.	a) Draft a work program	NPHCC, MOC	(P) December 1992 (M) December 1992
	b) Secure approval of the work program	NPHCC, MOC	(P) March 1993 (M) March 1993
	c) Conduct a workshop in connection with the preparation of a work program	NPHCC, MOC	(P) August 1993 (M) July 1994

Prepared by: Mr. Ye Zhankui, Director, China Rural Water Supply Technical Centre, National Patriotic Health Campaign Committee  
Mr. Chen Haibin, Director, Wuhan Urban Construction Institute



## Country Action Plan: ITN INDIA

### Objectives:

1. Training Professionals, NGO's training of trainers, Management & Preparation of Projects.
2. Build HRD & Integrate with National Plan.
3. Strengthen Impact on Policy.
4. Institution Building.

ACTIVITY	RESPONSIBILITY	TARGET DATE
1. Identify all available resources for networking	NCC	December 92
2. Identify additional institutions with focus on participatory training program and R&D	NCC	January 93
3. Prepare curricula & course calendar & review existing training program	NCC	Oct. 92 - Jan. 93
4. Strengthening of NCC & creation of "Think Tank"	MRD	October 92
5. Formation of Board	MRD	October 92
6. Mass media training	MRD + ITN	December 92
7. Arranging funds	ESA	October 92
8. Implementation cascading training - NGOs	PIs + NGOS	March 93
9. Evaluation	INS. Agencies/Group	March 93

Prepared by: Mr P.E. Sivanandan, Joint Secretary, Ministry of Rural Development  
 Mr Prem Swaroop Rajvansky, Adviser, CPHEEO, Ministry of Urban Development  
 Prof. K. J. Nath, Coordinator ITN Centre, Department of Sanitary Engineering, AIIHPH  
 Dr Indira Chakravarty, Head, Department of Biochemistry and Nutrition, AIIHPH

## Country Action Plan: ITN INDONESIA

### INDONESIA

**Spirit:** "To start from a clean sheet with a realistic approach."

**Objective:** To develop a new sustainable network which can effectively reach low income communities.

Activity	Responsibility	Target Date
a. Conceptualize a future network (explore the "slim cat" <sup>1</sup> concept)	Indonesian Team & RWSG-EAP	2 months
b. Convince the National Planning Bureau of the Importance of the Indonesia Training Network (gain political commitment from the Government to the initiative)	Indonesian Team & RWSG-EAP	1 month
c. Study for developing a new Indonesian Training Network structure: - program formulation - inventory of training institutions - available resources - identify key persons	Indonesian Team & RWSG-EAP	6 months
d. Dialogue and actions to establish the Indonesia Training Network	Key persons identified in the study	2 - 3 months
e. Set-up procedures and administrative arrangements	Key persons identified in the study	2 months
f. Operationalization	The Indonesia Training Network Coordinating Unit	P. M.

Prepared by: Ibu Juli Soemirat-Slamet, Manager, InTN - ITB Center, Environmental Engineering, Institute of Technology, Bandung  
 Ibu Hana Soetojo, Manager, Cipta Karya Network Center  
 Ibu Nafsiah Mboi, National Institute for Health, Ministry for Health  
 Bapak Abdullah Syarwani, Executive Director, Participatory Development Forum

<sup>1</sup> A small ITN coordinating unit supporting a variety of small or large network agencies.

## Country Action Plan: ITN NEPAL

1. To establish Central Human Resources Development Unit (CHRDU) as part of the ITN.
2. To develop the capacity of CHRDU to become technically self-reliant.
3. To develop the manpower to meet the HRD requirements of the WSS sector.

