

# Report Rapport Informe 2002-2003





# Report 2002-2003

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# Foreword

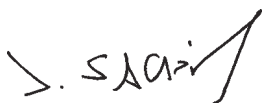
Adequate water and sanitation services are essential for people to lead productive and healthy lives. While progress has been made in some places to improve the delivery of these services, too many remain unserved: estimates are that almost 1.1 billion people have inadequate access to water, and 2.4 billion lack decent sanitation. Most of the unserved are poor.

For 25 years the Water and Sanitation Program (WSP), a global partnership administered by the World Bank and supported by the world's leading donor agencies, has helped governments reduce poverty by focusing on the water and sanitation sector.

The international development community increasingly realizes that improving access to — and the quality of — water and sanitation services is key in efforts to relieve poverty. The Millennium Development Goals (MDGs) set specific poverty-reduction milestones for accomplishing what is needed over the next several years. The specific MDGs relating to water and sanitation — reiterated in this report — serve as the cornerstone for WSP activities now and for the future.

This report highlights WSP achievements during fiscal 2003 (July 2002 through June 2003). It presents the Program's initial response to the MDG challenges, describes WSP efforts to promote sector reform and create the appropriate policies and institutional environment to meet the water and sanitation MDGs, and presents the strategy that WSP will apply to help clients plan and implement the MDG objectives. The report is complemented by a new WSP website that continuously updates WSP progress toward the MDGs and other goals.

The Bank is appointed to administer the Program by the donors who support WSP, and it is proud to provide WSP with its home. The Bank recognizes WSP's standing as one of the world's leading development organizations in the water and sanitation sector. WSP is playing a crucial role alongside the World Bank in addressing poverty during these challenging times.



Jamal Saghir  
Director, Energy and Water Department  
World Bank



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Water and Sanitation Program

# Meeting the MDG Challenge

## Access for the Poor



### Global Context

#### The Problem

In the past two decades, millions of poor people have gained access to safe water supply and basic sanitation, and a host of new and imaginative solutions have been proposed to solve water and sanitation problems. However, population growth and lack of sustainability in many investments mean that the number of poor people without access is increasing. Today 1.1 billion people lack access to clean water, 2.4 billion lack decent sanitation, and 4 billion lack sound wastewater disposal.

A key challenge for water and sanitation sector professionals and organizations is to find ways to make significant and rapid progress against these challenging targets, while building ownership and capacity at the local level.

While the objective is to achieve coverage at scale (suggesting the need for national or regional investment programs, increased investment, and centralized institutional arrangements), we now know that water and sanitation investments are best managed at the lowest possible level, often the community or household. Identifying, creating, and supporting institutional changes that facilitate local management, but to do so at national or regional scale, requires a massive realignment of

incentives and, to some extent, entrenched power structures.

Furthermore, capacity must be built both locally and nationally. The problem is particularly acute for sanitation, hygiene, and rural water supply interventions. The urban water sector is different; the question here is how to create incentives for urban utilities to perform better and simultaneously draw poor and informally-settled households into the consumer base.

#### The Millennium Declaration

The Millennium Declaration lays out important challenges for the development community at the start of the 21st century. The Millennium Development Goals (MDGs) not only signal the enormous importance of poverty alleviation to the global community, but also the immensity of the challenge of significantly reducing world poverty over the next several years (**Box 1**).

Crucially, the MDGs identify the most important arenas where development resources should be concentrated. From the perspective of the water and sanitation sector, the news is encouraging. The link between improved water supply/safe sanitation and poverty is centrally placed and, with the strong political process that backs the MDGs, the sector should increasingly receive

Box 1

### **Water, Sanitation, and the Millennium Development Goals**

Water supply and sanitation are embedded in:

**Goal 7: *Ensure environmental sustainability***

**Target 10:** *Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation*

**Indicator 30:** *Proportion of the population with sustainable access to an improved water source, urban or rural*

**Indicator 31:** *Proportion of the population with access to improved sanitation*

Improvements in access to water supply and sanitation will also be critical in achieving other goals:

**Goal 1: *Eradicate extreme poverty and hunger:*** Access to drinking water and sanitation is a determinant of poverty. Economic gains from improved access (through time savings, improved health, and improved levels of participation in education) will be very high. Diarrhoeal disease plays a significant role in malnutrition, particularly in children.

**Goal 2: *Achieve universal primary education:*** Participation in education for children (especially girls) is severely constrained by the time required to collect water from distant sources and poor health arising from lack of access to safe water and sanitation. Educational performance is significantly enhanced when some parasitic infections arising from poor sanitation are brought under control. Lack of sanitation in schools precludes many (especially girls) from participation.

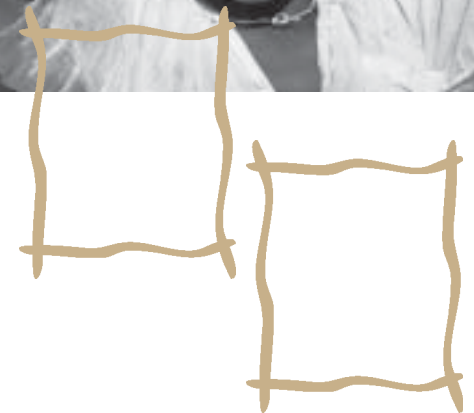
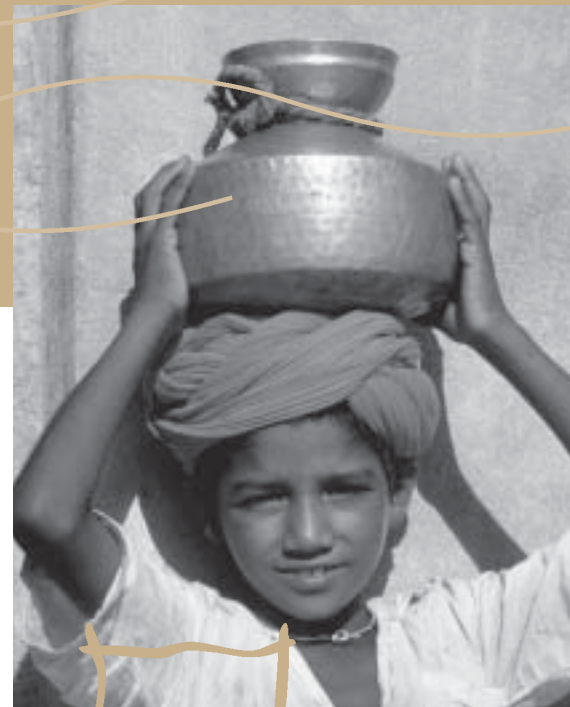
**Goal 3: *Promote gender equality and empower women:*** Enhanced access to safe water will reduce burden of collection on women. Access to safe sanitation means women are no longer subject to attack and ridicule while searching for safe locations to defecate. Both direct health burdens and the cost of caring for sick family members would be reduced for women. Water and sanitation are good entry points for women to enter the local development process.

**Goal 4: *Reduce child mortality:*** Diarrhoeal disease is the world's leading killer of children under five.

**Goal 5: *Improve maternal health:*** Access to safe water and adequate sanitation can protect pregnant women from life-threatening illness before, during, and immediately after delivery.

**Goal 6: *Combat HIV/AIDs, malaria, and other diseases:*** Improved sanitation and safer water supply can have a significant impact in reducing malaria, dengue, schistosomiasis, trachoma, and other endemic debilitating diseases. Availability of adequate safe water and sanitation at home enhances quality of life for HIV/AIDs patients being cared for in the family.

**Goal 8: *Develop a global partnership for development:*** The water supply sector and the topics of sanitation and hygiene have been ill-served within the wider development debate. Efforts to reform institutions and increase linkages between these subjects and other sectors will play a significant role in building local development partnerships.





the political attention it has lacked since 1990, when the International Drinking Water Supply and Sanitation Decade ended. While presenting this opportunity, the MDGs also challenge organizations and individuals in the sector; improvements in sustainability and increases in efficiency and equity must be achieved *at scale* in all of the world's *poorest countries* as a matter of urgency.



### The Sector Challenge

Several factors are now widely recognized as improving the sustainability and effectiveness of water and sanitation interventions. These include institutional arrangements that place the consumer at the center, promote accountability, and steer scarce public resources to areas of greatest demand.

However, while these general principles are well understood, progress has been slow. Debate revolves around the question of how to move the sector forward, but it is important to understand the socio-political dynamics that constrain some countries. Generally, it is possible to see that a few key factors impede the development of effective programs at the national and local levels. These include the degree of decentralization and accountability to the public, the availability and use of scarce public resources, external environmental pressures, and the growing coverage backlog that may place undue pressure on institutions that seek to build capacity and ownership.

In sum, key challenges at the national and local levels include overcoming political barriers, building

capacity (which is especially challenging in decentralizing contexts), ensuring sustainability, and creating an environment that encourages good governance and allows for engagement over time. Many donors and sector organizations understand these issues and have articulated them well.

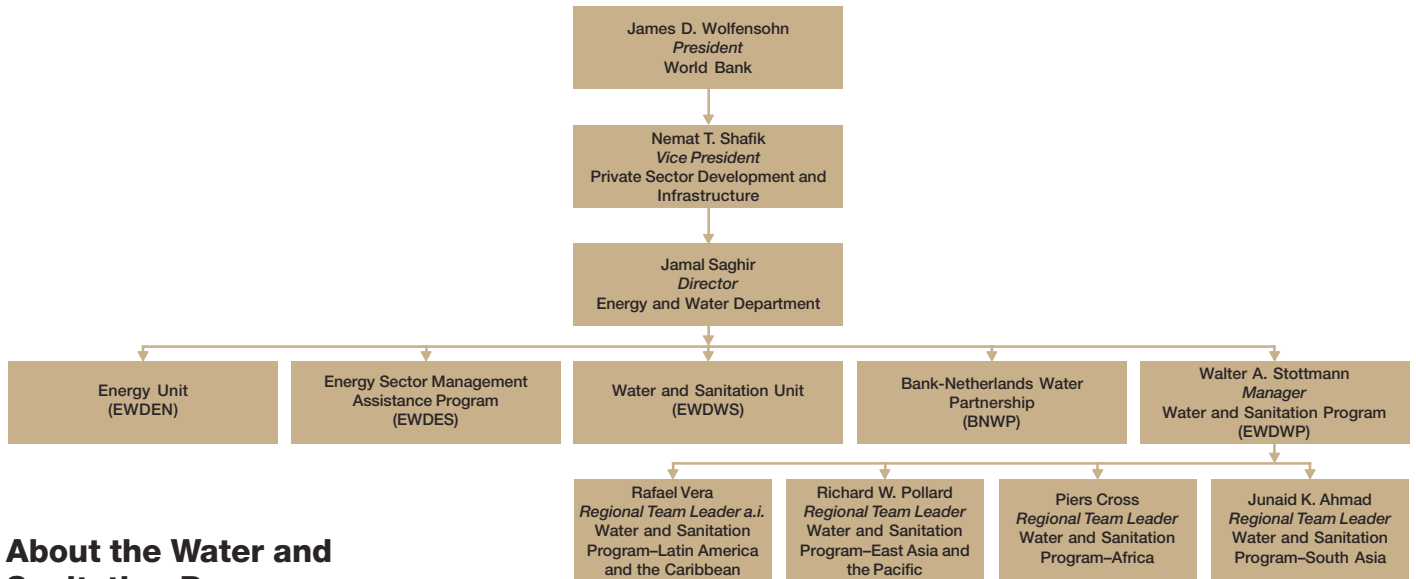
In this context, the key challenges for the water and sanitation sector in achieving the MDGs in many countries involve creating a more enabling policy and governance environment that will strengthen the sector through its:

- **Governance structure** to foster the development of strong institutions and service providers at national, regional, and local community levels to manage and operate water and sanitation services efficiently.
- **Financial policies** to substantially increase resource mobilization from all potential sources, public and private, based on cost recovery from consumers with proper adjustments for ability to pay.
- **Technical and managerial capacity** of sector technicians and managers to make low-cost, appropriate investment choices and ensure proper maintenance and operation.
- **Arrangements for empowering all people to participate** in the management of the sector, including the choice of technology for which they are willing to pay.

The Water and Sanitation Program is well positioned to contribute to the MDG challenges through its independent advisory work with its clients and partners.



Figure 1



## About the Water and Sanitation Program

### Role and Mandate: Providing Support on the Ground

The Water and Sanitation Program (WSP) is a global partnership, administered by the World Bank and supported by the world's leading donor agencies. In the context of the Millennium Development Goals and the international community's unprecedented agreement for reducing poverty, WSP is dedicated to supporting governments in addressing the challenge of poverty by focusing on the water and sanitation sector.

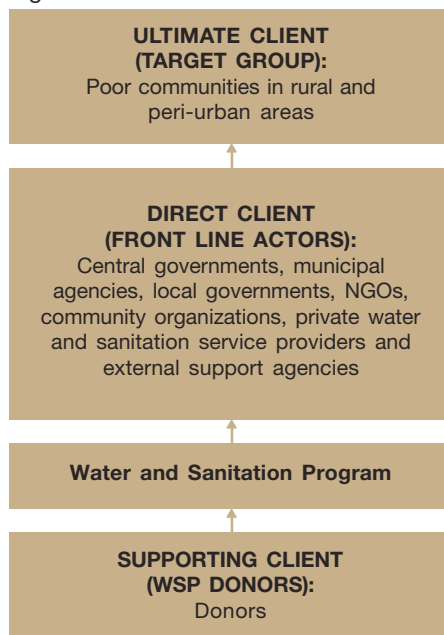
The Program's mission is to help poor people gain sustained access to improved water and sanitation, and it achieves this by working with the partners to improve policies, practices, and capacities in the

Figure 2



water and sanitation sector. WSP provides advisory services in support of efforts by governments to strengthen institutions. These services involve accessing experts

Figure 3



## Box 2

**Funding Partners**

In the field, WSP collaborates with many of the most productive public, private, and non-governmental agencies in the sector to build capacity and support sector reforms. The Program receives funding from the following international donors:

- Australian Agency for International Development (AusAID)
- Austrian Development Cooperation (ADC)
- Directorate-General for Development Cooperation, Belgium (DGDC)
- Canadian International Development Agency (CIDA)
- Danish Agency for International Development (DANIDA)
- Department for International Development (DFID), United Kingdom
- The Netherlands Ministry of Foreign Affairs
- Ministry of Foreign Affairs, Luxembourg
- German Agency for Technical Cooperation (GTZ)
- The Royal Norwegian Ministry of Foreign Affairs
- Swedish International Development Cooperation Agency (SIDA)
- Swiss Agency for Development and Cooperation (SDC)
- United Nations Development Programme (UNDP)
- The World Bank

and best practices – local and global; holding strategy workshops; assisting in the design of legislation, fiscal instruments, and institutional reforms; supporting implementation of ground-breaking pilot projects or large-scale investments; and supporting systems of monitoring and evaluation to actively learn from on-going reforms.

