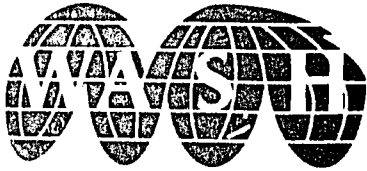


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WATER AND SANITATION
FOR HEALTH PROJECT

Operated by
CDM and Associates

Sponsored by the U.S. Agency
for International Development

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**NEAR EAST BUREAU
WATER/WASTEWATER CONFERENCE
SOUSSE, TUNISIA
APRIL 15-18, 1985**

WASH FIELD REPORT NO. 149

JUNE 1985

The WASH Project is managed
by Camp Dresser & McKee
International Inc. Principal
cooperating institutions and
subcontractors are Associates
in Rural Development Inc.,
International Science and
Technology Institute Inc.,
Research Triangle Institute,
Training Resources Group,
University of North Carolina
at Chapel Hill.

Prepared for
**Water Resources Committee, Near East Bureau,
Agency for International Development**
WASH Activity No. 130

WASH Field Report No. 149

Near East Bureau
Water/Wastewater Conference
Sousse, Tunisia
April 15-18, 1985

Prepared for the Water Resources Committee,
Near East Bureau Agency for International Development
under WASH Activity No. 130

by

John Pettit
and
Fred Rosensweig

Water and Sanitation for Health Project
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EXECUTIVE SUMMARY

The WASH Project assisted the Water Resources Committee of the Near East Bureau of the U.S. Agency for International Development (AID) to plan and conduct a conference on water and wastewater. The conference was held April 15-18, 1985, in Sousse, Tunisia. The conference was attended by 42 people, including 31 AID employees from AID/Washington and five missions, 5 private voluntary organization personnel, and 6 WASH consultants. The overall purpose of the conference was to provide participants with the practical information needed to design, implement, and monitor water/wastewater projects.

The conference was organized around six topics:

- Choice of Technology
- Operations and Maintenance
- Finance/Cost Recovery
- Training
- Institutional Development
- Project Monitoring.

These topics were chosen as a result of a planning process which included both interviews with AID/W staff and a trip to three Near East Bureau countries.

An approximately 3 1/2 hour session was devoted to each topic. Each session included a formal presentation, a question and answer period, and a small group exercise. The purpose of the small group exercise was to draw on the participants' own experiences and to apply the theory or models to specific projects.

The participants felt the workshop achieved its objectives. On a five-point scale -- one being "objective not met" and five being "objective met very successfully" the ratings ranged from a mean of 3.4 to 4.3. There was strong agreement on the relevance of the conference to the participants' work issues and problems and a sense that the ideas presented could be used to improve their job performance. Almost everyone agreed that similar conferences should be held in the future every one or two years.

There were three major outcomes of this conference.

- Improved communication between AID/W and the field and among missions.
- Greater awareness of some critical issues on designing and implementing water and wastewater projects.
- Recommendations for future action to follow up on this conference.

The following recommendations were made for future conferences:

- Continue to use a careful planning process including the use of a needs assessment trip to the field.

- Focus on fewer issues and spend more time on each one, with a greater emphasis on discussing participants' projects in more depth.
- Make greater use of outside presenters by modifying the conference format.
- Hire a local administrative person to handle transportation and hotel arrangements.
- Continue to use an outside moderator, although the role and skills may vary with the conference format.

Chapter 1

INTRODUCTION

In December, 1984, the Near East Bureau of the U.S. Agency for International Development (USAID) asked the WASH Project to assist in preparing and coordinating a regional conference on water/wastewater. The conference was intended specifically for AID Project Officers working in the water/wastewater sector of the Near East (NE) Bureau. The conference took place in Sousse, Tunisia, from April 15-18, 1985. The major emphasis of the conference was on providing the participants with the practical information needed to design, implement, and monitor water and wastewater projects.

WASH Activity Implementation Plan No. 130 was signed on January 24, 1985, for the planning and implementation phases of the conference. The overall planning for the conference was done by Fred Rosensweig and John Pettit in conjunction with members of the Water Resources Committee (WRC) of the NE Bureau. Barbara Ormond worked closely with Mr. Rosensweig and Mr. Pettit in planning the conference.

