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INTERNATIONAL DRINKING WATER SUPPLY AND SANITATION DECADE

REPORT OF THE FIRST MEETING OF THE INTERAGENCY TASK FORCE
ON HUMAN RESOURCES DEVELOPMENT

WHO Headquarters, Geneva, 11-12 March 1982

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1. Summary Recommendations

It is recommended:

- 1.1 That the Basic Strategy Document adopted by the meeting and summarized in Annex 4 below be adopted by the Steering Committee as a guide for international and national agencies in the development and application of HRD approaches to achieve Decade aims.
- 1.2 That the document be published and widely disseminated by the Chairman of the Steering Committee to participating and other interested agencies, and to governments and country-level agencies through the RRUNDP.
- 1.3 That meetings including participation of technical support teams and national action committees be convened by the RRUNDP in each country to assess the document's implications and formulate appropriate plans.
- 1.4 That individual agencies apply the Task Force's conclusions and recommendations in their own ongoing and planned project activities.
- 1.5 That agencies explore possibilities for individual and joint programming of action both at country and global level on the priority project activities and requirements identified by the Task Force and listed in Annex 5 below.
- 1.6 That the Task Force remain constituted and that WHO as convener and secretariat serve as a clearing house for accumulating experience of Decade HRD; that it should meet to review progress after twelve months or as the need may arise and that meanwhile ad hoc working groups should meet informally.
- 1.7 That through the secretariat of the Steering Committee, and in liaison with RRUNDP, country-level activities be monitored to facilitate assessment of the impact of agreed HRD strategies and the consequent extent and focus of ongoing activities.
- 1.8 That this Task Force report be presented to the ninth meeting of the Steering Committee in Washington DC, 15-16 April 1982 for information and necessary action.

2. Background to the Meeting

At the seventh meeting of the Decade Steering Committee at the ILO Headquarters, Geneva, 10-11 April 1981, WHO was requested to establish a task force with representation from other members of the Steering Committee concerned with the manpower issue.

Terms of reference proposed for the Task Force were:

- (a) to develop a coherent overall action plan for the UN system in relation to Decade human resources development (HRD) activities;
- (b) to review and refine the draft General Protocol for Decade HRD on the basis of comments by members on the strategies proposed and of agencies' contributions to the overall action plan;
- (c) to provide a forum for discussion with funding and other contributory agencies (e.g. NGOs) to promote implementation of overall action; and
- (d) to ensure follow-up as required or directed by the Steering Committee for cooperative action for the IDWSS Decade.

Prior to the eighth meeting of the Steering Committee an informal interagency meeting on Decade HRD took place at UNESCO Headquarters, Paris, 14 September 1981. The meeting included representatives from UNDP, ILO, UNICEF, the World Bank, UNESCO and WHO. It was convened in order to discuss training issues and identify priorities for Decade HRD; to discuss the rôles of agencies and proposed project documents; to review summaries of agency inputs to the draft General Protocol, and to discuss an agenda for the first Task Force meeting.

3. Structure of the Meeting

The first Task Force meeting, the subject of this report, was convened at WHO Headquarters, Geneva, 11-12 March 1982. Twenty-three participants represented sixteen organizations including eight bilateral external support agencies. Annex 1 is a list of participants at the meeting.

A provisional agenda circulated by the WHO Secretariat in advance of the meeting was duly adopted and is reproduced as Annex 2 below. Annex 3 gives the outline structure of the meeting.

The meeting met in plenary session under the chairmanship of Mr S. Unakul (WHO) and vice-chairmanship of Mr H.W. Barker (IBRD). Dr John Austin (USAID) was rapporteur. During plenary sessions on the first day, the revised second draft General Protocol was considered and a summary of the agreed final version (the Basic Strategy Document) is reproduced as Annex 4 below. Each agency also made a short presentation of its strategic, technical or funding proposals. To provide an optimal opportunity for an exchange of views and experience, the meeting divided into three working groups to agree means for developing a coherent overall action plan for UN and other agencies in relation to Decade HRD activities. The groups also sought to identify priority project requirements and to formulate conclusions in terms of areas for joint and individual projects, mechanisms for organizing and funding them and a timetable for their implementation.

During plenary sessions on the second day, conclusions were presented from the working groups (summarized in Annex 5 below), discussion took place on immediate steps to begin implementation of a cooperative international plan, and the meeting's conclusions were formulated.