Activity	Responsibility	Target Date
Review and develop proposals for institutionalizing CHRDU with defined HRD responsibilities, including that of ITN coordinating agency.	NWSSC-HRD C'ttee MHPP	Dec. 1992
CHRDU, Regional & District Training staff to be trained and briefed on ITN activities.	DWSS CHRDU	Dec. 1992
Develop computerized personnel data base.	CHRDU	Ongoing
Formulate realistic long-term and annual manpower development training plans and programs.	CHRDU MHPP	April 1993
Develop 3-tier training approach: Central, Regional & District	CHRDU	Ongoing
Review/develop job-related training materials and curricula.	CHRDU	Ongoing
Improve collaboration with MOH & health education program	MOH/HE/CHRDU	Ongoing
Mobilize assistance from ESAs and NGOs to undertake HRD components of WSS projects.	CHRDU ESAs	Ongoing
Conduct training programs for grassroots-level trainers.	CHRDU/NWSSC	Ongoing
Incorporate CHRDU in ITN network: - Formalize arrangements with RWSG/SA - Obtain financial support for core funding - Identify and agree on MOU with other training organizations within the country for participating in ITN. - Establish contacts for information exchange (TCDC) collaboration with ITN centers in Asia. - Promote R&D in low-cost WSS technologies.	- MHPPU - RWSG/SA - FINNIDA - CHRDU/PIs  - CHRDU/ Asian ITNs - CHRDU/PIs	Sept. 1993

Prepared by: Mr Rattan Kumar Siddhi, Chief, Ministry of Housing and Physical Planning

## Country Action Plan: ITN PAKISTAN

### Background

Pakistan has already started several large scale programs in urban and rural areas. 9 such programs relate to rural water supply schemes and sanitation/hygiene projects. These programs have the support UNDP, UNICEF, World Bank, ADB, USAID, Dutch assistance and German Aid. These programs when completed will cover all the 4 provinces. For example the IDA project which will become effective in July is US \$194.20 million. The soft loan component is US \$136.70. The project includes pilot activities to test new community based approaches, technical consultancies and support to HRD. In addition special development programs have been initiated for Baluchistan, Sind and NWFP, AJK, and Northern areas. The GOP attaches importance to women's involvement and social development programs. Special emphasis is laid on training of women and their trainers.

### HRD Initiatives

The GOP, Ministry of Local Government and Rural Development (LG&RD) has created a separate Human Resources Development (HRD) wing. This wing is responsible for research, action research, collection/dissemination of information, pilot projects, training of government officers, members/employees of local councils, NGOs, and extension workers etc. Two training institutions of great repute are under it: the Municipal Training and Research Institute (MTRI), Karachi; and the National Center for Rural Development (NCRD), Islamabad.

The Ministry of LG&RD has started a national rural support program which has initiated a pilot project in community development which will cover progressively the whole of Pakistan (total amount Ra. 4.5 million 1991/92). The program aims at developing local skills through training to create awareness to carry out effective, viable and sustainable development.

In order to develop the most effective HRD strategies the GOP is harnessing the skills of NGOs, like Orangi Pilot Project, AKRSP etc. to undertake applied research to document and apply lessons from past experiences, paying particular attention to quality of training inputs at all levels. Arrangements are also being made to provide collateral free credit to the poorest sections of the rural and urban population. According to Dr. Akhter Hammad Khan of OPP, collateral free credit is not a privilege but a right of the poor people.

### Plan of Action

- 1 Inclusion of participatory training specialists to work with existing projects and training centers. The purpose is to design and develop new courses and modify, where necessary, existing courses to the local situation. UNDP/PROWESS and other international agencies may assist with the above including trainers of trainers.
- 2 To develop methods and strategies to make women's involvement possible.
- 3 Undertake HRD-related R&D and Make recommendations for implementation.
- 4 To create a Pakistan ITN network to address sectoral requirements.

Prepared by: Mr. S. Z. A. Zaidi, Deputy Secretary (Urban), Ministry of LG & RD

## **Country Action Plan: ITN PHILIPPINES**

### **OBJECTIVES:**

- Short Term** : Respond to sector project requirements
- Medium Term** : Identify & mobilize potential linkages in the wheel
- Long Term** : Complete the wheel ("the network")

### **ACTIVITIES:**

- Short Term**
1. "SWOT" - analysis
  2. Project Analysis for Support to Regions
  3. Match, market and implement project support
- Medium Term**
1. Identify and prioritize the expansion process
  2. Implement

### **THE WHEEL: To consist of:**

- Decision Makers
- Government Agency
- NGOs
- Local Leaders
- Service Organizations
- Public (Opinion)
- End user
- Technocrats
- Communications community
- Universities/Schools

**Prepared by:** Ms. Petronia Enriquez, Manager, ITN/Philippines  
 Engr. Wouter Jan Felling, Associate Expert, TNC, Philippines  
 Ms Ruthy Dionisio-Libatique, Deputy Executive Director, Pilipino Foundation  
 Ms Dianne Arboleda, ITN Philippines  
 Ms Chuchi Potente, ITN Philippines