This report summarizes the activities undertaken in the planning and carrying out of the conference.

Chapter 2

PLANNING

The planning for the conference was done in three phases (See Figure 1). The first phase, primarily a needs assessment, went from September, 1984, to February, 1985. The next phase, February to April, focused on designing the session and making logistical arrangements. The third phase consisted of final preparations in Tunis just prior to the beginning of the conference.

2.1 Phase One: Needs Assessment

Following informal discussions with mission personnel in Amman and Cairo during the fall of 1984, the NE Bureau WRC proposed holding a regional workshop for mission staff responsible for projects in the water/wastewater area. The WRC developed some preliminary ideas based on these discussions and cabled them to the field for reactions and comments. The intent was to stimulate comments from mission personnel about what they needed from such a conference.

Given the region's generally enthusiastic response, the WRC decided in December to proceed with plans for an April regional conference. It was also at this time that WASH was asked to assist the WRC in planning and conducting the conference. In January, John Pettit and Fred Rosensweig began working closely with the committee. During that month, Pettit conducted a series of needs assessment interviews with key NE Bureau staff and met regularly with the members of the WRC. From January 25 to February 9, he visited Cairo, Amman, and Tunis to conduct similar interviews with workshop participants and to make logistical arrangements at the conference site. (See Appendix 1 for the list of people interviewed.)

As a basis for Pettit's discussion with NE mission personnel, the WRC reviewed the mission comments about the conference and prepared a preliminary draft agenda. The committee was challenged by the variety of the mission water/wastewater programs, by the urban versus rural split, and by the wide range of experience of the potential participants in project design and/or implementation of water/wastewater projects. It was therefore eager to get participating missions' reactions to the proposed agenda and the time allocated to each item on it as well as their suggestions for outside AID speakers and resource people who might attend.

The committee suggested that the conference include a combination of consultants and AID speakers from the missions and Washington to respond to the diversity of water/wastewater projects in the region. It was hoped that the considerable experience within the NE Bureau could be shared with those missions which might be embarking on water/wastewater programs at this time.

During this initial phase of the planning, the WRC made every effort to identify what ought to be covered in the conference. With all of the needs assessment data in hand by February 9, Phase One was essentially complete. Sufficient data was in hand to identify the dominant themes and decide which ones could be realistically addressed in four days.