The Program works in partnership with governments at all levels, financial institutions, external donors, NGOs, and the private sector. WSP's services are provided on a grant basis.

**Institutional Setting and Administration**

WSP has been administered by the World Bank since its inception in 1979 and is one of the Bank's longest-standing external partnerships. WSP functions as an independent unit within the Bank's Department of Energy and Water in the Infrastructure Vice Presidency (Figure 1, page 7). The World Bank retains managerial and fiduciary responsibility for WSP.

Led by a small technical, financial, and managerial unit at World Bank headquarters in Washington, DC, WSP has four decentralized operations headed by regional team leaders in Africa (Nairobi), East Asia and the Pacific (Jakarta), South Asia (New Delhi), and Latin America (Lima). Of WSP's total staff of approximately 70, more than 60 are stationed in field offices.

WSP funding is provided by a consortia of bilateral donors (Box 2). The WSP Council, comprising core donors and partners, oversees WSP's direction, strategies, and work program. Governance issues are defined in the 1999 Program Charter, and since that

### Box 3

#### **WSP Council in Fiscal Year 2003**

Key donors and partners are represented on the WSP Governing Council, which oversees and governs the Water and Sanitation Program. The Council has two subcommittees which deal with issues of finance and program evaluation. The Council meets annually, hearing reports from the Program on workplans and the MDG strategy.

In FY03 the Council met in Paris on May 22, 2003. The Paris meeting reviewed and responded to reports on the following:

- Fiscal 2003 and 2004 business plans
- The Program's MDG strategy
- Strategic partnerships
- Financing issues related to regional versus core funding
- Quarterly and annual financial reporting
- New trust fund fee structure
- WSP's external evaluation
- Implementing results-based business planning
- The global communications strategy

year the Governing Council has met annually (**Box 3**).

#### **Partnerships**

Partnership is at the heart of WSP activities enabling it to leverage influence and bring a coherent body of experience directly to government and donor investments. WSP's key partners include client governments, bilateral donors (at national, regional, and global levels), and the World Bank (through investments and economic and sector work). Additionally, the Program partners with other

international sector organizations (such as U.N. agencies) involved in WSS, the World Health Organization (WHO), the Global Water Partnership, the Water and Sanitation Collaborative Council, Water Utilities Partnership in Africa, civil society (globally and locally), and the private sector, both independently and through its engagement with BPD (Building Partnerships for Development in the Water and Sanitation Sector).

In the field, Regional Advisory Committees (RACs) and National Advisory Committees (NACs) bring



together WSP regional or sub-regional partners. These committees provide opportunities for WSP's clients and partners to discuss topics of mutual interest, create a common understanding on sector issues and priorities, and provide guidance for WSP's work program.

### Results Framework, Products, Clients

WSP operates according to the strategic

results framework shown in **Figure 3**, (page 8) which governs our business planning. The Program assists its direct clients – governments, municipal agencies, local authorities, non-governmental organizations (NGOs), and community organizations – in helping the poor gain sustained access to improved water and sanitation services. While WSP's direct clients are the front-line actors (e.g., central governments, municipal agencies, local governments,



#### Box 4

#### Measuring the Impact of Technical Assistance

Specific investment projects – a water project or a slum upgrading initiative – with their focus on hardware are visible and their impact easy to measure. The impact of technical assistance and policy advisory services is harder to evaluate. To tackle this challenge, WSP teams work with clients to develop workable indicators. In South Asia, the team has developed indicators which include measures of *policy* and *institutional change*, such as new policy pronouncements, creation of new fiscal instruments, shifts in budgetary allocations (including supporting donor partners' contribution in support of expenditures by government), new legislation, and design and implementation of new service delivery mechanisms.

Drawing causality is difficult – new policies and institutions may have been introduced, but were these changes a result of the support provided by WSP? WSP staff constantly debate this point, but generally agree that governments, through their own policy processes, carry out institutional changes. External actors are rarely the genesis of such important changes. At best they can only be supportive partners of reform efforts initiated and led by governments. Whether WSP has been supportive of government efforts to introduce policy and institutional changes is what needs to be assessed.

A second line of products support the *building of the knowledge base and capacity of the sector*. While ideally this support should be seen as inputs to achieve policy and institutional changes, it is an important stand-alone output. It is a combination of analytical studies, impact evaluation, workshops, and dissemination of products to NGOs, the private sector, and government officials at all levels. The purpose is to use the power of information as a tool to continuously build the awareness among stakeholders of the key issues in the sector while drawing on international and local experiences.

NGOs, community organizations, private water and sanitation service providers, and external support agencies), its ultimate clients are poor communities in rural and peri-urban areas (**Figure 3**, page 8). Measuring the impact of WSP assistance is challenging (**Box 4**) and so, in 2003, the WSP Council initiated the first council-wide evaluation of WSP which will be completed in fiscal 2004.

### **WSP's Strength and Comparative Advantage**

The Water and Sanitation Program, with its roots in partnership, a strong regional presence through a global network of field offices, and specialized skills in the water and sanitation sector, is uniquely qualified to deliver support to its clients effectively and efficiently. The global presence provided by a network of WSP operations and skills enables it to quickly draw in relevant international experience and create links between countries grappling with similar problems. This network provides an excellent vehicle to maximize the impact of lessons learned within any region.

Through its regional presence, the Program has the ability to flexibly deploy staff, using partner organizations to facilitate regional learning and the sharing of capacity and experience between countries in a region. Its positioning within countries provides an

opportunity for partner projects to influence substantive changes at the national scale and transfer their influence beyond project, sub-national, or national boundaries. Its special relationship with the World Bank, one of the largest investors in water and sanitation in developing countries, increases the Program's access to national policy makers and its ability to influence the sector.

The following chapters show highlights of WSP activities during fiscal year 2003 (July 2002–June 2003). Chapter 2 discusses global activities, while Chapter 3 contains highlights from the four regional offices. Chapter 4 includes information on financing and expenditures. Information on publications and staff is annexed at the end of this report.





# The Global Agenda

## Knowledge Management at the Global Level



Through its highly decentralized and field-based structure, Water and Sanitation Program (WSP) is able to learn and disseminate lessons across all four of its regions of operation, sharing common approaches in support of its clients. A small headquarters staff supports the regional teams both in administering the Program and also through global thematic activities which build on experiences and lessons at the local level to generate knowledge and information which is truly global in nature.

WSP operates across the full spectrum of communities from dispersed rural settlements through small towns to the poorest settlements of the world's mega-cities. The global portfolio is broadly split between learning and activities which have most relevance to rural/small town areas, and those which are more relevant to service delivery in large towns and cities. In addition, in fiscal 2003, the global team was enhanced by the arrival of a lead sanitation specialist (see page 14) to bolster cross-cutting activities relating to hygiene and sanitation.

In fiscal 2003, much of WSP's collective learning in the sector was brought to bear on the World Bank's flagship publication, the *World Development Report* (Box 5).

### Global Activities

#### Rural and Small Town Water Supply

WSP continues to be active in sharing and disseminating experiences on scaling up sustainable rural water supply services among sector professionals, both within the WSP-Bank community, through the Thematic Group network, and outside, primarily through the annual Water Week event. This event gives development practitioners exposure to the latest thinking on key issues relating to scaling up. For fiscal 2003, WSP collaborated with the Massachusetts Institute of Technology (MIT) to prepare and present a discussion paper on the factors affecting scale up of sustainable rural water supply services during the event.

WSP staff also remain active participants in the global project to explore appropriate management structures for service delivery in small towns. In FY03, the focus of this program was at the field level where extensive piloting, monitoring, and documentation is ongoing. While no global products were produced, evidence of the extent of this program of work can be seen in Chapter 3 where every region reports on significant field-based activities, all of which aim to explore, pilot, and document new ways to serve towns which are too small to attract



utility operators, yet too complex for community-based rural approaches. The global team provided support and coordination of all these activities as well as coordinating with the World Bank learning program on the same topic.

In addition to these general activities, WSP has chosen to focus the bulk of its global rural program in a major partnership known as the Global Handwashing Initiative. While sometimes serious for adults, diarrhoea can be deadly for children and contributes significantly to morbidity, poor educational attendance, and constrained economic growth. Along with other water-related diseases, including schistosomiasis and trachoma, it is most devastating among the poor and is particularly tragic where a simple intervention such as handwashing with soap could drastically reduce the case load. The Global Handwashing Initiative works through public-private partnerships to leverage the resources of private corporations to contribute to national or local handwashing campaigns. The Initiative is also leading the way in helping WSP to forge partnerships with the private sector to foster the sector's participation in international development.

At scale country handwashing programs are currently under development in Ghana, Peru, Senegal, and Nepal. By late 2003, Ghana had

#### Box 5

#### **World Development Report 2004: Making Services Work for Poor People**

This year, the World Development Report – the World Bank's premier knowledge product – focused on policy and institutional issues that impact on improving human development. In addition to health and education, water and sanitation was the third service analyzed. Recognizing WSP's unique position and experience in the sector, the Bank invited the WSP Regional Team Leader for South Asia to become a member of the report team, while one staff at headquarters was invited onto the peer review team and many other WSP staff contributed case studies and detailed comments in the drafting process.

The report team drew on WSP's work over the past several years as input into the broader framework and the chapter on water and sanitation in particular. WSP's input into the report was an important part of the Program's knowledge management output. The WSP vehicle was highlighted in the report as best practice in delivering technical assistance. The report suggests that "Possibly the biggest payoff comes when donors help generate knowledge – as when donor-financed impact evaluation studies reveal what works and what does not in service delivery, or when donors pool technical assistance resources at the client level, as in the multi-donor Water and Sanitation Program."

launched its communications campaign, and the other three countries had completed their consumer research studies and started developing communication strategies. The London School of Hygiene and Tropical Medicine, the Centers for Disease Control and Prevention, the U.S. Agency for International Development, and UNICEF are key partners in this initiative.



### Services for the Urban Poor

For poor communities living on the margins in the world's largest towns and cities, accessing services is determined by the existence of a functioning utility service provider coupled with specific approaches tailored to the needs of poor and informally settled households. For this reason, WSP's global urban program has always addressed the specific issues of concern to poor communities (development of appropriate participatory techniques for use in urban areas, the role of small-scale independent providers, alternative technologies, etc.).

Additionally, the Program looks at the broader issue of utility reform which is both effective for the consumer base as a whole, and specifically addresses performance in poor communities and for unconnected customers.

In fiscal 2003, the urban reform agenda continued to focus on addressing the requirements for up-front pro-poor research and consultation in a reforming environment. WSP followed up the successful publication of its flagship document on pro-poor transaction design with the preparation and financing of a proposal to pilot the approaches proposed (specialized willingness-to-pay studies, pro-poor mapping and consultations) in three locations (Northern Peru, Honduras, and Sri Lanka). This activity is a partnership with BNWP, the World Bank, KfW, government of Japan, and IDB. In addition, WSP launched a capacity-building project and will work with key civil society groups and consumer organizations in Africa to assist them to engage constructively with reform processes in various countries.

Finally, WSP completed the proposal and financing for a second-phase

program of the International Benchmarking Network, an activity led by the World Bank and financed by DFID. WSP will now take the lead in developing, piloting, and promoting pro-poor indicators to be used alongside more traditional utility performance indicators.

### Sanitation

The sanitation highlight for WSP in fiscal 2003 was AfricaSan, the first African Conference on Sanitation and Hygiene. The conference was organized by the South African Department of Water Affairs and Forestry, the Water Supply and Sanitation Collaborative Council, and WSP. Attended by government ministers and sector professionals, AfricaSan was crucial in generating enthusiasm and commitment to sanitation a month before the World Summit on Sustainable Development. AfricaSan clearly contributed to the adoption of a target for sanitation in the MDGs. The African conference was followed by sub-regional meetings and the South Asia Conference on Sanitation.

In response to the increasing profile of sanitation and hygiene work in the Program's portfolio, WSP appointed a global sanitation specialist in January 2003. The specialist's main tasks in fiscal 2003 were to develop a sanitation and hygiene strategy for WSP and to support regional work in sanitation and hygiene through advice and quality assurance. Since beginning its work on Strategic Sanitation Planning, WSP has been a consistent advocate of the strategic principles of (1) stimulating demand for sanitation, so that sanitation investments respond to a genuine



demand and (2) establishing an environment conducive to a sustainable sanitation industry, geared to achieving large-scale improvements in access. These and other principles of the sanitation strategy were incorporated into WSP's presentations at the Kyoto World Water Forum and continue to be discussed and debated within the Program and with its collaborators. The sanitation and hygiene strategy will identify issues for WSP to address and provide information on the comparative advantages of different regions on different issues. It will be finalized in fiscal 2004.

### **Communication**

Over the past year, GTZ and WSP have developed a partnership to support communication in the Program. This was finalized in FY03 and resulted in the appointment of a senior global communication officer in September 2002 and the launch of the WSP Global Communication Center (GCC) consisting of communication staff from around the world. The GCC has developed a work program to improve communication infrastructure and capacity; improve internal communication; and redevelop the WSP identity to better reflect the Program's mission and position in the sector. In FY03 the team:

- Initiated the process of defining a new Program identity and image.

- Conducted preparatory research for the design of the field-based and global components of the communication strategy.
- Launched a program of reorganization to strengthen WSP's internal communication processes, procedures, and outputs.
- Launched an evaluation to assess the staff's interests and communication skills.
- Revamped the Program's information sharing through monthly reports and video-conferences.

The GCC was also active in preparing materials for the World Water Forum in Kyoto and redesigned and upgraded the *ACCESS* e-newsletter, resulting in an integrated communication package for over 10,000 subscribers.

The GCC also developed a repurposing model, which includes quality assurance and product tracking components, to mine WSP's information-rich output and improve WSP's knowledge management effectiveness.

The fiscal 2004 external communication strategy will leverage this new environment and capture the force and influence of communications to support sector reform, WSP's technical and project work in the field, and WSP's leadership in the water sector.