## **Country Action Plan: ITN SRI LANKA**

### **Objectives**

1. Study and identify the key organizations in WSS sector.
2. Resolve the role of responsibilities and demarcate areas of the involved organizations.
3. Training needs assessment of HR in the sector.
4. Identify sources of funding for development of the Training centers and training delivery etc.
5. Training of Trainees programs

**Prepared by: Ms G. S. Munasinghe, Assistant General Manager, Manpower Development and Training Division, National Water Supply and Drainage Board.**

## First Asian Regional HRD Meeting

**Meeting Agenda**Monday 13 July, 1992**10.00 Opening Ceremony**Chair: R. Flores  
Rapporteur: D. Narayan-ParkerNational Anthem  
Introductory and Welcome Remarks:  
Chair  
Program - R. Boydell  
ITN Philippines NCC - A. De Vera  
ITN Philippines - P. Enriquez  
Introductions and Participant Expectations - W. Barreiro**11.00 Light Refreshments****11.15 Current HRD Initiatives I: Global**Chair: P.K. Sivanandan  
Rapporteur: Mr AkhterUNDP-World Bank Program - C. Carnemark  
From ITN to Country Networks - P. Cross  
The Challenge of Participatory Development - D. Narayan-Parker  
Plenary**12.30 Lunch****14.00 Current HRD Initiatives II: Countries**Chair: Prof M. F. Ahmed  
Rapporteur: Prof M. BloklandPhilippines  
India  
Indonesia  
Plenary**15.30 Light Refreshments****15.45 Current Initiatives: III - Countries**Chair: H. Sutoyo  
Rapporteur: Dr C. KirkBangladesh  
China  
Nepal  
Pakistan  
Papua New Guinea  
Sri Lanka  
Plenary**17.00 Session Ends****17.15 Steering Committee Meeting****18.00 UNDP-World Bank Program Reception**

**Day Two - Tuesday 14 July, 1992**

**8.30 Group Session I: HRD Challenges & Objectives  
of the Asian Country Networks**

**Chair: Dr N. Mboi**  
**Rapporteur: J. Kirch**

Meeting Agenda: Objectives and Expected Outputs - D. Narayan-Parker  
Issues from Day 1 - P. Cross  
Group Task - D. Davies  
Division of Groups  
Group Discussion

10.30 Light Refreshments

10.45 Group Discussion Continues

11.30 Plenary

12.30 Lunch

**14.00 Group Session II: Institutional Relations of the Asian Country Networks** **Chair: Mr Siddhi**  
**Rapporteur: E. Torres**