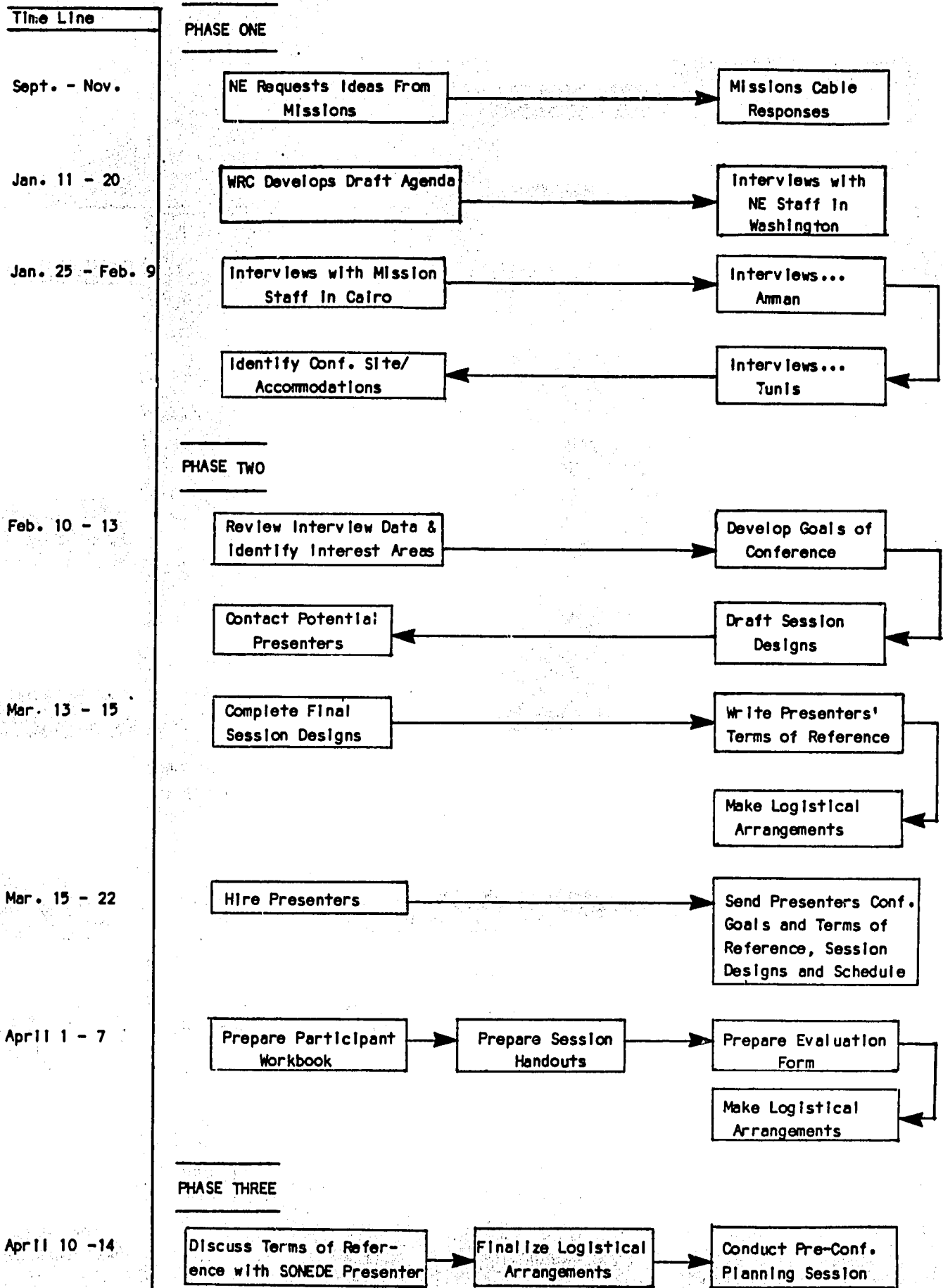


Figure 1. Planning Phases for Water/Wastewater Conference

2.2 Phase Two: Designing the Sessions

The results of the needs assessment interviews showed that there were six major interest areas:

1. Making appropriate technology choices:
 - Implications of various choices
 - Obstacles to acceptance
 - Recurrent costs
 - Public health -- water quality
 - Socio-cultural aspects
2. Project monitoring:
 - Managing A and E contracts
 - Involving host agency, local firms, expatriate contractors, and/or consultants
3. Institutional development:
 - What is it?
 - Success stories
4. Operations and maintenance (O&M):
 - How to build O&M into projects
 - Various approaches
 - Urban versus rural
5. Role of training:
 - Selecting appropriate training
 - Monitoring local training
 - Building long-term training capacity
 - Role of training units
6. Recurrent costs:
 - Financing for recurrent cost
 - Criteria for selecting various options

In mid-February Barbara Ormond, John Pettit, and Fred Rosensweig met to review the major interest areas, develop goals for the conference, determine what could realistically be covered in the time available, and write outlines for each session. Their work was presented in draft form to the WRC for review and comment. Once the committee approved the session outlines in mid-March, they were typed in final form, an overview of the conference was prepared, and the terms of reference for each presenter were completed.

Throughout the second phase, logistical arrangements were set up and refined by regular contact with Johanna Kool at the Tunis Mission. Fred Rosensweig contacted all of the presenters (see Appendix 2), negotiated their terms of reference, and made sure all administrative arrangements were taken care of.

During this time each of the presenters identified three or four short reference articles relevant to their topic and sent these to the WASH office. The articles were then duplicated and organized into individual participant workbooks.

2.3 Phase Three: Final Preparations

The third phase of the planning process occurred in Tunisia the week before the conference. Visits with representatives of SONEDE (the Tunisian Water Authority), the hotel staff in Sousse, and calls to the bus company completed the fine tuning. By April 11, all of the logistical arrangements had been completed. All that remained was for the presenters to meet on Sunday morning April 14. The purpose of this half-day meeting was to make final adjustments in the sessions, build a sense of team work among the presenters, clarify roles and responsibilities, and provide an opportunity for the presenters to coordinate or integrate their presentations.