# Regional Highlights



**Sub-regional Offices:** Nairobi, Kenya (East Africa)  
Abidjan, Côte d'Ivoire (West Africa)  
Maputo, Mozambique (Southern Africa)

**Focus Countries:** Benin, Burkina Faso, Côte d'Ivoire, Ethiopia, Kenya, Malawi, Mauritania, Mozambique, Niger, Nigeria, Rwanda, Senegal, Tanzania, Uganda, Zambia

## Africa (WSP-AF)

### What Our Clients Say

“WSP has provided ONAS with invaluable support and collaboration. Starting with the idea of the Autonomous Sanitation Development Project, WSP supported ONAS during the entire process from the feasibility study to the implementation and follow-up. The recent initiative of ‘The Public Private Partnership for Hand Washing’ is another example of the fruitful partnership of our two organizations. We look forward to a future of continued exchange of experiences and innovative ideas.”

*Alassane Dieng, Communications Officer (ONAS, Senegal)*

“The support that the Ministry of Water Resource Management and Development in Kenya received from WSP during a time when Kenya was starved of international contacts and support really created the willingness to reform.”

*Eng. David Stower, Senior Deputy Director, Ministry of Water Resources Management and Development*

### Sector Reform

In this period, Africa has witnessed a continent-wide process of political reform that is expressed in the water and sanitation sector by the African Ministerial Council on Water (AMCOW) and the involvement in the sector by the secretariat of the New Partnership for Africa Development (NEPAD). WSP-AF has been instrumental in this process and is a leading member of the activist group, the African Water Task Force (AWTF). WSP-AF staff were prominently involved in the sector discussions in the Water Dome at the World Summit on Sustainable Development in Johannesburg and played a key role in promoting sanitation ahead of the summit both through advocacy and through regional workshops (**Box 6**, page 19). WSP-AF launched its ‘Blue Gold’ series of 15 publications in three languages – showcasing effective actions and strategies that have worked at scale in the water, sanitation, and hygiene sector in Africa at the summit.

In addition to working towards the sanitation MDG, WSP-AF has continued

to work in focus countries. Conceptual thinking on sector reform has focused on financing and sanitation and hygiene.

Increasing access to finance and the effectiveness of financial tools is critical to increasing water and sanitation access. WSP-AF’s initial analysis identified weak integration between water and sanitation and Poverty Reduction Strategy Papers (PRSPs) in Africa as a key constraint. In fiscal 2003, a benchmarking review of 12 African countries has explored these and other fiscal links in more detail. Complementing this is a newly-developed methodology to assess financial flows in the water and sanitation sector. Studies completed in Kenya, South Africa, and Ethiopia show a considerable variation in the structure and efficiency of sector financing. Regional comparisons of water and sanitation sector financial flows will be completed in fiscal 2004.

In fiscal 2003, WSP-AF also launched studies on sanitation demand, marketing sanitation, developing sanitation as a business, and the implications of decentralization on sanitation.

A comparative study in Burkina Faso, Uganda, and Zimbabwe will offer information about the cost-effectiveness of different hygiene approaches likely to work at scale in Africa. Other large-scale hygiene initiatives were supported in Ghana, Rwanda, and Senegal.

At the country level, WSP-AF worked with lead agencies in Kenya to implement the institutional reforms deriving from Kenya's new Water Act (illustrating the comparative advantage of WSP to act quickly when political opportunities arise).

Ethiopia received support to address bottlenecks in the development of its national sector strategy. In Uganda, Benin, and Mozambique WSP-AF assisted in rolling out reforms within the context of sector-wide approaches as an essential component of PRSPs.

WSP-AF initiated policy support to Mauritania, in particular to support the reform process and give greater exposure to Mauritanian innovations.

### Rural Water and Sanitation

WSP-AF has continued to support the development of large-scale rural water and sanitation (RWSS) investment programs in Benin, Ethiopia, Kenya, Madagascar, Malawi, Mozambique, Tanzania, and Uganda. The Programs' main thrust is to take demand-responsive approaches to scale.

The focus of WSP-AF's rural learning operations has been to launch a new Rural Water Supply Network (RWSN), the successor to the longstanding Handpump Technology Network (HTN). RWSN and WSP-AF will work on three key themes: the development of effective supply chains, low-cost drilling, and small community and household water

systems. The network and a three-year program of action were launched at a global meeting co-hosted by WSP-AF in Durban, in June 2003.

Other highlights include: a review of institutional arrangements in Zambia; a review of the Republic of South Africa's Masimbambane Program (the largest rural water supply program in Africa); support to the development of monitoring systems in Mozambique and Malawi; co-hosting of a meeting on supply chains supporting the treadle pump in Niger; an assessment of the potential role of microfinance in Uganda, Zambia, and Benin; training in Participatory Hygiene and Sanitation Transformation (PHAST) techniques in West Africa; and an assessment of the role of social investment funds in rural water supply and sanitation in Ethiopia and Malawi.

### Small Towns Water and Sanitation

The problem of poor water and sanitation services in small towns is endemic and growing in Africa; small towns are neither an attractive market for urban utilities nor within the scope of interventions designed for rural communities.

WSP-AF's small towns activities in fiscal 2003 were built on the recommendations of the International Conference on Small Towns, which was co-hosted by WSP-AF in Addis Ababa in June 2002. WSP-AF disseminated extensive documentation of this major global meeting and has supported country implementation of different management approaches in Niger, Uganda, Malawi, and Mozambique. A Ugandan model, whereby small-scale contractors manage an aggregation of small towns, appears highly effective and has been accepted as national policy.





WSP-AF led a study tour to Uganda from West Africa and is documenting the Uganda experience.

### **Urban Water and Sanitation**

WSP-AF has been a regional leader in identifying and addressing strategic institutional, financial, and social issues affecting water and sanitation services for Africa's growing urban poor. Its urban poor work has two foci: small-scale service providers and pro-poor utility reform.

WSP-AF's pioneering investigations into the significant but unrecognized role that small-scale organizations play in providing services to the poor in African cities is being followed up with city authorities to propose practical actions to improve service delivery from these providers. In Kibera, the largest informal settlement in Kenya, WSP-AF completed a review of regulatory options and initiated an action research project that resulted in the establishment of an independent, self-regulating association of water kiosk owners.

The Water Utility Partnership (WUP) is WSP-AF's lead partner in promoting pro-poor utility reform. A web-based toolkit of ideas and actions for serving the urban poor is operational and a complementary publication, documenting best practices has been published. A proposal for further development of WUP's urban poor work

Box 6

### **FOCUS – AFRICA**

#### **Building Momentum to Meet Africa's MDG Challenge**

The formation of the African Union and the active New Partnership for African Development (NEPAD) provided the political leadership to encourage Africans to take charge of their own affairs and to promote better governance. Better management of Africa's water resources and improved provision of water supply and sanitation services have been prominent themes in this dialogue. WSSD provided a platform on which water and sanitation (with the agreement to establish a specific sanitation MDG) took center stage.

The dialogue, initially stimulated by the Africa Water Task Force (AWTF, a grouping of prominent activists from African water agencies), is now being led by AMCOW which has established five sub-regional chapters, a technical secretariat, and has received financial support from the European Union and CIDA. The African Development Bank, designated to take the lead in NEPAD infrastructure activities, has developed NEPAD investment plans and is creating an African Water Facility (AWF) to increase sector finance. Momentum is building to lay out national roadmaps to achieve the water and sanitation MDGs.

WSP-AF has used its established field network of water and sanitation specialists to play a support role in all these African-owned processes. At the World Summit, WSP-AF made a substantial contribution to the success of the Water Dome: staff managed key sessions; the AfricaSan initiative promoted the creation of a sanitation MDG; and staff managed a sanitation advocacy campaign, including messages on rolls of toilet paper delivered to the world leaders attending the Summit. Within the AWTF, WSP-AF has promoted water and sanitation themes and assisted in the design of the African Water Facility.

WSP-AF is currently facilitating a series of sub-regional meetings to discuss the status of the water and sanitation MDGs and to share experience in tools and approaches. The first of these meetings for Southern African countries, held in partnership with SADC in Gaborone, stimulated discussion on key sub-regional challenges, promoted the development of country-owned water and sanitation MDG plans, and identified key components of sub-regional support activities to be coordinated by SADC.

While Africa has a long way to go to overcome its economic decline and create a modern infrastructure, the momentum in this sector is creating some of the necessary conditions for future progress.

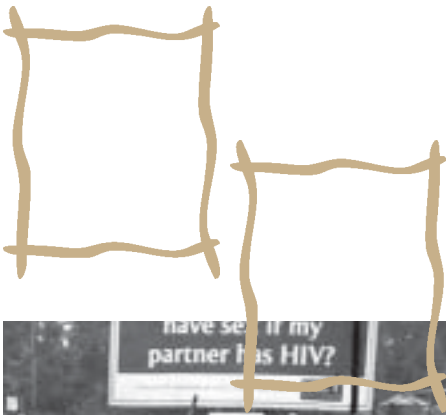
has been prepared. In partnership with the Bank-Netherlands Water Partnership (BNWP), WSP-AF has initiated a project with urban civil society and consumer organizations to promote informed consumer voice within reforms. Pilot projects are underway in Zambia and Senegal. WSP-AF has initiated pilot operations on small-piped sanitation systems in Dakar, Senegal, and on-site sanitation facilities in Niamey, Niger, within the context of large bank-financed investment projects.

**Management, Staffing, and Partnerships**

In fiscal 2003, WSP-AF had operations in 14 countries spread across three sub-regions: East, West, and Southern Africa. WSP-AF launched its field office in Maputo, Mozambique, in May 2003, initiating a new hub for its operations in Southern Africa. WSP-AF's management strategy is to post its thematic specialists in regional hubs, while in-country staff engage with clients and facilitate local processes. WSP-AF has increased capacity and built partnerships by encouraging secondments — the use of Junior Professional Officers (JPOs) and intern staffing arrangements.

WSP-AF has also strengthened its team by adding a communications specialist. Management interaction among WSP-AF offices and country advisors was maintained through monthly video or teleconferences; the staff came together at mid and end-of-year meetings for business and team-building. Meanwhile, civil unrest in Abidjan, Côte d'Ivoire has forced WSP-AF to move its operational hub to Dakar, Senegal.

WSP's strength in Africa derives from its diverse and long-established network of partners and its close links with lead sector agencies in focus countries. In fiscal 2003, WSP-AF received support from Austria, Belgium, Canada, Denmark, France, Netherlands, Norway, Sweden, Switzerland, the United Kingdom, and UNDP and entered into a new financing agreement with Ireland. A program of collaboration has been established with SADC's (Southern African Development Community) Water Division (now in Gaborone, Botswana).



A meeting of the Africa Regional Advisory Committee (RAC), chaired by Patrick Kahangire of Uganda, and comprising all WSP-AF's major stakeholders, was held in Dakar in October 2002, and provided an opportunity to elicit feedback from the Program's clients, financial supporters, and strategic partners. The meeting resolved that WSP-AF should enter into memoranda of understanding with lead agencies in focus countries to strengthen accountability and clarify local coordination arrangements.

## Selected Activities

### Finance

- Strengthening integration of water and sanitation in PRSPs
- Benchmarking review of financing in 12 countries
- Assessing water and sanitation financial resource flows (Kenya, Ethiopia, and RSA)
- Study of the performance of social funds in Africa
- Study on the potential of microfinance in the water and sanitation sector

### Sanitation and Hygiene in Africa

- Reviews of key aspects of sanitation: demand, marketing sanitation as a business, and decentralization
- Study of the urban soap market in Senegal
- Study on cost-effectiveness of hygiene in three countries

### Rural

- Support for policy development and rollout of rural investment programs in Benin, Ethiopia, Madagascar, Malawi, Mozambique, Tanzania, and Uganda
- Post-construction (operation, maintenance and monitoring) models developed for Malawi and Mozambique
- PHAST training in West Africa
- Support to the new Rural Water Supply Network (RWSN) in Africa

- Hosting a global meeting of the HTN, launching the new RWSN network around three themes
- Regional meeting on treadle pump supply chains in Niger
- Studies of supply chains in three countries

### Small Towns

- Development of small town WSS management models
- Publishing the proceedings of June 2002 global workshop on small towns
- Documenting the Uganda performance and management contracts

### Urban

- Web-based toolkit on services for urban poor and good practice document
- Continued support for WUP urban poor activities
- Supporting peri-urban investment development in Burkina, Kenya, and Uganda
- Capacity building and policy support for small-scale private providers of urban services in Benin and Kenya
- Investment support for small-piped sanitation systems in Dakar, Senegal, and for on-site sanitation in Niamey, Niger
- Capacity building of civil society and consumer groups to participate in reforms

**Regional Office:** Jakarta, Indonesia

**Focus Countries:** Cambodia, Indonesia, Lao People's Democratic Republic, the Philippines, Vietnam

## East Asia and the Pacific (WSP-EAP)

### What Our Clients Say

"We are pleased with the support provided by WSP-EAP in Indonesia through the AusAID-financed WASPOLA Project for our policy reform process. We have seen for ourselves how WSP has supported similar processes in other countries in the region, particularly in Lao PDR. We have shared the experience and lessons of our Lao colleagues through cross-visits and regional events organized by WSP-EAP. Here in Indonesia we have worked through the WASPOLA process to reach agreement on a new national policy for community-managed water and sanitation services. We are currently testing this policy framework with local governments, and we look forward to a continuing collaboration with WSP to assist us with implementing the policy in Indonesia."

*Basah Hernowo, Director of Human Settlements and Housing, National Development Planning Agency, BAPPENAS, Government of Indonesia*

### Sector Reform

Sector reform continues to underpin the WSP-EAP regional program. In fiscal 2003, the MDGs became an important driver of reforms in the region, and we are increasingly supporting policy analysis and policy change in all five of our focus countries. Support is built on the following principles:

- Inclusive processes of analysis and conceptualization led by national stakeholders are more robust than rapid, 'consultant-driven' policy preparation.
- Programs work better when they are linked to broader processes of political change and decentralization.
- To be effective, policy analysis must result in strategic planning and large-scale investments.
- Demand-responsive approaches and the Dublin Principles are vital elements in national policy and local implementation approaches.

In partnership with AusAID, the Water and Sanitation Policy Formulation and Action Planning Project (WASPOLA) in Indonesia has assisted the Government of Indonesia in developing a national policy framework for community-based water and sanitation services in the context of a rapidly evolving political environment and a dramatic process of decentralization. WSP-EAP with AusAID support now focuses on helping translate the policy into action at the

district level. In Lao PDR a highly effective process of nationally-led policy formulation supported by WSP-EAP and SIDA has enabled donor agencies to support the sector within a clear national policy and strategic framework. The Program continues to support the policy implementation process through participatory assessments and action research, with an expanded focus on small towns and urbanizing areas.

