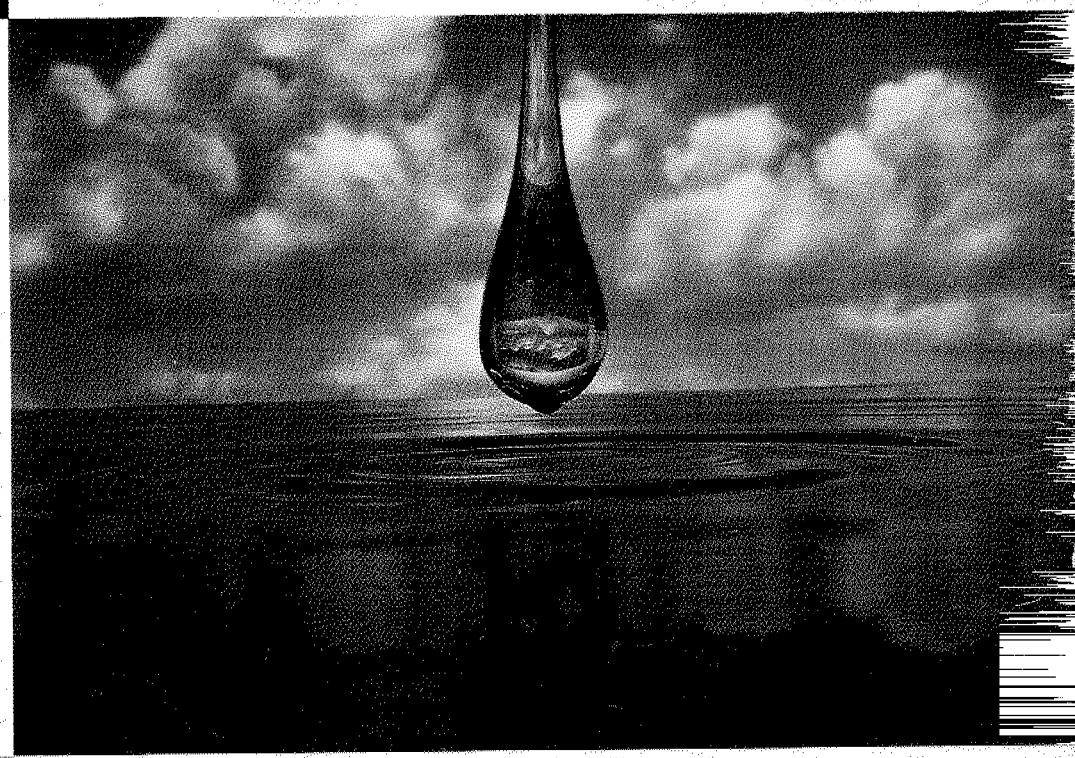
UNDP-World Bank
Water & Sanitation
Program
South Asia and
East Asia & The Pacific
(RWSG-SA RWSG-EAP)

Sustainability
Rural Water Supply and Sanitation



Proceedings of

Second Asia Consultation

Chiang Mai, Thailand

January 14-16, 1998

World
Health
Organisation
(SEARO)

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April,1998

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Contents

Foreword

Sustainability :

- ***Understand It***
- ***See It***
- ***Own It***
- ***Apply It***

Keeping 80 professionals from 14 countries and from almost as many backgrounds satisfied and productive for three days is no small feat. How to shake off the "talking heads" phenomenon and "mass hypnosis" which plagues many such gatherings? It required creative thinking, careful planning, a committed team of facilitators, cooperation from participants, a good measure of faith, some luck and plenty of tolerance from our Thai hosts, who were gracious and hospitable throughout.

Much time was spent on strategizing, across several continents, regions and time zones. It seemed impossible to present a relatively complex topic such as sustainability to 80 individuals with different backgrounds and expectations in such a short time. Intensive brainstorming among the facilitator's team both before and during the Consultation, Christmas and New Year's Eve not excluded, produced the following game plan.

First, break down comfortable national groups and entrenched collegial networks to get every participant to focus on and express oneself on the real subject of the consultation **sustainability**. Secondly, demystify the near mantra-like concept of sustainability by attacking it head-on, dissecting it, debating it, looking at it in specific country contexts, drawing out individual perspectives and experiences, putting it together again, polishing it off and repackaging it, in the hope that participants might leave Chiang Mai actually owning it.Thirdly, keep people active, alert and curious about what is going to happen next. Fourthly, bring out each participants' uniqueness to enrich the overall content of the Consultation.

The plan was to carefully structure and guide the consultation process while making it participant-driven and demand-responsive. Techniques from the professional's toolbox, such as personal web pages, time-lining, force-field analysis, voting with your feet, dot voting, speaker's corners, project fairs, throwing out tables, plain humor, moving chairs and mood metering were all used, not to mention frequent coffee and tea breaks to keep participants active and alert.

The informal processes (everything that was not on the printed program) should not be overlooked. Who can place a value on the exchange of professional gossip, on renewing old acquaintances, and making new acquaintances, on the personal benefits of being removed from one's daily drudge, even for a short time? Of being part of it all, part of another dot on the time line of an important process.

Chiang Mai also served in a small way as a curtain-raiser for a Global Consultation to be held later this year.

At the end of the day, it should be said that the facilitators learned as much as the participants. It may very well be that Chiang Mai will be remembered for its process as much as its output, as much for how it was learned as for what was learned.

Yes, Chiang Mai was á consultation with a difference.

K M Minnatullah ***Charles Pendley***

From the Consultation

The Chiang Mai Conference brought 80 sector professionals from 14 countries together to improve their understanding of how the sustainability of large-scale Rural Water Supply and Sanitation (RWSS) Projects can be improved by

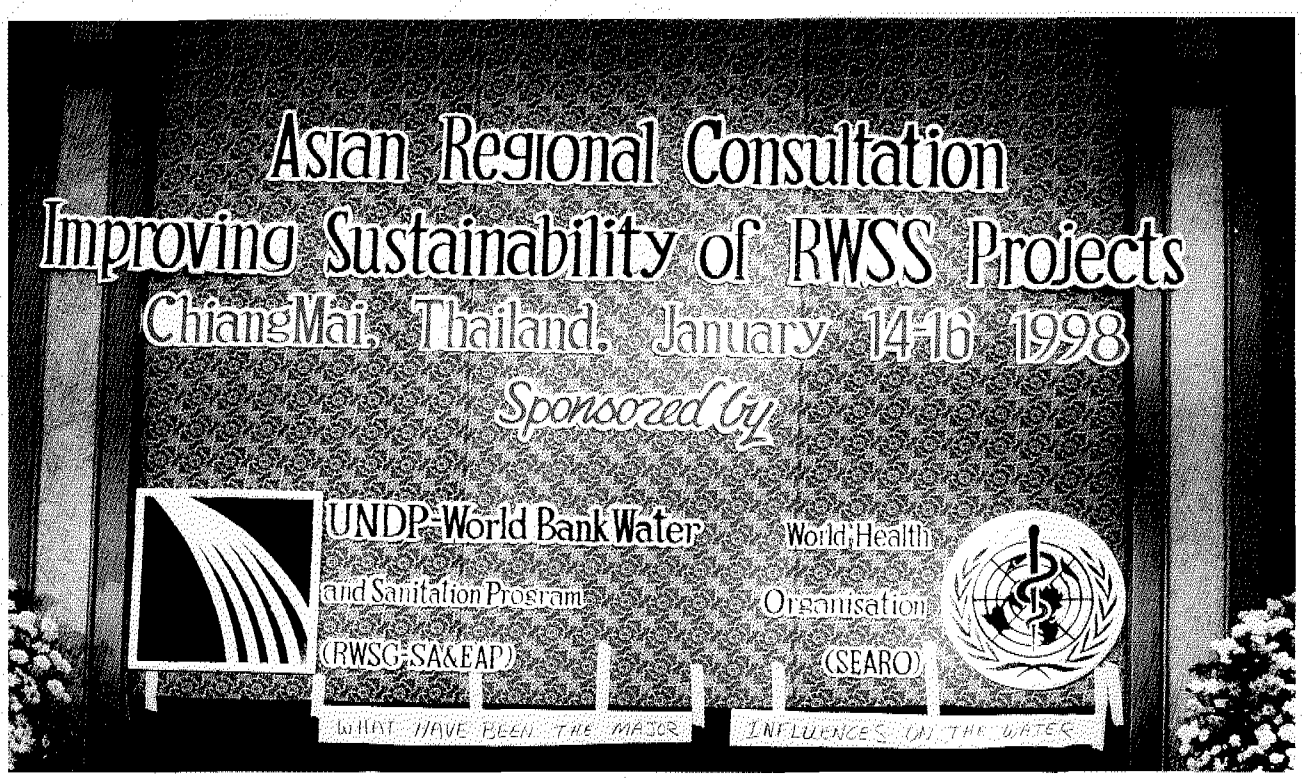
- Learning from each others' experiences
- Learning lessons from the presentation of appropriate cases
- Arriving at a common understanding of where we are now
- Deciding how to move forward
- Networking among participants

Country delegates rated their own countries' record on sustainability. Most results were disappointing, with only a few bright spots.

Six case studies illustrated how projects attempt to improve sustainbility, and what problems remain. Later the discussion was enriched by participants' own unique experience.

The Group which assembled at Chiang Mai is a "critical mass" of top professionals in RWSS work in Asia and globally, and collectively represents a unique and potentially powerful force for change. The Conference attempted to define how this group can help Asia to move forward toward a desired future for the RWSS sector.

Participants left satisfied that the three days had been worth it, but sobered by the task head.



Sustainability
ON THE GROUND

From Colombo to Chiang Mai

In September 1994, The UNDP World Bank Water and Sanitation Program (South Asia and East Asia & Pacific Groups) organized a workshop in Colombo, Sri Lanka to discuss issues pertaining to the design and implementation of large scale rural water and sanitation projects in Asia. This workshop was attended by participants from seven Asian Countries. One of the outcomes of this workshop was the realization that more concrete experiences on sustainability were needed as well as the sharing of experiences of RWSS projects in the region. It was therefore decided to hold another regional consultation after 2-3 years to review developments in the sector. The Chiang Mai, Thailand workshop in January 1998, picked the threads from Colombo. The increase in country participation (80 people form 14 countries) and strong representation from a number of donor agencies, governments and NGOs reflected the growing awareness about the need to improve services in the sector and the desire of all the key actors to come together and develop sector strategies for the future. The key objective of the Chiang Mai workshop were: (i) to take stock of RWSS developments in the region; (ii) to discuss means of improving sustainability; (iii) to share experiences across the countries and (iv) to further network between sector professionals.

The Workshop

The workshop was organized by the UNDP-World Bank Water & Sanitation Program and supported by the World Health Organization (WHO). It was organized in a unique, participatory fashion and succeeded in getting every delegate to actively take part right through the workshop, usually an extremely difficult task.

The Asian Backdrop

The workshop opened with an appraisal of the developments in the region on the socio-economic front. The wide differences in socio-economic indicators across the region was noted and yet, it was agreed that there were certain common trends taking place across the entire region. Another interesting point noted was that there was no linkage between GNP, population size and coverage of RWSS services. A span of development over three decades in Asia showed that broad trends such a economic liberalization, democratization and decentralization, albeit in different degrees, were taking place in almost all the countries of the region. In the rural water and sanitation sector, common trends over three decades have also emerged, such as governments moving from a direct implementing role to a more facilitative and catalytic one, as well as the shift from a 'saturation coverage' approach to a 'sustainability centered' approach.