Chapter 3

IMPLEMENTATION

3.1 Conference Objectives

As a result of the needs assessment the following conference objectives were established

1. Examine the critical issues in the choice of the most appropriate technology.
2. Recognize the elements of an effective O&M system and examine different approaches to O&M system implementation.
3. Examine what training can and cannot do and discuss different strategies for achieving manpower goals.
4. Discuss the range of options for recovering costs, examine the pros and cons of each, and determine how to select the most appropriate option.
5. Establish how technology choice, O&M strategies, financial arrangements manpower/training strategies, and other subsystems are functions of an institution and examine ways to develop these capacities.
6. Determine the responsibilities of an AID project officer in monitoring projects and discuss approaches to meeting these responsibilities.
7. Provide an opportunity to share and discuss ideas openly, drawing on individual experience, and to establish professional contacts.

3.2 Participants

There were 36 participants of varying background and responsibilities. They included USAID personnel from missions in Egypt, Jordan, Oman, Yemen, and Tunisia; the NE regional engineer and selected staff from AID/W; and five private voluntary organization participants from Catholic Relief Services and Save the Children. Both U.S. direct-hire and foreign service national staff with responsibility for water/wastewater projects were invited. (See Appendix 3 for a list of participants.)

Participants' project responsibilities include large urban systems such as the Cairo wastewater project, small urban systems such as the Aqaba wastewater project in Jordan, village systems such as the rural water project in Yemen, and wastewater systems associated with housing projects such as those in the RHUDO/Tunis housing project. The participants also varied greatly in experience and educational background. Fifteen participants were engineers. The rest were project officers with more general backgrounds. They ranged in experience with AID from two years to over thirty

3.3 Conference Design

It was the intent of the conference planners to have people highly involved in the activities of the conference. Thus the schedule was organized to provide participants ample opportunities to examine key issues by:

- presenting "theory" or models through short presentations and written articles;
- discussing key principles on a particular subject through small group exercises;
- trying out new ideas through the use of examples, based in large part on situations actually encountered by conference participants; and
- allowing for consultations on how newly learned concepts could be used to resolve specific problems in the participants' current project assignments.

Plans were made based on the assumption that one of the greatest resources available at the conference would be the participants themselves. Thus, conference organizers and presenters drew heavily on participant knowledge whenever practical. Each participant also had an opportunity to meet with colleagues doing similar work as well as with key resource people who were presenters. The intent was to provide time for participants to consult with each other.

While the overall focus of the conference was on the goals listed above, there was also ample opportunity for discussions on the specific concerns of each participant. To take account of the range of situations the participants faced, presenters were asked to cover issues pertinent to urban, small urban, and rural systems. During the sessions people were asked to divide into small groups around these three areas of concern. The purpose of the small groups was often to discuss the relevance of the presenters' models or "theory" to that group's type of project.

3.4 Presenters

All six topics areas in the conference were organized around a 30-45 minute formal presentation which was given by an outside expert. The experts included five WASH consultants and two people from USAID/Cairo. A list of these individuals follows:

Technology Choice	Daniel Okun	University of North Carolina
Operations and Maintenance	Dale Kratzer	Philadelphia Suburban Corporation
Financing/Cost Recovery	Donald Lauria	University of North Carolina
Training	Fred Rosensweig	WASH

Institutional
Development

John Tomaro

PATH

Project Monitoring

David Painter
Fred Zobrist

USAID/Cairo
USAID/Cairo

In addition, Mohamed Ben Aisha, the Director of Planning and Design for SONEDE, gave case examples during the sessions on cost recovery and institutional development. Robert Rose of USAID/Sanaa and Medhat Wissa of USAID/Cairo also gave short presentations on O&M systems in projects in Yemen and Egypt respectively.

The role of the presenters was not only to give a formal presentation, but also to act as a resource person during the entire conference. This meant participating in all the sessions and being available for individual consultation with participants.