A similar process is underway in Cambodia, where the Council of Ministers has approved a water and sanitation policy framework that was developed by a national working group with support from WSP-EAP.

The learning program initiated under the AusAID-assisted Water Supply and Sanitation Performance Enhancement Project (WPEP) in the Philippines produced practical recommendations for improving water and sanitation investments and has enhanced collaboration among the many government departments involved in the sector. This inter-agency partnership is expected to lead to improved capacity to respond to sector challenges.

WSP-EAP staff contributed extensively to the preparation of PRSPs and National Poverty Eradication Plans in Lao PDR, Indonesia, and Vietnam, and the World Bank Country Assistance Strategy 2004-2006 in Indonesia.



### **Rural Water and Sanitation**

Building on sound policy reforms, WSP-EAP selectively supports major investments in rural water and sanitation where these operate at scale and are likely to achieve significant, national-level impacts on rural health and productivity. In Indonesia, WASPOLA uses field trials within ongoing and new large-scale projects financed by GTZ, KfW, UNICEF, and the International Development Association (IDA) to demonstrate the impact of policy changes and guide the formulation of project rules.

WSP-EAP also manages the Second Water and Sanitation for Low Income Communities Project, financed by IDA and AusAID, which channels funds and technical assistance for water supply, sanitation, and hygiene improvement directly to rural communities in seven provinces. The regional team is leading the design of a similar project in Vietnam.

In Cambodia, WSP-EAP established a strategic alliance with the Ministry of Rural Development and the NGO Partners For Development (PFD) to pilot and demonstrate aspects of Cambodia's new rural water and sanitation sector policy framework through PFD's ongoing rural development program in Steung Treng and Kratie Provinces. The rural policy and demonstration work is providing guidance for the formulation of a proposed rural water and sanitation credit from the Asian Development Bank.

In Lao PDR, the Program supervises the water and sanitation components of the IDA-financed Provincial Infrastructure and the Luang Namtha Provincial Development Projects, and supports preparation of the Lao PDR Agricultural Development Project. The Program also promotes appropriate project rules through ex-post evaluation of investment projects, such as those undertaken in the Philippines.

### **Small Towns Water and Sanitation**

Small towns are the fastest growing settlements in East Asia, yet water and sanitation services lag behind; national policies for these communities are weak and investment levels are low. Small towns – typically too complex to be well managed by community groups, but too small to be financially viable for professional utilities – present particular challenges for service providers. WSP-EAP is a leader in research on small town management models. As a part of a global small towns learning initiative, studies of water supply management models are being undertaken in Vietnam, Lao PDR, and the Philippines, followed by national consultations to identify improved strategies and resources for small town water services. The Vietnam and Lao PDR study findings are linked to pilot work that will support the design of proposed large-scale investments, while those in the Philippines will contribute to



the government's intended exercise in benchmarking utility performance.

WSP-EAP, in partnership with the Public-Private Infrastructure Advisory

Facility (PPIAF), the World Bank, and Swiss Agency for Development and Cooperation, is carrying out pilot schemes in Vietnam to demonstrate models for public-private partnership in small towns. The findings will inform the design of a larger IDA-funded investment project.

Box 7

## FOCUS – EAST ASIA PACIFIC

### Looking the MDG Challenge in the Eye

The unprecedented scale of effort and accountability for impact on poverty that the Millennium Development Goals demand began to come into sharp focus just during fiscal 2003. Against this perspective, WSP-EAP organized its annual regional conference in February 2003 on the theme “Translating the MDGs into action through water supply and sanitation,” as the first step toward building common understanding and ownership of the Millennium goals and targets among national clients and national and international partners.

Sixty key professionals dealing with water supply and sanitation issues in six East Asian countries came together for three days in Rayong, Thailand, to review past sector experience in view of the new MDG goals, take stock of their country situations, try to define their country-specific horizons for year 2015, and identify priority first steps to get there.

#### Conference Objectives:

- Collectively understand how improving WSS can contribute to achieving various MDGs in East Asia
- Identify implications of achieving the MDGs for sector strategies and modes of operation including synergies with other sectors in EAP
- Identify challenges in EAP in order to reach the MDGs for WSS
- Identify how WSP can best help efforts to achieve the MDGs in East Asia

Conferees agreed early that the real issue was not just achieving the WSS targets inherent in MDG # 7 (*Ensure environmental sustainability*), but how WSS interventions must be designed and targeted in this new millennium to maximize impact on all other MDGs, and thereby reduce overall poverty. The conference then prioritized areas where WSP support was most needed in East Asia and the Pacific to reach the MDGs related to water supply and sanitation:

- Develop national MDG indicators and baseline data, which can then be used to develop national MDG action plans
- Coordinate donor support for WSS, through MDG action plans and targets, and national strategies and plans for poverty eradication (Poverty Reduction Strategy Papers, National Poverty Eradication Plans)
- Formulate, implement, and monitor national sector strategies for WSS, spanning both rural and urban sectors

In response, country MDG conferences and workshops with wide stakeholder engagement have been scheduled during fiscal 2004, in Cambodia, Indonesia, Lao PDR, the Philippines, and Vietnam.

### Urban Water and Sanitation

WSP-EAP has developed a small but diverse program of interventions in urban water and sanitation. Urban sanitation remains an increasingly formidable challenge for the region. In Indonesia, the AusAID-assisted Sanitation by Communities Project (SANIMAS) is using demand-responsive approaches to assist low-income urban communities improve sanitation. The project works with seven self-selected municipalities in East Java and Bali that share the costs of the pilot work and use the outcomes to formulate city-wide sanitation programs.

While Vietnam receives considerable external assistance for large urban infrastructure development projects that purport to improve the lives of the poor, little has been done to assess their actual impact. WSP-EAP completed participatory action research involving local water utilities in five projects to assess poverty outcomes and identify project design improvements from the viewpoint of the poor.

WPEP in the Philippines completed two studies that focus on urban water and sanitation services. A study of small-scale independent water providers looked at the relationships and comparative advantage of these providers and two large concessionaires in Metro Manila. The urban sewerage and sanitation study examined constraints in expanding



sanitation services from the perspectives of both the service providers and consumers. These studies directly contribute to national and local sector policy reform and strategy formulation.

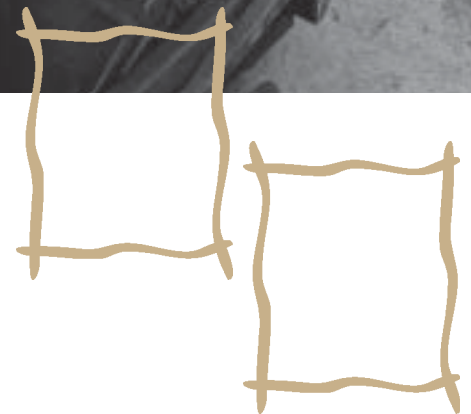
### **Management, Staffing, and Partnerships**

WSP-EAP continues to foster regional and international dialogue (**Box 7**). At the 2003 Water and Sanitation Forum in Washington, DC, WSP-EAP staff presented a number of case studies stemming from our regional work, including a study of private sector participation in rural water supplies in Cambodia and Vietnam, and participated as panelists for training and discussion forums.

A key activity for the region is mainstreaming gender and targeting poverty in the provision of water and sanitation services. WSP developed the necessary tools to ensure that gender and poverty are taken into account in the design and implementation of projects. The current challenge is to put these tools to effective use on a large scale. WSP provides training and technical support to two World Bank-financed projects in Indonesia (the Second Kecamatan Development Project and the Second Water and Sanitation for Low Income Communities Project) and one in Lao PDR (The Provincial Infrastructure Project).

WSP-EAP maintains National Advisory Groups, comprising leading players from a broad array of institutions in the focus countries, to provide advice and exchange learning on Program initiatives. Key national partners include the Ministry of Rural Development and Partners For Development in Cambodia; the National Development Planning Agency, the Ministry of Health, and the NGOs Yayasan Dian Desa, Bremen Overseas Research and Development Association, and CARE in Indonesia; the National Water Supply and Environmental Health Program, Water Supply Authority, Urban Research Institute, and Department of Housing and Urban Planning in Lao PDR; the Department of Interior and Local Government and the National Economic and Development Authority in the Philippines; and the Center for Rural Water Supply and Sanitation and the Vietnam Water and Sanitation Association in Vietnam.

WSP-EAP receives support and manages bilateral assistance from Australia, Luxembourg, the Netherlands, Switzerland, and the United Kingdom. Regional operations are managed from Jakarta, Indonesia, with country offices maintained in Cambodia, Lao PDR, the Philippines, and Vietnam. WSP-EAP comprises 15 professional staff with skills spanning engineering, economics, planning, the social sciences, law, and communications.



## Selected Activities

### Cambodia

- Advisory support for development of a rural water and sanitation policy framework and implementation strategy, now endorsed by the Council of Ministers
- Participatory assessments of PFD's rural water and sanitation program in Steung Treng and Kratie Provinces
- Participatory assessment skills training for Cambodian facilitators and trainers
- National Workshop on Strategies for Implementing the RWSS Policy Framework

### Indonesia

- Water Supply and Sanitation Policy Formulation and Action Planning Project (WASPOLA: AusAID supported)
  - Advisory support for development of a national policy framework for water and environmental sanitation
  - A series of field trials to test and demonstrate aspects of policy reform, in cooperation with large-scale programs and projects, including UNICEF in West Java; the World Bank-financed Second Water and Sanitation for Low Income Communities Project in Nusa Tenggara Barat (NTB); community-managed policy trials with local governments in four provinces; and GTZ and KfW in Nusa Tenggara Timur (NTT)
  - Water and sanitation sector website and associated communication materials
  - Training of field teams and

orientation for policymakers in participatory assessment methods

- Case studies and evaluations, including comparison of conventional and participatory methods of evaluation in Wonosobo, Central Java; evaluation of RWSS projects on Flores Island, NTT Province; and participatory assessment of five large-scale RWSS projects
- Sanitation by Communities Project (SANIMAS: AusAID supported)
- Second Water and Sanitation for Low Income Communities Project (IDA-financed)
- Water and Sanitation Sector Discussion Forum
- Technical support for design and supervision of World Bank-financed projects: Kecamatan Development Project, Urban Poverty Project, Initiatives for Local Governance Reform Project, and Support for Conflict Ridden Areas Project
- Training of trainers in participatory assessment for the Second Water and Sanitation for Low Income Communities Project and the Kecamatan Development Project

### Lao PDR

- Participatory assessment of the use and sustainability of RWSS services, followed by a national workshop to share findings
- Lao PDR Hygiene Situation Report and Sector Forum
- Sector forum on hygiene promotion through mass media
- Small town management models field study and national consultation

- Private sector mapping study
- Development of a "sanitation ladder": a tool for making informed choices among sanitation technical options by rural communities
- Support for preparation and supervision of three IDA-financed projects: Luang Namtha Area Development Project, Provincial Infrastructure Project (the WSP-EAP-developed "HASWAS" component was cited as a best practice by the World Bank), and Agricultural Development Project

### The Philippines

- Water and Sanitation Sector Performance Enhancement Project (AusAID assisted)
  - Small-scale independent providers of urban water services study
  - Urban sewerage and sanitation study
  - Small towns water supply management models study
  - Rural water: models for sustainable development and sector financing study
  - Four Field Notes summarizing the outcomes of these studies

### Vietnam

- Preparation of proposed, IDA-funded Rural Water and Sanitation Infrastructure and Health Improvement Project
- Participatory assessment of the impact of large-scale urban water and sanitation projects on the poor
- Co-financing and technical support for the Design-Build-Lease Pilot Project (PPIAF-funded)

**Regional Office:** Lima, Peru

**Focus Countries:** Bolivia, Peru,  
Nicaragua, Honduras, Ecuador

## Latin America and the Caribbean (WSP-LAC)

### What Our Clients Say

“The water and sanitation sector is much more than just an engineering issue, it is a development issue which involves community participation, utilities’ sustainability, and environmental care. Under this perspective, WSP-LAC plays a key role in the development and promotion of alternatives that combine community empowerment, adequate services management, and environmental preservation. WSP-LAC contributes to knowledge generation, dissemination of information, and exchange of experiences among countries, in order to benefit especially the poor.”

*José Barragán, Vice Minister of Basic Services, Bolivia*

“WSP-LAC plays an important role as a knowledge and information exchange platform that benefits all allies and partners from cooperation agencies, as well as those from the water and sanitation sector in the Andean Region. WSP-LAC publications are a tool for disseminating and sharing world-wide the best experiences from the Region.”

*Jean-Bernard Parenteau,  
First Secretary (Cooperation),  
Embassy of Canada in Peru*

### Sector Reform

In Latin America, WSP remains a central player in the sector. In fiscal 2003, WSP-LAC provided support to the Peruvian government in identifying models for the decentralized provision of water and sanitation services to rural communities and small towns. An ongoing activity has been the strengthening of the Sector Coordination Group, comprised of key public and private sector institutions. Led by WSP-LAC, the Group works as a consolidated instrument to share knowledge and influence policy developments in the sector.

In coordination with the sector authority in Ecuador, WSP-LAC has been actively promoting the creation of a National Sector Coordination Group which could become a unifying force amongst field projects, NGOs, local governments, and cooperation agencies.

In Honduras, as part of a joint effort with the Pan American Health Organization (PAHO), the Swiss Agency for Development and Cooperation (SDC), the Inter-American Development Bank (IDB), USAID, and members of the Sector

Supporting Group — the local water and sanitation network, WSP-LAC has contributed to the execution of a water and sanitation sector analysis, which includes financing the appraisal of rural and urban water and sanitation services. The analysis was used as input to the debate around a proposed new Drinking Water and Sanitation Law, which defines roles and responsibilities among the new regulative and normative entities, service providers, and users. Congressional approval of the law means that the sector can now move ahead with planned reforms.

In Nicaragua, WSP-LAC, SDC, and the World Bank are contributing to the feasibility analysis of transferring a US\$20 million rural water and sanitation portfolio to the Social Investment Fund (FISE). WSP-LAC provided technical assistance to prepare an action plan aimed at defining the operational, legal, and financial reforms needed by the Social Investment Funds to implement its water and sanitation role in Nicaragua’s Country Strategy for Poverty Reduction.