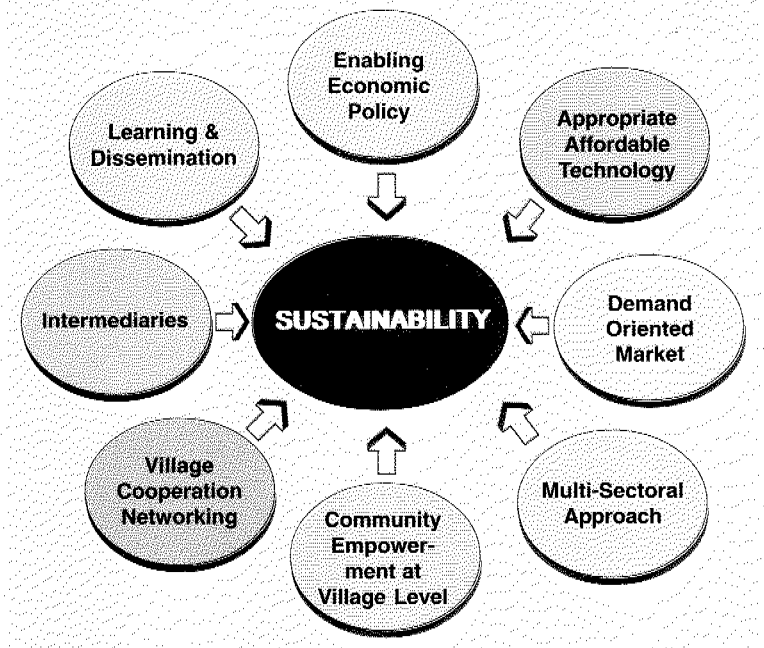
Sustainability

Sustainability was the central theme of the workshop and was debated at great length with inputs and experiences coming in from all participants. After several rounds of debate and group discussions, a clearer understanding of the issue and how to achieve it emerged. The group was of the view that the definition of sustainability should include the five key areas:

institutional, financial, technical, social and environmental. It was also felt that the process of achieving sustainability should necessarily be economically profitable, socially just and ecologically sound. As far as actually achieving sustainability in RWSS projects was concerned, the consensus was that it was a difficult task but could be achieved through adopting a demand responsive approach where:

- the community makes the key decisions on service levels and service delivery ;
- the community contribution is linked to service levels;
- government has a facilitating role, sets clear national policies and creates an enabling environment ;
- there is adequate flow of information to the community;
- the community owns the facility;
- the community capacity is strengthened; and
- innovation and flexibility is promoted.

SUSTAINABILITY CYCLE



Country level discussions

After discussing sustainability as a concept, the participants then split into country teams and debated the status of the above seven indicators in their own countries. It was noticed that while there were differences between countries in terms of status vis-à-vis achievement of a demand driven approach, there was a clear consensus on the need to adopt this approach to achieve sustainability. There was also determination to move as soon as possible to integrate this approach into their national policies. The groups also appreciated the need to develop institutional partnerships between the key stakeholders in the sector; government, NGO, private sector and the community. Strategies were also worked out on how to achieve these objectives through action planning.

Case Studies

The workshop then focused on six case studies from different countries to enable the participants to get concrete experiences from ongoing RWSS projects. The innovative aspect about the case study presentations was that the audience actually determined the nature of the issues discussed during the presentations. Again, while each case study brought out different lessons and experiences, many common factors bound them all together; e.g. they all agreed that water should be managed as an economic good and management should be focused at the lowest appropriate level. The importance of hygiene and sanitation, which were an integral part of all the six projects, was also stressed.

Vision for the future

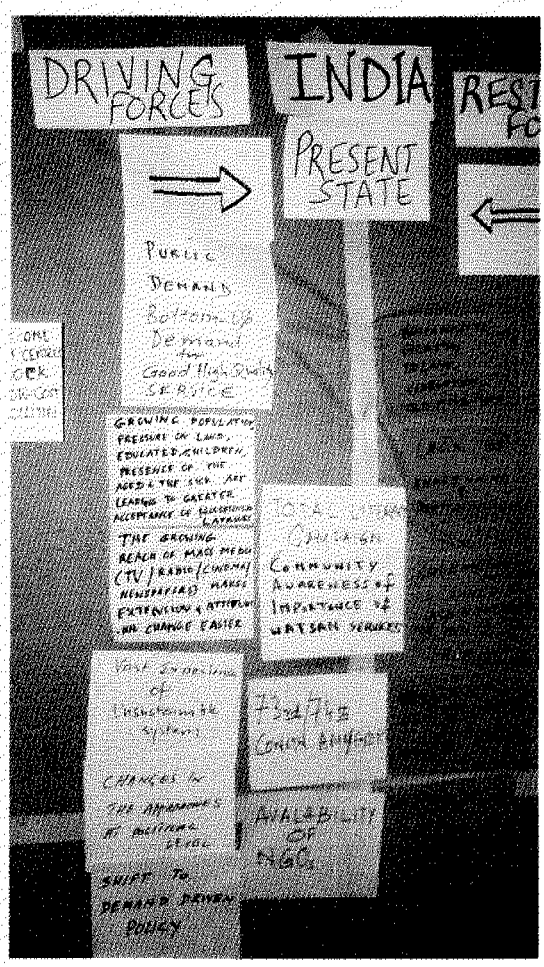
Emerging from the micro to macro, the discussions then centered on the next five years and the resultant implications for the rural water and sanitation sectors. The future pace of reforms was debated and the consensus was that changes were taking place at an increasing pace across the entire region. The important outcome was that, across the fourteen countries represented, there was unanimity that governments were becoming increasingly conscious of the 'sustainability' issue and were

What next?

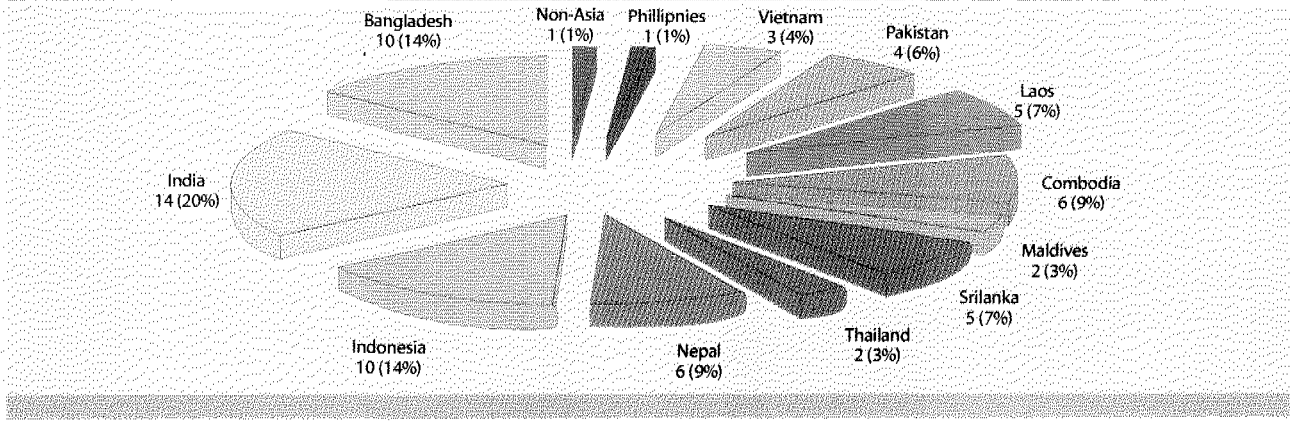
The workshop successfully achieved the networking objective in a most creative and focused way. As a result, it is now expected that sector professionals at the workshop will interact in a more meaningful way with each other in the future. Another concrete outcome of the workshop would be the translation into reality of the issues discussed and actual achievement of the 'sustainability on the ground' in the RWSS sector. It was also decided that the UNDP-World Bank Water & Sanitation Program would arrange future inter and intra country meetings and assist in facilitating further exchanges to share experiences. Some of the experiences at the workshop would also figure at the forthcoming global RWSS workshop at Washington D.C. in May 1998.

The Participants

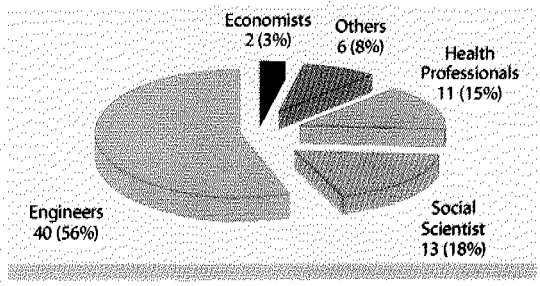
The Group which assembled at Chiang Mai is a 'Critical mass' of top professionals in RWSS work in Asia and globally, and collectively represents a unique and potentially powerful force for change. There were 80 participants from 14 countries with a wide variety of backgrounds.



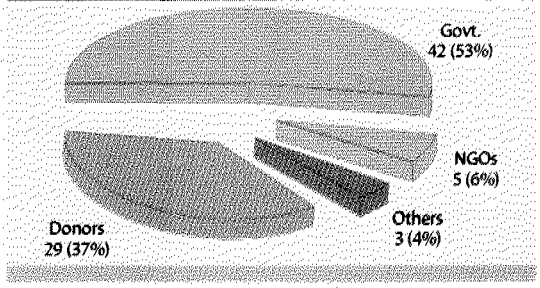
COUNTRY



PROFESSIONALS



AGENCIES



Full list of Participants with their contact address and photograph is attached as Annexure - II

Session 1

Warm up Introduction

Personal Web Pages

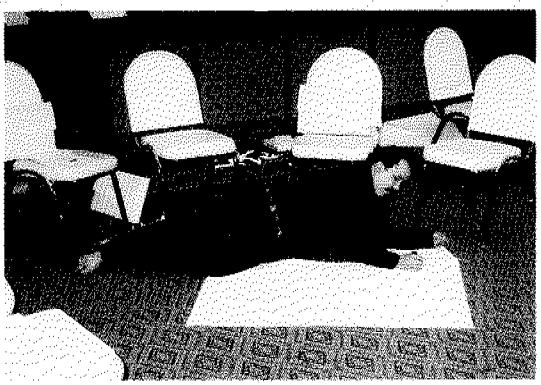
Participants created their own personal web pages to 'present' themselves as human beings to others.

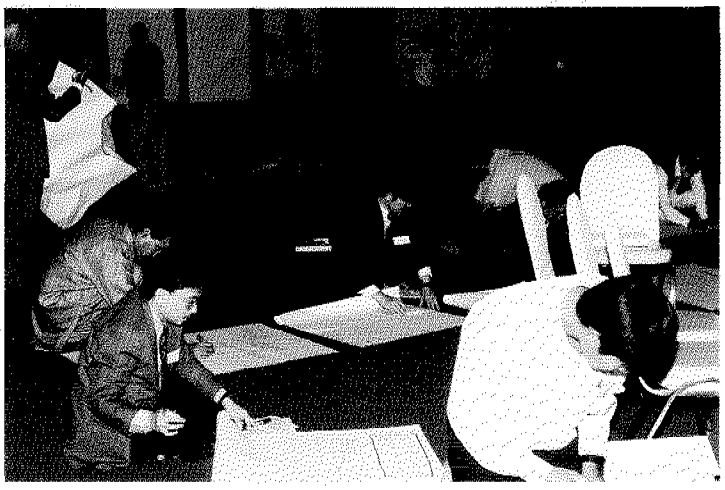
We artistically presented the following information on a poster - our very own world wide web page:

- Name, organization, specialization, area of work, how long working
- Greatest strength of your organization
- Most interesting job or project
- The biggest surprise for you in working with water and sanitation
- Most difficult part of your job
- What you like to do when you're not working
- Make up a question about yourself and answer it
- Title of the book about your life

We then presented ourselves to others in our 'stranger' group.

Result:
80 faces and names became 80 people.





Session 2

Where are we now in RWSS?

Participants looked at TIME as a factor in explaining trends and present conditions, and saw that Chiang Mai was the latest and in a sequence of events extending at least 30 years back in time.

We did this to develop a common identity and world view, as well as a sense of being part of an important process: **providing rural people with better water and sanitation services.**

We constructed one time line for Asia in general and one for the Water and Sanitation sector in particular.