3.5 Moderator

One key feature of the conference was the use of a professional trainer as a moderator. John Pettit, with some assistance from Fred Rosensweig, acted as the moderator during the conference. His role entailed introducing sessions, giving directions for activities, keeping track of time, and helping the sessions to move along.

3.6 Schedule

As shown in the schedule in Table 1, the conference was divided into six major sessions of about three to four hours each. There was one site visit to a SONEDE water treatment plant on the morning of the third day. The late afternoon discussion groups usually went much longer than the hour allotted.

The time for the various sessions and discussion groups seemed just about right. The schedule allowed for a two hour lunch break so participants had ample time for informal discussion.

3.7 Conference Workbook

All participants were provided a workbook especially designed for the conference. The workbook contained the following:

- Conference organization - Each session of the conference had specific session objectives. These were listed at the beginning of each section. The workbook was organized around the conference schedule and provided space for taking session notes.
- Reading material - The workbook included valuable resource readings. Some were used directly in conference sessions, while others were intended for background reading and for reinforcement after participants returned to their jobs. These readings included

articles from journals, chapters from books, and papers given at previous conferences.

- Handouts - Some of the conference material was distributed in particular sessions. The design of the workbook allowed people to organize these materials in specific sections. These handouts were prepared especially for this conference. They included some short case studies for the session on technology choice, a questionnaire for the training session, strategies for institutional development, overall O&M approaches, and a detailed listing of project monitoring responsibilities.
- Notes - The last section of the workbook was intended to contain all ideas developed during the conference which participants might use to address problems in their home situations. Thus, the workbook could serve as resource and reference when participants returned to their jobs.

3.8 Logistics

The conference was held at the Hannibal Palace in Sousse, Tunisia. Sousse is approximately two hours south of Tunis on the coast. Aside from the inclement weather, the conference site was excellent. The conference room was sufficiently large, the rooms comfortable, and a number of restaurants were within walking distance.

Of invaluable help on administrative matters was Johanna Kool, who took care of all transportation and hotel arrangements. As a local resident she was able to deal very efficiently with all the problems that arose.

Table 1

WATER/WASTEWATER CONFERENCE SCHEDULE

	Monday - April 15	Tuesday - April 16	Wednesday - April 17	Thursday - April 18
AM 8:00	Opening			
8:30		Finance/Cost Recovery	Site visit to water wastewater treatment plant	Project Monitoring
9:00	Technology Choice			
PM 12:00	Lunch	Lunch	Lunch	Lunch
2:00	Operations and Maintenance	Training	Institutional Development	Resources/ Recommendations
5:30	Discussion Groups	Discussion Groups	Discussion Groups	Conference Evaluation
6:30	End	End	End	4:00 PM - Closing
		8:00 PM - Gala Dinner		

Chapter 4

ASSESSMENT

4.1 Objectives

If a conference is to be judged by the extent to which participants felt all of the objectives were met, then this one was a success. Most of the people who attended stated that the seven objectives of the conference were successfully met. On a five-point scale -- one being "objectives not met" and five being "objectives met very successfully" -- the overall sense of success ranged from a mean of 3.4 to 4.3 as shown in Table 2. The number of responses for each rating is given in parentheses in the table. The first six objectives, which can be directly tied to specific sessions, scored from 3.4 to 3.9, a fairly narrow range. The comments showed that there was strong agreement on the importance and usefulness of the subjects dealt with. There was similar agreement that the time allocated for each subject area was insufficient.

The planners' initial concern about the diverse size and range of interests among mission projects appears to have been justified. The evaluation comments showed a consistent balance of likes and dislikes. This fact underscores how difficult it is to hold a conference on these topics with such a diverse audience. Again and again in the evaluations it was quite clear that what was liked by a newcomer to the field was seen as inadequate or too simplistic by the more experienced participant.

4.2 Assessment Summary

Table 3 is a summary of the results of the more pertinent points from the evaluation. The participants were asked to rate the various elements of the conference from one to five, with one being the least and five being the most favorable response.

Participants also were asked what one major thing they planned to do definitely as a direct result of the conference. The responses included the following:

- "Look more closely at type (appropriateness) of technology in projects."
- "Be aware of different problems when scheduling for major actions."
- "Investigate training needs of the Agency in greater depth."
- "Give more attention to training and institution-building during project design."
- "Better monitoring of the project."
- "Plan O&M strategy: Cost recovery and pricing."
- "Make time to do project implementation planning."

