

INTERNATIONAL DRINKING WATER SUPPLY
SANITATION DECADE



G U I D E L I N E S
FOR THE PREPARATION AND ORGANIZATION
OF A DECADE CONSULTATIVE MEETING

OCTOBER 1986

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ABBREVIATIONS AND ACRONYMS

ADE/F	Asian Development Bank/Fund
AFDB/F	African Development Bank/Fund
AFRO	WHO Regional Office for Africa, Brazzaville
AMRO/PAHO	WHO Regional Office for the Americas/Pan American Health Organization, Washington, D.C.
BMZ	Bundesministerium für Wirtschaftliche Zusammenarbeit (German Federal Ministry for Economic Cooperation)
CESI	Country External Support Information
Consultation	Regional External Support Consultation
CWS	Community Water Supply
DAC	Development Assistance Committee of the OECD
DCM	Decade Consultative Meeting
DECADE	International Drinking Water Supply and Sanitation Decade 1981-1990
DMC	Development Member Countries of the respective regional development banks and WHO
DTCD	Department of Technical Co-operation for Development
EHE	Environmental Health Division of WHO
EMRO	WHO Regional Office for the Eastern Mediterranean, Alexandria
ESA	External Support Agency
FAO	Food and Agriculture Organization of the United Nations
FRG	Federal Republic of Germany
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit (German Agency for Technical Cooperation)
HFA	Health for All
HQ	WHO Headquarters, Geneva
HRD	Human Resource Development
ICP	Interregional Cooperation Programme
IDB	Inter-American Development Bank
IDWSSD	International Drinking Water Supply and Sanitation Decade, 1981-1990
KfW	Kreditanstalt für Wiederaufbau (German Reconstruction Loan Corporation)
Koenigswinter Report	WHO/BMZ European Donor Consultation, Koenigswinter, Report by the Secretariat, Bonn/Geneva, February 1985
LDC	Least Developed Country
Meeting	Decade Consultative Meeting
NAC	National Action Committee
OECD	Organization for Economic Cooperation and Development
O and M	Operation and Maintenance
PHC	Primary Health Care
PPU	Project Preparation Unit
Programme	The WHO/GTZ Interregional Cooperation Programme
RC	Recipient Country
RO	Regional Office
RR UNDP	Resident Representative United Nations Development Programme

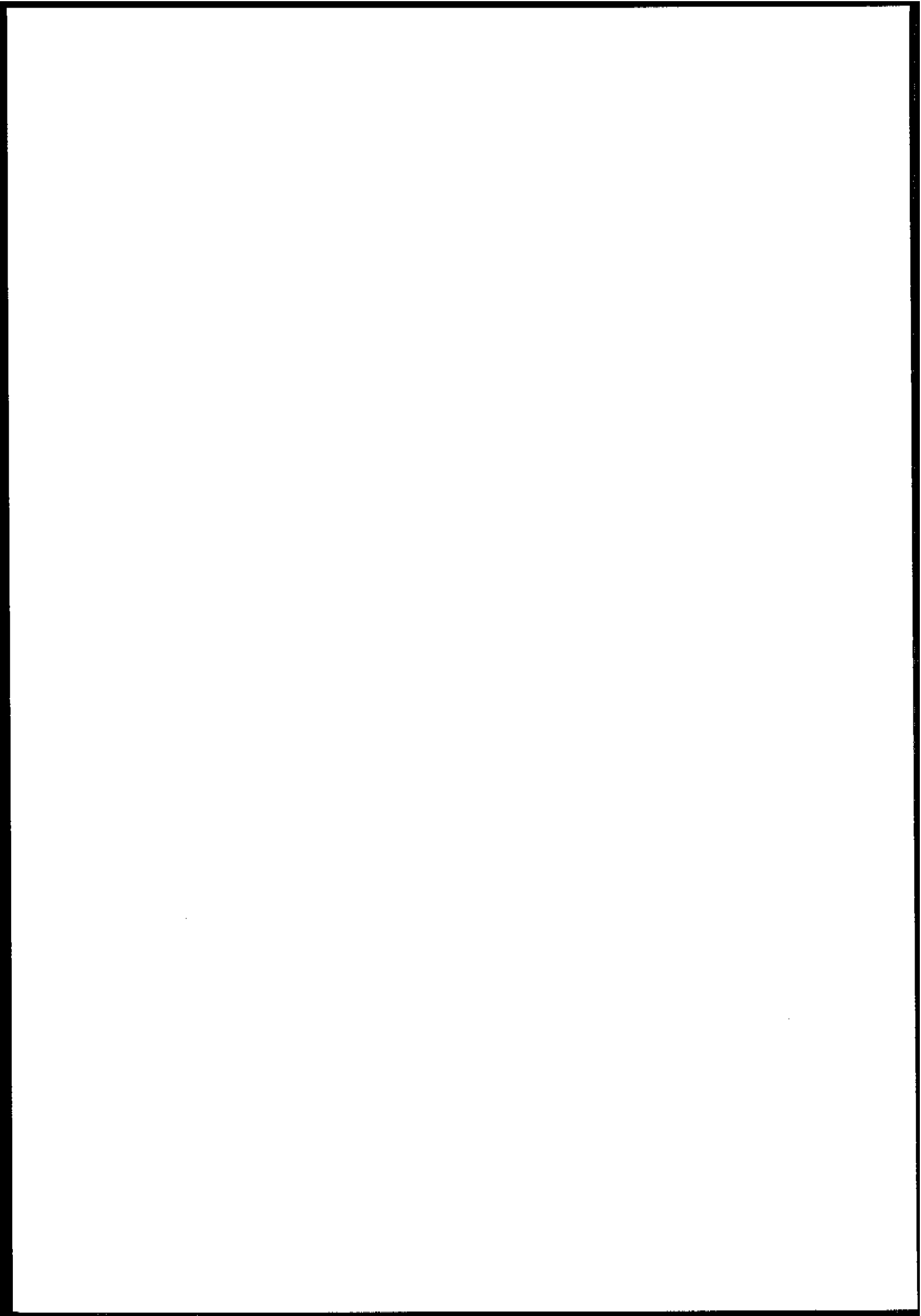
SEARO	WHO Regional Office for South-East Asia, New Delhi
SIDA	Swedish International Development Authority
TC	Technical Cooperation
TCDC	Technical Cooperation between Developing Countries
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
WHO	World Health Organization
World Bank/IDA	World Bank/International Development Agency
WPRO	WHO Regional Office for the Western Pacific
WS	Water Supply
WSS	Water Supply and Sanitation

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GUIDELINES
FOR THE PREPARATION AND ORGANIZATION OF
A DECADE CONSULTATIVE MEETING

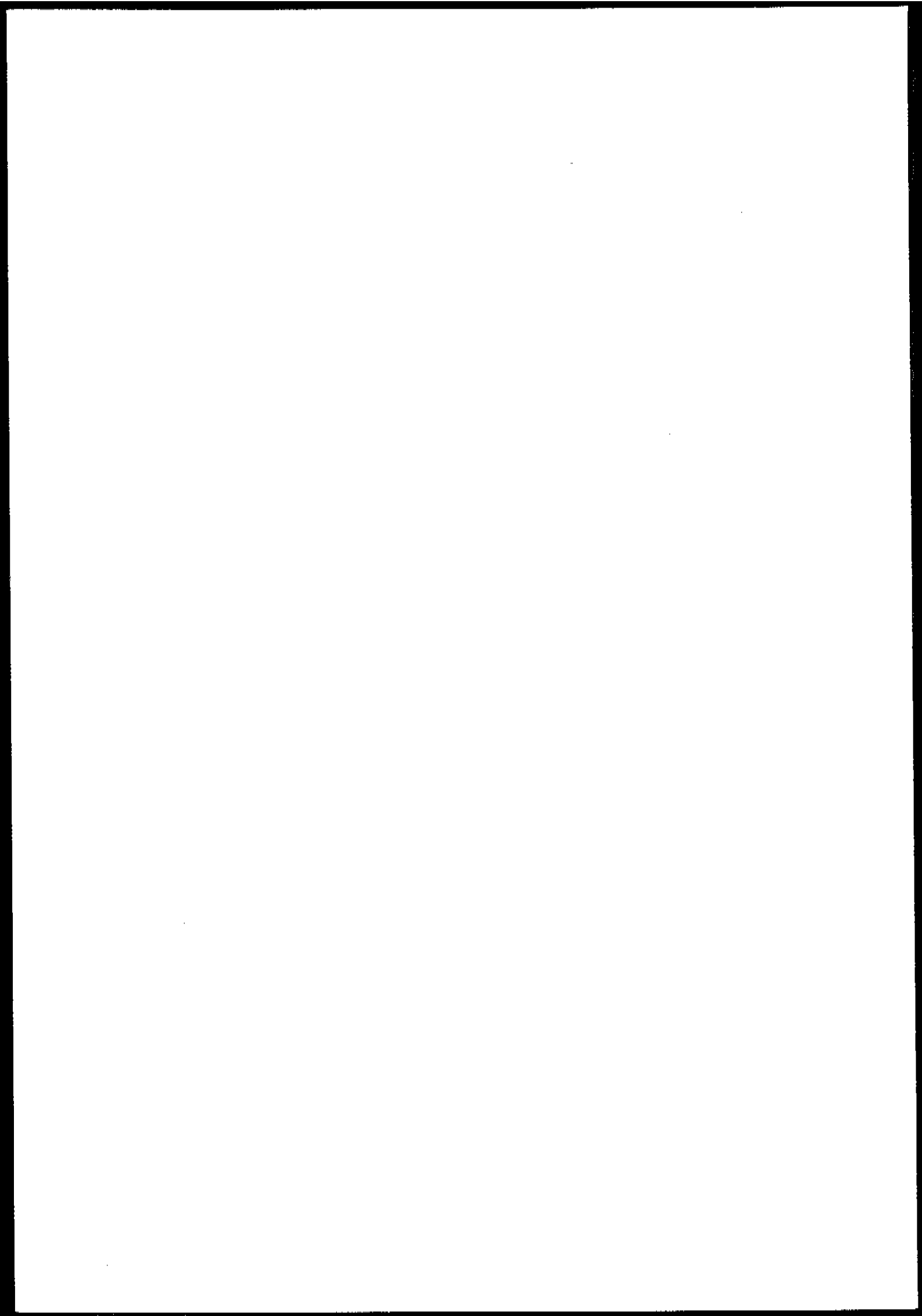
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GUIDELINES
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A DECADE CONSULTATIVE MEETING

I. BACKGROUND AND INTRODUCTION

Background

1. During the first half of the Decade, Water Supply and Sanitation (WSS) activities in developing countries have increased considerably. Most External Support Agencies (ESA) have intensified their investment and support programmes. Nevertheless, towards the end of the first five years the external support community and recipient countries (RC) have realized that WSS sector progress was not as fast as had been expected at the beginning of the Decade. This was largely due to inappropriate priorities and development approaches. As a consequence, a number of global and regional consultations of ESAs have been organized in order to identify constraints and to define priority oriented programmes of action.

