

UNDP-World Bank Water and Sanitation Program

***BUILDING THE ITN
AFRICAN NETWORK:
1. TOWARDS
SUSTAINABILITY
2. FROM PROMOTION TO
LEARNING***

REGIONAL REFERENCE CENTER
FOR RURAL WATER SUPPLY AND
SANITATION (RWSS)

**Report on the
Fourth African Regional ITN
Meeting**

**Training Network Centre
University of Science and Technology
Kumasi, Ghana
December 1 - 4, 1992**

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Statement from the Fourth African Regional ITN Meeting

1 Introduction

1.1 Representatives from the International Training Network for Water and Waste Management (ITN) in Africa - the ITN centers in East Africa (NETWAS¹), West Africa (CREPA²), Ghana (UST/TNC³) and Zimbabwe (TCWS⁴) - together with partner external support agencies and representatives from other countries - met in Kumasi, Ghana from December 1 - 4, 1992 for the Fourth Meeting of the African ITN. Annex 1 contains a list of the meeting participants.

1.2 In 1991, the Third African ITN Regional Meeting, held in Kadoma, Zimbabwe, made significant progress in agreeing upon a redefinition of ITN regional objectives: committing centers to a reorientation towards broader sectoral HRD concerns and providing an institutional framework to facilitate the growth of the Network.

2 Meeting Themes

2.1 The 1992 meeting presented an opportunity to take this process a step further: to build on the agreements at the Third meeting, to exchange information and experiences on HRD initiatives in the water and sanitation sector and to explore new concepts. The main themes of the meeting were:

- **Structured Learning Process** - To examine the role the ITN might play in in-country structured learning in the water and sanitation sector.
- **Sustainability** - To share information on the sustainability of in-country sector networks.

2.2 The meeting provided an opportunity for information exchange on an array of other issues, including: the establishment of new centers, the development of in-country networks, participatory training approaches, HRD assessments, communications and documentation (see Annex 2 for the meeting agenda). In a concluding session country and center representatives developed recommendations for country/center action plans for 1993 (presented in Annex 3).

¹ Network for Water and Sanitation, based in Nairobi, Kenya

² Centre Regional Pour L'Eau Potable et L'Assainissement a Faible Cout, based in Ouagadougou, Burkina Faso

³ The Training Network Center of the University of Science and Technology in Kumasi, Ghana

⁴ The Training Centre for Water and Sanitation in Harare, Zimbabwe

3 The Structured Learning Process

3.1 The record of past sector investments shows that many established approaches have been ineffective. Continued population growth, combined with limited investment have further exacerbated the challenge of improving water and sanitation services accessible to poor communities. The enormity of the problem demands new approaches. One such approach is to seek mechanisms for learning about improving sector performance and applying those lessons to stimulate further investments and strengthen sector policy. This approach, known as the "structured learning approach" emphasizes improving services through offering a range of choices, experimenting with different choices, documenting their effects and implementing those that work best.

3.2 The meeting discussions on the structured learning process reflect a shift in the original mandate of the ITN. Much was achieved in the course of the Water Decade by way of sensitizing engineers and policy makers to low-cost options. While there are instances where this remains an issue, the meeting acknowledged that the principal constraints in the sector were far broader.

3.3 The meeting examined the experience of the Kumasi Strategic Sanitation Approach as an example of the application of the structured learning approach. The meeting concluded that ITN could play an important role in stimulating local learning from structured learning sector projects. Country ITN initiatives could support a local learning process whereby the lessons of particular projects were analyzed and documented and passed on to assist in the design of future projects. ITN centers accepted the challenge to seek opportunities for application of this approach in future projects. In-country action plans identified several opportunities where such an approach might be applied, including rural water and sanitation projects in Ghana, decentralized rural water supply and sanitation in Zimbabwe, and solid waste management in Abidjan.

4 Sustainability

4.1 The meeting reviewed the experience gained from all the African ITN centers in working towards stronger financial sustainability. The vulnerability of supply-oriented centers reliant upon single sources of grant finance was recognized. Incorporation into existing sector institutions may not be feasible or a sufficient solution, since many of these institutions are themselves weak and unsustainable.

4.2 All centers recognized financial sustainability to be a pressing issue. The meeting examined the positive developments in the Ghana and Zimbabwe centers. In Zimbabwe TCWS has, from the outset, charged fees for attendance at its courses. The center also undertakes consultancy services on a fee paying basis, and by these means has generated a substantial local income. Now at the end of a third year of external support, and following a study which

examined the center's institutional and financial options, the center management has decided to restructure the center to ensure the sustainability of the center in the longer term. Over the next year the center will change its status from that of a World Bank-executed project attached to a University Department, to a national Institute for Water and Sanitation (IWS) managed by a local board made up of leading figures in the water and sanitation sector in Zimbabwe. Building on TCWS's good track record, the establishment of the center as a local entity will enhance the long term sustainability of the center. The center will be able to diversify its support base by entering into a range of projects, according to its capacity. The center will also gain full control over its own finances and be able to strengthen financial efficiency. The center will become securely located as a local initiative and will not be identified with an outside agency, enhancing its position as adviser to Government on HRD policy issues in the sector. The prospects look good for Zimbabwe to undertake this transition in 1993 while retaining existing staff and opening up new opportunities for center expansion.