This is what we came up with:

WHAT HAVE BEEN THE MAJOR INFLUENCES ON THE WATER AND SANITATION SECTOR

Impactful Events, Major Happenings, and Key People

1970s	1980s	1990s	TRENDS
ASIA			
Nations at War	**Decade of Transition**	**Consolidation of Best Practices**	
War and poverty End Vietnam War Emergence of Bangladesh Concern over destruction of natural resources Environmental consciousness	Water and Sanitation Decade Increased Decentralization Population increase Emergence of NGOs Search for alternatives Emergence of 'Asian Tiger' Govt. contribution Formation of SAARC Increased allocations Ground water exploration Recognition of sanitation/ health Hygiene issues Uneven political stability	Economic liberization International conferences in Delhi UNCED, Rio, Dublin Change in education Democratic Decentralization Environmental concerns Economic Boom Collapse of USSR Restructuring of global system New Paradigm for growth and sustainability	Economic boom Big wars to Little wars Environmental consciouness Free goods to scarce goods
WATER AND SANITATION IN ASIA			
Emerging Awareness of New Technologies	**Impact of IDWSSD**	**Towards a Collaborative Paradigm**	
Economic relief based Single sector focus Emergence of awareness problems Rural neglect Supply driven approach	Emphasis of physical targets Water decade Large Central Institutions as issues Goal saturation coverage Government schemes break down Appropriate technologies Handpump revolution	Women involved in RWSS Investment Boom Stress & Pollution of water resources Water as Economic good Go to Donors World Summit for Children	NGOs Involvement Women's Participation Program Democratization Program Decentralization Emphasis on Learning Capacity Building Supply-driven to demand-based

Participants' Summary

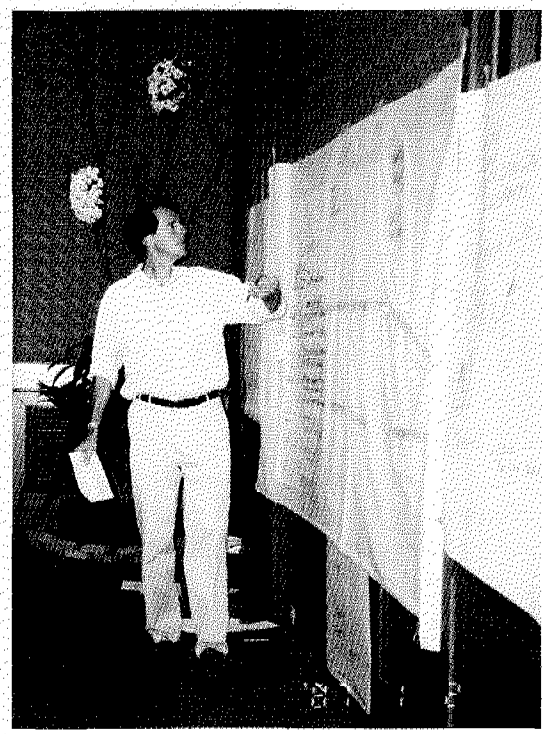
Then representatives from a large development institution, a national government and a large NGO were asked to 'interpret' the time line from their own 'perspective', adding richness to the 'dry' chronological sequence of 'objective' historical events. People's views of history are what really matters.

What we had in front of us was a picture of the driving forces of which we are all a part; **WHERE** we are today and **HOW** we got there. It also told us **WHY** it is important to meet. The need to have a common reference point to define the progress of our work through time.

Session 3

Key Concepts

Developing a Common Understanding



We did this in *new* stranger groups. Our task was to come to a clear understanding on how we define and measure sustainability.

Eight groups of 8-10 people brainstormed on the definition and measurement of the Conferences key concept — *sustainability* for more than an hour. There were disagreements as well as agreements, and understandably, considerable overlap between definitions and measures of sustainability.

Later groups presented their results to the whole group. Again, there was wide agreement on several elements and some disagreement on others. Our *common* understanding of sustainability looks like this:

SYNTHESIS OF DEFINITIONS AND INDICATORS

Do you need political will?

Can't prolong operationality forever

Cost recovery difficult in rural areas

Present system not sustainable

How is demand driven linked to sustainability

Should women be part of difinition?

Overlap definitions and indicators

SUSTAINABILITY

Technical Sustainbility

Cost sustainbility

- Economically profitable
- 100% O&M by users
- Capital cost sharing

Ability of users to manage **(Socially just)**

- Full involvement
- Plan, design, implement
- Capacity building
- Institutional capacity

Whole process should sustain

- How you involve community

Is it global definition or area specific

Effective use of water

- Impact on health & environment
- Ecologically sound

Agreement
Disagreement

IMPLICATIONS

HARD TO DO (DIFFICULT)

REDUCE POLITICAL INTERFERENCE

DECENTRALIZATION A MUST

HAS TO BE CROSS SECTORAL

FROM USERS NOT LEADERS

DEMAND DRIVEN MUST

IMPLICATIONS

DISSEMINATE THIS APPROACH

DO YOU NEED TO HAVE POLICY INSTITUTION CORRECT FIRST ? – MACRO>MICRO?

CAPACITY BUILDING

POLICY MAKERS NEED TO BE MADE AWARE

SUPPLY DRIVEN NOT SUSTAINABLE (TRADITIONAL ROLE)

Session 4

Large-Scale RWSS Projects in Asia

A Framework for Thinking

Having dealt with the definition and measurement of sustainability, we now turned to focusing our thinking further. To do this we used a few guiding concepts:

- Informed choice
- Government facilitates
- Community contributes to costs and controls fund management
- Mechanism for Information and collective decision-making
- Community owns and sustains facilities
- Community capacity strengthened
- Promoting Innovation and Flexibility

A true sector veteran, Mr. Mike Garn, an economist, ably presented these concepts and explained **why** they are important when talking about sustainability. We treated these concepts as a checklist against which we could assess individual country's performance. (See elements of the frame work and checklist of Demand Responsive Approach to Sustainable Development). We then broke into **country groups** to see how the countries fared in providing a supportive environment for successfully applying these concepts in real life projects.

Our task was to find the lowest and highest ranking element for each country, and try to understand what a factors about the country make the elements high or low.

We then had to ask, and answer, the question:

What can we learn from the highest (most successful element) that can help us improve the lowest (least successful) element. This gave the country groups a picture of where the major challenges were, and where future work should be concentrated.

THEME ELEMENTS	COUNTRIES																			
	BA		IN		IND		CMA		NE		SL		TH		CA		LA		PAK		VI	
	L	H	L	H	L	H	L	H	L	H	L	H	L	H	L	H	L	H	L	H	L	H
A Informed Choice	▼			▲	▼		▼		▼		▼	▲		▲				▲		▲		
B Community contributes to costs controls fund management		▲	▼	▲		▲		▲			▼		▼		▼	▲						
C Government Facilitates				▲		▲	▼	▲		▲		▲	▼		▼		▼				▼	
D Mechanism for Information and collective Decision Making						▲		▲			▼									▼		
E Community owns and sustains facilities		▲		▲		▲		▲			▼	▲								▲		▲
F Community Capacity appropriate strengthened		▲		▲			▼	▲		▲		▲				▲	▼		▼			▲
G Approach promotes innovations and flexibility			▼		▼		▼			▲		▲						▲		▲		▲

Legend:

BA	Bangladesh	MA	Maldives	TH	Thailand	PAK	Pakistan
IN	India	NE	Nepal	CA	Cambodia	VI	Vietnam
IND	Indonesia	SL	Sri Lanka	LA	Laos		

▼ L – Low

▲ H – High

Elements of the Framework

- Two over reaching and powerful principles:
  - water should increasingly be managed as an economic good, and
  - management should be focused at the lowest appropriate level.

  Two other supporting principles:
  - a holistic approach to the use of water resources, and
  - the importance of the role of women in the management of water.
- Economic demand is demand at a price and will be expressed by users, not by suppliers.

  A demand responsive approach is one in which supply is tailored to users economic demands.
- Demand-responsive approaches are more sustainable (and more likely to reflect the, above over-reaching principles) than supply-dominated approaches.
- Ensuring demand responsiveness requires a coherent set of program (or project) rules and supportive implementation and operational procedures. Careful attention needs to be paid to the design of appropriate institutional and financing options and take into account mechanisms for channeling information to communities and other stakeholders.

A Checklist of Demand Responsive Approach to Sustainable Services

- the community initiates and makes informed choices about service options and how services are delivered;
- the community contributes to investment costs relative to the level of service and has significant control on how funds are managed;
- government has a facilitative role, sets clear national policies and strategies (including legal framework) and creates an enabling environment for all participating groups;
- there is an adequate flow of information to the community, as well as procedures for facilitating collective action and decision within the community (social intermediation);
- the community (or representative legal body thereof) owns and is responsible for sustaining its facilities;
- community capacity is appropriately strengthened; and
- the approach promotes innovation and recognizes the need for flexibility.

A Recommended Set of Rules

Applying the principle of keeping the rules as simple as possible, the following are recommended:

- **Eigibility criteria.** Eligibility rules for participation should be broad enough so that eligibility does not, by Itself, guarantee that every eligible community will receive service during a given time period. Service commitments should follow not precede community initiative in seeking the improvement.
- **Technical options and service levels.** All community members — including women and the poor — should be actively involved in selecting service levels. A range of technical options and service levels should be offered to communities, and their related cost implications made clear.
- **Cost-sharing arrangements.** The basic principles of cost sharing should be specified and community responsibilities for meeting the costs (capital and operation and maintenance cost) made clear from the outset. These principles should aim at negotiated costsharing arrangements in which the local community chooses the levels of service for which it is willing to pay. Eligibility rules should include requirements that communities demonstrate demand upfront (for example by depositing a down payment or percentage of project costs in a bank account controlled by the community) before design work is completed and materials purchased. It should be noted that communities generally do not trust governments or contractors to manage their funds fairly or efficiently. Willingness to pay increases dramatically when control over funds (and particularly over community contributions) rests with community members, not project staff.
- **Responsibility for investment support.** Particular emphasis should be placed on responsibility for the sustainability of investments. Rules should be set regarding asset ownership, operations, and maintenance, and the ongoing recovery of system costs.

Session 5

The Great Wall

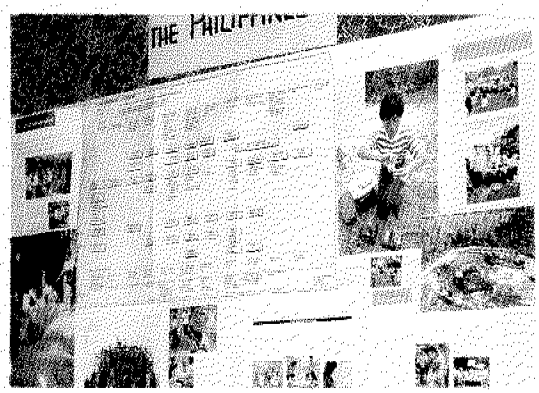
Project Fair Day

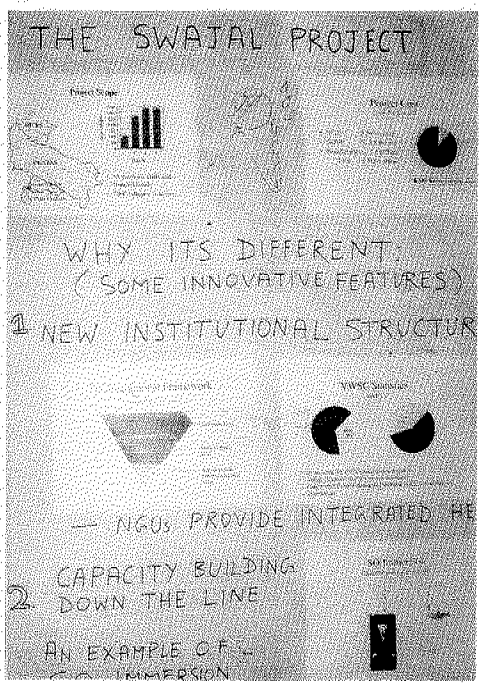
Project murals and exhibits were displayed on walls, tables and floors around the Conference center. Presenters from the six projects being featured were given five minutes each to 'sell' their case to the participants by showing the participants why they should be interested in their case. This was done enthusiastically, almost to the point of straining objectivity. In fact, all projects had something interesting and important to say.

The entire activity was participant-directed. Participants had to match their own interests with the project's messages to ensure relevance.