### Rural Water, Sanitation, and Hygiene

In Peru, WSP-LAC was committed to continuously providing technical assistance to the Vice-Ministry of Sanitation in implementing the National Rural Water and Sanitation Programme (PRONASAR), financed by the World Bank. Approaches and lessons learned from other projects have been included, including accreditation mechanisms for service operators from the PROPILAS (Proyecto Piloto de Agua Potable Rural y Salud Comunitaria) pilot project and alternatives for self-financing through microfinance from a CARE pilot project. Additionally, WSP-LAC has published and disseminated a general assessment on alternative user-financed models in rural water and sanitation.

With the success of the PROPILAS pilot project's first phase, the steering committee has decided to initiate the second phase. WSP-LAC is supporting this process by focusing on the role of the municipality as a key player for achieving sustainable rural water and sanitation supply services and on the training and accreditation of technicians and professionals in hygiene education, services management, operations, and maintenance.

Gender and equity in rural water and sanitation projects remain challenging in the region; WSP-LAC widely disseminated an experience-based handbook on methodologies and tools for gender mainstreaming in water and sanitation projects. The handbook has stirred the interest of several institutions at a regional level and rural sector representatives who could apply the handbook's tools in their projects.

In Bolivia, WSP-LAC has continued supporting the Basic Services Vice Ministry through the execution of a study on sustainability of rural water and sanitation projects. Investment sustainability requires that communities manage and maintain systems efficiently, the study identifies several institutional mechanisms that can promote this.

In Nicaragua and Honduras, WSP-LAC is assisting the World Bank-supported Social Investment Funds to implement community-driven water and sanitation projects in dispersed rural areas, following the PROPILAS model developed in the Andean Region. In both countries WSP-LAC has assisted with the launch of pilot programs for rural water and sanitation services.

In Peru, a handwashing initiative was launched consisting of a partnership formed by 21 institutions committed to the improvement of the quality of life of Peru's poorest families. The initiative is being led and facilitated by an executive committee comprised of the Peruvian Health Ministry, USAID, SDC, the broadcasting company RPP, and WSP-LAC.

A coordinator is responsible for proposing and executing the business plan for the design and further implementation of a communication campaign, including both mass media and direct consumer contact. The first step was initiation of a rigorous consumer behavior study that will provide a baseline on diarrhoea. An important aspect of the Peruvian initiative is that it was conceived to build on existing programs across the country. The educational program will be addressed to five million women from



low-income families, the caretakers of 2.4 million children under five.

In alliance with the Sector Coordination Group, the Pan-American Center for Sanitary Engineering and Environmental Sciences and with the financial support of SDC, WSP-LAC launched the first international fair on hygiene education materials in Peru. Participants, representatives from different Latin American countries, learned the most recent approaches in hygiene education. This event raised awareness among professionals and the general public on the importance of hygiene education in water and sanitation projects.

#### **Small Towns and Sanitation**

In fiscal 2003, the Canadian Development Agency approved funding of a three-year pilot project for small towns in Peru (**Box 8**). The Small Towns Pilot Project Steering Committee – comprised of members of the Peruvian Sanitation Vice Ministry, CIDA, and WSP-LAC – is currently selecting municipalities and operators to participate in this initiative.

#### **Urban Water and Sanitation**

In Peru, the documentation and dissemination of the European Union-supported water supply project for Lima's

Box 8

#### **FOCUS – LATIN AMERICA AND THE CARIBBEAN**

##### **Pilot Project for Improving Water and Sanitation Services Quality and Sustainability in Peruvian Small Towns**

Nearly 3.7 million people live in the small towns of Peru. However, water supply and sanitation services in these localities are deficient: small towns are neither an attractive market for urban water companies, nor are they part of the interventions addressed to rural communities. Local capacities are weak and municipal resources scarce; low income families are commonly denied access to appropriate services. Service delivery problems include deteriorating infrastructure, high levels of unaccounted-for water, inappropriate management of services, and lack of timely operations and maintenance.

In Fiscal 2003, CIDA approved the funding of a pilot project proposed by WSP-LAC in coordination with the Peruvian Vice-Ministry of Sanitation. The objective of the project is to improve the health and living standards of small town dwellers through access to quality and sustainable water and sanitation services. The project will test alternative management models which will be identified by municipalities and users. Lessons from this experience will contribute on a large scale through the development of national policies and regulations for water and sanitation services in small towns.

#### **Key Players**

The project cycle has three phases: local service assessment and project promotion; implementation of new management model; and analysis, evaluation, and dissemination. The process will be led by municipalities who will retain responsibility for whatever arrangements are implemented, supported by users, services operators, support institutions and WSP-LAC. The project aims to draw in small and medium-sized local enterprises to take on service delivery in participating towns. It will work directly with 11 municipalities in the rehabilitation of services, in order to validate the new management models and provide technical assistance to 12 municipalities to replicate the new models.





peri-urban areas has encouraged the water utility SEDAPAL to prepare a project for the extension of water and sanitation coverage to Lima's shanty towns. Financing was approved by the World Bank as an extension of a supplementary credit. The US\$20 million credit granted to SEDAPAL will benefit 130,000 inhabitants of peri-urban areas, and the coverage expansion process will last three-and-a-half years. The project — designed with WSP-LAC technical assistance — includes a service management model at the neighborhood level and alternative low-cost technologies, such as the condominial model promoted by WSP-LAC in Peru and Ecuador. During fiscal 2003, the project began a study on hygiene practices of the potential beneficiaries; it covers such crucial issues as access to water and its usage, excreta disposal and handwashing, food pollution, and level of community participation and organization.

In Ecuador WSP-LAC has continued promoting the condominial technology as a low-cost alternative to conventional approaches which can enable the poor to access appropriate services. In coordination with the main sector authority, WSP-LAC held a workshop to explain the condominial technique to professionals, mayors, and representatives of NGOs and public institutions. In addition, WSP-LAC supported a study trip to El Alto, Bolivia, for representatives of the Vice Ministry of Sanitation and other key Ecuadorian institutions to show how the private concessionaire uses condominial technology in the field as a standard for

providing services to low-income families.

In Central America, efforts have begun to support the implementation of the pro-poor urban sector reform in Honduras, but a delay in the approval of the proposed National Drinking Water and Sanitation Law significantly affected progress.

### **Partnerships, Staffing, and Management**

WSP-LAC saw a number of positive developments in fiscal 2003; in Peru the public-private partnership to promote handwashing with soap initiated its first phase and new CIDA funding for small towns was secured while continuing support from SDC meant that operations could recommence in Central America after a long break.

The scale of interventions in Bolivia was reduced in this period due to a reduction in funding, but focus activities were maintained, principally to strengthen the Caudal Association — the water and sanitation institutional consortium — whose members are public and private organizations, including the Bolivian Basic Services Vice Ministry.

Fiscal 2003 was however very busy in the new Central American hub. With financial support of SDC, WSP-LAC appointed a coordinator to lead operations in Honduras and Nicaragua, the high-priority countries in Central America. Activities will gradually be expanded to Guatemala, El Salvador, Costa Rica, and Panama.

A new Regional Team Leader and a Regional Communications Specialist were also appointed in this period.



## Selected Activities

### Urban Water and Sanitation

- Technical assistance to Lima's water utility SEDAPAL coverage expansion project — approved and financed by the World Bank
- Assessment initiated on hygiene practices and perception of potential beneficiaries of SEDAPAL project
- Workshop on condominal technology focused on the technical design and social intervention required to apply this model in a SEDAPAL project aimed to reach Lima's shanty towns with quality water and sanitation services
- Workshop on condominal technology held in Quito, Ecuador, to promote and facilitate the condominal technique among professionals, mayors, and representatives of NGOs and public institutions
- Study trip to El Alto, Bolivia, for representatives of the Ecuadorian Drinking Water and Sanitation Vice Ministry and other key institutions to observe how the private concessionaire uses condominal technology as a standard for providing services to low-income families
- Support to pro-poor urban reform in Honduras
- Urban services appraisal in Honduras contributing to approval of the new Drinking Water and Sanitation Law
- Participation in the workshop on Water Sector Modernization in Central America held in San Jose, Costa Rica, and organized by the World Bank, Public-Private Infrastructure Advisory Facility (PPIAF), and the Costa Rican Government

### Rural Water and Sanitation

- Technical assistance to the Peruvian Sanitation Vice-Ministry in implementing PRONASAR, the national RWSS project
- Assessment of alternative user-financed models for RWSS in Peru — publication and dissemination
- Support to the Peruvian water sector in the design of a decentralized Sector Information System (SIS); elaboration of proposal in process
- Technical assistance to the PROPILAS pilot project financed by SDC in the systematic documentation of its first phase; publication and dissemination of lessons learned beyond the Andean Region
- Support to the documentation process of the PROPILAS pilot project second phase
- Study undertaken in Bolivia on key factors in investment sustainability in rural water and sanitation projects
- Assistance to the Social Investment Funds in Nicaragua and Honduras in implementing community-driven water and sanitation projects, following the PROPILAS model from the Andean Region
- Field Note on rural water micro-metering in El Salvador

### Small Towns

- Support to Peruvian Government in developing and applying policies and alternative business models for water and sanitation service provision in small towns
- Launch of Small Towns Pilot Project in Peru
- Workshop on improving sanitation services in Latin American small

- towns held in Cusco, Peru, and organized by the Environmental Health Project, the Pan American Health Organization, and WSP-LAC
- Workshop on new approaches for sanitation in Central American small towns held in Tela, Honduras, and organized by EHP, PAHO, and WSP-LAC

### Cross Sector and Networks

- Publication of first issue of Chac Bulletin, the Honduran Sector Support Group Newsletter
- Publication of Cuenta Gotas, the Central American Network Newsletter
- Support in launching websites for the water and sanitation networks in Honduras, Nicaragua, Guatemala, and El Salvador
- Publication of three issues of Bulletin Agua, the Peruvian Sector Coordination Group Newsletter
- Publication of the third issue of Caudal Magazine, edited by the Caudal Association in Bolivia (the water and sanitation institutional consortium)
- Publication and dissemination of handbook on methodologies and tools for gender mainstreaming in water and sanitation projects
- International workshop on gender mainstreaming
- Event to present Global Handwashing Initiative and start this initiative in Peru
- Handwashing Consulting Committee met to strengthen public-private partnership in Peru
- International Fair on Hygiene Education Materials held in Peru
- International Fair on Methodologies for Hygiene Education in RWSS projects held in Bolivia

**Regional Office:** New Delhi, India

**Focus Countries:** Bangladesh, India, Pakistan

## South Asia (WSP-SA)



### Sector Reform

“Do not fix the pipes, fix the institutions that fix the pipes”. This statement captures the focus of WSP’s work program in South Asia where no city has a 24-hour, continuous water supply; on an average, only 10 percent of wastewater is treated; access to sanitation facilities is limited; and hygiene practices are poor. The burden of these failures falls disproportionately on poor people; the traditional response by policymakers has been to invest and reinvest in hardware. However, ‘bricks and mortar’ are not really the problem; the real challenge is to increase the accountability of institutions to their customers for more effective delivery of water and sanitation services.

Governments across South Asia are increasingly trying to ensure that bricks and mortar are being laid by institutions that are accountable to citizens. In this context, WSP-SA engages in advocacy and technical assistance to support national, state, and local governments to promote the institutional reform agenda. These services involve accessing experts and best practices – local and global; holding strategy workshops; helping design legislation, fiscal instruments, and the overall institutional framework for service delivery; and supporting systems of monitoring and evaluation to actively learn from ongoing reforms.

WSP-SA is also committed to assisting clients in scaling up the

practical lessons learned from these experiences into major city- and state-level programs.

### Rural Water and Sanitation

In India, fiscal 2003 was a year of significant changes in the national policy on sector reform, with the central government scaling up its pilot Sector Reform Program to a nationwide program called Swajaldhara. This shift now moves the policy focus in the rural water and sanitation sector from piloting the demand-driven approach at local level to the transformation of rural water and sanitation institutions at the state and national level. Finding ways to create incentives for sector-wide shifts is essential to the scale-up of service delivery. WSP-SA is supporting the national government in the design and implementation of its new framework. This will include the design of the sector reform plan at the state level as an input into the Memorandum of Agreement between the center and the states on reform of the RWSS. This programmatic approach to sector reforms is unique across South Asia and is comparable to the approach taken by Australia to drive sector reforms.

WSP-SA is supporting a comprehensive monitoring and evaluation system for RWSS. The system will be piloted in two states next year. As in the past, the Program continues to

provide support to selected state governments on the implementation of reforms. Based on its regional experience, WSP-SA supported the Government of Maharashtra to take a fresh look at its approach to rural sanitation and supported the state in developing a strategy focused on eliminating open defecation.

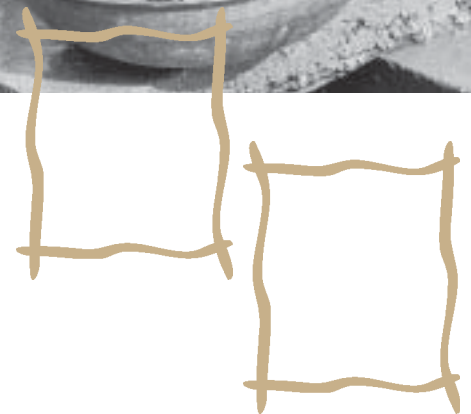
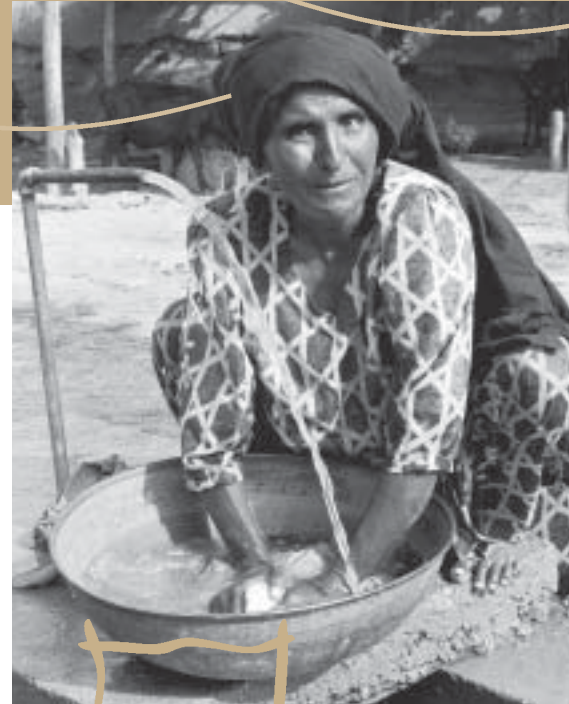
This marks a major change from the traditional supply-driven focus on latrine construction and builds on the Total Sanitation Campaign of the Government of India. The approach is based on igniting behavioral change, shifting focus from individuals to communities, and not being prescriptive on technology. The strategy is currently being piloted in Ahmednagar and Nanded districts and has been adopted in the World Bank-funded RWSS Project in Maharashtra. WSP-SA has launched a major learning exercise through a randomized evaluation.