Table 2:

ACHIEVEMENT OF CONFERENCE OBJECTIVES

							Mean
a.	<u>Examine the critical issues in the choice of the most appropriate technology</u>						
objective not met	1 (2)	2 (2)	3 (8)	4 (12)	5 (7)	objective met very successfully	3.6
b.	<u>Recognize the elements of an effective O & M system and examine different approaches to O & M system implementation.</u>						
objective not met	1 (1)	2 (4)	3 (8)	4 (14)	5 (7)	objective met very successfully	3.6
c.	<u>Examine what training can and cannot do and discuss different strategies for achieving manpower goals.</u>						
objective not met	1	2 (7)	3 (10)	4 (14)	5 (3)	objective met very successfully	3.4
d.	<u>Discuss the range of options for recovering costs, examine the pros and cons of each, and determine how to select the most appropriate option.</u>						
objective not met	1 (1)	2 (2)	3 (6)	4 (13)	5 (12)	objective met very successfully	3.9
e.	<u>Examine a series of important elements (e.g. O & M, financial, manpower/training), of an institution and discuss strategies for capacity building.</u>						
objective not met	1	2 (3)	3 (14)	4 (10)	5 (7)	objective met very successfully	3.6
f.	<u>Determine the responsibilities of an AID project officer in monitoring projects and discuss approaches to meeting these responsibilities.</u>						
objective not met	1	2 (1)	3 (8)	4 (12)	5 (8)	objective met very successfully	3.9
g.	<u>Provide an opportunity to share and discuss ideas openly, drawing on individual experience, and to establish professional contacts.</u>						
objective not met	1	2	3 (5)	4 (12)	5 (17)	objective met very successfully	4.3

Table 3

CONFERENCE ASSESSMENT SUMMARY

	MEAN RESPONSE
1. How relevant to your work were the issues and problems discussed?	4.0
2. Will you be able to use the ideas presented during this conference to improve your current job performance?	3.7
3. Should we do a conference like this again?	Yes, every 1-2 years
4. Which of the training methods used were helpful to your learning?	
a. Lecture	3.6
b. Small Group Work	3.5
c. Field Trin	3.0
d. Case Studies	3.4
e. Individual Consultation with Resource People	4.2
f. Discussion Meetings	4.0
5. How do you evaluate the materials used in this conference?	
a. Participant Notebook	3.5
b. Session Handouts	3.6
6. Please indicate your satisfaction with the following support arrangements:	
a. Room Accommodations	4.6
b. Conference Facilities	4.5
c. Transportation	4.2

When asked what issues they would like to see addressed at other conferences, the participants' responses reflected the diversity of the group. Some expressed interest in project conception and evaluation, while others mentioned specific topics such as O&M, water resources management, construction project management, and cost recovery. A number of participants said they were interested in the same topics dealt with in this conference, but in greater depth.

Half of the participants liked the format of the conference and would recommend it for another conference. The other participants expressed a variety of ideas regarding conference format. A few wanted more discussion of actual problems. Several recommended spending more time on a topic with a range of presenters on each one. A few also said they would like more of a workshop orientation.

In summary, the participants were very satisfied with the conference. They felt the objectives were achieved. They rated the overall organization and logistic arrangements very high. A number of participants expressed a desire to work on specific project-related problems more than was done and to go into more depth on the topics that were covered. In general, the participants rated the conference a success, while at the same time providing suggestions for the future.