4. Reports from Agencies

Fifteen presentations were made to plenary sessions of the meeting on behalf of participating agencies:

- 4.1 FAO Mr M.E. Maalouf said that especially in the fields of agricultural and rural development, FAO has an extensive field programme in which steps to achieve Decade objectives could be included. He described the important rôle which FAO Regional Centres for Rural Development could play. FAO was collaborating with other agencies not only through its participation in the Task Force, but through joint programmes especially with ILO and UNESCO in the fields of agricultural science, research and training. FAO's country representatives would also participate in national Decade teams. He stressed the critical importance of adequate funds for development work.
- 4.2 ILO Mr D. Christov said that over 400 experts were deployed throughout the world under the ILO vocational training programme. Many of the skills taught were directly relevant to the water supply sector, including the construction, welding and pipe-fitting trades. Training materials had

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been produced in support of active training in the field through the development of "modules of employable skill" (MES). For example, 52 learning elements for plumbing/pipe-fitting had been prepared, and an additional 58 were under preparation. Priority was also given at the country level to instructor training, the development of training facilities, and advisory help in identifying training needs. He sought some indication from donors as to where and how they expected to deploy their funds, so that executing agencies could give these priorities proper emphasis in framing their own policies and approaches.

- 4.3 ILO Mr J. Wallace said that the management referral system currently under development is creating linkages between management development institutes throughout the world. He stressed that a major priority in achieving Decade targets would be the identification, creation or development of appropriate kinds of national organizations. The ILO, as well as having specific involvement in sectoral management development as in REGIDESO, Zaire, has extensive experience in construction project management, and material already available is applicable with very little modification to the water supply and sanitation sector.
- 4.4 UNICEF Mr M. Beyer said that the Fund was promoting water supply and sanitation schemes in 95 countries, mainly in marginal rural areas not reached through major sectoral investment schemes. He estimated UNICEF's total annual investment in the sector at \$ 50 million or \$ 500 million if government and community contributions were included. HRD had high priority in all UNICEF projects, including training of intermediate and village technicians, health educators and primary teachers. The number of handpump caretakers trained annually probably exceeds 50 000, and the number of technicians trained is estimated at 20 000. UNICEF's future plans give clear priority to training and human resources development. Coordination with UNDP, WHO and other agencies through the IDWSSD now being undertaken at the country level will be strengthened.
- 4.5 WORLD BANK Mr H.W. Barker said that the Bank's policy was to support project-related training to ensure adequate staffing for the construction and operation of facilities proposed for funding under loans and credits. He stressed the Bank's view that a project-by-project approach to

manpower development may not be sufficient to meet sectoral development targets, and that sector-wide training projects would therefore be encouraged. He cited as an example the training component of the Fifth Kenya Education Project, which will assist the Ministry of Water Development to develop a Water Resources Training Institute with capacity for 400 trainees. Since 1975, the Bank has lent an annual average of \$4 million in support of training in water supply and waste disposal projects. Analysis of methodologies indicates a shift from academic fellowships and study tours to development of in-house training capabilities. A 1980 sectoral review anticipates that in all aspects of its operations, the Bank will further increase the attention given to training of staffs in developing countries for improvement of water supply and sanitation, including technical, commercial, promotional, health and extension workers. Through its Economic Development Institute (EDI), the Bank is collaborating with UNDP (low cost technology with substantial training objectives) and with other UN and bilateral agencies and NGOs to achieve concerted action in Decade HRD.

- 4.6 UNDP Mr M. Potashnik said that UNDP had under consideration proposals for a "thematic evaluation" of HRD experience as a significant contribution to further Decade planning. He said that so far no systematic assessment had been carried out of experience at country, regional or interregional level. In further developing the broad UNDP strategy, the findings of the Task Force were awaited, but several initiatives had already been undertaken. At the interregional level, a UNDP supported preparatory assistance project was designed to explore materials production capability. UNDP was cooperating with the World Bank in development of low cost sanitation technology, emphasizing relevant training in developing countries. Joint activities were underway with CIDA for the preparation of training materials. Two ILO proposals for interregional projects were under consideration, for the preparation of training modules, and promotion of water-related training activities at management level. UNDP representatives were playing a leading rôle at country level as focal points for the Decade. Progress in achieving Decade aims was being monitored, and UNDP was continuing to fund a wide range of country level projects in water supply and sanitation and vocational and management training.