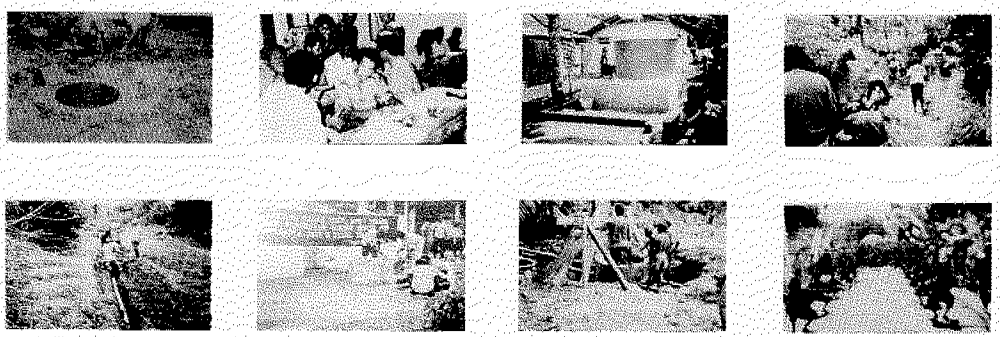
People wandered around the rooms, absorbing information, and writing questions on blank paper provided at each site. Literature, flyers, etc. were available for the obsessive readers. The atmosphere resembled that of a 'fair'.

The Presenters were then given time to come up with answers to the written questions on their murals, and then face the questioners with their answers. This started in smaller groups, with participants moving from group to group according to interest and information load.





INDONESIA



The Synthesis:
What we learned from six Asian RWSS Projects

A synthesis of experience from six rural water supply and sanitation projects in Asia was undertaken. These six projects will benefit over 5 million rural inhabitants, and represent a total investment of more than $200 million.

The Synthesis draws upon project experience to identify ways to improve the sustainability and impact of large-scale RWSS projects. It looked at how project rules and the roles played by key actors affect sustainability in large-scale RWSS projects.

Important lessons from each project have been identified and conclusions drawn regarding important project design features which improve sustainability.

It was found that good rules alone are not sufficient to bring about sustainable benefits, but appropriate rules, effectively communicated to actors who play complementary, mutually supportive roles, can improve the sustainability of project benefits.

The Synthesis looked at institutional arrangements, technology options and service levels, demand responsiveness, cost-sharing, extent and type of community participation and projects' ability to learn and adapt.

In all projects, a demand for improved water facilities existed, whereas demand for sanitation did not always exist a priori, but must be generated through social marketing strategies.

In the beginning of most projects, there was no or low capital cost-sharing by users. Capital cost sharing increased significantly in projects when choice of technologies and service levels was offered. None of the projects studied existed in an environment that was enabling from the beginning. The projects themeselves were an important part of the environment and played a significant role in changing it over time.

Effective projects require an appropriate and coherent set of rules, roles for key actors, clear two-way communication facilitated by social and technical intermediaries and an explicit learning strategy within the project.

Empowering communities through information and providing an effective voice and channels to express demands allows informed decisions to be made based on the communities' own priorities, resources and ability to maintain the chosen technology.

What we learned from the projects ...

Getting the Rules Right

- Appropriate and clear rules, effectively communicated and understood by all actors, not just communities, are essential for effective project implementation.
- There should be clear rules on legal ownership of the facilities, preferably by users or user associations. These rules should be clearly understood and agreed from the beginning of a project.

Getting the Roles Right

- Right rules alone often fail to translate into sustainable services, if the roles of those who make, communicate, implement and enforce the rules do not provide incentives to do so.
- Clearly defined and agreed roles for key actors based on each partys' comparative advantage minimize conflict and make project implementation more efficient.
- Decentralizing responsibilities for implementation should be preceded by consultation and consensus-building among actors at all levels before decisions are made.

Choosing and Using Partners

- 'Informed choice' should apply to the choice of partners as well. Partners should be chosen on the basis of their comparative advantage, actual abilities and resources and the principle of subsidiarity, i.e. their ability to promote genuine decision-making at the lowest appropriate level.
- In assigning roles to intermediaries, it is important to focus on strengthening communities and informing potential beneficiaries, not on creating another layer of decision-makers between the project and beneficiaries.
- Relationships between partners should be facilitative rather than controlling, i.e. hierarchical relationships should be minimized in favor of partnerships between equivalent partners.

- Having an exit strategy and criteria for partners is as important as the criteria for selecting partners.
- Arrangements for post-construction technical and other support to communities should be planned during project design and certainly during implementation.

Eligibility Criteria & Cost Sharing

- Willingness to contribute to the construction cost of facilities is an important eligibility criterion.
- The level of user contributions should influence prioritization of schemes.
- The distribution of community contributions is as important as the level of contributions. While it is not necessary that every user contributes an equal amount, it is equally important that rules prevent better off beneficiaries from 'buying' project benefits.
- Some communities suggest and make their own rules for 'social' cross-subsidies to ensure that poorer households benefit from the project. This practice should be encouraged.

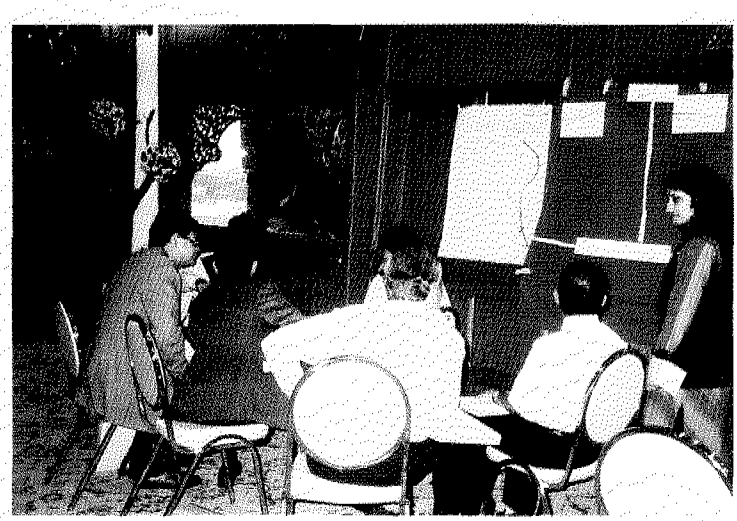
Community and Womens' Participation

- Community involvement in choice of technology, service levels and costs should be part of the planning process.
- The level of participation should be related to the degree of control over project decisions/resources a group is given.

- Demand generation strategies should include ways to reach women and other social groups to improve their influence on project decisions.
- Women's representation must include a real role in decision-making and expressing demand. Token representation based on numerical quotas is not enough.

Environmental Sanitation and Health
Finding a Synergy

- Higher priority should be given to environmental sanitation during planning and implementation, and to establishing a closer link and sequencing of sanitation, water supply and health components of a project.
- Health messages should address perceived rather than prescribed environmental health problems.
- Making potential beneficiaries aware of possible health benefits of improved water and sanitation services can increase the demand for services when health problems are perceived as important by users.
- In addition to demand generation, health information if targeted, relevant and delivered by respected and trained personnel, can improve users' perceptions of the benefits of projects.



Adaptive Project Design and Piloting

- Adaptive projects require planned, effective, two-way communication, using multiple channels.
- Projects which had an explicit learning strategy were easier to adapt.
- Carefully designed pilot projects are useful to test critical design features and reduce risks of large-scale rural water and sanitation projects.
- Pilot projects should have a clear objective, time frame, learning agenda and strategy. It is important to have a clear exit strategy in pilot projects
- A pilot project can improve the efficiency of the large-scale projects by preparing sub - projects for implementation and participate in the selection of staff and intermediaries for the large-scale project.
- Strategic process monitoring is a useful tool to promote learning in projects. However, projects must first be made aware of its value, and adequate resources and training must be planned from the outset of the project.
- User satisfaction with and successful operation of services over time was not systematically assessed in any of the projects studied, but should be indicators for strategic monitoring to assess sustainability.

SELECTED PROJECT DATA FROM SIX CASE STUDIES

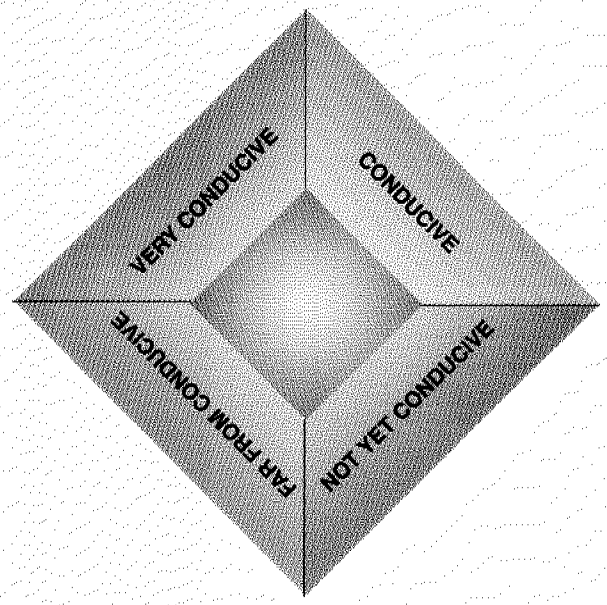
PROJECT CHARACTERISTICS						
Country / **Project**	Philippines **CVWSSP**	Pakistan **AJK**	Sri Lanka **CWSSP**	Nepal **JAKPAS**	Indonesia **WSSLIC**	India **UP**
Year started	1991	1992	1993	1993	1994	1996
Project Duration (Year)	6	8	5	3	6	6
Intended number of Beneficiaries	700,000	630,000	650,000	44,000	2m	1.2m
Number of Communities	N/A	1600	2700	113	1400	1000
Total Project Cost (million US$)	31.5	48.1	32.3	3.2	123.3	71.0
Water Supply (million US$)	10.2	28.7	17.2	1.5	47.5	28.8
Per Capita Costs (US$)	45	76	50	72	61	59
Intermediation (US$)	3.5	0	2.5	1.0	21.8	6.4
Technical options	HP/Pipe/ Well/RW	HP/Pipe	HP/Pipe Well/RW	HP/Pipe	HP/Pipe/ Well/RW	HP/Pipe
Roles: Pre-planning	Project	Agency & Community	Project	Project	Project	Project
Planning and Design	Project/ NGO/CBO	Agency	PO/CBO	SO/CBO	Project	PO/SO and CBO
Construction	NGO/CBO	Agency	PO/CBO	SO/CBO	Agency CBO	Project/SO & CBO
O & M	CBO	CBO	CBO	CBO	CBO	CBO
National Coverage						
Water (% of Total)	84	60	57	49	53	67
Sanitation	N/A	40	66	6	45	< 10

Legend

HP : Handpump
Pipe : Piped System
RW : Rain Water
PO : Partner Organization
CBO : Community Based Organization

Session 6

Country Ratings on Sustainability Factors

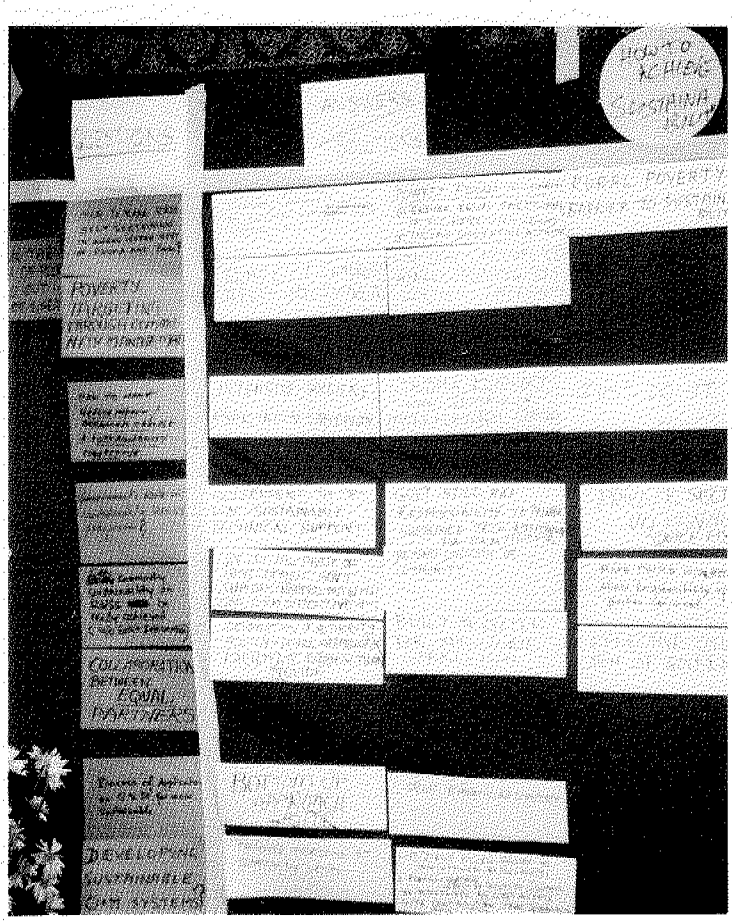


Here we had to both rate our own country and show what we felt about the chances of applying lessons about how to improve sustainability.