2. In October 1984 the World Health Organization (WHO) and the Federal Ministry of Economic Cooperation (BMZ) organized a European Donor Consultation, held in October 1984 in Koenigswinter near Bonn, Federal Republic of Germany.^{1/} This Consultation was followed by a meeting of the Development Assistance Committee (DAC) of OECD, held in Paris in May 1985.^{2/} Both conferences dealt mainly with the issues of donor coordination and of support to Decade approaches^{3/} as a means of reorienting WSS sector development strategies to improve the effectiveness of WSS investments, and, ultimately, the health situation in developing countries.

3. To follow up on the results of these global meetings, the WHO/GTZ Interregional Cooperation Programme (ICP) in collaboration with the three major regional development banks organized three Regional External Support Consultations. The Regional Consultation for Asia, co-sponsored by the Asian Development Bank, took place in Manila, Philippines in October 1985; the one for Africa, co-sponsored by the African Development Bank, was organized in Abidjan,

1/ European Donor Consultation, Koenigswinter, Report by the Secretariat, Bonn/Geneva, February 1985.

2/ "Development Assistance Committee: Improving Aid Effectiveness in the Drinking Water Supply and Sanitation Sector, Conclusions and Recommendations Emerging from DAC Consultations" (Report distributed in November 1985).

3/ Decade Approaches

- Complementarity in developing water supply and sanitation,
- Strategies giving precedence to underserved rural and urban population,
- Programmes promoting self-reliant, self-sustained action,
- Community involvement at all stages of project implementation,
- Socially relevant systems that people can afford,
- Association of water supply and sanitation with relevant programmes in other sectors, particularly with primary health care, concentrating e.g. on health education, human resources development and the strengthening of institutional performance.

Ivory Coast, in November 1985; and finally the Consultation for the Americas, co-sponsored by the Inter-American Development Bank, was held in Washington D.C., USA, in April 1986. In parallel, and as a continuous activity, the ICP supported a number of governments in the organization of Decade Consultative Meetings (DCM) to promote resource mobilization and to coordinate WSS sector activities. Support for DCMs has been obtained from GTZ, UNDP and NORAD and inputs from other agencies are expected.

Definition of a Decade Consultative Meeting

4. A Decade Consultative Meeting is a recipient country initiated conference at which national authorities present government's WSS sector policies, plans and priority projects to invited external support agencies with the objective of promoting and coordinating resource mobilization activities. A DCM is not an isolated event; but rather a link in the process of WSS sector planning, constraint analysis, programme and project preparation and resource mobilization. A DCM is not a "pledging meeting", where the external support community is expected to make financing commitments, but a meeting from which a number of actions between the host RC and ESAs will emanate which aim at promoting and coordinating the resources required for undertaking specific development or technical assistance projects or programmes in the WSS sector.

5. Although each country will have its own setting and structure for a DCM, the objectives and many of the characteristics of the meetings are likely to be similar. This document, which is based on WHO's practical experience of organizing this type of conference, draws attention to key components of such a meeting and to major logistical steps necessary for its organization and conduct.

Initiative for a Decade Consultative Meeting

6. It is essential that the recipient country takes the full initiative of organizing a Decade Consultative Meeting.

7. Usually a national WSS coordinating body, i.e. the National Action Committee (NAC) or similar, will take steps to introduce and justify the idea of holding a DCM to an appropriate central ministry, for example the Ministry of Planning, Finance or Foreign Affairs. Ideally, the selected central ministry will host the Decade Consultative Meeting as a clear indication of the importance a government attributes to the WSS sector and a confirmation that the WSS sector development plan, including its priority projects, have been sanctioned and approved at central government level and are - or will be - integrated into the national economic development plan. The RC may request support from an ESA (i.e. UNDP, WHO or a bilateral agency) for funding the DCM, preparing documents, such as a country resource mobilization profile and priority project profiles, and for organizing the meeting.

8. It should be kept in mind that in order to create or preserve WSS sector credibility among ESAs, the work and time input for the preparatory activities must be considered on a realistic scale. This means usually more than one year of preparation if a WSS sector development plan has first to be elaborated or substantially revised. The time frame may be reduced if plan and priority concepts, approved by both sector and national planning authorities, already exist or require only minor adjustments.

National Workshop on Water Supply and Sanitation
(Decade Workshop) as an Alternative

9. A national Decade workshop is a conference during which national authorities discuss the WSS sector development strategy, plan and priorities among themselves. Representatives of interested ESAs are invited as observers. This smaller-scale meeting is a viable alternative for those cases which do not justify calling the WSS sector to the attention of the external support community in the form of a Decade Consultative Meeting. This may be the case due to such factors as insufficient sector strategy and plan preparation, the absence of national sector or planning authority approval of the WSS sector development plan; or in order to motivate sector interest of the external support community.

II. OBJECTIVES AND PARTICIPANTS OF THE MEETING

Objectives

10. Taking into account the unfavorable worldwide economic environment, significant increases in the flow of funds to the WSS sector cannot be expected in the foreseeable future. Therefore, available resources must be utilized as effectively as possible. It is estimated that resource efficiency could be increased considerably by changes in sector approaches and improved sector coordination.

11. Thus, the objective of Decade Consultative Meetings is not to obtain commitments from ESAs for WSS project and programme funding, but rather to promote the sector at the national level and with ESAs in order to

- i) improve coordination and cooperation among ESAs, between ESAs and national WSS sector agencies and to initiate intersectoral cooperation, i.e. between the WSS sector and programmes and projects in such related fields as health, housing, education, rural and urban development;
- ii) identify constraints to sector development and agree on a course of software-oriented (support programme) actions to reduce them; and
- iii) facilitate the mobilization of resources through a continuous dialogue between ESAs and national authorities on WSS sector development strategies, sector priorities, project preparation, design and implementation.

The Participants

11. National representations consist of delegates from the WSS sector agencies and other offices interested in the sector (ministries of health, planning, finance, foreign affairs). As mentioned under para. 7 above, it is advisable that a central ministry, such as Planning, Finance or Foreign Affairs, hosts the meeting and sends out official invitations on behalf of the government.

12. Representatives of External Support Agencies. Those ESAs actively involved, or with a potential interest in the WSS sector of the RC should be invited. A list of typical invitees or participants is attached as Annex 1. The original of the invitation is normally sent to the headquarters of the ESA concerned with a copy to local representatives, embassies and UN offices. In the case of a Decade workshop, it might be sufficient to invite only the local representatives of the ESAs concerned.

III. PLANNING, PREPARATION, ORGANIZATION AND TIMING OF A DECADE CONSULTATIVE MEETING

Secretariat of the Decade Consultative Meeting

13. As a first step, the RC should establish a secretariat for the DCM. This is usually a small group of three or four persons representing the key ministries and sector agencies and could be a sub-committee of the NAC. The Secretariat will be in charge of all organizational and logistical aspects of the meeting. It might also guide consultants or provide other advice, if necessary, to carry out certain preparatory activities for the meeting.

Documentation

14. As a prerequisite for a Decade Consultative Meeting, a RC should have a WSS sector development plan, an established national sector development strategy and priority projects, all sanctioned and approved - or in the process of being approved - by the national planning authorities. The plan, strategy and priorities, as well as an abstract of the sector situation and its outlook, should be summarized in a Country Resource Mobilization Profile (see paragraph 19 below).

15. The Water Supply and Sanitation Sector Development Plan is a comprehensive sector development document, outlining long-term sector objectives (5 to 10 years), a sector development strategy, national and external resources required, as well as an immediate measures programme (1 to 5 years), translated into priority projects. To prepare and to obtain government approval of this plan takes usually at least one year.

16. A viable WSS sector development plan outlines a balanced approach to sanitation versus water supply projects and to rural versus urban WSS development. It also includes an adequate proportion of "software", or sector-strengthening programmes (see paras. 17 and 18 below).

17. Priority Projects should be elaborated in the form of a brief, analytical profile, summarizing technical criteria, financial and economic resource requirements and benefits. Annex 2 presents a format for a project profile and guidelines for its completion. These Priority Project Profiles - normally not more than ten - will be distributed to participants, and, if time permits, presented orally to the meeting.

18. Priority Projects should provide a balance between investment projects for service expansion/rehabilitation ("hardware") and technical cooperation ("software" - institutional and human resource development, community participation, hygiene education, appropriate technology research). In the past, on a worldwide scale, software projects or project components have constituted less than one percent of the value of hardware projects. Sector performance, in terms of absorbing and maintaining new WSS projects or expansion of WSS systems to increase the service coverage ratio, will only improve if the proportion of software versus hardware increases considerably in the foreseeable future. Thus, an RC might want to orient its priority projects towards technical cooperation, rehabilitation, operation and maintenance, to address major sector constraints and to increase the sector's capacity - and viability - for future investment activities.