Group Task - P. Cross  
Division of Groups  
Group Discussion

15.30 Light Refreshments

15.45 Group Discussion Continues

17.00 Plenary

18.00 Session Ends

19.00 Dinner

20.00 Steering Committee Meeting



**Wednesday 15 July, 1992**

**8.30            Group Session III: Building Sustainable In-Country  
                 Networks**

**Chair: Mr Zaidi  
Rapporteur: Mr S.M.A.Rashid**

**Group Task - D. Narayan-Parker  
Division of Groups  
Group Discussion**

**10.30 Light Refreshments**

**10.45 Group Discussion Continues**

**11.30 Plenary**

**12.30 Lunch**

**14.00 Group Session IV: Building on Country  
                 Action Plans**

**Chair: Ms Munasinghe  
Rapporteur: Dr Julie Soerimat-Slamet**

**Group Task - W. Barreiro  
Division of Groups  
Group Discussion**

**15.30 Light Refreshments**

**15.45 Group Discussion Continues**

**16.30 Plenary**

**17.30 Session Ends**

**18.15 Steering Committee Meeting**

**19.30 International Night**

**Thursday 16 July, 1992**

**8.00            Presentation of Draft Meeting  
Statement**

**Chair: P. Enriquez**  
**Rapporteur: Program**

**Plenary and Finalization of Meeting Statement**

**9.30            Meeting Closing  
Closing Comments - C. Carnemark  
Evaluation of Expectations**

**10.00 Depart Puerto Azul**

**Field Trip to Projects**

**13.00 Lunch**

**14.00 Metro Manila Tour**

**Evening        Departure**

# Directory of Participants

## FIRST ASIAN REGIONAL HUMAN RESOURCE DEVELOPMENT SYMPOSIUM

UNDP/WORLD BANK WATER AND SANITATION PROGRAM

Puerto Azul Beach Hotel, Philippines

July 13-16, 1992



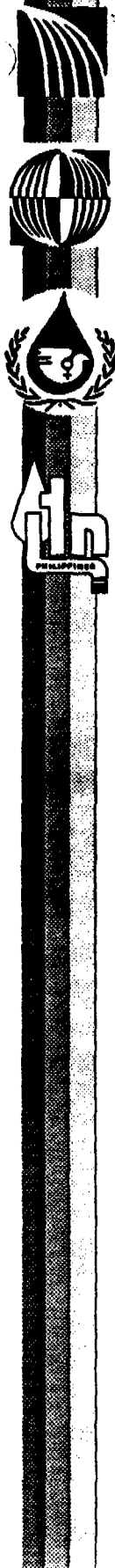
	NAME	POSITION/ ORGANIZATION	ADDRESS/ TEL NO./FAX NO.
1.	Dr. Feroze Ahmed	Professor/Head Department of Civil Engineering Bangladesh University of Engineering and Technology	Dept. of Civil Engineering BUET, Dhaka 1000 Bangladesh Tel# 502196 Fax# 880-2-863026
2.	Mr. Mesbahuddin Akhter	Chief Water and Environmental Sanitation Section - UNICEF New Delhi	72 Lodi Estate New Delhi 110003 India Tel# 690401
3.	Dr. Wilfredo Asoy	Director Environmental Health Services Department of Health	Rizal Avenue Sta. Cruz, Manila Philippines Tel# 7116175
4.	Ir. Wilfrido Barreiro	Program Officer UNDP/World Bank Water and Sanitation Program RWSG - East Asia and Pacific	Lippo Life Building, Suite 605 Jl. H. R. Rasuna Said, Kav. B-10 P.O. Box 324, Jakarta Indonesia Tel# (62-21) 5200313, 5200606 Fax# (62-21) 511432
5.	Mr. Dan Bekker	Senior Sanitary Engineer WACO Consultants for Water and Environment	P.O. Box 8520.3009 AM Rotterdam The Netherlands Tel# 010-4-076-543 Fax# 010-2-201-005
6.	Ms. Marietta Bernaje	Chief Plans & Programs Division Public Information & Health Education Service Department of Health	San Lazaro Compound Sta. Cruz, Manila Philippines Tel# 731-70-88/711-61-05 Fax# (623) 7116050
7.	Prof. Maarten Blokland	Associate Professor of Sanitary Eng'g Coordinator, ITN (Philippines) International Institute for Hydraulic and Environmental Engineering (IHE)/International Training Network (Phils.)	P.O. Box 3015, 2601 DA Delft The Netherlands Tel# 31-15-783429 Fax# 31-15-122921
8.	Mr. Robert Boydell	Regional Manager UNDP/World Bank Water and Sanitation Program RWSG - East Asia & Pacific	Lippo Life Building Suite 605 Jl. H. R. Rasuna Said, Kav. B - 10 P.O. Box 324, Jakarta Indonesia Tel# (62-21) 5200313 5200606 Fax# (62-21) 511432