Four statements were placed in four corners of the room and we were asked to vote with our feet.

In the country I work most :

- The situation is **very conducive** to the immediate application of all lessons in large-scale RWSS investments.
- The situation is **conducive** to applying some but not all of the lessons.
- The situation is **not yet conducive** to the application of the lessons on a large scale.
- We need more time and more pilot and demonstration projects.
- The situation is **very far from conducive** for applying these lessons in any situation.



We were then asked to vote with our feet again, this time taking the position we thought our country would be in five years from now. Interestingly, the pessimists seemed to be in the majority, but thankfully for the purpose of the Conference, there were a few hard-core optimists in the group as well.

Session 7

Interest Groups and Dot Voting

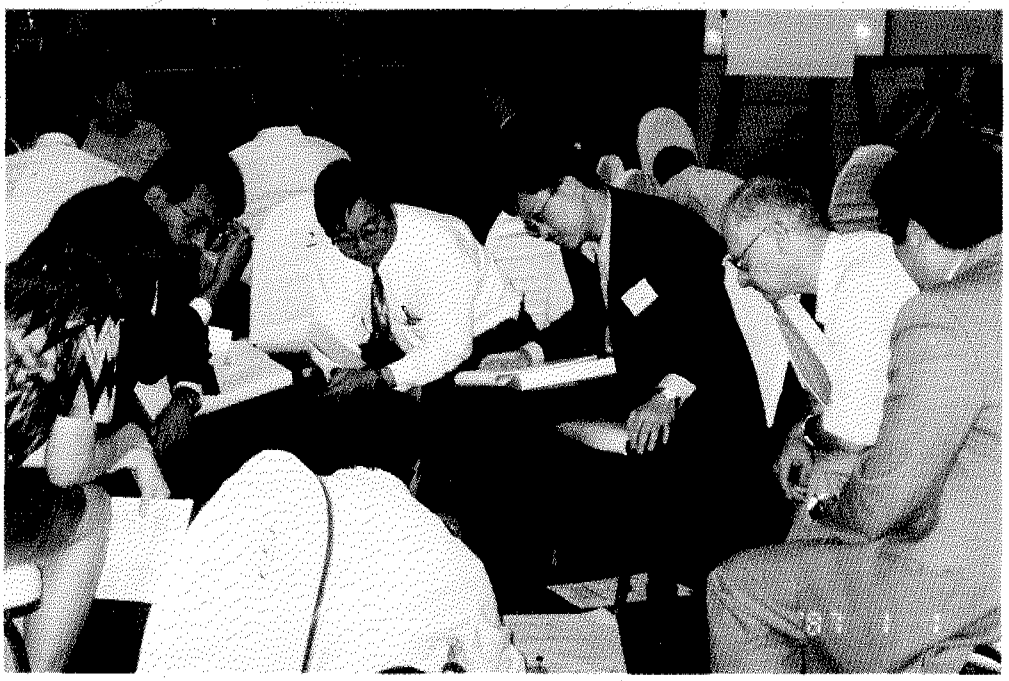
The Big Questions

Here we worked further on the Big Questions from the day before. Each person was given a card to write a critical question they wanted to discuss further. Cards were then clustered into central issues, and we voted with dots on issues we wanted to hear more about. We then discussed the most critical issues to us.

The most critical issues were:

- Increasing access to finance
- Increasing community control over funds
- Empowering Community Management
- Sanitation and Behavioral Change
- Appropriate Technology

Aspects and ideas were recorded and arranged on the sticky cloth. Here are examples of what came out:



This activity continued the next day ...

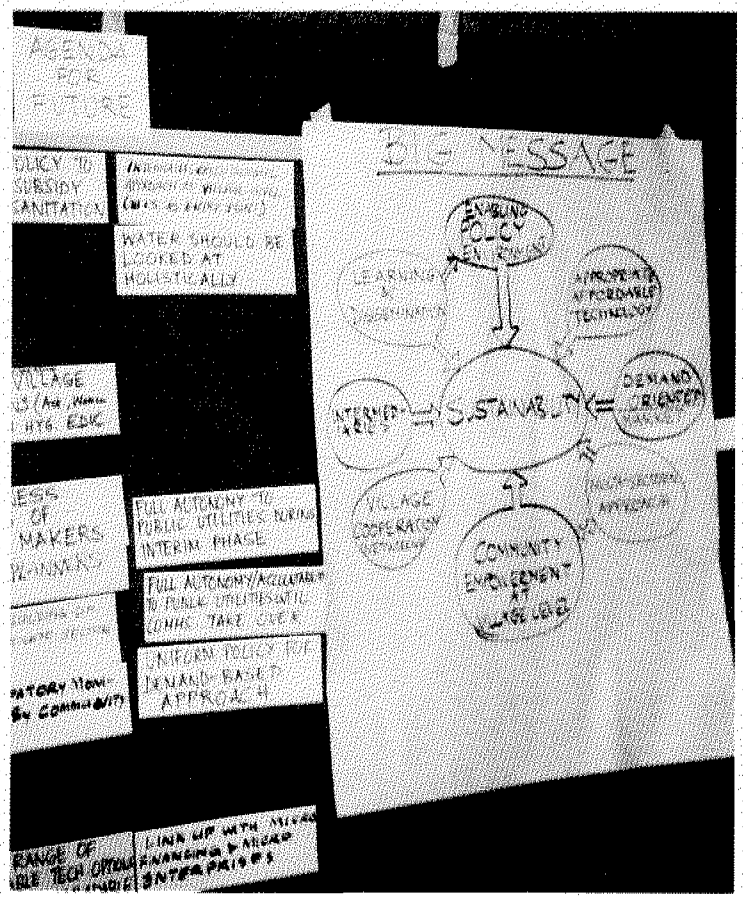
Session 8

The Help Wall

Building Networks of People

Here we wanted to create linkages between people (as resource persons) wanting and offering help on important topics.

Individual's own experience was allowed to shine. People had to think about what they had to offer others and convince others that it was useful. People also had to think about what they wanted other people's help in. We prepared personal posters, which are really windows giving others a glimpse of what they had to offer, and also as people needing help in other areas.



People wanting and offering help put their 'calling cards' in envelopes at the bottom of each person's poster.

We then voted with our feet – and with gold dots. The most 'popular' experts (those receiving the most stars) were asked to present their 'story' the next day.

To wrap up a hard day, the participants were asked to show how they felt by putting pink dots on the Mood Meter. We were all interested to see if 'second day fatigue' would affect our group? The results were surprising. *(See the Mood Meter at page 25).*

We continued the work we started the day before. People, trying to be creative and cover all aspects of the complex subject.

Groups outside the main meeting room paraded with their colored sticky cloths through the hotel. Must have looked like a warm-up to Chinese New Year to the outside observer!

Break-out groups presented the results of their discussions to each other as we roamed around the walls.

A model of sustainability emerged!

Idea Fair:

Most sought-after participant's experience and network building

This was based on the dot voting from the day before. People receiving the highest number of *dot* votes formed *Speaker's Corners.*

The most sought-after experiences were:

Mvula Trust : *South Africa*

Grameen Bank : *Bangladesh*

UP RWSS Project : *India*

Social Intermediation : *Indonesia*

RWSS Fund Board : *Nepal*

Speakers were given a few minutes to *advertise* their experience, attempting to draw as many participants as possible to their *corner.*

People roamed from corner to corner, listening and asking questions according to their interest.

Session 9

Our Goals

Where we want to be five years from now

This important activity was done in country groups. It represented the culmination of the three days work. And our collective vision for the future.

Force-field Analysis

Once the vision was defined, we went on to identify the forces that constrain and bring about change. This was the real 'meat' of the Conference. The things we would all have to work on back home during the next five years

In spite of it being the last day of a very intense three days, the country group discussions were focused and productive.

Here's how the country groups saw their present situation and their action agenda for the future

Discussions focused on the questions:

- *What should be happening?*
  The Vision
- *Who should take action to bring it about?*
  The Responsibility
- *What new elements/actions should be in place?*
  The Innovations
- *What things should be eliminated?*
  The Tough Decisions

DESIRED GOALS: WHERE WE WANT TO BE IN FIVE YEARS

COUNTRIES	GOALS
BANGLADESH	■ **Policy, legislation and strategy in place** • Converge RWSS with local government development program • A functioning LG system in three years time • RWSS should input into community based development programs under local Govt. • Financial inputs from Govt. for generating options meeting community demand Local Govt. effective, appropriate technologies and community management developed. • National policy and enabling legislation for RWSS • Abolish subsidy ■ **Successful working partnership** • Awareness and commitment to act by all stakeholders • Capacity building and HR developed
INDIA	■ **Community initiates and controls process** • 100% coverage of WS&S sanitation services at certain levels • Integrated water resources planning and management • Reduce water borne diseases • Integrate WS services with sanitation and health hygiene education • 100% maintenance of small water supply systems by the community themselves • 100% coverage of schools with latrines and water; Establish one production centre in each block to make low cost sanitary facilities • Wat-San program linking with diarrhoeal case management at home to reduce incidence of diarrhoeal diseases • Training of Panchayats + Community

COUNTRIES	GOALS
SRI LANKA	■ **Expansion of WSS program to remaining unserved districts**
MALDIVES	■ **National policy incorporate the elements of sustainable WSS services established** ■ **Enhanced capacity of Govt / NGOs in RWSS according to the policy** ■ **Strengthening sector coordination** ■ **Empower VDC to be responsible for all community development schemes** ■ **Management structure to be established** ■ **Create VDC capacity to manage RWSS program**
NEPAL	■ **Change in institutional culture** ■ **Need for clear cut sector strategies to implement state policies** ■ **Need for empowering community Involvement from start; informed choices; managing including finances** ■ **Recognition of strengths of partners** ■ **Increase collaborating mechanism**
INDONESIA	■ **Strengthened and continuous decentralization process to continue** ● Watershed management approach introduced in more river basins ● Water quality issue is addressed in priority communities-i.e. those with health problems ● Improve/strengthen community skills for operations & maintenance. Begin to focus on quality issues as well as coverage targets and water quality ■ **Increased privatization** ● Reduced pollution of water resources ● Hygiene and sanitation education strengthened ● RWSS project implementation by communities themselves 80% RWSS coverage; 70% of water supplies meet national clean water standards ■ **Strengthening the relationship between the community satisfaction and government agencies** ● O&M of RWSS Systems by well structured local organizations (can be paid for services) Sustainable ways of WSS implementation known for all areas of Indonesia ■ **Local Govt. and communities sustainably Managing RWSS.**
PAKISTAN	■ **Support Organizations should be accountable to users** ● Recognized need for Support Organization ● *Transparent Application of criteria*
VIETNAM	■ **A clear National policy in RWSS** ● 70% Rural population will use safe water supply ● 50% Rural population will use sanitation facilities ■ **National Strategy for RWSS will be completed** ● National RWSS Program set up ● Govt. has designated focal points for NRWSS ● Capacity building for local authority ● Community capacity building ● Strengthen role of NGOs ● Private Sector Participation
LAO PDR	● Principles and strategic directions developed and supported ● Guideline /National framework developed and applied in the holistic manner ● Community based financial management ● LAO lead LAO ownership in place ● Private sector involvement ● Monitoring & evaluation system
CAMBODIA	● Private sector development ● Full community participation/ involvement ● *Govt. as a facilitator*

Looking Ahead

From Chiang Mai to Washington.....

Jennifer Sara from the World Bank, Washington, told us about the next major event in the RWSS calendar, a global RWSS Conference to be held in Washingon in May 1998. Participants were encouraged to attend, and to help mobilize the resources to support their participation. Several hundred people are expected to attend.