- 4.7 WHO Mr G. Howell said that WHO regards HRD as one of the major themes on which the success of the Decade will depend, and that WHO has been active in this field for many years. WHO recognizes the paramount importance of undertaking manpower development at country level. The thrust of WHO country-level activity, reflecting Decade priorities, is in six principal areas: development of community manpower, development and utilization of community-based development workers, development of management and planning skills among senior sectoral staff, development of sectoral institutions to support HRD, national manpower planning for the water supply and sanitation sector, and research, evaluation and dissemination of experience. WHO plans to maintain the closest contact with communities at the most localized level. A detailed programme for the biennium 1982-83 includes development of a capability for collection and dissemination of HRD experience, continuing evaluation of sectoral HRD experience, initiation of priority training activity within countries, development and funding of sectoral manpower and training plans, participation in joint programming with other agencies, preparation of technical guidelines, and organization of seminars and workshops for sectoral planners and managers at country and interregional level. The WHO programme will be implemented in closest collaboration between the six regional offices and the headquarters support team.
- 4.8 UNESCO Mr W. Gilbrich said that the Decade's objectives have wide implications in fields such as the environment, management of natural resources, education, social sciences and information policies, which are covered by UNESCO's programme. UNESCO can contribute to IDWSSD activities in programme areas related to: water resources assessment and management (through the International Hydrological Programme and three major regional projects), ecology and management of natural resources, environmental education, literacy, sectoral information systems and social science training.
- 4.9 UK/ODA Mr B.M. Grieveson said that ODA's emphasis on country-level planning gave governments a large discretion in selection of sectoral priorities. In forming Decade aims, ODA recognized that training was an area where it could make a substantial contribution. As a recent innovation in support of the Decade, resources are available to support

institution building, training and public hygiene education in the water and sanitation sector. Training of trainers will have high priority. ODA has worked successfully in the past on parallel funded construction projects and research operations and could consider cases for similar cooperation in the training field.

- 4.10 Netherlands Ministry for Development Cooperation Mr J. Zaadhof said that the two major fields of Netherlands Government interest were training, and rural water supply and sanitation. It was possible to detect a shift in priorities from the training of higher level technical staff to skilled workers at the operational level. Greater emphasis was also being laid on development of community participation. Netherlands cooperation in training for drinking water supply and sanitation extends to Africa, five Asian and four Latin American countries. A national manpower development programme is under development in Indonesia and there has been support for national training systems in the Caribbean area, Sri Lanka and the Philippines.
- 4.11 USAID Dr J. Austin said that one of AID's major activities is the Water and Sanitation for Health (WASH) project. HRD activities carried out by WASH consultants can include: training of training managers, development of curricula and training materials, training of trainers, assessment of training problems and assistance to education/training institutions. WASH has so far undertaken ten country-level assignments in Decade-related activities with an HRD component, and has undertaken seven further non-country specific assignments. In addition to such centrally funded activities as the WASH programme, AID has many water and sanitation sector activities under each of its four regional bureaux. HRD activities are undertaken in a wide range of countries.
- 4.12 NORAD Mr E. Skofteland described NORAD activities in Tanzania, where sectoral development efforts had been hampered by lack of trained manpower and training materials. He expressed his appreciation of the Basic Strategy Document which had been adopted by the meeting, and urged that further consideration be given to the best means for its distribution.

- 4.13 CIDA Dr A. MacKinnon said that HRD was and ought to be a central part of development planning. His Government attached high importance to this priority area for development cooperation. A new policy document was currently under Cabinet consideration and specific commitments would not be entered into before its adoption. He expected that inter-sectoral HRD activities would be part of the new policy thrust.
- 4.14 BMZ/GTZ Dr K.Erbel said that he represented both organizations. BMZ is the Federal German Ministry responsible for financing and coordinating foreign cooperation. GTZ implements bilateral programmes of technical cooperation. The Federal Government supports sixty projects in water supply and sanitation, practically all of which have some training component. Manpower shortages are expected to become more critical in the latter stages of the Decade and thereafter. Remuneration of sectoral staff, and its organization and coordination should have high priority. BMZ/GTZ planning detects four levels of manpower development activity: top priority short-term measures to meet urgent needs (e.g. epidemic outbreaks), medium-term training programmes, long-term exchange of information and experience and very long-term educational programmes.
- 4.15 IRC Mr T.K.Tjiok said that IRC was supporting HRD programmes in various countries including Indonesia, Sri Lanka, Tanzania and islands in the eastern Caribbean. Information on HRD experience and sources of expertise was also being collected in The Hague for dissemination through IRC's network of corresponding organizations. IRC has been collaborating with various UN and bilateral agencies through its manpower development programme, including WHO, USAID, WASH, the World Bank and the Netherlands Ministry of Development Cooperation.