19. The Country Resource Mobilization Profile constitutes a brief summary of the WSS sector situation, including major ongoing and planned projects, the sector's outlook, WSS sector development plan targets, priorities and resource requirements. It contains an analysis of the sources of funds employed within the sector during the past few years and indicates the extent of known internal and external funding available to meet current and future requirements for developing and maintaining the sector. This paper usually does not exceed 10 to 15 pages and constitutes the background document for the DCM. A typical outline of a Country Resource Mobilization Profile is presented in Annex 3.

Workplan

20. Once the WSS sector development plan has been approved by sector and national planning authorities, the NAC, or another sector coordinating entity, in collaboration with the host ministry and the Secretariat of the DCM, prepares a detailed workplan of preparatory activities for the DCM. These include the

- i) elaboration of the Country Resource Mobilization Profile and the Priority Project Profiles;
- ii) preliminary contacts with ESAs represented in the RC concerned;
- iii) mailing of invitations and background documentation for the DCM; and
- iv) structuring, organizational and logistical steps for the DCM.

21. The Secretariat of the DCM is responsible for adhering to the time-table. The following chronogramme illustrates the DCM planning process:

TYPICAL WORKPLAN FOR A DECADE CONSULTATIVE MEETING

ACTIVITIES	MONTH 1				MONTH 2				MONTH 3				MONTH 4				MONTH 5				MONTH 6											
	Week				Week				Week				Week				Week				Week											
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
1. WSS Sector Development Plan Approval by National Planning Authority	-----																															
2. Elaboration of - Country Resource Mobilization Profile - Priority Project Profiles	-----				-----																											
3. Preliminary Contacts with ESAs representatives in the RC concerned	-----				-----																											
4. Telex notification of ESAs about Decade Consultative Meeting	-----				-----																											
5. Mailing of invitations and background documents (Resource Mobilization Profiles)	-----				-----																											
6. Structuring and organization of logistical steps for DCM																	-----															
7. Decade Consultative Meeting																	-----															
8. Reporting on and distribution of DCM report to all invited ESAs																					-----											
9. Follow-up Actions with ESAs																									-----							

22. In short, the following seven documents should be prepared - or be under preparation - about three to four months before the DCM.:

i) Prepared

- Telex advance notification;
- Letter of invitation;
- Tentative Agenda;
- List of Invitees;
- Check list of organizational and logistical requirements.

ii) Under preparation

- (to be completed and available for distribution to invitees at least one or two months before the Meeting):
- Resource Mobilization Profile;
 - Priority Project Profiles.

Invitations

23. An advance notification of the DCM should be sent by telex to the ESAs which it is intended to invite as soon as a firm date for the meeting has been fixed, but at least three to four months before the meeting dates.

24. Official invitations must be sent at least three months before the DCM takes place so as to allow ESAs sufficient time to plan their participation. The content of the invitation should include:

- the purpose of the DCM;
- the date and venue of the DCM; and
- reference to the background documents as well as the WSS sector development plan and priority project profiles which will be presented to the ESAs at the DCM.

25. Invitations should be accompanied by background documents for the DCM, a tentative agenda, a tentative list of participants, i.e. the list of invitees, and, if possible, the Country Resource Mobilization Profile and, possibly, the Priority Project Profiles. If Resource Mobilization and Priority Project Profiles have not been completed when invitations are mailed, these documents should be sent separately, but not later than about one month before the DCM.

26. Ideally, a short preparatory/briefing meeting should take place with ESAs represented in the RC before the mailing of invitations. Such a meeting would allow the purpose of the DCM to be orally explained to the external support community and, at the same time, to "take their pulse", to promote and measure their interest in the WSS sector and in holding a DCM.

27. About one month before the DCM a follow-up telex invitation should be sent to all those invitees who have not responded.

28. Annexes 4(a) to 4(c) present samples of the advance telex announcing the meeting, the letter of invitation and the follow-up telex.

Organization and Logistics

29. A check-list of organizational and logistical requirements should be prepared early in the planning stage for a DCM. In particular, hotel block bookings for participants and meeting facilities should be investigated and confirmed before the mailing of invitations. Annex 5 illustrates the main items of such a check-list.

Inauguration, Duration and Agenda of the Decade Consultative Meeting

30. The inauguration and closing of a DCM should be carried out by a high-level government personality such as a Senior Minister. In some cases the President of the RC concerned might stress the priority of the WSS sector by giving an opening speech himself. The DCM will also require one or several nationals to chair its sessions, they should be personalities who are well acquainted with the sector.

31. A DCM usually lasts two to four days, including a full or a half day field trip. The length of the meeting depends largely on the type of presentations the government/sector agencies plan to make and on the number of expected ESA participants. A field trip, or visit to a project site may serve the dual purpose of relaxing the atmosphere of a DCM, thus allowing the participants to become informally acquainted and to provide participants with a visual impression of project execution.

32. The Agenda should be structured so as to reserve the morning of the first day for formalities:

- registration of participants;
- inauguration and opening speeches; and
- explanation of the organization and procedures of the DCM.

In the afternoon of the first day, the actual plenary sessions should start:

- presentation of WSS sector development plan, strategy and priority project profiles;
- interventions of participants; and
- discussion sessions.

The presentations, dialogue and discussions will normally carry on for a second day, possibly preceded or followed by a field trip.

33. The last half day of the DCM should be reserved for the presentation of the meeting's conclusions. Annex 6 presents a typical agenda.

Presentation of the Water Supply and Sanitation Sector Development Plan and Priority Projects

34. The WSS sector authorities will make a succinct, highlight and issue-oriented presentation of the WSS sector development plan, followed, if time permits, by a discussion session. This will give representatives of ESAs and the sector authorities the opportunity to raise and clarify questions and preoccupations. The presentation and discussion session of the plan should not exceed two to three hours.

35. Subsequently priority project profiles will be presented, each project followed by a brief discussion session. In all, not more than one half hour should be dedicated per project.

36. If time is tight, plan and projects could be presented consecutively, followed by one session of interventions from ESA representatives.

37. Exposés of plans and projects should be factual. However, they may be presented with a touch of public relation or salesmanship, so as to be attractive to the external support community. Such a strategy might include the highlighting of benefits, government and community contributions, including cost recovery mechanisms, or the advanced state of project preparation.

Interventions of External Support Agencies

38. It is not necessary that representatives of ESAs be requested to make a formal statement. However, they should be given the opportunity to speak and to voice their opinions and arguments as often and as freely as possible. Experience has shown that this informal approach tends to be more beneficial to establishing an open dialogue between officials of the government WSS sector agencies and of ESAs, than the presentation of prepared speeches.

IV. REPORTING ON THE DECADE CONSULTATIVE MEETING

Conclusions of the Meeting

39. Before the final half day Conclusion and Closing Session of the DCM - usually during the field trip - the Secretariat of the Meeting should prepare a succinct three to five page Conclusion Paper. The paper should end with a list of four or five concrete actions to be taken by the government or WSS sector authorities and/or ESAs, including a follow-up mechanism. This paper would be presented, discussed and modified, as required, during the Conclusion and the Closing Session.

Final Report

40. As soon as possible after the meeting, a short report on the discussions and conclusions should be drafted. This report, largely based on the Conclusion Paper, is usually drafted by the Secretariat of the Meeting or by a special committee of the NAC or similar sector coordination unit. The report (about five to eight pages) briefly describes the WSS sector development plan background, the sector situation and targets, the major issues discussed, conclusions reached and follow-up actions agreed upon during the meeting. The agenda, list of participants and major speeches are attached to the report. Annex 7 illustrates a typical outline of a Final Report.

41. The draft Final Report will then be discussed and cleared by the NAC or other sector coordination entity, and subsequently distributed to all participants of the meeting, as well as those ESAs that were invited but could not attend.

V. FOLLOW-UP ACTIONS

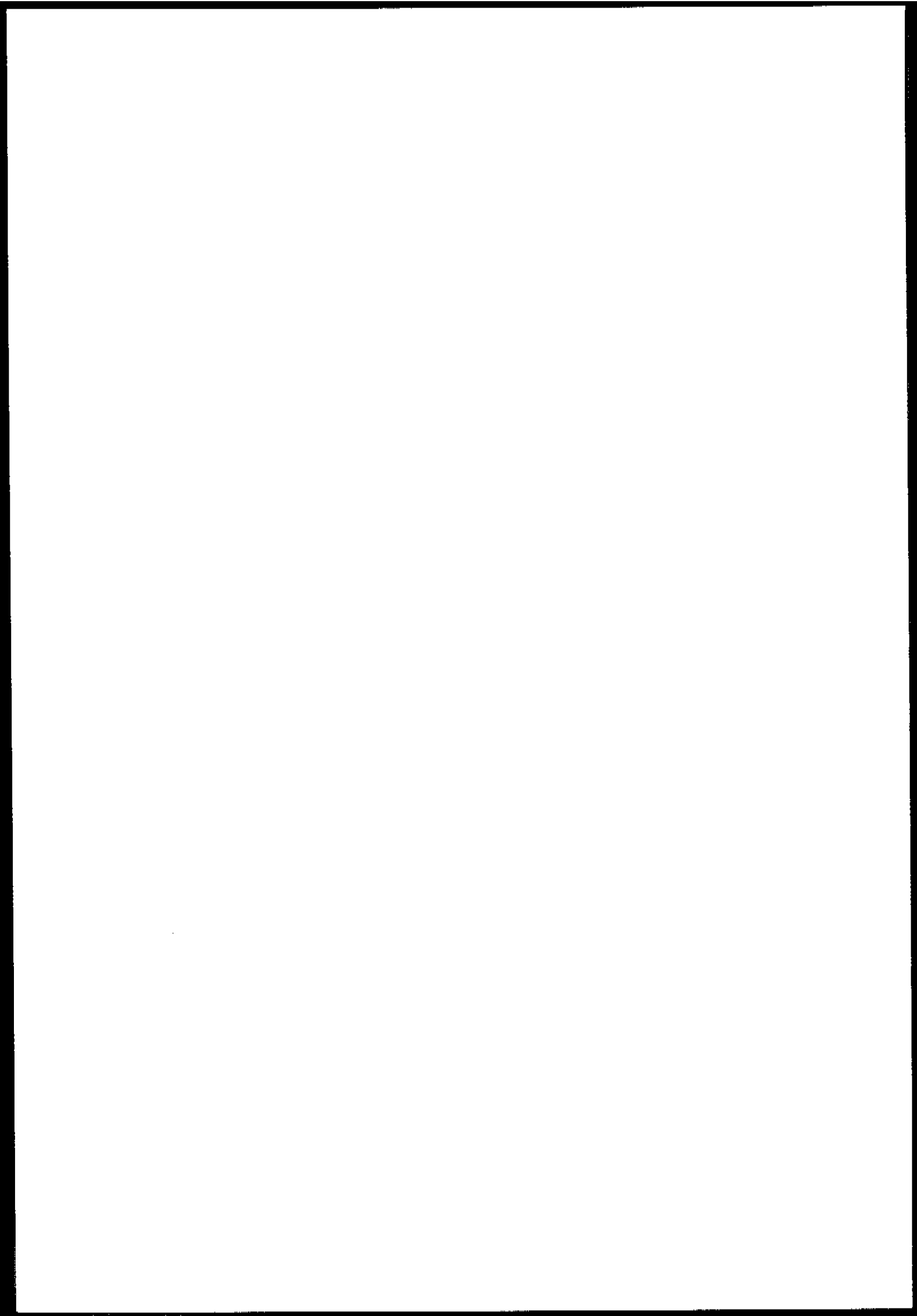
42. Follow-up activities consist of three lines of actions; those to be taken by the national authorities internally, those aiming at continuing the dialogue between government and the ESAs, and those that encourage and facilitate coordination among ESAs. In all cases, the initiative lies with the authorities of the RC concerned.