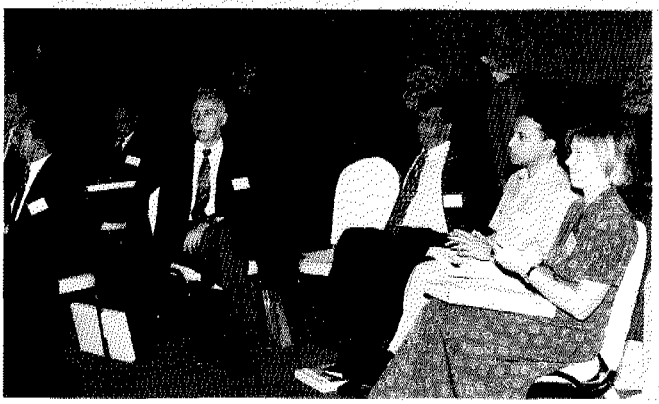
Saying Goodbye...

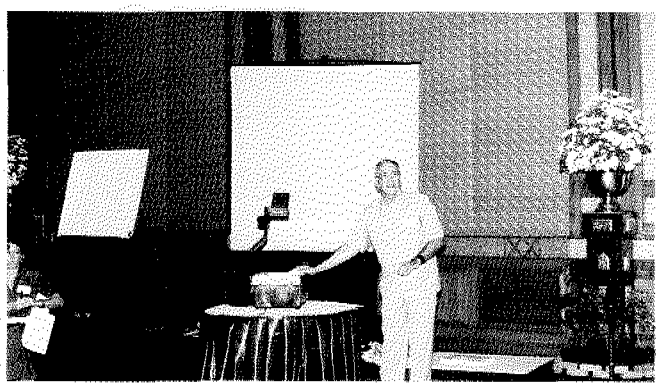
Appropriate and well-earned farewells were delivered by representatives from the sponsoring organizations. Mr. Piers Cross, Regional Manager, RWSG-SA (*holding the mike*) and Mr. Jerry Silverman Regional Manager, RWSG-EAP, (*showing the slides*) followed by Mr. Sattar Yoosuf, Chief of Environmental Health, WHO-SEARO (*looking at the camera*).

Many people's efforts and support had been necessary to make these three days happen. The beautiful setting and the hospitality of the Thais.

The important challenges ahead.

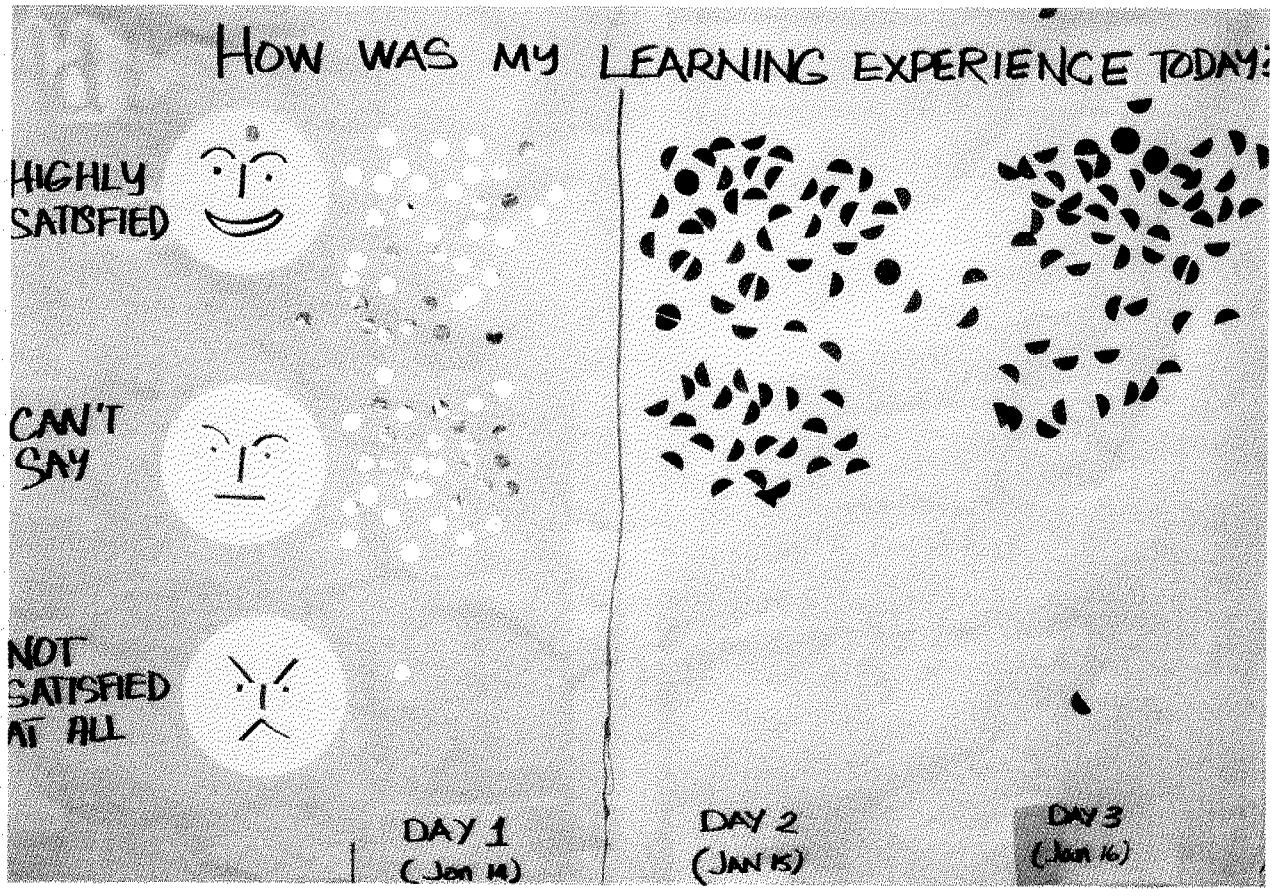
...Over to Washington





How we felt about it ....

THE MOOD METER: *FINAL PICTURE*



Conference Agenda

ANNEXURE 1

Wednesday, January 14, 1998

8:00-8:30	Registration
8:30-12:30	Introduction and Welcome Overview of Objectives and Process Identification and Introduction of Participants Question: Where are we now in RWSS? Question: How do we presently define and measure sustainability? Group Discussion and Analysis
12:30-1:30	Lunch
1:30-6:00	Groupwork and Plenary Reports on Previous Question A Framework for thinking about RWSS Projects in Asia Countries and their Experiences with Conference Themes Group Discussion and Analysis
6:00-6:30	Group Social

Thursday, January 15, 1998

8:30-12:30	Introduction of Case Studies Presentation of Case Studies Group Review of Case Studies
12:30-1:30	Lunch
1:30-6:00	Synthesis of Cases Implications of Cases for Individual Countries Key Participant Questions Concerning RWSS Projects Group Discussions and Analysis of Key Questions Utilizing the Expertise of Participants
6:00-6:30	Group Social

Friday, January 16, 1998

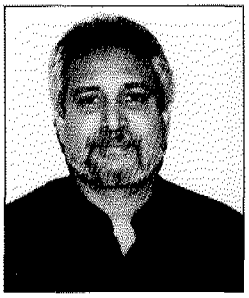
8:30-12:30	Group Work and Plenary Reports Review of Most Useful Participant Experiences Desired Goal: Where We Want To Be in RWSS
12:30-1:30	Lunch
1:30-6:00	Question: What is our goal — our vision for RWSS five years from now? In Country Teams: What is Most Urgent? Group Analysis for Moving Ahead Plenary Reports Remarks and Summary Closing Comments by Sponsors
6:00-6:30	Social Dinner

List of Participants

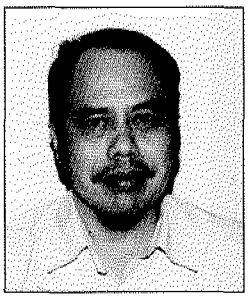
ANNEXURE 2

A N SRIDHARA
Deputy Director & E/O
Deputy Secy.
Govt. of Karnataka, PPMU,
RD & PR Dept
Cauvery Bhavan
Bangalore - 560 009
Tel : 080 2240626
Fax : 080 2240509

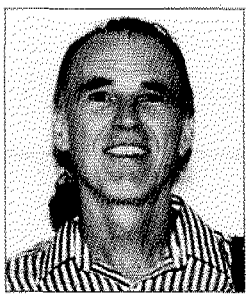
ABDUL GAFFAR
Project Director
Local Government
Engineering Department
(LGED)
LGED Bhaban, Agargaon,
Sher-E-Bangla Nagar
Dhaka, Bangladesh
Tel: 8802 818909
Fax: 8802 813144



ABDUL SATTAR YOOSUF
Chief-Environmental Health,
WHO (SEARO)
WHO House
I.P. Estate
New Delhi 110 002
Tel : 3317804
Fax : 3318607



ABDULLAH MUTHALIB
Director of Water & Sanitation
Department of Health Indonesia
Jl. Kampar No.2, Cideng,
Jakarta
Indonesia
Tel: 6221 3806034
Fax: 6221 4200944



ALLEN HARD
Consultant
P.O. Box 87, Batsville
VA 22924,
U.S.A.
Tel: 804 8235693

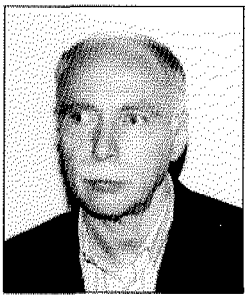
ANDREA SILVERMAN
Rural Development Sector
Coordinator
World Bank, Resident Mission
Jakarta Stock Exchange Bldg,
Tower 2, Sudirman Kav. 52-53,
Jakarta 12190 Jakarta, Indonesia
Tel: 6221 52993000
Fax: 622152993111

ASHOK VARDHAN SHETTY
Director of Rural Development
Government of Tamil Nadu
Panagal Building, Saidapet
Chennai 600 018, India
Tel: 044 434205
Fax:044 4343342

BABAR KABIR
Country Sector Leader
UNDP- World Bank
W & S Program, The World Bank,
Bangladesh Dhaka Office,
3A Paribagh
Dhaka, Bangladesh
Tel: 8802 861056
Fax: 8802 865351

B C BASAVARAJ
Engineer-in-Chief
Public Health
Engineering Department
Anand Rao Circle Bangalore,
India
Tel : 080 6700675
Fax: 080 2873071

BALWANT R. BANSAL
Chief Engineer
Public Health Engineering
Department
11A, Mall
Patiala 147001, India
Tel : 01752 12039
Fax : 01752 12029

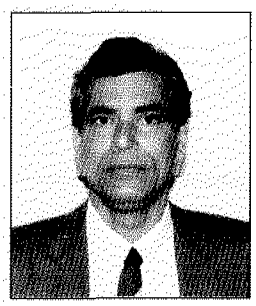


CHRISTOPHER H. GEISLER
Scientist
WHO
PO Box 1302
Jakarta 10013, Indonesia Tel :
0214 224986
Fax :0214 224986

CHAWENG CHUSRI
Assistant Governor
Provincial Waterworks Authority
72, Changwattana I Road,
Bangkhaen, Laksi
Bangkok 10210
Thailand
Tel : 6621 5213756
Fax : 6621 5511239

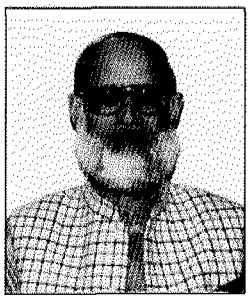
CAREL BRANDS
First Secretary
(Development Water Supply &
Sanitation)) Embassy of
Netherlands Chanakyapuri,
New Delhi - 110 021
India
Tel : 91 11 6884951
Fax: 91 11 6884956

CHEAP SAM AN
Assistant Water & Sanitation
Adviser
UNDP//UNOPS/CARERE
Battambang
Cambodia
Tel : 855 15532850
Fax :855 23720052

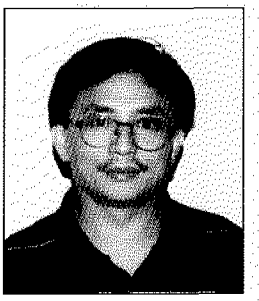


CHANDAN SENGUPTA
Project Officer
UNICEF, Calcutta
3-Sunny Park
Calcutta
India
Tel : 033 4752325
Fax: 033 4750304

D B GUPTA
Consultant
WHO
M-97 Greater Kailash II
New Delhi
India
Tel : 91 11 6446336



CHAUDHARY MOHAMMAD LATEEF
Secretary to Government
Local Government Department
Muzzaffarabad Azad Kashmir
Pakistan
Tel : 09258 12173
Fax : 09258 12270