5. Adoption of Basic Strategy Document

WHO presented the second revised draft of the General Protocol for Human Resources Development for the Decade. Mr Carefoot (WHO) said that earlier drafts had been substantially amended in line with comments received from other agencies. The document no longer included specific project proposals, but sought to set out a general framework for action by governments and international agencies to promote the aims of Decade HRD. He summarized the structure and contents of the revised document.

Discussion took place on the revised draft. It was felt that the term "protocol" was inappropriate and that the document be redesignated the "basic strategy document" for Decade HRD. In line with the document's purpose to serve as a basic guide for national and international agencies on HRD strategies and approaches, it was proposed that this be made explicit in the introduction. It was pointed out during discussion that the document did not contain an itemized and agreed plan for international action. It was felt that the meeting should develop a plan of work, using the document as a guide, and including recommendations for dissemination of the document itself.

6. Conclusions and Recommendations

After the necessary changes had been incorporated, the Task Force duly adopted the Basic Strategy Document and made recommendations for its further dissemination. A summary is reproduced as Annex 4 below.

The meeting formulated its conclusions in terms, firstly, of technical programmes and projects to achieve Decade HRD aims, and secondly of individual and joint mechanisms for pursuing these aims through an overall action plan for UN and other agencies.

Actual and potential technical programme and project areas which were identified at the meeting are listed in Annex 5 below.

The meeting concluded that these activities and the best means to implement them should be further considered by interested agencies in the light of their existing programmes and experience and in accordance with the recommended and agreed mechanisms.

The meeting also concluded that mechanisms to promote Decade HRD aims should include:

- 6.1 Widespread dissemination of the Basic Strategy Document adopted by the meeting. The Task Force recommended:
- (a) that the document be translated into French, Spanish and Arabic;
 - (b) that it be published as a booklet and distributed by the Chairman of the Steering Committee;
 - (c) that it be distributed at country level through the UNDP Resident Representative as a designated focal point for Decade activities;

- (d) that the RRUNDP be requested to convene a meeting of interested agencies to assess the Document's implications and formulate appropriate national action plans, including participation of technical support teams and national action committees;
 - (e) that the Document be given wide publicity through journals, newsletters, professional associations, international meetings and operational staff of key agencies.
- 6.2 Formulation and adoption of an agreed action plan for the UN system and other agencies. The Task Force recommended:
- (a) that individual agencies apply the Task Force's conclusions and recommendations in their own ongoing or planned project activities;
 - (b) that agencies be urged to identify areas of mutual interest, leading to the development of joint programmes at country and international level where appropriate;
 - (c) that identified project activities (Annex 5 below) be given wide circulation among governments and technical cooperation agencies, as a basis for joint action planning;
 - (d) that Task Force participants meet regularly in convenient geographical groupings (to be organized initially in two groups centred on Geneva and Washington D.C.) to plan and coordinate activities and exchange experience;
 - (e) that the Task Force remain constituted, that liaison be maintained through its WHO secretariat and that it meet after about one year or as the need may arise to review progress;
 - (f) that the Task Force secretariat serve as a clearing house for information on project activities.
 - (g) that through the secretariat of the Steering Committee, and in liaison with the RRUNDP, country-level activities be monitored to facilitate assessment of the impact of agreed HRD strategies and the consequent extent and focus of ongoing activities.

It was concluded that this report of its proceedings be circulated among Task Force and Steering Committee members and that comments of UN, bilateral and other agencies be invited before the second week of April 1982.

It was further concluded that the duly adopted Basic Strategy Document be circulated among Task Force and Steering Committee members for information prior to the ninth meeting of the Steering Committee, Washington D.C. 15-16 April 1982.

It was further concluded that the report be presented to the April 1982 meeting of the Steering Committee as an interim progress report on Task Force activity, together with recommendations for supporting action by the Steering Committee.