43. Internal Actions comprise in particular the carrying out of recommendations emerging from the DCM. They may include, for example, the establishment of formal WSS sector coordination and planning mechanism, a programme of specific institutional strengthening measures or the implementation of cost recovery policy decisions and actions.

44. External Actions are oriented towards the future relationship with external support agencies, such as the timing for specific discussions on project funding with certain ESAs and the shift in ESAs development orientation towards support activities as defined during the DCM.

45. UNDP may play a key role in the coordination of ESA activities. Ideally, and if requested by a RC, the Resident Representative of UNDP would accept the responsibility of organizing on a regular basis formal or informal meetings with representatives of national WSS sector authorities and ESAs involved or interested in the WSS sector, to follow-up on the results of the DCM, to discuss priority programmes and other ongoing activities of ESAs. Where the UNDP ResRep is unable to carry out this function, another multi- or bilateral agency, mutually acceptable to the RC and the external support community, could take on this role. In some countries it might even be advisable to place a sector coordination expert into one of the key WSS sector ministries or agencies. This expert could be sponsored by an ESA.

46. Finally, the Decade Consultative Meeting constitutes a corner stone for reorienting WSS sector development activities - of both RCs and ESAs - towards a more efficient use of scarce resources and should, therefore, be repeated on a regular basis, as required.



GUIDELINES
FOR THE PREPARATION AND ORGANIZATION OF
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TENTATIVE LIST OF INVITATIONS*

EXTERNAL SUPPORT AGENCIES

1. Bilaterals

Australia

Assistant Secretary
Policy Development and Coordination Branch
Australian Development Assistance Bureau (ADAB)
Box 887, P O
Canberra City, A.C.T. 2601
Australia

Telex: Australia 62631
Tel: Australia 062-49.5733

Austria

Division A9
The Federal Chancellery of Austria
Section IV
Annagasse 5
1010 Vienna
Austria

Telex: 1370-900
Tel: 0222/527636/0

Belgium

Division Chief for the Medical Service
Ministère des Affaires étrangères
Administration Générale de la Coopération au Développement (AGCD)
Place du Champ de Mars 5
B - 1050 Bruxelles

Telex:
Tel: 02/5139060

* Copies of invitation for bilaterals should be sent to the respective Embassies in the host country and to the respective country or regional offices of multilaterals (UN System) and non-governmental organizations.

Canada

Chief, Water Sector
Canadian International Development Agency (CIDA)
200, Promenade du Portage
Hull, Quebec K1A 0G4
Canada

Telex: 534140
Tel: 819-997-7718

Denmark

Ministry of Foreign Affairs
Danish International Development Agency (DANIDA)
Asiatisk Plads 2
DK - 1448 Copenhagen K

Telex: 31292 etr dk
Tel: 01/920966

Finland

Program Officer
Ministry for Foreign Affairs of Finland
Department for International Development
Cooperation (FINNIDA)
Mannerheimintie 15 C
00260 Helsinki 26
Finland

Telex: 12436
Tel: 0/406077

France

- (a) Chargé de Mission
Ministère des Relations Extérieures
Coopération et Développement (FAC)
Direction des Projets de Développement
20 rue Monsieur
F- 75700 Paris

Telex:
Tel: 01/567.55.90

- (b) Caisse Centrale de la Coopération Economique (CCCE)
35/37 rue Boissy d'Anglas
F - 75379 Paris Cedex 08

Telex: 212632 f
Tel: 01/ 266 93 66

Federal Republic of Germany

- (a) Water Supply and Sanitation Programmes
Federal Ministry for Economic Cooperation (BMZ)
Karl-Marx-Str. 4-6
D - 5300 Bonn 1

Telex: 8869452 a bmz - 1
Tel: 0228/ 535-1

- (b) Head of Section for Water Supply and Sanitation
German Agency for Technical Cooperation (GTZ)
Dag-Hammerskjöld-Weg 1
P.O. Box 5180
D - 6236 Eschborn 1

Telex: 41523-0 gtz d
Tel: 06196/ 79-1279

- (c) Head of Water and Sanitation Programmes
Reconstruction Loan Corporation (KfW)
Palmenstr. 5-9
P.O. Box 11 11 41
D- 6000 Frankfurt/Main

Telex: 411352
Tel: 069/7431 - 1

Italy

Water Supply Programmes
Italian Foreign Affairs Ministry
Technical Cooperation Department (OIC)
Planning and Policy
Multilateral Office
I - 00100 Rome

Telex: 610429
Tel: 06/3964930

Japan

- (a) Director
Medical Cooperation Department
Japan International Cooperation Agency (JICA)
P.O. Box 216 Mitsui Building
2-1, Nishi-Shinjuku
Shinjuku-ku Tokyo 160
Japan

Telex:
Tel:

- (b) Director-General
Water Supply and Sanitation Department
Ministry of Health and Welfare
2-2, 1-chome, Kasumigaseki
Chiyoda-ku
Tokyo
100 Japan
- Telex: 0222/2209
Tel:
- (c) Director-General
Overseas Economic Cooperation Fund of Japan
1-4-1, Ohtemachi
Tokyo
100 Japan
- Telex: J 28790
Tel:

- (d) Director-General
Economic Cooperation Bureau
Ministry of Foreign Affairs
2, 3-chome, Kasumigaseki
Chiyoda-ku
Tokyo
100 Japan
- Telex:
Tel:

Netherlands

Sector Management, Water Supply and Sanitation
Ministry of Foreign Affairs
Directorate General of International Cooperation (DGIS)
Plein 23
NL - 2511 Den Haag

Telex: 31326
Tel:

New Zealand

External Aid Division
Ministry of Foreign Affairs
Private Bag
Wellington
New Zealand

Telex:
Tel:

Norway

Head of Section
Water Supply and Sanitation
The Royal Norwegian Ministry of Development Cooperation
Victoria Terrasse 7
P.O. Box 8142 DEP
N - 0033 Oslo 1

Telex: 74256 NORAD-N
Tel: 02/314055

Sweden

Head of Section
Swedish International Development Authority (SIDA)
Birger Jarlsgatan 61
S - 105 25 Stockholm

Telex: 11450 sida sthlm
Tel: 08/150100

Switzerland

Head of Water and Sanitation Development
Directorate of Development Cooperation and Humanitarian Aid
Federal Department of Foreign Affairs
Swiss Development Cooperation (SDC)
CH - 3003 Bern

Telex: 911440
Tel: 031/613407

United Kingdom

Principal Engineering Adviser
Overseas Development Administration (ODA)
Eland House
Stag Place
GB - London SW1 E5DH

Telex: 263907/8
Tel: 01/213: 3000

United States of America

Chief, Community Water Supply and Sanitation Division
Office of Health
Agency for International Development (AID)
Washington D.C. 20523
USA

Telex: 44.00.01
Tel: 703/235 9823

2. Multilaterals

2.1 UN System

Director, Water Resources Branch
Division of Natural Resources and Energy
Department of Technical Cooperation for Development (DTCD)
United Nations
New York, N.Y. 10017
U.S.A.

Telex: 126171

Chief
Interorganizational Cooperation Section
PPCO/DIESA
United Nations
New York, N.Y. 10017
U.S.A.

Telex: 126171

UNDP

Director
Division for Global and Interregional Projects
United Nations Development Programme
One United Nations Plaza
New York, N.Y. 10017
U.S.A.

Telex: 236286

UNCHS

Executive Director
HABITAT: United Nations Centre for Human Settlements
Kenyatta Conference Centre
P.O. Box 30030
Nairobi
Kenya

Telex: 22996

UNEP

Assistant Executive Director
United Nations Environment Programme
P.O. Box 30552
Nairobi
Kenya

Telex: 22068

UNESCO

Division of Water Sciences
United Nations Educational, Scientific and Cultural Organization
7, Place de Fontenoy
F-75700 Paris

Telex: 204461

UNICEF

Senior Policy Specialist
Water and Environmental Sanitation Team (WET)
United Nations Children's Fund
United Nations
New York, N.Y. 10017
U.S.A.