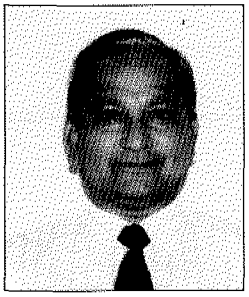


DEDDY SUPRIADI
Head Housing & Settlements
Dev. Planning Div.
National Development
Planning Agency *BAPPENAS*
Jl Taman Suropati 2,Jakarta
10310, Indonesia
Tel : 6221 323144
Fax: 6221 3101921

CHARLES PENDLEY
Sociologist
UNDP-World bank
W & S Program
RWSG-SA,
55 Lodi Estate
New Delhi, India
Tel : 91 11 4690488
Fax: 91 11 4628250

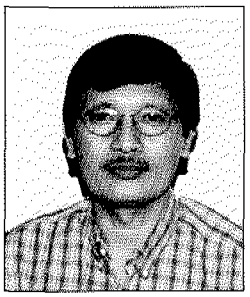
DEEPAK BAJRACHARYA
Chief, Water & Environmental
Sanitation UNICEF,
BSL Office complex,
1 Minto Road
GPO Box 58,
Dhaka 1000, Bangladesh
Tel : 8802 9336701
Fax : 8802 9335641

DINESH C PIYAKURAL
Director General
Department of Water Supply & Sewerage Panipokkary
Kathmandu,
Nepal
Tel : 9771 413744
Fax : 9771 419802



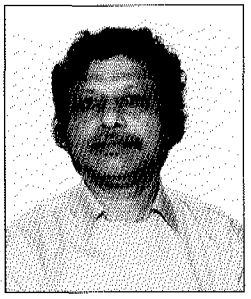
DHRUVA B. SHRESTHA
Executive Director
Rural Water Supply & Sanitation Fund Kathmandu
Nepal
Tel : 977 1535190
Fax: 977 1535190

DULAL CHANDRA KAR
Deputy General Manager
Grameen Bank,
Zonal Manager Grameen Bank,
Zonal Office,
Dinajpur 5200 Bangladesh
Tel : 8802 5313343
Fax : 8802 5313343

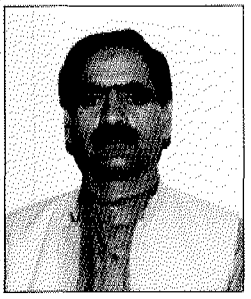


DJOKO WARTONO
Executive Secretary
Department of Health
JI, Parcotakan Negara No.29
Jakarta,
Indonesia
Tel : 6221 4240701
Fax : 6221 4240701

FAROOQ MOHAMED HASSAN
Director
Maldives Water and Sanitation Authority
H - Silver Mead
Male 6, Maldives
Tel. : 960 317568
Fax : 960 317569



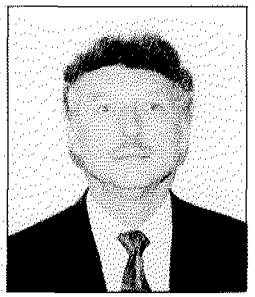
G. V. ABHYANKAR
Sanitary Engineer
The World Bank
55, Lodi Estate,
New Delhi
India
Tel : 91 11 4617241
Fax: 91 11 4619393



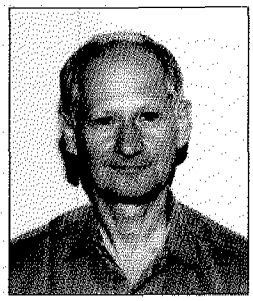
GHULAM MURTAZA KHAN
Dy. Project Director
Local government & Rural Development Muzzaffarabad
Azad Pakistan
Tel : 09258 14391
Fax : 09258 12270

H. S. JETHWANI
Chief Engineer
(Electrical/Mechanical),
Uttar Pradesh Jal Nigam
F-384 Training Centre,
Lal Bahadur Shastri Marg
Lucknow 226001
India
Tel ; 0522 225586
Fax: 0522 220173

IN SAMBOL
Provincial Director
Provincial Rural Development Dept.
Ministry of Rural Development
Phonm Penh, Cambodia
Tel : 855 405917437
Fax: 855 423801164



JAN A. SPEETS
Sanitary Engineer
World Health Organization
PO Box 108,
Kathmandu,
Nepal
Tel : 977 1228078
Fax : 977 1527756

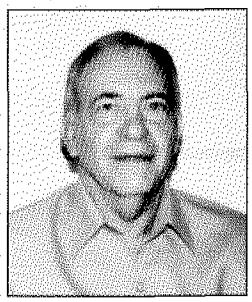


JOHN CARL POSPISILIK
Regional Adviser Environment Health,
WHO/SEARO Indraprastha Estate,
New Delhi 110 002,
India
Tel : 91 11 3317804
Fax: 91 11 3318607

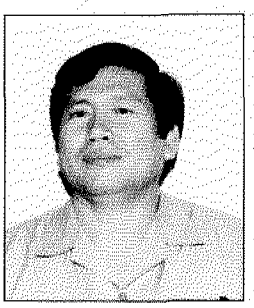
K. M. MINNATULLAH
Senior Program Officer
UNDP-World Bank W & S
Program RWSG-SA,
55, Lodi Estate
New Delhi 110 003,
India
Tel : 91 11 4690488
Fax : 91 11 4628250

JENNIFER SARA
Water & Sanitation Specialist
The World Bank
1818 H Street, N.W. Washington
D.C. 20433,
USA
Tel : 202 4733091
Fax : 202 4770164

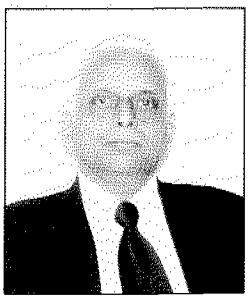
KAREN H. JACOB
Country Program Mgr
Philippine Program
UNDP/World Bank Group Water
& Sanitation Program,
RWSG-EAP, 23F Taipan Place,
Emerald Avenue, Ortigas Centre,
Pssig City, Phillipines
Tel : 632 6375855
Fax : 632 6375870



JERRY SILVERMAN
Regional Manager
RWSG-EAP
Jakarta Stock Exchange
Bldg,Tower 2, Sudirman Central
Business District (SCBD)
Jl. Jenderal Sudirman, Kav. 52-53
Jakarta 12190
Tel 6221 52993003
Fax 6221 52993111



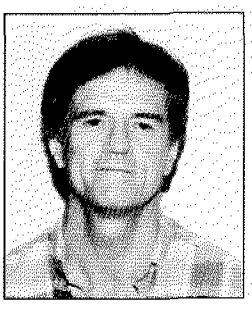
KHUN NGETH DR
Deputy Director General
Ministry of Rural
Development
Kingdom of Cambodia
Tel : 8551 5917437
Fax : 8552 3801164



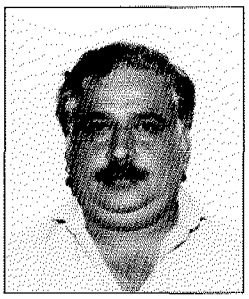
K G GOVINDANKUTTY NAIR
Technical Member
Kerala Water Authority,
Tiruvanthapuram 082018,
Kerala, India
Tel : 047 1328607
Fax : 0471324903

LE VAN CAN
Director
Centre for Rural Water Supply &
Env. Sanitation
C/o Nguyen Hong Nam Thank
Cong. Hanoi, Vietnam
Tel : 844 8355821
Fax : 844 8355694

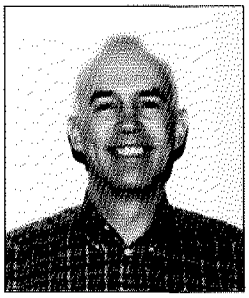
K L L PREMNATH
Deputy General Manager,
Rural Water Supply National
Water Supply
& Drainage Board
PO Box 14,
Mt. Leneninga Ratmalana,
Sri Lanka
Tel : 941 637191
Fax : 941 637191



LEO GOULET
Water & Sanitation Adviser
UNDP/UNOPS/CARERE
Battambang,
Cambodia
Tel : 855 23362175
Fax : 855 23720052

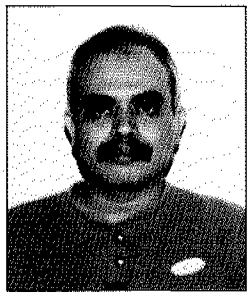


MANI RAVICHANDRAN
Administrative Assistant
UNDP-World Bank
W & S Program
55, Lodi Estate,
New Delhi 110 003,
India
Tel : 91 11 4690488
Fax : 91 11 4628250

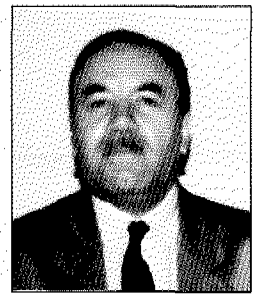


MICHAEL SEAGER
Country Program Manager
UNDP-World Bank
W & S Program
PO 345, Vientiane,
Lao PDR
Tel : 856 21413710
Fax : 856 21413710

MIKE GARN
Economic Adviser
The World Bank
1818 H Street,
N.W. Washington D.C.
USA
Tel : 202 4737515
Fax : 202 4770164

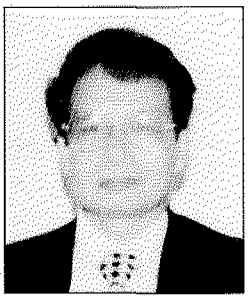


MOHAMMAD MAULANA
Program Adviser
Rural Infrastructure Secretariat
Jl, Mansunsarkoro No.5
Jakarta Pusat,
Jakarta, Indonesia
Tel : 6221 3143387
Fax : 6221 3156536



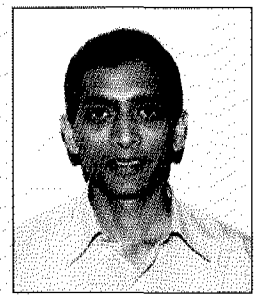
MOHAMMED ORMAR
Project Officer
UNICEF Veitnam,
UNICEF
72 Ly Thuong Kiet
Hanoi,
Vietnam
Tel : 844 8261170
Fax : 844 8262641

NILANJANA MUKHERJEE
Regional Community Development Specialist,
RWSG-EAP,UNDP-World Bank W & S,
RWSG-EAP, Jakarta Stock Exchange Bldg,Tower 2, Sudirman Central Business District (SCBD) Jl. Jenderal Sudirman
Kav. 52-53, Jakarta 12190
Tel : 6221 52993000
Fax : 6221 52993111

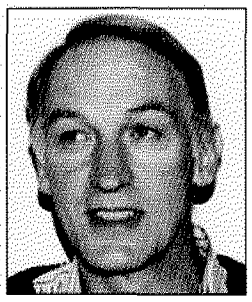


NOUNTA MANIPHOUSAY
Deputy Director
National Institute of Hygiene and Epidemology
Ministry of Health,
P O Box 1225
Vientiane, LAO, PDR
Tel : 856 21413310
Fax : 856 21413710

NGUYEN VAN THAN
National Project Manager
Centre for Rural Development
MOC, Veitnam
243 A La Thanh
Cau Giay,
Hanoi 04,Vietnam
Tel : 844 8347057
Fax : 844 8340020

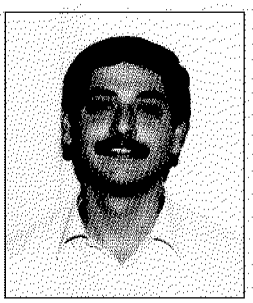


PARMESHWARAN IYER
Director,
Project Management Unit Department of Rural Development,
3 Fawn Brake Avenue,
Lucknow - 226 010,
India
Tel : 0522 239428
Fax : 0522 217966



PIERS CROSS
Regional Manager
UNDP-World Bank
W & S Program,
RWSG-SA,
55-Lodi Estate,
New Delhi 110 003,
India
Tel : 91 11 4690488
Fax: 91 11 4628250

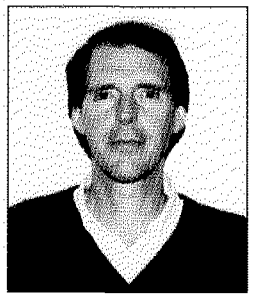
PRAKASH R. TULADHAR
Project Officer
UNICEF
Biratnager Field Office
Biratnager,
Nepal
Tel : 977 2126612
Fax : 977 2125598