In Pakistan, the design of the decentralization program has been comprehensive and the legislation passed on decentralization sets out the framework for reforming the water and sanitation sector. WSP-SA has provided significant technical assistance in support of this policy change. The next stage of taking the new framework into implementing institutional change in the Water and Sanitation Sector has been slow. In this context, WSP-SA has focused on advocacy and support of

investment pilots in the context of the new framework. In particular, WSP-SA has continued to provide critical support to the bank-assisted Azad Jammu and Kashmir Community Infrastructure and Services Project that became effective in September 2002. The support has focused on bringing good practices from other parts of the country and region to the project, especially for decentralized service delivery. In the Dera Ismail Khan pilot, WSP-SA has been working with the local government on the potential for regional management of multi-village-based systems.

In Bangladesh, the context is one where pilots and projects are driving the emergence of a policy framework. Ideally, a sound policy framework would drive successful projects, but in the context of the arsenic crisis the push to address the situation through rapid implementation is natural. WSP-SA has focused on supporting the Government to develop a programmatic approach to the projects and supporting the discussion on policy through a broader instrument than projects per se.

A rural piped-water demonstration project was implemented in Rajshahi in collaboration with SDC. Lessons from this pilot will contribute to large-scale application by the Government of Bangladesh, World Bank-financed Bangladesh Arsenic Mitigation Water Supply Project (BAMWSP), and the



Social Investment Program Project (SIPP). Country-level knowledge-sharing workshops were held in Pakistan, India, and Nepal on the problems, issues, and way forward for arsenic mitigation. A new book with updated information on arsenic contamination and mitigation was published in collaboration with the International Training Centre.

Sanitation is attracting new attention in the region (**Box 9**). Drawing on the local innovations of partners in the sector, WSP-SA drafted a concept paper, widely circulated and discussed among stakeholders, on total sanitation, analyzing the present situation and past performance. Together with policymakers and other stakeholders, a series of consensus-building exercises, including workshops, site visits, and active policy dialogue, was held. This partnership brought sanitation to the forefront of the sector discussions, clarifying the field reality and the potential impact of scaling up the local innovations. Case studies from these successful projects are being prepared.

WSP organized a two-day workshop on achieving nationwide total sanitation, attracting all levels of stakeholders from policy makers and elected representatives to field activists. WSP-SA prepared a position paper for the Bangladesh Chapter of Water and Sanitation Collaborative Council, a network of sector stakeholders.

In Bangladesh, WSP-SA supported the sectoral institutional review (phase I), jointly funded by the Government of Bangladesh and DANIDA. The key focus of the review is on the separation of regulatory and service delivery functions of the Department of Public Health Engineering and the move towards local government-based decentralized service delivery.

### Urban Water and Sanitation

In India the national framework is emerging through several important, central incentive programs such as the City Challenge Fund, Urban Reform Incentive Funds, and the National Sanitation Scheme. In this context, a major activity was to initiate studies (in Guwahati and Indore) on assessing the technical and financial aspects of achieving 24-hour water supply in India. The work has generated very useful debate and has been well received. It will be extended to selected metros in the next financial year. The WSP-SA project complements the work being done under the World Bank Project in three towns in northwestern Karnataka.

With support from SIDA and Cities Alliance, WSP-SA has initiated a review of various approaches to providing urban sanitation for urban poor communities in Indian cities. In partnership with SPARC, a national NGO, WSP-SA is setting up exchanges between cities with the objective of helping them design and implement universal minimum sanitation for urban poor communities.

In Pakistan WSP-SA built on the support it had provided to the National Reconstruction Bureau during the design of the Local Government Ordinance, by furthering the discussion on institutional, financial, capacity building, and systems and procedures aspects of the new local governments responsible for water and sanitation service delivery. This was done by organizing a roundtable, which looked at transition issues in water and sanitation service delivery in a decentralized environment, and a donor roundtable, which focused on capacity-building of elected local governments responsible for water and sanitation service delivery. In addition to such fora, WSP-SA has





prepared an operational manual on infrastructure and services with focus on water and sanitation for the new local governments.

The Program commissioned an assessment on the Khulna solid waste management project in Bangladesh. The report has been published, and a field note based on the report is being prepared. WSP-SA is working with the World Bank health project, WHO, and Dhaka City Corporation to promote a hospital waste management program for Dhaka. WSP-SA is working with the World Bank-financed Municipal Services Project to introduce improved solid waste management services in Sylhet and other towns. Experience from the Khulna solid waste management project is being fed into these new initiatives for urban services.

In water, WSP-SA is supporting the institutional design of restructuring of water and sanitation in small towns. In particular, WSP-SA is providing direct technical assistance on a possible private sector participation arrangement for Chapai, a town that is currently drawing arsenic-contaminated water. The proposal is for a new institutional approach that will address both the problems of contamination and operational efficiency.

#### **Partnerships, Staffing, and Management**

SIDA is partnering with WSP-SA for a three-year US\$8 million program for urban

Box 9

#### **FOCUS – SOUTH ASIA**

##### **Rural Sanitation**

WSP-SA's involvement in rural sanitation in India and Bangladesh is a good example of how WSP-SA works in the region. At the request of DFID, Bangladesh, WSP-SA was part of an evaluation of a local innovation in rural sanitation: total community-led sanitation, led by the WaterAid-VERC partnership and financed by DFID.

The evaluation enabled WSP-SA to use the lessons of the local innovation to produce analytical pieces that generalized the approach and created a series of exchanges and workshops between Indian policy makers and practitioners. These initiatives were part of WSP-SA's knowledge management and capacity support. But, interestingly, the exchanges and lessons learned led policy makers in India and Bangladesh to strengthen their own approach to managing rural sanitation. Both countries led the way in introducing new policy pronouncements and new fiscal instruments. WSP-SA was able to provide technical support to these institutional reform initiatives led by governments in the region. Overall, these policy pronouncements and fiscal instruments are shifting rural sanitation policies from focusing on household subsidies for hardware to influencing behavior through collective action and using fiscal incentives to reward such action.

The shifts in approach have been dramatic enough for the Government of Bangladesh to plan on holding a regional conference on sanitation – SACOSAN – to bring together the ministers of local government and health and senior officials of South Asia around the issue of community-managed sanitation processes. WSP-SA will partner with several donors and NGOs to support this regional effort. In sum, this WSP-SA effort spans the spectrum of our support across policy and institutional change and knowledge management and capacity support.

sector reforms. The detailed program has been finalized in consultation with the Ministry of Urban Development and Poverty Alleviation. AusAID is supporting WSP-SA through a US\$3 million regional program for rural and urban WSS sector reforms. DFID-India continues as a major partner for the RWSS sector reforms. WSP-SA has continued to maintain partnerships with federal, provincial, and local governments and with key civil



society organizations. It also has a very close working arrangement with donors involved in the water and sanitation sector, for example, ADB, DFID, UNICEF, etc. It has provided extensive support to the Bank, particularly to the Infrastructure and Rural Development sectors. In particular, it supported the World Bank Islamabad Office and Rural Development sector in taking the lead in organizing a National Forum on Decentralization and Improved Service Delivery, which provided an opportunity for international resource persons to present global experience on

decentralization and service delivery. WSP-SA also provided key input in the sector work being done by the Poverty Reduction and Economic Management (PREM) unit of the World Bank on decentralization and service delivery. WSP-SA in Pakistan underwent a reduction in strength and is now reduced to two professionals with specializations in institutional change, technical, and sector reforms. The smaller team managed to fulfill most commitments.

Bangladesh continued to partner with DFID and SDC. A new three-year

SDC-WSP Bangladesh collaboration was approved and operationalized. It supports nearly half of the country activities, focusing primarily on decentralized service delivery (policy, strategy and demonstration). WSP staff strength remained similar to the previous year, except that in response to a greater demand for cross-support from the World Bank for arsenic mitigation and the Social Investment Program Project, the Bangladesh team recruited short-term consultants for sanitation activities.

## Selected Activities

### Bangladesh

- Completed a study on willingness-to-pay for rural water supply in Bangladesh: revealed that people predominantly prefer piped water supply and are willing to pay for it
- Assisted the World Bank and SDC in launching a new window under the Bangladesh Arsenic Mitigation Water Supply Project, which will test a local government-based, demand-responsive community water and sanitation approach
- Completed a rapid assessment of the projects promoting 'total sanitation' and shared the findings with the government and development partners: generated a renewed interest in sanitation and a shift from a subsidy-driven approach to one of social mobilization

### India

- The Government of India, in partnership with the states, is implementing the world's largest drinking water and sanitation program. Under this government-developed umbrella, WSP is supporting the government's new policy framework through access to global best practice, assisting on developing a monitoring and evaluation system, and creating a network that links the district managers for improved cross-learning
- WSP is supporting various states in developing their policy framework, legislation, and fiscal instruments.
- The City Challenge Fund is supporting the Government in the development and design of appropriate national fiscal instruments/fiscal incentive programs to catalyze WSS reforms.
- WSP is supporting state programs for institutional reform

### Pakistan

- Manual for systems and procedures for operationalization of subsidiarity in city districts and towns
- WSP provided strategic guidance and support to SDC in the Northwest Frontier Province through their Essential Institutional Reforms Operationalization Project and for the Institutional Strengthening Program the Community Infrastructure Project
- External support agencies roundtable on incentivised capacity building
- National Roundtable on Water and Sanitation in Transition
- Field Note on Component Sharing as a tool for implementing Demand Responsive Approaches.
- Support to National Forum on Decentralization and Improved Service Delivery

# Program Financing

The Program receives financial support from 15 bilateral donors. The financing structure is well suited to the Program's decentralized approach and its wide range of national, regional, and global activities.

The Program had a solid funding base for fiscal 2003 and was comfortably able to maintain its work program at a cost of roughly \$12.5 million. WSP is now reaping the full benefit of the efficiency measures deployed in fiscal 2002.

Historical data show that the same three regions are usually responsible for the largest share of our annual expenditures. Fiscal 2003 was no different, with a breakdown as shown in **Chart 1: Africa at 33 percent, East Asia and Pacific at 25 percent, and South Asia at 19 percent.** The Andean Region's

share remains small at 8 percent; however, thanks to continued support from SDC and to the contribution from CIDA to the program in Peru, WSP has been able to re-commence operations in Central America (Honduras and Nicaragua). Global Project funding shrank in fiscal 2003 to a modest 8 percent; it is expected to remain at comparable levels for the coming year. Global Program Management and Administration accounted for 7 percent of total program expenditures.

The net result of the fiscal 2002 austerity plan is best visible in **Chart 2**, the expenditure analysis by cost category: Staff costs (including indirects) consumed 45 percent, consultants 24 percent, travel 14 percent, and other costs 17 percent.

Chart 1  
WSP Expenditures by Region

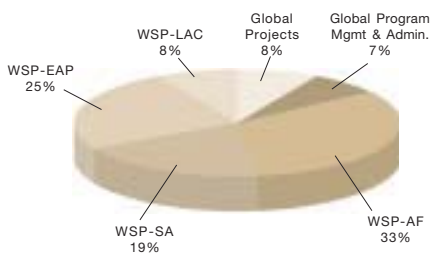


Chart 2  
Expenditure by Cost Category

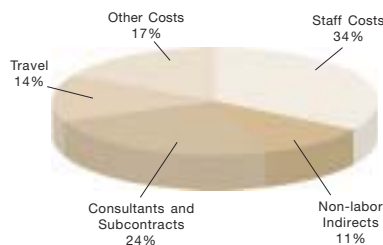
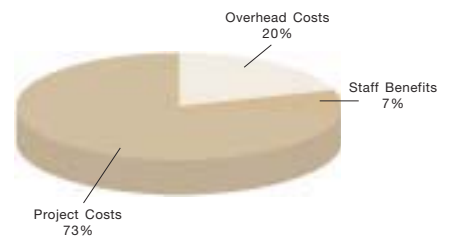


Chart 3  
WSP Expenditures – Project vs. Overhead Costs



In fiscal 2003, WSP maintained course on a cost-saving drive aimed at reducing overheads. Two years ago, a target of 25 percent of total expenditures was established. In fiscal 2002, WSP closed the year with overheads amounting to 26 percent of total expenditures. In fiscal 2003, WSP overheads amounted to only 20 percent of total expenditures. This is illustrated in **Chart 3**.

Lastly, the long-term efforts to re-build a contingency fund have started to pay off. Last year, the contingency fund had eroded US\$0.2 million, an all-time low. As of end fiscal 2003, the contingency fund had reached US\$0.5 million, i.e., the same level as at the end of fiscal 2001, when funding levels were satisfactory.

The increased financial discipline and strategic management of our resources has served the Program well. In fiscal 2003, to complement the measures adopted in the previous year, WSP began decentralization of its resource management capacity. Specific tools were designed, tested, and deployed in the field and training was provided. This initiative was undertaken

in an effort to better liaise with our donor community, which itself is becoming more and more decentralized.

Looking to the future, the WSP's priority for financial management will be to maintain the course on expenditure levels and continue efforts to bring fixed versus variable costs to an optimal level; continue efforts to rebuild the contingency fund; and, in an effort to better respond to the needs of our donor community, design a uniform donor reporting tool.

Fundraising remains a challenge. As donors increasingly decentralize, it becomes more challenging to raise the core funds. Core funds are essential both for global activities and to allow WSP to maintain staff in the field who can provide long-term sector support to clients independent of individual donor-funded activities. In fiscal 2004, a review of current and potential donors is planned to identify strategies, regional priorities and influences, to renew current and potential relationships, and to investigate how best WSP can fit with and contribute to their agendas.