Telex: 127895

FAO

Chief, Water Resources Development and Management Service
Land and Water Development Division
Food and Agriculture Organization of the United Nations
Via delle Terme di Caracalla
I-00100 Rome

Telex: 610181

ILO

Management Development Branch to Training Department
International Labour Office
1211 Genève 22

Telex: 22271

INSTRAW

International Research and Training Institute for the Advancement of Women
Apartado Postal 21747
Santo Domingo
République Dominicaine

WORLD BANK

Water Supply and Urban Development Department
1818 H. Street, N.W.
Washington, D.C. 20433
U.S.A.

Telex: 440098

Chief Regional Water Supply and Sanitation Project Division
1818 H Street, N.W.
Washington, D.C. 20433
U.S.A.

Telex: 440098

Chief, Sector Development Team (SDT)

UNDP/World Bank Offices in:

- Abidjan
- Nairobi
- Colombo
- Bangkok

WHO

World Health Organization
Director of Environmental Health
CH-1211 Geneva 27
Switzerland

Telex: 27821c oms ch
Tel: (022) 91 21 11

WHO Regional Office
Regional Director (respective region)

2.2 Others

Commission of the European Communities (CEC)
Directorate-General for Development
Berlagmont 9/51 A
200, rue de la Loi
B - 1049 Bruxelles

Telex: 21877 comeu b
Tel: 322/ 235 3495

Manager
Europeran Investment Bank
Secretariat and General Affairs Department
100, Boulevard Konrad Adenauer
L-2950 Luxembourg

Telex: 3530 bnkeu lu.
Tel: 4379-1

3. Regional Development Banks

African Development Bank
Immeuble BAD
01 B.P. 1387
Abidjan 01
Côte d'Ivoire

Telex: 3717, 3498, 3263
Tel: 32 07 11

Asian Development Bank
Deputy Director, Infrastructure Department
P.O. Box 789
Manila 2800
Philippines

Telex: (RCA) 23103 adb ph
Tel: 831-72-51; 831-72-11

Inter-American Development Bank
Chief Sanitary Engineer
Division of Projects and Social Development
808, 17th Street, N.W.
Washington, D.C. 20577
USA

Telex: 440124
Tel: (202) 634-8000

Other Regional or Sub-Regional Development Banks

Banque de Développement des Etats de l'Afrique Centrale
B.P. 1177
Brazzaville
People's Republic of the Congo

Telex: 5306 KG
Tel: 81 02 12/21

Banque Ouest Africaine de Développement (BOAD)
B.P. 1172
Lomé
Togo

Telex: 21 59 06

Caribbean Development Bank
P.O. Box 408 Wilkey
St Michael
Barbados W.I

Telex: 2287 CARIBANK WB
Tel: (809) 42 61152

4. Regional Organizations

Communauté Economique de l'Afrique de l'Ouest (CEAO)
B.P. 2529
Ouagadougou
Burkina Faso

Telex: 5212 BF; 5342 BF
Tel: 33-38-60; 33-22-33

Economic Commission for Africa (ECA)
P.O. Box 3001
Addis Ababa
Ethiopia

Telex: 21029 UNECA
Tel: 44 72 00/09

Economic and Social Commission for Asia and the Pacific (ESCAP)
United Nations Building
Rajdamnern Avenue
Bangkok 10200
Thailand

Tel: 282 9161 - 200

Economic Commission for Latin-America and the Caribbean (ECLAC)
Casilla 179-D
Santiago
Chile

Tel: 34 02 95

Organization of American States (OAS)
1998 F Street, N.W.
Washington, D.C. 20006
U.S.A.

Tel. (202) 789-3219

Western Pacific Regional Centre for the Promotion
of Environmental Planning and Applied Studies (PEPAS)
P.O. Box 2550
Kuala Lumpur
Malaysia

5. Arab Banks and Funds

Director of Operations
Abu Dhabi Fund for Arab Economic Development
P.O. Box 814
Abu Dhabi
United Arab Emirates

Telex: 22865
Tel: 2287 AH

Director
Operations Department
Arab Bank for Economic Development in Africa (BADEA)
Sayed Abdel Rahman El Mahdi Street
P.O. Box 2640
Khartoum
Sudan

Telex: 248 KM
Tel.: 73645/46/47

Director of Operations Department
Arab Fund for Economic and Social Development
KIC Building - Safat
P.O. Box 21923
Kuwait
Kuwait

Telex: 22153 INMARAB
Tel: 431870

Operations and Projects Department
Islamic Development Bank (IsDB)
P.O. Box 5925
Jeddah
Saudi Arabia

Telex: 401137 ISDBSJ
Tel: 6360011

Director General
Kuwait Fund for Arab Economic Development (KFAED)
P.O. Box 2921
Kuwait
Kuwait

Telex: 22205 ALSUNDUK
2613 KFAED
Tel: 429076/77/78/79

Director General
OPEC Fund for International Development
P.O. Box 995
1011 Vienna
Austria

Telex: 1-31734 Fund A
1-34831 Fund A
Tel: 531664-0

Director General
Saudi Fund for Development
P.O. Box 1887
Ryadh
Saudi Arabia

Telex: 20145 Ryadh
Tel:

6. Non-Governmental Organizations

Assistant Regional Program Officer/Africa
Cooperative for American Relief Everywhere (CARE)
660 First Avenue
New York, N.Y. 10016
U.S.A.

Telex: PARCELUS NY.
Tel: (212) 686-3110

Secretary-General
Caritas Internationalis
Palazzo San Calisto 16
I - 00120 Vatican City

Telex: 504/ 2014 CI VA
Tel: 698-7197

International Development Research Centre
60 Queen Street
P.O. Box 8500
Ottawa, Ontario K1G 3H9
Canada

Telex: 053-3753

International Reference Centre for Community Water Supply
and Sanitation (IRC/CWSS)
P.O. Box 93190
NL - 2509 AD The Hague

Telex: 33296 irc nl

Mr R. Schertenleib
International Reference for Waste Disposal (IRC/WD)
Ueberlandstrasse 133
CH - 8600 Dübendorf

Technical Officer
OXFAM
274 Banbury Road
GB - Oxford - Oxon

Telex: 83610
Tel: (Oxford) 56777

Others, as appropriate

GUIDELINES
FOR THE PREPARATION AND ORGANIZATION OF
A DECADE CONSULTATIVE MEETING

INTERNATIONAL DRINKING WATER SUPPLY AND SANITATION DECADE

PROJECT PROFILE

1. COUNTRY:

2. NO.:

3. TITLE:

4. DESCRIPTION AND SCOPE OF PROJECT:

5. BACKGROUND AND PROJECT OBJECTIVES:

6. EXECUTING GOVERNMENT AGENCY:

7. INSTITUTIONAL SUPPORT:

8. DURATION:

9. RECOMMENDED STARTING DATE:

10. SUMMARY OF ESTIMATED PROJECT COSTS IN US\$ 1,000
(indicate year of US\$ value)

<u>Project Components</u>	<u>Foreign Exchange Costs</u> <u>US\$ (1,000)</u>	<u>Local Costs</u> <u>US\$ (1,000)</u>	<u>Total</u> <u>(US\$ 1,000)</u>
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11. TENTATIVE FINANCING PLAN (costs in 1,000 US\$):

<u>Project Components</u>	<u>Costs in US\$ (1,000)</u>	<u>Source of Funding</u>
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12. FINANCIAL STRATEGY:

13. SECTOR DEVELOPMENT PERFORMANCE:

14. GOVERNMENT PRIORITIES:

15. PROJECT OUTPUT AND EXPECTED BENEFITS:

16. PROJECT RISKS:

17. DATE:

18. PREPARED BY:

GUIDELINES TO COMPLETE PROJECT PROFILE

1. Country Name of country. Also state region where project is to be implemented.
2. No. Each project profile will be provided with a number.
3. Title State full title of project.
4. Description and Scope of Project State briefly the type of project and the scope of activities, i.e. investment, rehabilitation or technical cooperation project or study, as well as major project components.
5. Background and Project Objective
 - (i) Indicate how the project fits into the country's development programme and its linkage to the sector. In this connection indicate the project objectives and the projects contribution to the national economy and the sector.
 - (ii) Describe relation of project to other externally assisted projects. State year of start or completion and status of these projects. Indicate external support agencies assisting the sector.
6. Executing Government Agency Indicate exact name and address of Government agency responsible for the implementation of the project and to which correspondence should be addressed.
7. Institutional Support
 - (i) Indicate the type of organization and management available for project implementation support, in addition to the executing agency.
 - (ii) State if project will operate on cost recovery basis. If not, indicate who will pay for the recurrent costs, in particular operation and maintenance, and to what extent.
8. Duration Expected duration of project. Duration of each phase, if applicable.
9. Recommended Starting Date Recommended start of the project. Also indicate what actions/conditions will be required before the start of the project.

10. Summary of Estimated Project Costs

State estimated total costs in US dollars for the project and for each major project component. Indicate proportions in foreign exchange and local currencies required, if possible by major component. Both cost items should be indicated in US\$ with a reference to the exchange rate used to convert local costs into US\$. Indicate also whether there is a component of community participation in kind and its estimated value.
11. Tentative Financing Plan

Indicate tentative sources of funding, if possible by major project component. Please mention if sources not yet known.
12. Financial Strategy

Indicate government strategy to obtain national and external funding for project.
13. Sector Development Performance

Briefly indicate recent sector performance and, if available, performance of recent similar projects with name and execution period.
14. Government Priorities

(i) Indicate if project is included in Government's National Development Plan.

(ii) Indicate degree of Government priority and commitment to the water supply and sanitation sector and to the particular project.
15. Project Output and Expected Benefits

State social and economic benefits, including number of people benefitting from the project and to what extent, health benefits, hygiene awareness, community participation, etc; and, if any, benefits related to financial aspects of the project, i.e. internal and economic rates of return.
16. Project Risks

Indicate risks related to project execution, such as lack of manpower and other national resources, and how the project intends to deal with them.
17. Date

Indicate date when Project Profile was prepared.
18. Prepared by

State name of national agency which completed the Project Profile, or provided the relevant data for its completion.