	<b>NAME</b>	<b>POSITION/ ORGANIZATION</b>	<b>ADDRESS/ TEL NO./FAX NO.</b>
9.	<b>Mr. Curt Camemark</b>	Division Chief Water and Sanitation Division The World Bank	1818 H. Street, NW Washington D.C. 20733 U.S.A. Tel# (1-202) 473-3105 Fax# (1-202) 477-0164
10.	<b>Dr. Indra Chakravarty</b>	Head/Joint Coordinator Department of Biochemistry and Nutrition/ITN Centre All India Institute of Hygiene and Public Health	110 C.R. Avenue, Calcutta 700073 India Tel# 396131/ 396110 Fax# 0091-33-284046
11.	<b>Mr. Halbin Chen</b>	Director Division of Environmental Sanitary Engineering Wuhan Urban Construction Institute	Wuhan City, Hubei China Tel# 702310
12.	<b>Mr. Piers Cross</b>	ITN Coordinator Water and Sanitation Program UNDP/World Bank	The World Bank H. Street, N. W. Washington D.C. 20433 U.S.A. Tel# (1-202) 473-3475 Fax# (1-202) 477-0164
13.	<b>Mr. Digby Davies</b>	HRD Specialist UNDP/World Bank Water and Sanitation Program RWSG - South Asia	P.O. Box 416 53 Lodi Estate New Delhi 110003 India Tel# 690488/ 690489 Fax# 4628250/ 619393
14.	<b>Engr. Petronia Enriquez</b>	Head Training Network Centre ITN (Philippines)	LWUA Building Katipunan Rd., Balara Quezon City Philippines Tel# 951757 Fax# 9216301/92234334
15.	<b>Engr. Wouter Jan Fellingma</b>	Trainer/Associate Expert Training Network Centre ITN (Philippines)	LWUA Building Katipunan Rd., Balara Quezon City, Philippines Tel# 951757 Fax# (632) 9216301 9223434
16.	<b>Engr. Rogello Flores</b>	Project Director Project Management Office/ Rural Water Supply Department of Public Works and Highways	2nd St., Port Area Manila Philippines Tel# 408371/407935 Fax# (632) 497275
17.	<b>Mr. James Kirch</b>	First Secretary (Development)/ Water Specialist Canadian Embassy	P.O. Box 1052/JKT Jakarta 10010 Indonesia Tel# 510709



	<b>NAME</b>	<b>POSITION/ ORGANIZATION</b>	<b>ADDRESS/ TEL NO./FAX NO.</b>
18.	Mr. Colin Kirk	ODA Field Manager Water and Sanitation Program	British Deputy High Commission Makers Chambers IV Nariman Point, Bombay 4002 India Tel# 22517/232330 Fax# 227940
19.	Ms. Ruthy Dionisio-Libatique	Deputy Executive Director Kabalikang Pamilyang Pilipino Foundation, Inc.	Unit 18, First Mikasa Condominium Bldg., Kamboja St. Legaspi Village Makati Metro Manila Philippines Tel.# 330478 Fax # 3127750
20.	Ms. Rose Loreda	Officer-in-charge Research & Dev't Division Water Supply Training Centre Local Water Utilities Administration	Katipunan Rd., Balara Quezon City, Philippines Tel# 88210 Fax# (632) 9223434
21.	Dr. Natsiah Mbol	National Institute for Health Research and Development Ministry of Health	Jin Gatot Subroto Kompleks AD No. G 11 Jakarta 12950 Indonesia Tel# 510552 Fax# 710719
22.	Mg. G.S. Munasinghe	Ast. General Manager Manpower Development and Training Division National Water Supply and Drainage Board	Telewata Road Ratmalana, Sri Lanka Tel# 832355 Fax# 836449
23.	Prof. K. J. Nath	Coordinator ITN Centre Department of Sanitary Engineering All India Institute of Hygiene and Public Health	110 C.R. Avenue Calcutta 700073 India Tel# 396131/ 396110 Fax# 0091-33-284046
24.	Dr. Florencio Padernal	Country Coordinator/ Chief Technical Adviser UNDP/World Bank Water and Sanitation Program	1 Beihatan Dezhengmenwai Beijing, Republic of China Tel# (861) 201-05-58(Direct) (861) 201-71-31 Ext.2481 Fax# (861) 201-05-05
25.	Ms. Deepa Narayan-Parker	PROWESS Coordinator UNDP/World Bank Water and Sanitation Program	The World Bank 1818 H. Street, N.W. Washington D.C., 20433 U.S.A. Tel# (1-202) 473-1304 Fax# (1-202) 477-0164
26.	Dr. Mujibur Rahman	Associate Professor Department of Civil Engineering Bangladesh University of Engineering and Technology	Dept. of Civil Engineering BUET, Dhaka - 1000 Bangladesh Tel# 8802-502196 Fax# 880-2-863026