Chapter 5

OUTCOMES AND RECOMMENDATIONS

5.1 Overall Outcomes

Based on the evaluation questionnaire, oral feedback, and the observations of the conference organizers, the following outcomes resulted from the conference:

- Communication: As a result of bringing together almost all the individuals responsible for water/wastewater projects in the Near East Bureau both in AID/W and the field, better communication has been established both among the missions and between AID/W and the field. During the week, participants had the chance to share experiences as well as to discuss specific issues with AID/W staff. This improved communication and understanding of the issues that missions face should prove invaluable in the future.
- Awareness of issues: Many participants felt that they had an increased awareness of some critical issues that were addressed in the conference. Many stated a number of things they would do differently as a result of the conference. These included such things as better project implementation planning, increased attention to training and institution-building during project design, better monitoring, and more planning of O&M strategies. The information presented and the opportunity to step back from everyday responsibilities and discuss new approaches was very much appreciated by the participants.
- Recommendations: A number of recommendations were generated during the conference. These included specific actions for missions to take as well as support needs from AID/W. Participants also expressed a range of ideas for future conferences regarding both format and content. All these recommendations provide a basis for future actions.

5.2 Recommendations

This conference was an important step in improving the ability of the participants in project design and implementation. Information was presented, strategies were discussed, and problems were addressed. To build on this effort, more remains to be done. During the conference, each mission represented drew up a list of recommendations for themselves and for AID/W (mostly for the WRC). These recommendations are included in Appendix 4. In addition, the following recommendations are offered for future NE conferences in the water/wastewater area.

- Planning. The planning process for this conference proved to be very useful. In particular, the needs assessment trip to three Near East countries allowed the organizers to focus their efforts. Without the trip, the conference may have failed to address the

issues of greatest concern to the field. Given the diversity of interests of the missions, future conferences should continue to make use of needs assessment visits during the planning phase.

- Conference Design. Many participants were very satisfied with the format of the conference and the issues addressed, especially for a first conference in this sector. A number offered suggestions for future conferences, however. It is recommended that the following suggestions in particular be considered:
 1. Focus on fewer issues and spend more time on each one. One possibility would be to offer day-long sessions (each of which could be repeated during the conference).
 2. Allow more time for small groups in which the participants' projects could be discussed in some detail.
 3. Make greater use of AID staff as presenters and resource people.
- Outside Presenters: Although the presenters were available for individual consultation outside of the formal sessions, many participants did not take advantage of this opportunity. After a long day, it is understandable. If the conference devoted a full day to a topic for a small group and repeated the session with another small group, then the presenters would have a greater role during the conference. It is strongly recommended that the presenters' role be increased in this way.
- Administration The administrative assistant was invaluable. It is recommended that in future conferences a similar person be identified and hired to handle transportation and hotel arrangements.
- Outside Moderator: The participants gave strong support to the role of the moderator. In future conferences, this role should be continued. However, the exact skills and background of the moderator should depend on the nature and format of the conference.

5.3 Conclusion

An important step was made with this conference in providing support and increased attention to the water/wastewater program in the Near East Bureau. The conference was productive and was evaluated positively. Information was presented on a range of topics and participants had the opportunity to discuss strategies and approaches to their projects. This conference should be viewed as only one step in the process of strengthening the water/wastewater project in the NE Bureau. Future efforts should focus on building on the momentum established.

PEOPLE INTERVIEWED PRIOR TO THE CONFERENCE

WASHINGTON

Robert Bell
 August (Gus) Curtis
 John Grayzel
 Al Hotvedt
 Kaz Kawata
 Emily Hughes Leonard
 Steve Lintner
 Barbara Ormond
 Don Reese
 Leonard Rosenberg
 Monica Sinding
 Paul Thorn
 Barbara Turner
 Ron Venezia

CAIRO

Olivier Carduner
 Bob Cook
 Michael Keaveny
 Frank Milier
 Abd El Maaty Omar
 David Painter
 Fred Pollock
 Joy Pollock
 Bill Rappold
 Nabil Saba
 Siegbert (Bert) Schacknies
 Charles Scheibal
 Jane Stanley
 John Starnes
 Medhat Wissa
 Douglas Tinsler
 Fred Zobrist

TUNIS

M. William Egan
 Sonia Hammam
 Mohamed Ali Hassairi
 Mark H. Karns
 James R. Phippard

AMMAN

Abdullah Ahmad
 Bernard E. Donnelly
 Gerald F. Gower
 William A. Libby
 Thomas Lee Rishoi
 Aied Sweis