4.3 In the case of the Ghana center, the center is also completing an external study of financial and institutional options to achieve greater sustainability. It is likely that this will result in a restructuring of the center within the University of Kumasi to give the center greater control over its resources. The center has already had considerable success in obtaining consultancy contracts which greatly enhance the center's sustainability. In particular the TNC has won an important contract providing training services to a rural water and sanitation project in Volta region, funded by DANIDA.

4.4 Achievement of greater self-sustainability was a goal endorsed by all centers and became a strong theme of country action plans.

5 New Centers

5.1 Several countries have expressed interest in establishing ITN centers in Africa. At the meeting developments in the following countries were reported:

Uganda - Following an HRD Assessment, a proposal has been developed to establish a national HRD support unit for the water and sanitation sector which will work with the NETWAS Uganda office to establish a Ugandan Country ITN Network.

Nigeria - The existing proposal to establish 2 ITN centers in Nigeria has been considered too ambitious and has been found difficult to fund. It was concluded that a slimmed down proposal, more closely reflecting the availability of external resources and capacity in Nigeria, would be more acceptable.

Namibia - A draft proposal has been developed with the Department of Water Affairs in Namibia for the establishment of an ITN center.

South Africa - The attendance at a regional ITN meeting by South African representatives has initiated discussion on development of a South African ITN Network.

West Africa - CREPA's intention to concentrate activities on a few country initiatives will provide the opportunity to develop its partner "antennae" into national training centers in selected Francophone countries.

6 Participatory Approaches

6.1 The meeting noted the closer engagement between PROWESS and the ITN in Africa: participatory trainers are already in place in TCWS and NETWAS and the creation of similar positions is underway in CREPA and TNC - Ghana. In the case of East Africa, NETWAS is, in close liaison with RWSG-EA, establishing a network of participatory trainers, PALNET.

6.2 The meeting endorsed this partnership and activities were recommended in several country action plans for specific areas for further collaboration.

7 Country Networks

7.1 As centers become more established, and recognize the diversity of institutions - rural and urban, Governmental, NGO and private - involved in the sector, the notion of building an in-country network of complimentary institutions was further discussed. Recognizing that precise arrangements would vary between centers, the meeting agreed that building new in-country partnerships would strengthen the Network and improve coordination. In Ghana, Kenya and Uganda proposals are under discussion to broaden the partnership of training center country networks, and the concept of building networks across sector institutions was accepted as an area for future growth of the Network in Africa.

8 UNDP-World Bank Program Support

8.1 The meeting noted that Program support mechanisms are being rationalized in several African ITN centers. In the case of Zimbabwe, Ghana and NETWAS the Program has a formal link to management structure of the center. This provides continuity of support and opens up further possibilities of collaborative or complimentary work. In the case of CREPA the relationship with the Program is a specific topic to be raised in the course of the mid-term evaluation.

8.2 Noting the important role that the Program played in ITN coordination, the African centers called for the establishment of stronger regional coordination mechanisms. The appointment of an HRD/ITN coordination/support capacity within RWSGs was recommended.

9 HRD Assessments

9.1 The meeting noted recent experience in Uganda where a national and sector-wide Human Resource Development Assessment was undertaken, in a collaborative manner, with agencies from across the sector. The HRD Assessment reviewed sector institutions and undertook a strategic analysis of gaps and overlaps. Parallel to this analysis the HRD Assessment examined the training and HRD institutions identifying their strengths and weaknesses. The Assessment concluded by developing, with participant organizations, proposals for strengthening coordination and support to existing training organizations. This approach was discussed and the meeting suggested that HRD Assessments, as a mechanism for planning strategic HRD support, might have wider application in other African countries where more comprehensive and non-participatory planning mechanisms, such as national Manpower plans or Master plans had a poor record of implementation.

10 Communications

10.1 The meeting noted the weak communications infrastructure in Africa and highlighted the importance of improving communications between ITN centers in Africa and between initiatives in-country. It was noted that a proposal had been developed for collaboration between the WHO HLM network and the ITN for undertaking a feasibility study for establishing electronic mail linkages between the centers in these networks. It was also noted that established networks, such as Internet, are already widely available in many African countries. It was agreed that ITN centers would seek opportunities to improve communications by link to existing electronic networks.