GUIDELINES
FOR THE PREPARATION AND ORGANIZATION OF
A DECADE CONSULTATIVE MEETING

COUNTRY RESOURCE MOBILIZATION PROFILE

O U T L I N E

I. INTRODUCTION (about 3 pages)

1.1 Basic Country Information (about 1-2 pages)

- Geography
- Economy
- Population
- Health

1.2 National Planning Mechanisms (1/2 page)

1.3 Main National Development Constraints and policies (1 page)

II. THE WATER SUPPLY AND SANITATION SECTOR (about 8 pages)

2.1 Sector Institutions (1 page)

2.2 Sector Development Policies (1-2 pages)

- Policies and Strategies
- Cost Recovery
- Financing

2.3 Past Investments and Development Trends (1-2 pages)

2.4 Present Levels of Water Supply and Sanitation Services (1/2-1 page)

2.5 Sector Plan Targets and Objectives (1/2-1 page)

2.6 Resource Requirements (1/2-1 page)

2.7 Major Sector Constraints (1/2-1 page)

2.8 Sector Priorities (1 page)

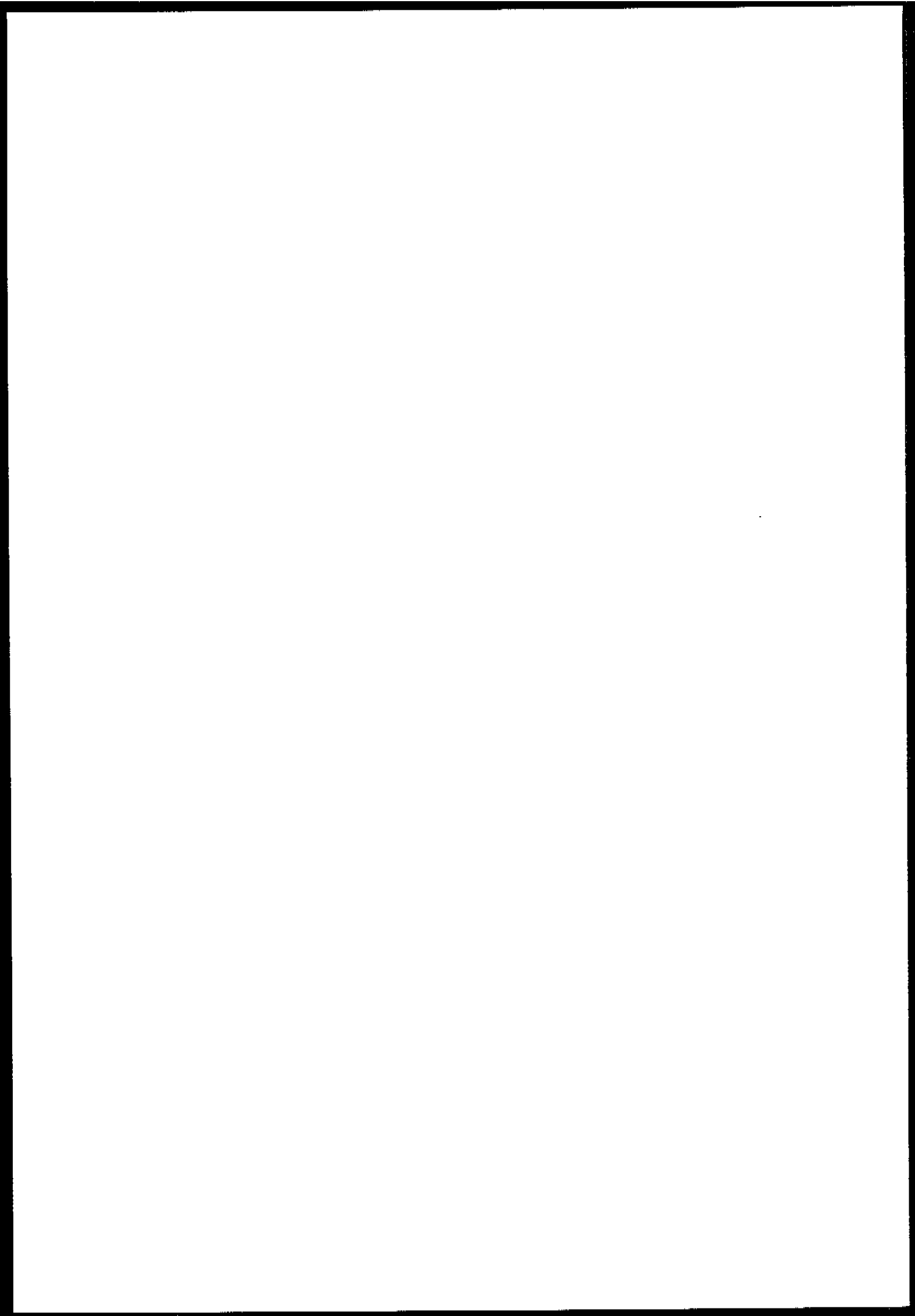
2.9 Interaction between Water Supply and Sanitation and Programmes of Other Sectors (1/2-1 page)

III. THE ROLE OF THE EXTERNAL SUPPORT COMMUNITY (about 2-3 pages)

3.1 Past Investments and Assistance of the External Support Community in the Sector (1/2-1 page)

3.2 Future Support for Sector Development (1/2-1 page)

3.3 Sector Coordination (1/2-1 page)



GUIDELINES
FOR THE PREPARATION AND ORGANIZATION OF
A DECADE CONSULTATIVE MEETING

SAMPLE TELEX ADVANCE NOTIFICATION OF
A DECADE CONSULTATIVE MEETING

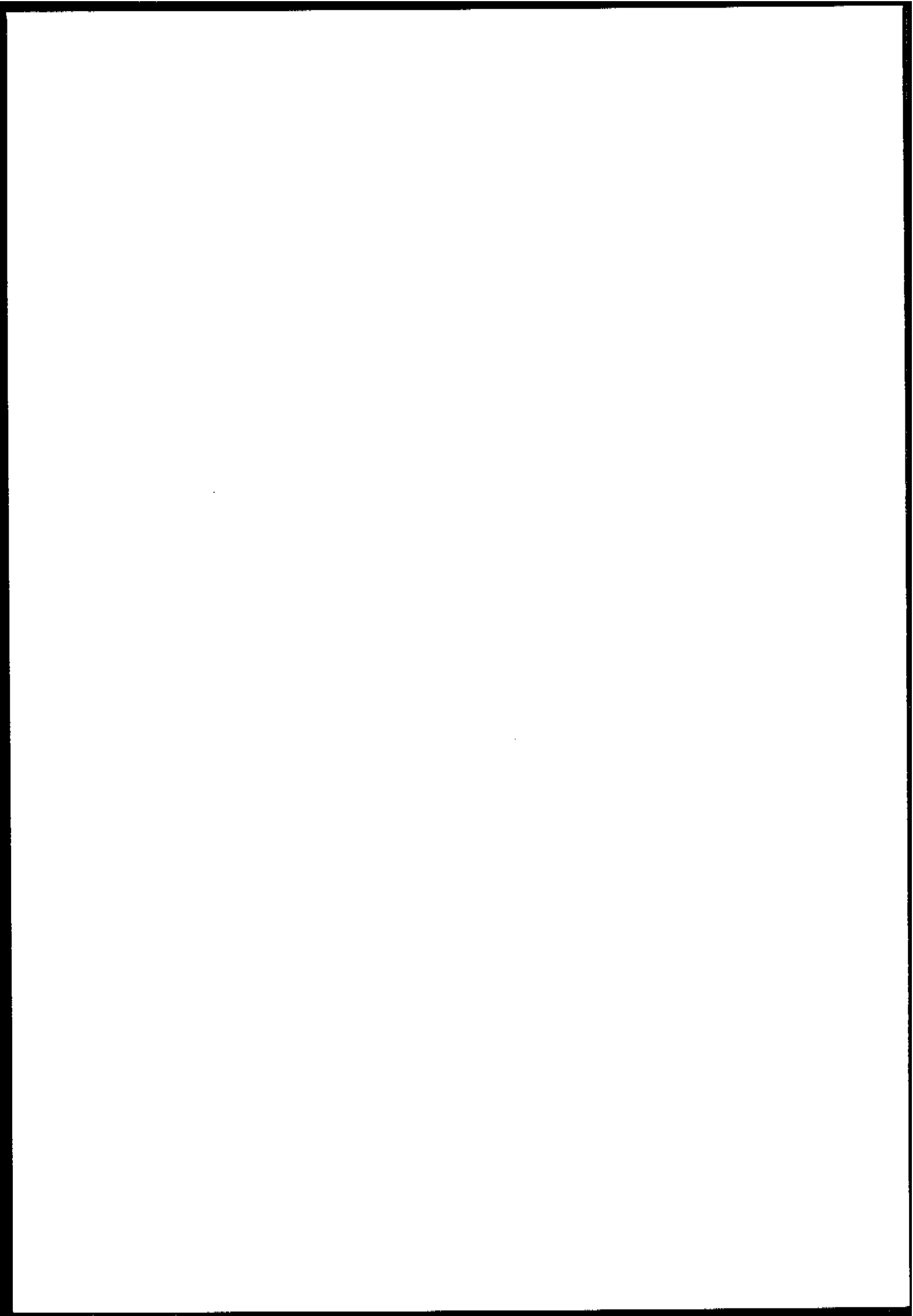
To External Support Agencies (ESA) that will be invited to the DCM

Re: Decade Consultative Meeting (name and country) for the Water Supply and Sanitation Sector.