SANTANU LAHIRI
Rural Water Supply Specialist
UNDP-World Bank
W & S Program,
RWSG-EAP/ Vietiane Lao PDR,
Lao PDR
Tel : 8562 1413710
Fax : 8562 1413710

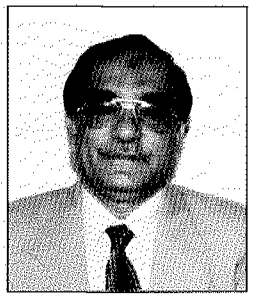
RAJA REHAN ARSHAD
Country Team Leader
UNDP-World Bank
W & S Program
The World Bank
20A, Shah-e-Jamhuriat, Ramna 5
Islamabad, Pakistan
Tel : 9251 819781
Fax : 9251 826362

SATHIS DE MEL
Executive Director
Arthcharya Foundation
16/1, 1/1 Galle Road,
Mt Lavinia
Sri Lanka
Tel : 941 737143
Fax : 941 712200

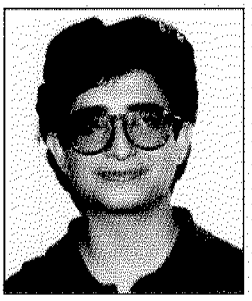


RICHARD POLLARD
Senior Program Officer
UNDP-World Bank W & S Program,
RWSG-EAP, Jakarta Stock Exchange
Bldg,Tower 2, Sudirman Central
Business District (SCBD) Jl.
Jenderal Sudirman Kav. 52-53
Jakarta 12190
Tel 6221 52993000
Fax 6221 52993111

SHAMSUL HUDA
Scientist (Env. Health),
WHO
226, Buddhaloka Mawatha
Colombo,
CO - 7, Sri Lanka
Tel : 941 502319
Fax : 941 502845



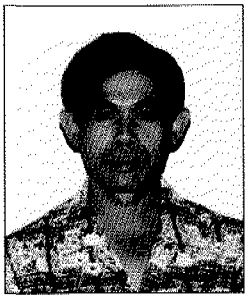
SHAFIQUE S A K M
Chief Engineer
Department of Public Health
Engineering, DHPE Bhaban,
175 -178, Kakrail
Dhaka 1000,
Bangladesh
Tel : 8802 9343358
Fax : 8802 9343375



SHARMILA GOSWAMI
Consultant
UNDP-World Bank
W & S Program,
55 Lodi Estate,
New Delhi 110 003,
India
Tel : 91 11 4690488
Fax : 91 11 4628250

S M A RASHID
Director
NGO Forum for
Drinking Water
Supply & Sanitation,
4/6 Block E, Lalmatia,
Dhaka 1207,
Bangladesh
Tel. : 8802 819597
Fax : 8802 817924

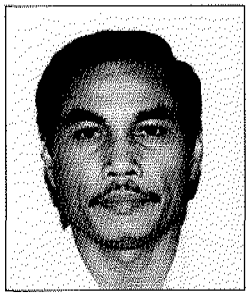
SHIREEN KAMAL SAYEED
Programme Manager
Environment and Natural
Resources UNDP, GPO Box 224,
House 60, Road 11A Dhaka,
Bangladesh
Tel : 8802 818600
Fax : 8802 13196



SO SOVATH
Deputy Director
Ministry of Rural Development
Provincial Department of Rural Development Battambang
Province, Cambodia
Tel : 855 15917437
Fax : 855 23801164

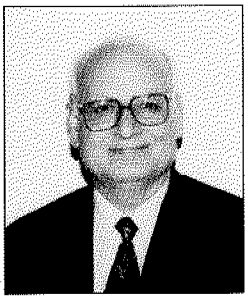
SOMSAK PIPOPPINYO
Senior Officer,
Environment,
ASEAN Secretariat Association of South East Asian Nations
70 A , 01 Lisingamangaraja
Jakarta 12110, Indonesia
Tel : 622 7262991
Fax : 622 17243904

SOUTSAKHONE CHANTHAPHONE
Deputy Manager
National Rural Water Supply & Environmental Health Program,
Ministry of Health
PO Box 261,
Vientiane Laos
Tel : 85621 413310
Fax : 85621 413710



SUGIMIN PRANOTO
Project Administrator
Department of Public Works,
Raden Patah 1/1, Jakarta Selatan
Cipta Karya,
Indonesia
Tel : 622 17226601
Fax : 622 17398035

SYED A. ISLAM
Joint Secretary
Local Government Division
Bangladesh Secretariat
Dhaka 1000,
Bangladesh
Tel : 8802 365767
Fax : 8802 864374



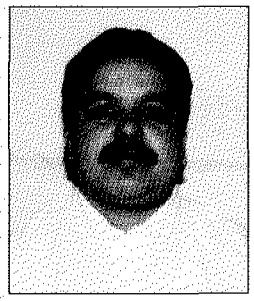
T R ARORA
Superindenting Engineer
Punjab Health Department
C/o World Bank,
11 A, The Mall
Patiala, India
Tel : 1752 21070
Fax : 1752 12029

TANYA HANPOL
Governor,
Provincial Waterworks Authority
72 Changwattana I Road,
Bangkhaen Laksi Bangkok,
Thailand
Tel : 6625 511239
Fax : 6625 511239

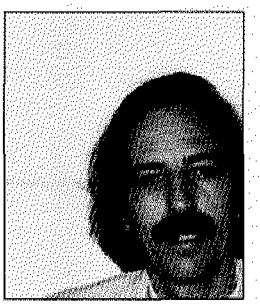
TASHI TENZING
Sanitary/Environmental Engineer
The World Bank
Jyoti Bhavan
Kantipath,
G P O 798
Kathmandu, Nepal
Tel : 9771 226792
Fax : 9771 225112

TAYPHASAVAN FENGTHONG
Planning Officer,
National Rural Water Supply & Environmental Health Program,
National Institute of Hygiene & Epidemology, Vientiane,
Laos PDR
Lao PDR
Tel : 85621 415726
Fax : 85621 413710

TILAK HEWAWASAM
Former Director
CWSSP
Ministry of Housing
Construciton & Public Utilities,
Battaramulla,
Sri Lanka
Tel : 941 854282
Fax : 941 872143

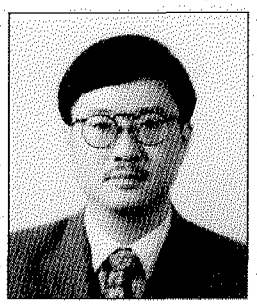


UMESH PANDEY
Director
Nepal Water for Health,
NEWAH,
P O Box 4231 Thapathali,
Kathmandu,
Nepal
Tel : 9771 227325
Fax : 9771 227730

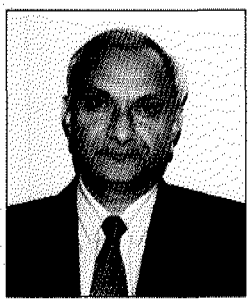


WALTER MEYER
Deputy Coordinator
Swiss Agency for Development
& Cooperation
Swiss Embassy Dhaka, H-133,
Road 18, Banani, Dhaka,
Bangladesh
Tel : 8802 5723924
Fax : 8802 5723497

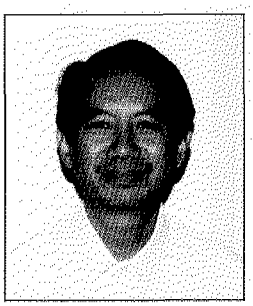
RANGANATHAN V
Additional Chief Secretary
Water Supply and Sanitation
Department Government of
Maharashtra
Mantralaya,
Mumbai - 400 032, India Tel : 22
2885144
Fax :22 2828129



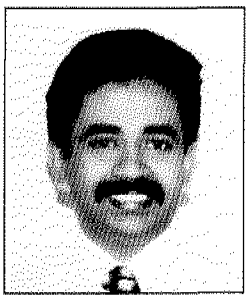
WANCHAI GHOORPRASERT
Deputy Governor,
Provincial Waterworks Authority
72-Changwattana I Road,
Bangkhaen, Laksi Bangkok
10210, Thailand
Tel : 6625 511240
Fax : 6625 213749



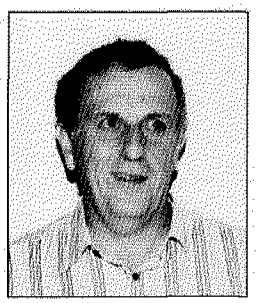
V K GUPTA
Managing Director
U P Jal Nigam,
6 Rana Pratap Marg
Lucknow,
India
Tel : 0522 376251
Fax : 0522 220173



WAN MAUNG
UNV Water & Environment Officer
UNICEF,
11 Street 75,
Srachark Quarter
Phnom Penh, Cambodia
Tel : 8552 3426214
Fax : 8552 3426284



VINYA ARIYARATNE, DR
Health Adviser
Sarvodaya Shramadana
Movement
98 Rawatawatta Road Moratuwa,
Colombo
Sri Lanka
Tel : 941 647519
Fax : 941 647084



YVES FAUGERE
Senior Project Officer
Water and Environmental
Sanitation, UNICEF
6-7 Floors,
Saudi Pak Tower
61-A, Jinnah Avenue
P.O. Box 1063, Islamabad
Tel : 9251 274491
Fax : 9251 279164

W. PIYASENA
Director
CWSSP Community Water
Supply &
Sanitation Project
9th Floor, Sethsiripaya,
Battaramulla,
Colombo, Sri Lanka
Tel : 941 872144
Fax : 941 872143

UNDP- World Bank Water & Sanitation Program

The UNDP-World Bank Water and Sanitation Program is an International partnership funded by over 15 donors (both multi-and bilateral) including UNDP. It has 50 professional staff mainly field based in regional and country offices, supported and managed by a small team of technical and administrative staff at the Headquarters located at the World Bank in Washington. The five Regional Water and Sanitation Groups (RWSGs) are : for the Andean Region based in La Paz, Bolivia; East Asia and the Pacific, in Indonesia; South Asia in New Delhi, India; East and Southern Africa in Nairobi, Kenya; and West Africa in Abidjah, Cote D'Ivoire. Three capacity building objectives provide the framework for all Program activities: Strengthening Sector Policies, Supporting Sustainable Investments, and learning and Communicating Lessons.

RWSG-SA is responsible for coordinating programme in five countries :

India, Pakistan, Bangladesh, Nepal and Sri Lanka.

The **RWSG-EAP** is responsible for coordinating programme in China, Indonesia , Phillipines, Cambodia, Lao PDR, Mongolia and Vietnam.

RWSG-SA
55, Lodi Estate
New Delhi 110 003, India
Tel : 91-11-4690488
Fax : 91-11-4628250
Email : RWSG-SA@WORLDBANK.ORG

RWSG-EAP
Jakarta Stock Exchange Building
Tower 2, 12th & 13th Floor
Sudirman Central Business District (SCBD)
Jl. Jenderal Sudirman Kav. 52-53
Jakarta 12190
Tel : 6221-52993003
Fax : 6221-52993004

World Health Organization (SEARO)

The **WHO** Regional Office for South-East Asia was established in 1948 with its headquarters in New Delhi. Since then, WHO has been playing a key partnership role with its Member Countries in helping to achieve the goal of better health for all their people.

The countries of the South-East Asia Region (SEAR) are spread over a broad and diverse land mass covering Bangladesh, Bhutan, DPR Korea, India, Indonesia, the Maldives, Myanmar, Nepal, Sri Lanka and Thailand.

It is a Region which has seen major political, social and economic changes over the past four decades. But this is also a Region that is a unique blend of the old and the new, the traditional and the modern, the advanced and the backward. An endlessly fascinating Region where organ transplants and traditional medicine play an equally important role in health care.

The countries account for one quarter of the world's population but only 5% of the world's land area. It is no wonder, then that this ever-growing pressure of population on an already strained land mass and infrastructure, allows rapid transmission of communicable diseases, and enable newly emerging diseases to further stretch an already burdened health system.

World Health House
I.P. Estate
Mahatma Gandhi Marg
New Delhi 110 002, India
Tel : 91-11-331 7804
Fax : 91-11-331 8607