FIRST MEETING OF THE INTERAGENCY TASK FORCE ON
HUMAN RESOURCES DEVELOPMENT FOR IDWSSD

Salle A, WHO Headquarters - Geneva, 11/12 March 1982

LIST OF PARTICIPANTS

Dr W.D. Maalouf	FAO
Mr D. Christov	ILO
Mr J. Wallace	ILO
Mr G.L. Silva	ILO
Mr M. Idoux	UNDP
Mr M. Potashnik	UNDP
Mr W. Gilbrich	UNESCO
Mr M. Beyer	UNICEF
Mr H.W. Barker	WORLD BANK (Vice-Chairman)
Mr J. Zaadhof	Netherlands, Ministry for Development Cooperation, Direction for International Organizations
Mr B.M. Grieveson	Overseas Development Administration, United Kingdom
Dr J. Austin	USAID (US Agency for International Development) (Rapporteur)
Mr F. Rosensweig	WASH/USAID
Mr E. Skofteland	NORAD (Norwegian Agency for International Development)
Dr A. MacKinnon	CIDA (Canadian International Development Agency)
Dr K. Erbel	BMZ (Federal Ministry for Economic Cooperation) GTZ (German Agency for Technical Cooperation)
Mr T.K. Tjiok	IRC (International Reference Centre for Community Water Supply and Sanitation)
Dr A. Mejia	WHO
Mr S. Unakul	WHO (Chairman)
Mr N. Carefoot	WHO
Mr D. Steele	WHO
Mr G. Howell	WHO
Mr P. Lowes	WHO/UNDP

MEETING OF INTERAGENCY TASK FORCE ON HUMAN RESOURCES
DEVELOPMENT FOR THE INTERNATIONAL DRINKING
WATER SUPPLY AND SANITATION DECADE

WHO HEADQUARTERS, GENEVA, 11-12 MARCH 1982

AGENDA

1. Election of chairperson, vice-chairperson and rapporteurs
2. Adoption of agenda
3. Review of second revision of Draft General Protocol for Decade HRD

It will be proposed that following the meeting the final draft incorporating agreements reached should be submitted to the Steering Committee for dissemination as a basic guide for Decade HRD.

4. Agency presentations

(a) It is proposed that each agency make a brief presentation of its strategic, technical or funding proposals. Any written presentations received sufficiently early will be made available to the meeting.

(b) General review and discussion of agency presentations will be invited.

5. Goals and mechanisms of international cooperation

Discussion will be invited on the best means to achieve a cooperative approach to Decade HRD.

6. Short- and medium-term plan of action

In the light of individual agency proposals and agreed cooperative mechanisms, the meeting will be invited to:

(a) propose and agree means for developing a coherent overall action plan for the UN system in relation to Decade HRD activities, and the assignment of specific agency responsibilities;

(b) consider the rôle of bilateral agencies;

(c) agree immediate steps to be taken individually and jointly in the short term to begin implementation of a cooperative international plan.

7. Any other business

OUTLINE STRUCTURE
OF INTERAGENCY TASK FORCE MEETING ON DECADE HRD
WHO Headquarters, Geneva, 11-12 March 1982

DAY 1 : 11 MARCH 1982

- 09.00 Opening remarks
- 09.15 Organization and structure of meeting: Adoption of Agenda
- 09.30 Plenary: Presentation and discussion of second revised draft Protocol.
- 10.30 REFRESHMENTS
- 10.45 Plenary: Conclusion of discussion on second revised draft Protocol.
- 11.30 Plenary: Presentations from participating agencies. These might be limited to approximately ten minutes per programme, and might relate, inter-alia, to:-
- i) Strategic agency programmes for achieving Decade aims, especially in reference to joint cooperative action (including joint programmes/projects);
 - ii) Individual agency technical programmes and their relation to Decade HRD aims; and
 - iii) Programmes currently being financed and proposals for future funding to support Decade HRD schemes.
- 12.30 LUNCH
- 14.00 Plenary:- Agency presentations (continued)
 - Briefing for working groups
- 15.30 REFRESHMENTS
- 15.45 Working Groups: Three groups are proposed, each to undertake the task:

"Agree means for developing a coherent overall Action Plan for the UN system and other external support agencies in relation to Decade HRD activities; identify areas of priority project activity. Formulate the group's conclusions for presentation to a plenary session in terms of:-

- (a) Areas for joint and individual project activity;
 - (b) Mechanisms for organizing and funding activities;
 - (c) Timetable."
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DAY 2 : 12 MARCH 1982

- 09.00 Working Groups: Formulation of group conclusions for presentation to plenary session.
- 10.30 REFRESHMENTS
- 10.45 Plenary: Presentation of working groups' conclusions; discussion of immediate steps to be taken individually and jointly in the short term to begin implementation of a cooperative international plan.
- 12.30 LUNCH
- 14.00 Plenary: Formulation of meeting recommendations for:-
- (a) Dissemination of Protocol;
 - (b) Establishing a clearing house for Decade HRD activities, including joint project activity;
 - (c) Other forms of interagency liaison;
 - (d) Implementation by individual participating agencies;
 - (e) Referral to Decade Steering Committee.
- 15.30 REFRESHMENTS
- 15.45 Concluding remarks.
- 16.00 Conclusion of meeting.