PRESENTERS

Technology Choice	Dan Okun	University of North Carolina
Operations and Maintenance	Dale Kratzer	Philadelphia Suburban Corp.
Finance/Cost Recovery	Don Lauria	University of North Carolina
Training	Fred Rosensweig	WASH Project
Institutional Development	John Tomaro	Program for Appropriate Technology in Health
Project Monitoring	Fred Zobrist/ David Painter	USAID/Cairo
Conference Moderator	John Pettit	Training Resources Group
Tunisian Case	Mohamed Ben Aisha	SONEDE

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PARTICIPANTS

Egypt

Olivier Carduner
 Paul Crowe
 Michael Keaveny
 Abd El Maaty Omar
 David Painter
 Fred Pollock
 Nabil Saba
 Mervat Sallam

Siegbert Schanckies
 Charles Scheibal
 John Starnes
 Medhat Wissa
 Sami Yacoub
 Fred Zobrist
 Dona Lebo (Catholic Relief Services,
 CRS)

JORDAN

B. Donnelly
 A. Sweis

MOROCCO

Mark Clark (CRS)

OMAN

David Mandel
 Edward Markeset
 Anjab Sajwani

YEMEN

Robert Rose

TUNISIA

Catharine Cary (CRS)
 William Egan
 Mohamed Ali Hassairi
 Mark Karns

David Leibson
 Tibor Nagy (Regional Bajinces)
 Abderrazak Souissi

WEST BANK

Issa Yusuf Barakat (CRS)
 Karen Assaf (Save The Children)

UNITED STATES

WASH
 Dale Kratzer
 Don Lauria
 Dan Okun
 John Pettit
 Fred Rosensweig
 John Tomaro

AID/W
 Robert Bell
 Kaz Kawata
 Monica Sinding
 Paul Thorn

MISSION RECOMMENDATIONS

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Egypt

USAID/Cairo Action

1. Proceed with the development of a Water Resource Committee
 - (a) establish a development committee
 - (b) obtain mission director approval

AID/W Support Needs

1. WRC
 - (a) increase technical information outputs
 - (b) develop a contractors' list
 - (c) investigate possibility of a regional training concept
2. General
 - (a) investigate expanding short course training mechanism for direct and local hire staff (i.e. Kaz Kawata program)

Jordan

USAID/Jordan

1. The present mission organization is very well structured to carry out its assigned portfolio. No changes are recommended. It took years to evolve into the present structure and there is no need to reinvent the wheel.

Support From WRC

1. We could use two more hands.

Yemen

USAID/Sanaa

1. USAID Sanaa is already organized to carry out its program with the recent increase in delegated authority
2. More emphasis could be placed on developing local employees in project officer roles.

AID/W Support

1. WRC material is adequate and appropriate.

Tunisia

USAID/Tunis

1. Organization:

- (a) RHUDO - ONAS Sanitation Project
- sanitation and urban focus
- (b) Rural Development Office - Rural potable water (with support from Food and Agriculture Office and Project Development Office)
- potable water, small, rural focus

Coordination through:

- (a) occasionally hold coordination meetings to see if any urban/rural linkages are possible
- (b) share program contacts
- (c) Similar geographic focus (RHUDO & RD) - Kasserine Governorate
- (d) Check project actions at each geographic locality
- (e) Hold ad hoc meetings to review program activities

Current program foci:

- (a) RHUDO - Sanitation, urban and small urban, focus on cost recovery, institutional development and O&M needs
- (b) RD - Institutional development at user level (rural dispersed, "atomized" population now 4 km. or more from water source). User fees, tariff schedules. Meet needs of additional 15K population. Institutional development at regional level through coordination of many organizations to form interagency service groups for implementation.

Alternative foci:

- (a) RD - Water vendors, general private focus check on feasibility
- (b) further review with SONEDE to see if it is possible to extend its reach

3. Support from WRC

- (a) share data on other country experiences
- (b) distill evaluation results from other countries
- (c) identify technical resources for project design and evaluation and resolution of specific implementation issues
- (d) provide technical advice from information on hand in response to mission requests

Support from WRC

- (a) circulate relevant publications
- (b) develop roster of consultants (identify individuals or firms for project technical needs)
- (c) share regional experience more
- (d) develop short course for non-technical personnel
- (e) pursue regional mechanisms for twinning relationships