NAME	POSITION/ ORGANIZATION	ADDRESS/ TEL. NO./FAX NO.
27. Mr. Prem Swaroop Rajvanshy	Adviser, CPHEEO Ministry of Urban Development	New Delhi 110003 India Tel# 3017482 Fax# 3019097
28. Mr. S.M.A. Rashid	Coordinator NGO Forum for Drinking Water Supply and Sanitation	4/6 Block E, Lalmafia Dhaka 1207, Bangladesh Tel# 811749 Fax# 880-2-813095
29. Engr. Samuel Slao	Engineer IV Project Management Office for Rural Water Supply - Department of Public Works and Highways	2nd St., Port Area Manila Philippines Tel# 408371/407935 Fax# (632) 497275
30. Mr. Rattan Kumar Siddhi	Chief Ministry of Housing and Physical Planning	Singha Durban Kathmandu Nepal Tel# (977) 1- 226051 Fax# (977) 1- 223484
31. Mr. P. K. Sivanandan	Joint Secretary & Mission Director Ministry of Rural Development/ Rajiv Gandhi National Drinking Water Mission	Rm. 249, Krishibhatan New Delhi 110003, India Tel# 381104 Fax# 91-11378502
32. Dr. Jull Soemirat Slamet	Manager ITN - ITB Center Environmental Eng'g Department Institute of Technology Bandung	Jl. Ganesa 10, Bandung Indonesia Tel# (062) 022432189 Ext. 643
33. Ir. Hana M. N. Soetojo	Manager Cipta Karya Network Center	Jl. Radan, Patah I Keb. Baru Jakarta Selatan Indonesia Tel# (021) 7395063 Fax# (021) 7395063
34. Mr. Abdullah Syarwani	Executive Director Participatory Development Forum	Jl. Gatot Soebroto 96 Jakarta 12790, Indonesia Tel# 62-21-7982364 Fax# 62-21-7995188
35. Mr. Joseph Teisan	Training Specialist Engineering Science, Inc. (Project Implementation Consultants to First Water Supply, Sanitation and Sewerage Sector Project)	1564 A. Mabini, Suite 4C Ermita, Manila Philippines Tel# 5218583/ 593838 Fax# (632) 521-8583
36. Prof. Elma Torres	Associate Professor College of Public Health University of the Philippines	625 Pedro Gil St. Ermita, Manila Philippines Tel# 507102 Fax# (632) 5211394
37. Ms. Sunita Vasudeva	Social Development Planner UNDP/World Bank Water and Sanitation Program RWSG - South Asia	P.O. Box 416 53 Lodi Estate, New D: 110003, India Tel# (91-11) 690488/9 Fax# (91-11) 4628250



	<b>NAME</b>	<b>POSITION/ ORGANIZATION</b>	<b>ADDRESS/ TEL. NO./FAX NO.</b>
38.	Mr. M. Yahya	Community Development and Volunteer Program Specialist UNDP/World Bank Water Supply and Sanitation Program	Lippo Life Building Suite 605 Rasuna Said Jakarta, Indonesia Tel# (62-21) 5200313/ 5200606 Fax# (62-21) 511432
39.	Mr. Zhankul Ye	Director Rural Water Supply Training Centre	Changping, Beijing China Tel# 974-4438
40.	Prof. Brian Young	Professor Department of Civil Engineering PNG University of Technology	Lae, Papua New Guinea Tel# 434600
41.	Mr. S. Z. A. Zaidi	Deputy Secretary (Urban) Ministry of Local Government and Rural Development	27 Inkhil Plaza Blue Area Fazalry Haq Road Islamabad, Pakistan Tel# (0) 816518

### **GUESTS**

1.	Dr. Jane Baltazar	Dean College of Public Health University of the Philippines	625 Pedro Gil St. Ermita, Metro Manila Philippines Tel# 502703
2.	Dr. Ali Basaran	Regional Adviser World Health Organization- Asia and the Pacific	WHO Headquarters UN Avenue, Ermita, Manila Philippines
3.	Engr. Antonio de Vera	Acting Administrator Local Water Utilities Administration	Katipunan Road, Balara, Quezon City Metro Manila Philippines Tel# 976210 Fax# (632) 9223434
4.	Carla Falconit	Asst. to the President/ Student Moderator National University	551 M.F. Jhocson St. Sampaloc, Manila Philippines Tel# 616609/ 613431
5.	Erdogan Pancaroglu	Municipal Engineer ASTIN The World Bank	1818 H. Street NW Washington D.C. 20433 U.S.A.