11 Documentation

11.1 Following an IRC presentation on a framework for Technical Information Exchange ITN centers reviewed achievements made in information management and exchange. While most centers had a reasonable assessment of their information needs and resources, most centers identified inadequacies with existing documentation initiatives. Organizational strengthening of documentation services, improved physical facilities, and development of clear ideas with respect to "product identification" and "product delivery" were areas identified for further development. It is anticipated that ITN centers will become more closely involved in documenting sector milestones and analyzing lessons.

Fourth African Regional ITN Meeting

ANNEX 1

List of Meeting Participants

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UST
Prof. E. H. Amonoo-Neizer, Vice-Chancellor

World Bank
R. Kanbur, Resident Representative

Meeting Agenda

Monday 30 November, 1992

- 10.00 ITN Manager's Meeting **Chair: James Monney**
Rapporteur: Piers Cross
- Welcome
Center Progress Reports:
- TNC/UST
 - CREPA
 - NETWAS
 - TCWS
- Plenary Discussion
12.45 Lunch
14.00 Steering Group Meeting **Chair: James Monney**
Rapporteur: Wendy Wakeman
- Mandate and Membership
Agenda
Logistical Issues
Next Meeting
18.30 TNC/UST Welcome Reception

Tuesday 1 December, 1992

- 9.00 Opening Ceremony **Chair: UST**
Rapporteur: TNC/UST
- Introductory & Welcome Remarks
- UST Vice-Chancellor, Prof E.H.Amonoo-Neizer
 - UNDP, Res. Rep., Solomon Akpata
 - TNC Manag. Board, Chairman, K. Owusu-Akyaw
 - TNC/UST, Manager, Dr J Monney
- 10.00 Light Refreshments
10.15 Introductions and Expectations **Chair: NETWAS**
Rapporteur: Water Aid
- Introductions and Participant Expectations - Ron Sawyer
Group Task
Plenary
12.45 Lunch
14.00 ITN Africa Status **Chair: Prof Albert**
Rapporteur: IRC
- TNC/UST, Ghana
CREPA, Francophone West Africa
NETWAS, East Africa
TCWS, Zimbabwe
Plenary Discussion
15.30 Light Refreshments
15.45 Global Perspectives
UNDP-World Bank Program - Gunnar Schultzberg
Building the ITN Network - Piers Cross
Plenary
18.00 Introduction to Structured Learning - Mike Garn
18.30 Session Ends
20.00 Steering Committee Meeting

Wednesday 2 December, 1992

- 8.30 ITN and the Structured Learning Process **Chair: TCWS**
Rapporteur: UADE
- The Structured Learning Process - Mike Garn
Strategic Sanitation Approach - Albert Wright
Strategic Sanitation Planning in Kumasi - Ato Brown
10.30 Light Refreshments

- 10.45 Group Discussion
12.45 Lunch
14.00 Plenary
15.15 Light Refreshments
15.30 Field Trip to Kumasi
18.30 Session Ends

Thursday 3 December, 1992

- 8.30 Sustainability of Centers **Chair: CREPA**
Rapporteur: IAGU
- Center Progress Reports:
- TCWS
 - NETWAS
 - TNC/UST
 - CREPA
- Panel Discussion
10.30 Light Refreshments
10.45 South Africa Sector Review and Training Needs - Charles Crooks and Mark van Rynveld
Discussion
11.30 Utility and Rural Sector Partnerships - Mike Garn
Discussion
12.00 Handpump Developments: Report from Kakamega and its Implications - Joe Fomacka
Discussion
12.45 Lunch
14.00 Parallel Group Session **Chair: South Africa**
Rapporteur: AMREF/Uganda
- Development of Documentation and Information Centers - Dick de Jong, IRC
Participatory Approaches: PROWESS and Training Networks - Ron Sawyer and Wendy Wakeman
HRD Assessments - Piers Cross
Group Discussions
15.30 Light Refreshments
15.45 Plenary
17.30 Session Ends
18.30 ITN Reception

Friday 4 December, 1992

- 8.00 Development of Country Recommendations **Chair: South Africa**
Rapporteur: CREPA
- Working Groups by Country/Center
Light Refreshments
Plenary
12.15 Meeting Closing
Closing Comments
- TNC/UST
 - UNDP-World Bank Program
- Thanks to Hosts
Meeting Ends
12.15 Steering Group Wrap Up
13.00 Departure for Accra