The Government of (name of country), in the context of the National Decade Programme, is planning to hold a Decade Consultative Meeting from ... to ... (dates) with external support agencies for the promotion and mobilization of resources for the Water Supply and Sanitation Sector. The meeting will be sponsored (co-sponsored) by (name of sponsoring agencies and/or government(s)). The purpose of the meeting is not to seek commitments for funding of specific projects, but to discuss aspects of sector coordination, constraints and ways of resolving or reducing them.

A formal invitation and background information will be sent to you within the next few weeks. You will then also be informed of the venue of the meeting and the tentative agenda.

We hope that you will be able to attend this important meeting for a vital sector of our economy and are looking forward to seeing you.



GUIDELINES
FOR THE PREPARATION AND ORGANIZATION OF
A DECADE CONSULTATIVE MEETING

SAMPLE LETTER OF INVITATION

To External Support Agencies (ESA) that will be invited to the DCM

Dear _____,

Subject: Decade Consultative Meeting for the Promotion of Water Supply and Sanitation. (Location and dates of the meeting)

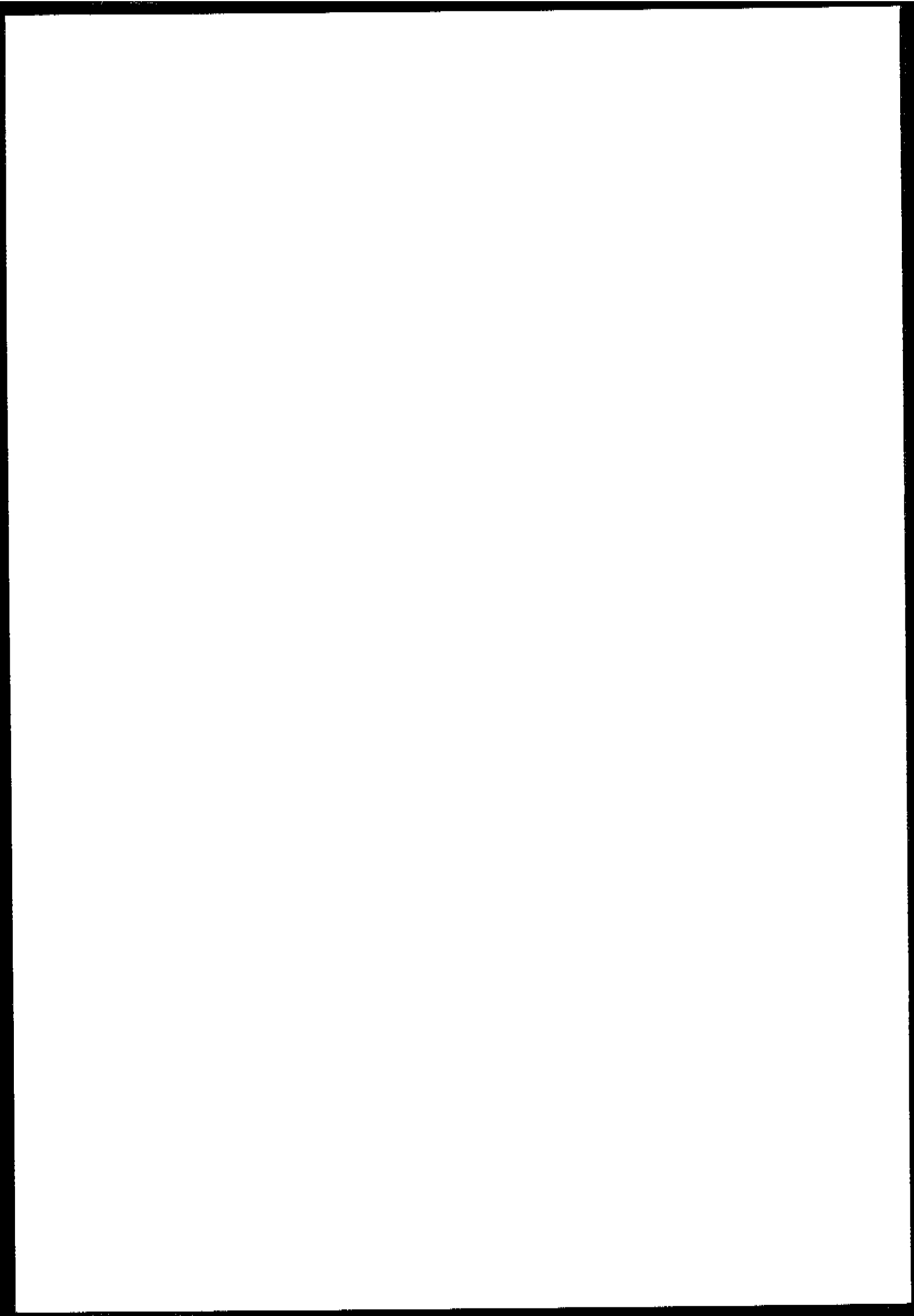
The Government of (name of country) has the pleasure of inviting you to a Decade Consultative Meeting for the promotion of the Water Supply and Sanitation Sector. This meeting is organized in the context of the National Decade Programme and will be sponsored (co-sponsored) by (name of sponsoring agency and/or government(s)).

The purpose of the meeting will be for government agencies responsible for Water Supply and Sanitation to present the (name of country) Water Supply and Sanitation Sector Development plan and strategy as well as priority projects to external support agencies interested in the sector. This will, however, not be a meeting to seek commitments for funding of projects, but it is expected to offer an opportunity to discuss openly ways of improving sector coordination, current constraints affecting the performance of the sector as well as means to resolve or reduce them.

Representatives of all external support agencies interested in the sector, as well as national ministries and agencies involved in Water Supply and Sanitation will be invited to this consultation which will take place in (indicate exact venue of meeting with address and telephone/telex numbers). The event will also include a one-day field trip to (indicate name of project and location). A list of invitees and a tentative agenda are attached as annexes 1 and 2. As further background documentation we have elaborated a Resource Mobilization Profile for the Water Supply and Sanitation Sector which is attached (or, will be forwarded to you shortly).

We have arranged a blockbooking at a reduced rate (US\$/single room) at the hotel (name, address, telephone/telex numbers) for participants of this meeting but would be glad to make other arrangements for you, if you so desire. We would, therefore, appreciate if you could inform us of the participation of your agency at your earliest convenience, but not later than (date), indicating name(s) and position(s) of your delegate(s) and whether we shall confirm your booking at the hotel (name of above hotel) or arrange for other accommodations of your choice. Please contact (indicate address of organizing committee).

We hope that you will be able to attend the meeting and will highly appreciate your contribution to a fruitful dialogue in an effort to promoting this vital sector of our economy.



GUIDELINES
FOR THE PREPARATION AND ORGANIZATION OF
A DECADE CONSULTATIVE MEETING

SAMPLE FOLLOW-UP TELEX INVITATION

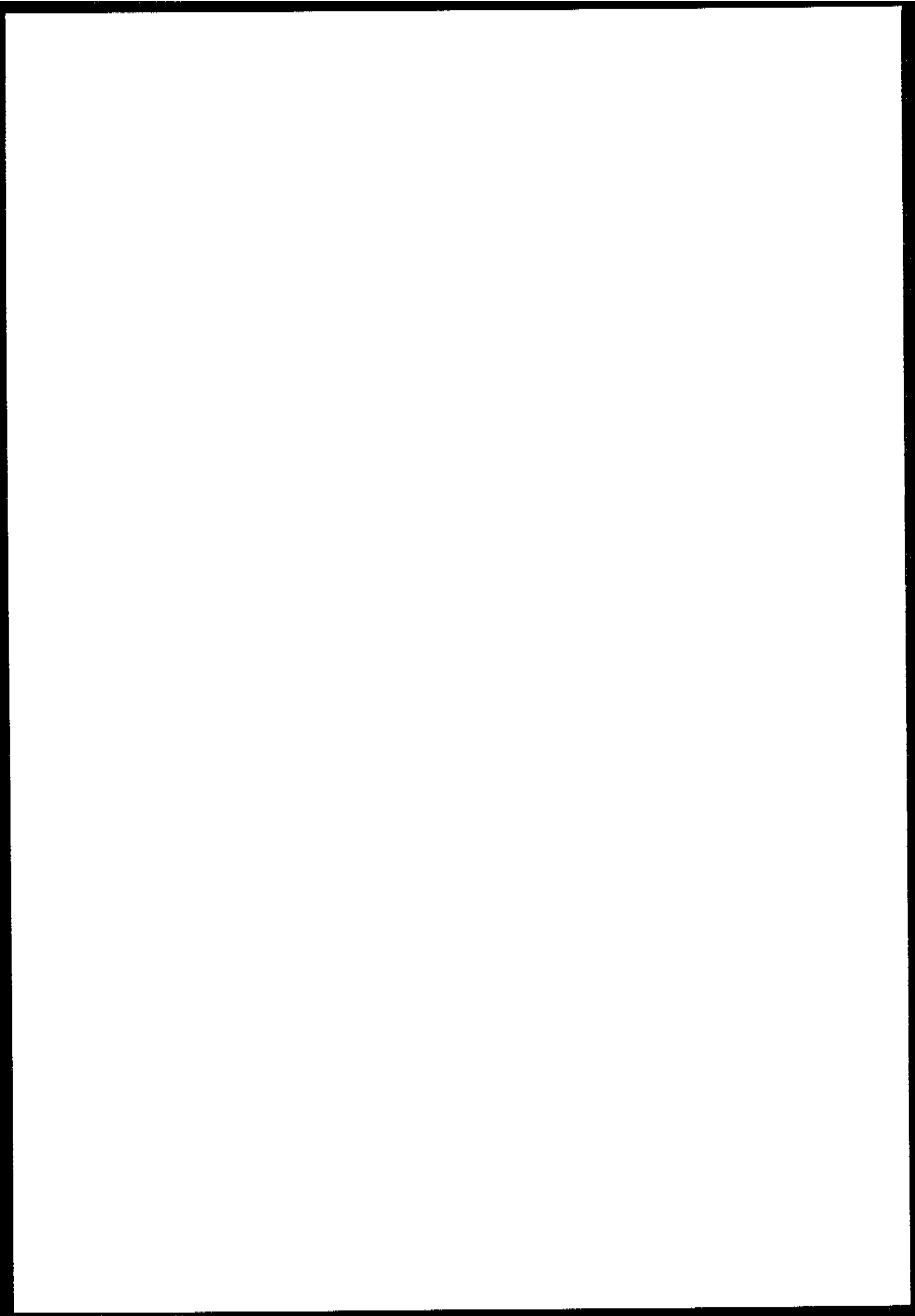
To External Support Agencies (ESA) that have been invited to the DCM
but have not responded

Re: Decade Consultative Meeting (name of country) for the Water Supply and Sanitation Sector.