## Publications/Publications/Publicaciones (July 2002–June 2003)

### Africa Region/Region Afrique/

#### Región África

- Atelier Sur Les Chaînes de Distribution des Pompes à Pédale
- Conséquences de la décentralisation au Bénin sur les rôles et tâches des différents acteurs pour la continuation du développement du secteur de l'eau au Bénin
- Eau et Assainissement dans le cadre des stratégies de réduction de la pauvreté: Compte rendu des travaux-Nairobi, 2002
- Les communautés prennent en charge l'amélioration de leur environnement urbain, en partenariat avec les acteurs institutionnels: Projet d'amélioration des conditions de vie urbaines à Ouagadougou et Bobo-Dioulasso: Appui au développement des capacités locales et des initiatives de base en environnement urbain (BKF 94 / 006)
- Our Water, Our Life, Our Livelihood: National Conference on Integrated Water Resources Management – Launching the National Water Campaign
- Petites Villes, Grand Défis: Résumé des Actes de la Conférence Internationale sur l'Approvisionnement en Eau et l'Assainissement des petites villes et systèmes multi-villages : Addis-Ababa, Ethiopie-11-15 Juin, 2002 (flier)
- Proceedings of the International Conference Addis Ababa, Ethiopia, June 11-15, 2003
- Rapport d'évaluation finale du projet BKF 94/006: Renforcement institutionnel, appui au développement des capacités locales et des initiatives de base en environnement urbain
- Résumé des Actes de la Conférence Internationale sur l'Approvisionnement en Eau et l'Assainissement des petites villes et systèmes multi-villages: Addis-Ababa, Ethiopie-11-15 Juin, 2002 (Résumé de la Conférence)
- Sanitation is not a Dirty Word
- Small Towns, Special Challenge. International Conference on Water Supply and Sanitation for Small Towns and Multi-village Schemes: Addis Ababa, Ethiopia, June 11-15, 2003 (flier)
- Treadle Pump Supply Chain Workshop Report
- Treadle Pump Supply Chain Workshop Summary (English)
- Water and Sanitation in Poverty Reduction Strategies. Regional Workshop - Nairobi, 2002
- Water Supply and Sanitation for Small Towns and Multi-village Schemes
- Uganda: Government-led Transformation
- VIP Latrines in Zimbabwe: From Local Innovation to Global Sanitation Solution
- National Sanitation Programme in Lesotho: How Political Leadership Achieved Long-Term Results
- Upgraded Family Wells in Zimbabwe: Household-Level Water Supplies for Multiple Uses
- Hygiene Promotion in Burkina Faso and Zimbabwe: New Approaches to Behaviour Change
- The National Water and Sanitation Programme in South Africa: Turning the "Right to Water" into Reality
- The National Water and Sanitation Programme in Mozambique: Pioneering Peri-Urban Sanitation
- The Ouagadougou Strategic Sanitation Plan: An Holistic Approach to a City's Problems
- Urban Water Supply Innovations in Cote d'Ivoire: How Cross-Subsidies Help the Poor
- Water Services in Small Towns in Africa: The Role of Small and Medium-Sized Organizations
- Rural Piped Water Supplies in Ethiopia, Malawi and Kenya: Community Management and Sustainability
- The Mvula Trust in South Africa: An Independent Partner to the Government
- Social Funds in Africa: Supporting Community-managed Projects in Rural Water Supply

### Blue Gold series/Série Or bleu/

#### Serie Blue Gold

#### (English/Anglais/Inglés)

- Building African Solutions for Water, Sanitation and Hygiene
- Rural Water Sector Reform in Ghana: A Major Change in Policy and Structure
- Water and Sanitation Sector Reform in

### **French/Français/Francés**

- L' "Or Bleu": Trouver des solutions africaines pour l'eau, l'assainissement et l'hygiène
- Réforme sectorielle de l'eau en milieu rural au Ghana: un changement majeur de politique et de structure
- Réforme sectorielle de l'eau et de l'assainissement en Ouganda: Une transformation menée par le gouvernement
- Les latrines à fosse ventilée et améliorées au Zimbabwe: D'une innovation locale à une solution globale d'assainissement
- Programme national d'assainissement au Lesotho: Comment un leadership du gouvernement permet d'obtenir des résultats à long terme
- Puits familiaux améliorés au Zimbabwe: Approvisionnement en eau ménagères aux usages multiples
- Promotion de l'hygiène au Burkina Faso et au Zimbabwe: Nouvelles approches pour un changement de comportement
- Le programme national pour l'eau et l'assainissement en Afrique du Sud: Le 'droit à l'eau' devient une réalité
- Le programme d'assainissement national au Mozambique: Pionnier dans le lancement de l'assainissement péri-urbain
- Le Plan stratégique d'assainissement de Ouagadougou: une approche holistique aux problèmes d'une ville
- Innovations dans l'approvisionnement en eau en milieu urbain en Côte d'Ivoire: Comment les Subventions croisées aident les populations défavorisées
- Services d'eau dans les petites villes africaines: le rôle des petites et moyennes organisations

- Le Mvula Trust en Afrique du Sud: Un partenaire indépendant du gouvernement

### **Ouro Azul**

#### **Portuguese/Portugais/Portugués**

- Ouro Azul: Construindo Soluções Africanas Para a Água, Saneamento e Higiene
- A Reforma do Sector de Água Rural no Gana: Uma Importante Mudança Política e Estrutural
- Reforma do Sector de Águas e Saneamento no Uganda: Uma Transformação Liderada pelo Governo
- Programa Nacional de Saneamento no Lesoto: Como a Liderança Política Atingiu Resultados Duradouros
- Poços Familiares Melhorados no Zimbabwe: Abastecimento de Água a Agregados Para Usos Múltiplos
- Promoção da Higiene em Burkina Faso e Zimbabué: Novas Abordagens para a Mudança de Comportamento
- Inovações no Abastecimento Urbano de Água na costa do Marfim: Como é que os Subsídios Cruzados Ajudam os pobres
- Serviços de Abastecimento de Água nas Pequenas Cidades de África: O Papel das Organizações de Pequeno e Médio Porte
- Programa Nacional de Saneamento em Moçambique: Pioneiro no Saneamento Suburbano

### **East Asia and the Pacific Region/ Région Asie de l'Est et Pacifique/ Asia Oriental y el Pacífico**

- Management Models for Small Towns Water Supply: Lessons Learned from Case Studies in the Philippines
- Translating the Millennium Development Goals (MDGs) into Action through Water Supply and Sanitation.

WSP-EAP Regional Conference, Rayong, Thailand, February 2003

- Urban Sewerage and Sanitation: Lessons Learned from Case Studies in the Philippines

### **Latin America and the Caribbean Region/Région Amérique latine et Caraïbes/América Latina y el Caribe**

- Newsletter Agua, Boletín del Comité Sectorial de Agua y Saneamiento, #12, Perú
- Newsletter Agua, Boletín del Comité Sectorial de Agua y Saneamiento, #13, Perú
- Newsletter Agua, Boletín del Comité Sectorial de Agua y Saneamiento, #14, Perú
- Newsletter – Caudal, Boletín de la Asociación Caudal, #2, Bolivia
- Newsletter – Caudal, Boletín de la Asociación Caudal, #3, Bolivia
- Newsletter – Cuenta Gotas. Boletín de la Red de Agua y Saneamiento de Centro América (RRAS-CA)
- Newsletter – CHAC. Boletín informativo Sector Agua y Saneamiento – Grupo Colaborativo de Honduras
- Study: Construyendo la equidad de género. Metodología e instrumentos para su inclusión en proyectos de agua y saneamiento
- Study: Proveedores independientes de agua potable en América Latina. El otro sector privado en los servicios de abastecimiento de agua
- Study: Independent Water Entrepreneurs in Latin America. The other private sector in water services.
- Field Note: La micro medición en el área rural: Una experiencia exitosa en El Salvador
- Field Note: Las normas técnicas y la ampliación de cobertura de acueducto y



- alcantarillado hacia los sectores más pobres
- Study: Lecciones aprendidas del Proyecto Piloto de Agua y Saneamiento Rural PROPILAS en Cajamarca – Perú
- Field Note: Los servicios de agua y saneamiento en pequeñas ciudades – Los operadores privados en Colombia
- Study: Desinfección Solar del Agua – Guía de aplicación
- Study: Estudios de base para la implementación de proyectos de agua y saneamiento en el área rural PRONASAR

#### **Reprints/Réimpressions/ Reimpresiones:**

- Study: La pequeña y mediana entidad de servicios de saneamiento (PYMESS) – Propuesta para mejorar la gestión en la ciudad de Talavera
- Study: Los servicios de agua y saneamiento en el Perú. Un diagnóstico y estadísticas
- Study: Metodologías participativas en educación sanitaria. Una adaptación de PHAST para Comunidades Rurales Andinas del Perú
- Field Note: Promoción de la salud y la higiene a través del sistema escolar en el Perú

#### **Posters/Affiches/Afiches:**

- Poster on the experience of El Alto Pilot Project. Advantages of the Condominial Model displayed at the International Workshop on Water and Sanitation Sector Modernization in Central America
- Poster on WSP-LAC activities in the Peruvian Rural Area and Small Towns displayed at the International Workshop on Water and Sanitation Sector Modernization in Central America

- Spanish Version of WSP-LAC Mission Statement Poster
- Poster on Expanding the Condominial Water and Sewerage Model in Latin America displayed at Water Week 2003

#### **South Asia Region/Région Asie du Sud/Región Asia Meridional**

- Study: Fighting Arsenic: Listening to Rural Communities: Willingness to Pay for Arsenic-free, Safe Drinking Water in Bangladesh
- Field Note: Fighting Arsenic, Listening to Rural Communities: Findings from a Study on Willingness to Pay for Arsenic-free, Safe Drinking Water in Rural Bangladesh
- Field Note: Fighting Arsenic; Willingness to Pay for Arsenic-free, Safe Drinking Water in Rural Bangladesh – Methodology and Results
- Jal Manthan # 7: (A Rural Think Tank): Making Sanitation Work
- Jalvaani: Vol. 5 No. (2), July – October 2002
- Jalvaani: Vol. 5 No. (3), November 2002 – February 2003
- Nagari, Thirteenth Meeting of the Urban Think Tank: Managing the Process and Regulating the Sector
- Field Note: National Roundtable on Water and Sanitation in Transition; Peshawar, Pakistan on February 3 – 4, 2003

#### **Headquarters/Siège/Sede**

- Annual Report 2001-2002
- Health in Your Hands: Lessons from Building Public-Private Partnerships for Washing Hands with Soap
- Johannesburg WSSD pamphlets and posters on the International Handwashing Initiative
- Kyoto World Water Forum: Brochure,

- card and banner stands
- Meeting the Financing Challenge for Water Supply and Sanitation
- Public-Private Partnerships for Health: A Review of Best Practices in the Health Sector
- Sanitation Connection, brochure and banners
- Setting the Stage: The Process of Preparing for Pro-poor Water Sector Reforms in Kathmandu
- Sustainability Planning and Monitoring in Community Water Supply and Sanitation
- Taking Sustainable Rural Water Supply Services to Scale: A Discussion Paper
- Water Tariffs and Subsidies in South Asia Paper 1: Understanding the Basics
- Water Tariffs and Subsidies in South Asia Paper 2: A Scorecard for India
- Water Tariffs and Subsidies in South Asia Paper 3: Tariff Structures in Six South Asian Cities
- Water Tariffs and Subsidies in South Asia Paper 4: Do Current Water Subsidies Reach the Poor?
- Water Tariffs and Subsidies in South Asia Paper 5: Can Subsidies Be Better Targeted
- Willingness to Charge and Willingness to Pay: the World Bank-assisted China Rural Water Supply and Sanitation Program
- WSP 2003 Calendar, English, French

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## List of Acronyms/Abbreviations

<b>ADC</b>	Austrian Development Cooperation	<b>FISE</b>	Social Investment Fund (Nicaragua)	<b>MDG</b>	Millennium Development Goal
<b>AMCOW</b>	African Ministerial Conference on Water	<b>GCC</b>	Global Communications Centre	<b>MIT</b>	Massachusetts Institute of Technology
<b>AusAID</b>	Australian Agency for International Development	<b>GTZ</b>	German Agency for Technical Cooperation	<b>MPA</b>	Methodology for Participatory Assessment
<b>AWF</b>	African Water Facility	<b>GWP</b>	Global Water Partnership	<b>NAC</b>	National Advisory Committee
<b>AWTF</b>	African Water Task Force	<b>HTN</b>	Handpump Technology Network (now the RWSN)	<b>NEPAD</b>	New Economic Partnership for African Development
<b>BAMWSP</b>	Bangladesh Arsenic Mitigation Water Supply Project	<b>ICR</b>	Implementation Completion Report	<b>NGO</b>	Non-governmental Organization
<b>BASICS</b>	Basic Support for Institutionalizing Child Survival	<b>IDA</b>	International Development Agency (World Bank Group)	<b>NORAD</b>	Norwegian Agency for Development Cooperation
<b>CBO</b>	Community Based Organization	<b>IDB</b>	Inter-American Development Bank (BID in Spanish)	<b>NTB</b>	Nusa Tenggara Barat
<b>CIDA</b>	Canadian International Development Agency	<b>IMC</b>	Inter Municipal Consortia	<b>NTT</b>	Nusa Tenggara Timor
<b>CWSS</b>	Community Water Supply and Sanitation	<b>IRC</b>	International Reference Center for Water and Sanitation	<b>O&amp;M</b>	Operation and Maintenance
<b>DANIDA</b>	Danish Agency for International Development	<b>IWA</b>	International Water Association	<b>ONAS</b>	Office National d'Assainissement du Senegal
<b>DFID</b>	Department for International Development, United Kingdom	<b>JAKPAS</b>	People's Rural Water Supply and Sanitation Project (Nepal)	<b>PDR</b>	People's Democratic Republic (Laos)
<b>DGDC</b>	Directorate-General for Development Cooperation, Belgium	<b>JMP</b>	UNICEF/WHO Joint Monitoring Program	<b>PHAST</b>	Participatory Hygiene and Sanitation Transformation
<b>EAP</b>	East Asia and Pacific	<b>JPO</b>	Junior Professional Officer	<b>PPIAF</b>	Public-Private Infrastructure Advisory Facility
<b>EHP</b>	Environmental Health Project (of USAID)	<b>KfW</b>	Kreditanstalt für Wiederaufbau	<b>PPP</b>	Public-Private Partnership
<b>ESA</b>	External Support Agency	<b>LGU</b>	Local Government Unit	<b>PRAGUAS</b>	National Rural Water and Sanitation Program, Ecuador
<b>EU</b>	European Union	<b>LSHTM</b>	London School of Hygiene and Tropical Medicine	<b>PRONASAR</b>	National Rural Water and Sanitation Programme, Peru
		<b>M&amp;E</b>	Monitoring and Evaluation	<b>PROPILAS</b>	Proyecto Piloto de Agua