ITN 1993 Action Plans TNC/UST, Ghana

ANNEX 3

Objective	Activity	Responsibility
Change TNC status to achieve greater autonomy and financial sustainability	Reconstitution of TNC Statutory Board	UST
	Appointment of New Manager	
	Appointment of Business Manager and PROWESS/HRD Specialist	Center Board
	Launch workshop for new structure and management	TNC
Develop and implement TNC business plan	Finalize business plan	TNC/RWSG
	Approve and implement business plan	UST/Center Manager
Strengthen RWSS Project Support	Needs Assessment	TNC
	Networking Workshop	Center Manager
	Develop criteria for performance monitoring	TNC
	Strengthen documentation services	
Undertake HRD Assessment		
TOT Curriculum Development		
Support for DANIDA-supported Project	Training Materials Development	
	Monitoring and Evaluation	
	Identify project proposal opportunities	TNC/RWSG
	Develop SLP for RWSS in Ghana	
Staff Development	Various Training Courses	TNC

NETWAS, East Africa

Objective	Activity	Responsibility
Learn more about SLP	Acquire more information on SLP and its application	NETWAS/RWSG-EA
Improve financial sustainability	Increase cost-sharing of training courses	NETWAS
	Extend consultancy services	NETWAS
	Undertake marketing and market assessment	NETWAS
Build new partnerships	Encourage shared courses	NETWAS
	Develop programs of support from IRC and IRCWD	NETWAS/IRC/IRCWD
	Extend membership of Advisory Board	NETWAS
Establish country centers	Strengthen country offices in Tanzania and Ethiopia	NETWAS/RWSG-EA
Participatory Training	Work with PALNET in Kenya to strengthen Network	NETWAS/PROWESS /PALNET
	Develop NETWAS's participatory services in Tanzania, Uganda and Ethiopia	NETWAS/PROWESS
Strengthen Documentation Capacity	Staff Development and develop proposal for support from IRC	NETWAS
HRD Assessment	Seek resources for HRD Assessment for Kenya and Ethiopia	NETWAS/RWSG-EA
Communications	Develop improved communication systems within NETWAS and linkage to RWSG	NETWAS/RWSG

CREPA (Francophone West Africa)

Objective	Activity	Responsibility
Learn more about SLP and its application	Identify possible applications and partnerships	CREPA/ RWSG-WA
Establish sustainable country initiatives in 4 member countries (Benin, Cote d'Ivoire, Burkina Faso and Congo)	Develop strategy for launching country-level initiatives	CREPA/ RWSG-WA
	Identify funding and new partners for country initiatives	CREPA/ RWSG-WA
	Undertake an HRD Assessment in 1 member country	CREPA/ RWSG-WA
Extend country-level technical partnerships	Identify new country-level partners for technical initiatives	CREPA
Strengthen country-level documentation capability	Develop proposal for strengthen documentation capability in key antennae	CREPA/IRC
Strengthen communications to and from CREPA	Regular production of a newsletter	CREPA
	Study electronic communications options	CREPA/ RWSG-WA
	Identify funding for French/English and English/French translation capacity	CREPA/ RWSG-WA
Strengthen Program support for CREPA	Program to participate in the forthcoming mid-term evaluation of CREPA	CREPA
	CREPA to invite the Program to an annual management meeting to establish a formal partnership with the Program	CREPA
	RWSG-WA to appoint an HRD Specialist to support CREPA and other ITN initiatives in the region	RWSG-WA
	RWSG-WA to assist establish PROWESS / participatory training capability (especially in support of SWM project activity in Ouagadougou and Cotonou)	RWSG-WA/ PROWESS

TCWS, Zimbabwe

ANNEX 3

Objective	Activity	Responsibility
Restructure TCWS within the University	Consider design options and implications for partner organizations	TCWS/RWSG-EA
	Establish new structure	TCWS
Strengthen documentation and information management capability	Assess needs	TCWS
	Develop project proposal	TCWS/IRC
Participatory approaches to become integral part of TCWS services	Develop program activities for 1993	TCWS
Develop new partnerships	Establish new partnerships with other relevant initiatives in Southern Africa	TCWS/Water Aid TCWS/Southern African Institutions TCWS/Namibian Institutions

Nigeria

Objective	Activity	Responsibility
Establish an ITN initiative in Nigeria	Redraft and slim down present proposal. Propose phased establishment of the ITN in Nigeria. First center to be the NWRI.	RWSG-WA
	Design proposal in support of planned World Bank-supported RWSS investments	RWSG-WA/World Bank
	Identify funds	Government of Nigeria/ RWSG-WA

South Africa

The South African representatives of the Standing Committee of the Water and Sanitation 2000 initiative were mandated to attend the meeting to learn about the ITN and its partner institutions. Several possibilities for collaboration with participants were discussed.

It was recommended that the dialogue continue with the extensive range of actors in the sector in South Africa. Contacts should, for the time being, be streamlined through the Standing Committee. The longer term intention of development of a partnership with the ITN was endorsed but the timing will require further consideration. The emphasis in South Africa should be placed upon gathering information on the extent of the challenges faced by the sector.