This refers to our letter of (indicate date of invitation letter). Since we have not yet received your reply to the invitation, we would like to remind you that this meeting takes place (dates and exact address of venue) with the purpose of seeking coordination of water supply and sanitation activities, promoting resource mobilization for the sector and discussing sector constraints and ways to overcome them.

We believe this meeting will constitute an excellent forum for external support agencies and national sector institutions to review sector priorities and development approaches with a view to increasing the efficiency of available sector resources.

We would highly appreciate if you could attend the meeting and are looking forward to your favorable response.



GUIDELINES
FOR THE PREPARATION AND ORGANIZATION OF
A DECADE CONSULTATIVE MEETING

CHECK-LIST OF TYPICAL LOGISTICAL MEASURES

1. Venue of Decade Consultative Meeting:
 - Hotel or other conference facility that can accommodate at least 50 to 70 persons in one meeting room or conference hall;
 - one or two small meeting rooms which would accommodate working group meetings.
2. Conference Equipment, including:
 - overhead projector;
 - slide projector;
 - screen;
 - flip charts;
 - felt pens;
 - movie projector (if required);
 - microphones;
 - simultaneous interpretation services (if required).
3. Secretarial Services:
 - Two or more full-time secretaries;
 - translation services, if required;
 - typewriters or word processors;
 - photocopy machine and/or access to printing services;
 - photographer for Decade Consultative Meeting (DCM).
4. Accommodation of Participants:
 - Hotel rooms for all participants, ideally all in the same hotel;
 - access to travel agency;
 - access to health/medical services;
 - coffee breaks morning and afternoon;
 - luncheon arrangements;
 - transportation: in-town and hotel to conference facilities.
5. Participants
 - Folder (preferably ring-binder) with meeting documents
 - . WSS Sector Development Plan, or a summary of the plan;
 - . Country Resource Mobilization Profile (if not distributed earlier);
 - . Priority Project Profiles;
 - . note paper and pen;
 - . agenda of the DCM, indicating chairmanship of different sessions;

- . tentative list of participants;
- . paper or letter explaining the organization and venue of the DCM and available services;
- . other pertinent information, for example a city map or tourist information;
- badges;
- security passes;
- name tags for conference table;
- description of field trip, if any.

6. Media

- Press release before and possibly after DCM;
- invite local press, radio, TV to DCM opening session.

GUIDELINES
FOR THE PREPARATION AND ORGANIZATION OF
A DECADE CONSULTATIVE MEETING

TYPICAL AGENDA

Venue of the Decade

Consultative Meeting: (Address of location, conference room, etc.)

Dates : (Meeting dates)

First Day (Date)

09.00 - 10.00	Registration
10.00 - 11.30	Inauguration - Opening Speeches
11.30 - 11.45	Coffee break
11.45 - 12.15	Explanation of Meeting Procedures
12.15 - 14.00	Lunch
14.00 - 15.30	Presentation of Water Supply and Sanitation Sector Development Plan and Strategy
15.30 - 15.45	Coffee break
15.45 - 17.00	Open discussion of Plan and Strategy
about 19.00	Cocktail or dinner.

Second Day (Date)

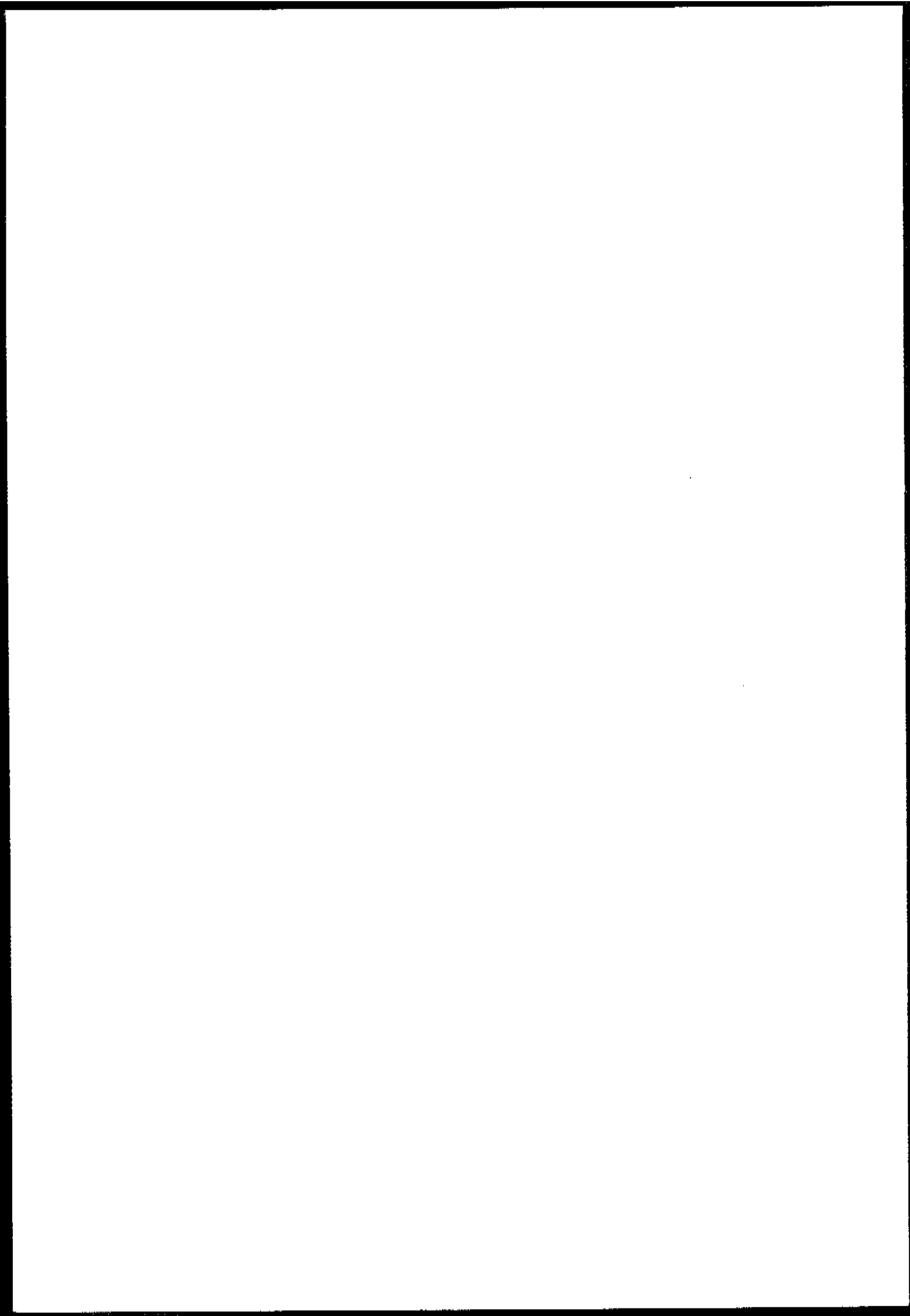
08.30 - 10.00	Presentation and discussion of Priority Project Profiles (about 1/2 hour per project)
10.00 - 10.15	Coffee break
10.15 - 12.15	Presentation and discussion, cont'd.
12.15 - 14.00	Lunch
14.00 - 15.30	Presentation and discussion, cont'd.
15.30 - 15.45	Coffee break
15.45 - 17.00	General discussion and comments from External Support Agencies.

Third Day (Date)

08.30 - about 17.00	All day field trip with lunch in the field - (indicate name and location of project).
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Fourth Day (Date)

09.00 - 10.00	Presentation of conclusions
10.00 - 10.15	Coffee break
10.15 - 12.00	Discussions and comments of conclusions; Presentation of conclusion paper of the meeting
12.00 - 13.00	Closing ceremony, speeches
13.00	Lunch.



GUIDELINES
FOR THE PREPARATION AND ORGANIZATION OF
A DECADE CONSULTATIVE MEETING

SAMPLE OUTLINE OF A REPORT ON A DECADE CONSULTATIVE MEETING

I. INTRODUCTION (about 1 page)

Background, including timing, of water supply and sanitation sector planning process leading to the Decade Consultative Meeting.

II. DECADE CONSULTATIVE MEETING (1/2 - 1 page)

Description of meeting, indicating venue, number of participants, opening and closing ceremonies and other major speeches which are attached as annexes. Quotation of one or two relevant statements during the opening ceremony.

III. ANALYSIS OF THE NATIONAL WATER SUPPLY AND SANITATION DEVELOPMENT PLAN AND PRIORITY PROJECTS

3.1 The Plan (1 page)

Brief description of actual WSS sector situation in the country, plan objectives and resources required.

3.2 The Priority Projects (1 page)

Short description of sector priorities, their relation with the plan and its objectives and list of priority projects as presented during the meeting.

3.3 Interventions of Participants (1-2 pages)

Summary of the discussions during the meeting, highlighting major issues and proposed solutions.

IV. FOLLOW-UP ACTIONS (1 page)

Succinct, precise outline of actions required, timing and statement of responsible agency or body to carry out the required actions.

ANNEXES

1. Agenda of the Decade Consultative Meeting
2. List and Addresses of Participants
3. Inauguration, closing and other major speeches.

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...the ...

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