	Potable Rural y Salud Comunitaria, Cajamarca-Peru	<b>SWAp</b>	Sector-wide Approaches	<b>WSP-GCC</b>	WSP Global Communication Center
<b>PRSP</b>	Poverty Reduction Strategy Paper	<b>TOR</b>	Terms of Reference	<b>WSP-HQ</b>	Water and Sanitation Program-Headquarters
<b>PSP</b>	Private Sector Participation	<b>UES</b>	Urban Environmental Sanitation	<b>WSP-SA</b>	Water and Sanitation Program-South Asia
<b>RAC</b>	Regional Advisory Committee	<b>UNDP</b>	United Nations Development Programme	<b>WSS</b>	Water Supply and Sanitation
<b>RGNDWM</b>	Rajiv Gandhi National Drinking Water Mission	<b>UNEP</b>	United Nations Environment Programme	<b>WSSCC</b>	Water Supply and Sanitation Collaborative Council
<b>RSA</b>	Republic of South Africa	<b>UNICEF</b>	United Nations Children's Fund	<b>WSSD</b>	World Summit on Sustainable Development
<b>RWS</b>	Rural Water Supply	<b>WASPOLA</b>	Water and Sanitation Policy Formulation and Action Planning (Indonesia)	<b>WUP</b>	Water Utility Partnership
<b>RWSN</b>	Rural Water Supply Network	<b>WEDC</b>	Water Engineering and Development Center		
<b>RWSS</b>	Rural Water Supply and Sanitation	<b>WHO</b>	World Health Organization		
<b>SANIMAS</b>	Sanitation by Communities (Indonesia)	<b>WPEP</b>	Water Policy and Environment Project (the Philippines)		
<b>SDC</b>	Swiss Agency for Development and Cooperation	<b>WSCU-</b>	Water Supply and		
<b>SEDAPAL</b>	Water utility of Lima, Peru	<b>SADC</b>	Coordination Unit of the Southern Africa Development Community		
<b>SIDA</b>	Swedish International Development Agency	<b>WSP</b>	Water and Sanitation Program		
<b>SIPP</b>	Social Investment Program Project, Bangladesh	<b>WSP-AF</b>	Water and Sanitation Program-Africa		
<b>SIS</b>	Sector Information System	<b>WSP-AND</b>	Water and Sanitation Program-Andean (now WSP-LAC)		
<b>SSIP</b>	Small-Scale Independent Providers	<b>WSP-EAP</b>	Water and Sanitation Program-East Asia and Pacific		
<b>SWAJAL</b>	Uttar Pradesh Rural Water Supply and Environmental Sanitation Project-India				



## Liste des Acronymes/Abréviations

<b>ACDI</b>	Agence canadienne de développement international	<b>DANIDA</b>	Agence danoise pour le développement international	<b>NORAD</b>	Agence norvégienne pour le développement et la coopération
<b>AEA</b>	Approvisionnement en eau et assainissement	<b>DDC</b>	Direction suisse du développement et de la coopération	<b>NTB</b>	Nusa Tenggara Barat
<b>AEAR</b>	Approvisionnement en eau et assainissement en milieu rural	<b>DDI</b>	Département pour le développement international, Grande-Bretagne	<b>NTT</b>	Nusa Tenggara Timor
<b>AGCD</b>	Administration générale de la coopération au développement, Belgique	<b>DSRP</b>	Document de stratégie de réduction de la pauvreté	<b>ODM</b>	Objectifs de développement pour le millénaire
<b>AusAID</b>	Agence australienne pour le développement international	<b>EAP</b>	Asie de l'Est et Pacifique	<b>OMS</b>	Organisation mondiale de la Santé
<b>BID</b>	Banque interaméricaine de développement	<b>EB</b>	Exercice budgétaire	<b>ONAS</b>	Office national de l'assainissement du Sénégal
<b>BM</b>	Banque mondiale	<b>FISE</b>	Fonds d'investissement social (Nicaragua)	<b>ONG</b>	Organisation non gouvernementale
<b>BNWP</b>	Partenariat de l'eau de la Banque mondiale et des Pays-Bas	<b>GIAE</b>	Groupe de travail africain de l'eau	<b>OPS</b>	Organisation paraméricaine de la Santé
<b>CAD</b>	Coopération autrichienne de développement	<b>GTZ</b>	Société allemande pour la coopération technique	<b>PHAST</b>	Méthodes participatives pour le développement de l'hygiène et de l'assainissement
<b>CCEA</b>	Conseil de collaboration pour l'eau et l'assainissement	<b>IDA</b>	Agence internationale de développement (Groupe de la Banque mondiale)	<b>PNUD</b>	Programme des Nations Unies pour le développement
<b>CCN</b>	Comité consultatif national	<b>JEA</b>	Jeunes experts associés	<b>PPD</b>	Partenaires pour le développement
<b>CCR</b>	Comité consultatif régional	<b>KfW</b>	Kreditanstalt für Wiederaufbau	<b>PPIAF</b>	Mécanisme consultatif pour la prestation de services d'infrastructure dans le cadre de partenariats publics-privés
<b>CDA</b>	Communauté du développement de l'Afrique australe	<b>MAE</b>	Mécanisme africain de l'eau	<b>PRAGUAS</b>	Programme national eau et assainissement en milieu rural, Equateur
<b>CMAE</b>	Conseil ministériel africain de l'eau	<b>MIT</b>	Institut de Technologie du Massachusetts (Massachusetts Institute of Technology)	<b>PREM</b>	Réduction de la pauvreté et
<b>CMC</b>	Centre mondial de communication	<b>NEPAD</b>	Nouveau partenariat pour le développement de l'Afrique		

	gestion économique (unité de la Banque mondiale)		
<b>PRONASAR</b>	Programme national eau et assainissement en milieu rural, Pérou	<b>USAID</b>	Agence américaine pour le développement international
<b>PROPILAS</b>	Projet pilote d'eau potable rurale et de santé communautaire, Cajamarca-Pérou	<b>WASPOLA</b>	Formulation des politiques de l'eau et l'assainissement et planification des actions (Indonésie)
<b>PRPE</b>	Projet de renforcement de la performance de l'eau et l'assainissement (Philippines)	<b>WSP</b>	Programme pour l'eau et l'assainissement
<b>RAER</b>	Réseau d'approvisionnement en eau en milieu rural	<b>WSP-AF</b>	Programme pour l'eau et l'assainissement-Afrique
<b>RDP</b>	République démocratique et populaire (Laos)	<b>WSP-AND</b>	Programme pour l'eau et l'assainissement-Andes (maintenant WSP-LAC)
<b>RTPM</b>	Réseau de technologie des pompes à main (maintenant le RAER)	<b>WSP-EAP</b>	Programme pour l'eau et l'assainissement-Asie de l'Est et Pacifique
<b>SANIMAS</b>	Projet d'assainissement communautaire (Indonésie)	<b>WSP-HQ</b>	Programme pour l'eau et l'assainissement-Siège
<b>SEDAPAL</b>	Compagnie d'eau de Lima, Pérou	<b>WSP-LAC</b>	Programme pour l'eau et l'assainissement-Amérique latine et Caraïbes
<b>SIDA</b>	Agence suédoise de développement international	<b>WSP-SA</b>	Programme pour l'eau et l'assainissement-Asie du Sud
<b>SIS</b>	Système d'information sectorielle	<b>WUP</b>	Partenariat eau et assainissement en Afrique
<b>UE</b>	Union européenne		
<b>UNICEF</b>	Fonds des Nations Unies pour l'enfance		

## Lista de acrónimos y abreviaturas

<b>ACDI</b>	Agencia Canadiense para el Desarrollo Internacional	<b>CIM</b>	Consortio Intermunicipal		
<b>ADC</b>	Cooperación Austriaca para el Desarrollo	<b>COSUDE</b>	Agencia Suiza para la Cooperación y el Desarrollo	<b>JMP</b>	Rurales (Nepal) Programa Conjunto de Monitoreo para el Abastecimiento de Agua y Saneamiento UNICEF/OMS
<b>ADI</b>	Agencia de Desarrollo Internacional (Banco Mundial)	<b>CWSS</b>	Abastecimiento de Agua y Saneamiento Comunitario	<b>JPO</b>	Oficial Profesional Junior
<b>AEA</b>	Alianza de Empresas del Agua	<b>DANIDA</b>	Agencia Danesa para el Desarrollo Internacional	<b>KfW</b>	Kreditanstalt für Wiederaufbau (Instituto de Crédito Alemán para la Reconstrucción)
<b>AIP</b>	Alianza Internacional para el Agua	<b>DERP</b>	Documentos de Estrategias de Reducción de la Pobreza	<b>LGU</b>	Unidad de Gobierno Local
<b>AMCOW</b>	Conferencia Ministerial Africana sobre Agua	<b>DFID</b>	Departamento de Desarrollo Internacional, Reino Unido	<b>LSHTM</b>	Escuela Londinense de Higiene y Medicina Tropical
<b>AOP</b>	Asia Oriental y el Pacífico	<b>DGDC</b>	Dirección General para la Cooperación y el Desarrollo, Bélgica	<b>M&amp;E</b>	Monitoreo y Evaluación
<b>ASDI</b>	Agencia Sueca para el Desarrollo Internacional	<b>EHP</b>	Proyecto para la Salud Ambiental (de USAID)	<b>MDM</b>	Metas de Desarrollo del Milenio
<b>AusAID</b>	Agencia Australiana de Desarrollo Internacional	<b>ESA</b>	Agencia de Apoyo Externo	<b>MIT</b>	Massachusetts Institute of Technology
<b>AWF</b>	Empresa de Agua Africana	<b>FISE</b>	Fondo de Inversión Social de Emergencia (Nicaragua)	<b>MPA</b>	Metodología para el Diagnóstico Participativo
<b>AWTF</b>	Misión Especial Africana sobre Agua	<b>GCC</b>	Centro Global de Comunicaciones	<b>NEPAD</b>	Nueva Alianza Africana para el Desarrollo de África
<b>BAMWSP</b>	Proyecto de Bangladesh de Mitigación del Arsénico en el Abastecimiento de Agua	<b>GTZ</b>	Agencia Alemana de Cooperación Técnica	<b>NORAD</b>	Agencia Noruega de Cooperación para el Desarrollo
<b>BASICS</b>	Programa de Apoyo Básico para la Institucionalización de la Supervivencia Infantil	<b>GWP</b>	Asociación Mundial para el Agua	<b>NTB</b>	Nusa Tenggara Barat
<b>BID</b>	Banco Interamericano de Desarrollo	<b>HTN</b>	Red de Tecnologías sobre Bombas de Mano (ahora Red de Agua Rural)	<b>NTT</b>	Nusa Tenggara Timor
<b>CAN</b>	Comité de Asesoría Nacional	<b>ICR</b>	Informe de Culminación de la Implementación	<b>O&amp;M</b>	Operación y Mantenimiento
<b>CAR</b>	Comité de Asesoría Regional	<b>IRC</b>	Centro Internacional de Agua y Saneamiento	<b>OMS</b>	Organización Mundial de la Salud
<b>CBO</b>	Organización de Base Comunitaria	<b>JAKPAS</b>	Proyecto de Agua y Saneamiento para Áreas	<b>ONAS</b>	Oficina Nacional de Saneamiento de Senegal
				<b>ONG</b>	Organismo no Gubernamental

<b>PAS</b>	Programa de Agua y Saneamiento	<b>PRONASAR</b>	Programa Nacional de Agua y Saneamiento Rural, Perú	<b>UES</b>	Saneamiento Ambiental Urbano
<b>PAS-AF</b>	Programa de Agua y Saneamiento - África	<b>PROPILAS</b>	Proyecto Piloto de Agua Potable Rural y Salud Comunitaria, Cajamarca-Perú	<b>UNICEF</b>	Fondo de las Naciones Unidas para la Infancia
<b>PAS-AM</b>	Programa de Agua y Saneamiento-Asia Meridional	<b>PSP</b>	Participación del sector privado	<b>WASPOLA</b>	Proyecto de Planificación de Acciones y Formulación de Políticas en Agua y Saneamiento (Indonesia)
<b>PAS-AND</b>	Programa de Agua y Saneamiento –Región Andina (ahora PAS-LAC)	<b>RDP</b>	República Democrática Popular de Laos	<b>WEDC</b>	Centro para el Agua, la Ingeniería y el Desarrollo
<b>PAS-AOP</b>	Programa de Agua y Saneamiento –Asia Oriental y el Pacífico	<b>RGNDWM</b>	Misión Nacional de Agua Potable en Rajiv Gandhi Republica de Sudáfrica	<b>WPEP</b>	Proyecto de Refuerzo de Resultados de Agua y Saneamiento (Filipinas)
<b>PAS-GCC</b>	Centro Global de Comunicación del PAS	<b>RSA</b>	Abastecimiento de Agua en Áreas Rurales	<b>WSCU-SADC</b>	Unidad de Coordinación y Abastecimiento de Agua de la Conferencia Sudafricana sobre Desarrollo
<b>PAS-HQ</b>	Programa de Agua y Saneamiento –Sede Central	<b>RWS</b>	Red de Agua Rural	<b>WSS</b>	Agua y Saneamiento
<b>PHAST</b>	Iniciativa de Transformación Participativa de la Higiene y Saneamiento	<b>RWSN</b>	Agua y Saneamiento Rural	<b>WSSCC</b>	Consejo de Colaboración para el Abastecimiento de Agua y Saneamiento
<b>PNUD</b>	Programa de las Naciones Unidas para el Desarrollo	<b>RWSS</b>	Proyecto de Saneamiento por Comunidades (Indonesia)	<b>WSSD</b>	Cumbre Mundial sobre Desarrollo Sostenible
<b>PNUMA</b>	Programa de las Naciones Unidas para el Medio Ambiente	<b>SANIMAS</b>	Servicio de Agua Potable y Alcantarillado, Perú		
<b>PPIAF</b>	Línea de Asesoría sobre Infraestructura Pública y Privada	<b>SEDAPAL</b>	Proyecto de Inversión Social, Bangladesh		
<b>PPP</b>	Alianza entre los Sectores Público y Privado	<b>SIPP</b>	Sistema de Información del Sector		
<b>PRAGUAS</b>	Programa de Agua Potable y Saneamiento para Comunidades Rurales y Pequeños Municipios, Ecuador	<b>SIS</b>	Pequeños Proveedores Independientes		
		<b>SSIP</b>	Proyecto de Saneamiento Ambiental y Abastecimiento de Agua en Áreas Rurales de Uttar Pradesh - India		
		<b>SWAJAL</b>	Enfoques sectoriales		
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