Summary of the Basic Strategy Document
Adopted by the Interagency Task Force on
Human Resources Development for the IDWSSD

Geneva, 11-12 March 1982

1. INTRODUCTION

Member states of the United Nations have designated the period 1981-1990 as the International Drinking Water Supply and Sanitation Decade (IDWSSD), with the goal of safe drinking water and appropriate sanitation for all. In developing countries, lack of enough people with adequate skills has been a major constraint to better sectoral performance, and human resource development (HRD) has been given high priority during the Decade.

The purpose of the Basic Strategy Document is to serve as an outline guide to Decade HRD strategies and approaches for national and international agencies.

2. NATIONAL STRATEGIES FOR DECADE HRD

The Basic Strategy Document recognizes the need for a strong yet flexible approach in national HRD planning, to accommodate the wide variety of national circumstances. It proposes a framework to identify elements affecting the development of national strategies. HRD is widely defined to include the supervision and skill development of every level of paid and unpaid staff serving the water supply and sanitation sector.

Governments must plan for their long-term sectoral manpower needs, but must also take immediate steps to meet current priorities, including allocation of funds for more staff and better training.

Better coordination needs to be achieved between education and training schemes, and agencies implementing water supply and sanitation programmes.

Both formal and non-formal training is encouraged. Resources will be needed for more university, technical and vocational training places, as well as for teacher training, and training materials for use in institutions, local communities and on the job.

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Because of the wide range of agencies and programmes involved, most countries will need to designate an appropriate focal institution to coordinate national Decade HRD activities. Governments are encouraged to explore optional ways to ensure adequate funding for their HRD plans, within the context of regular national planning mechanisms.

3. INTERNATIONAL SUPPORT STRATEGY

3.1 Introduction

Mechanisms of international collaboration in support of government activities are considered, together with a two-phase strategy for the international community.

3.2 Mechanisms of International Collaboration

The IDWSSD Steering Committee meeting in April 1981 entrusted to WHO the establishment of an inter-agency task force for Decade HRD. Its terms of reference included review and refinement of this document. Outside the task force, other mechanisms envisaged at the global level include informal consultations, joint programming, secondment of staff, joint missions, collaboration in preparing technical documents and sharing of technical experience.

At country-level, an external support task force is envisaged as part of the RRUNDP's technical support team.

Between the global and country levels, it is proposed that a network of regional institutions be established after the pattern of activities in participating countries has emerged.

3.3 A Two-Phase Strategy

Activities during the first phase will aim to continue, adapt and extend existing programmes, and develop new Decade-related approaches. This phase is expected to last three years. Agencies would prepare and disseminate

information and guidelines of general application, help some countries meet their pressing HRD needs, and help a small number of these to test and apply relevant approaches.

The second phase would cover the remainder of the Decade, when proven approaches would be applied more widely.

A two-phase approach allows agencies to gain experience in preparing and executing inter-agency support at the country-level. Countries will have time to review longer-term needs. Resources are already fully committed to many existing projects over the next few years. Existing programmes can be reviewed and new projects presented in an expanded second phase.

General priority will be given to the least developed countries. Countries well prepared for the Decade can offer an opportunity to test relevant approaches. Participation of countries will also depend on their expressed interest and commitment.

3.4 Strategy Phase I

Some activities will be non-country-specific: establishment of international machinery, development and dissemination of information and guidelines, conduct of workshops and consultation. Other activities will be country specific, to meet identified priorities and field test or evaluate approaches.

Indirect and direct activities will include:

- (1) Introduction of Decade approach into existing programmes to help redirect them to meet immediate priority needs.
- (2) Priority encouragement of country-level activities with a long-term perspective.
- (3) Continuing evaluation (by survey) of HRD experience to identify current country programmes useful to Decade HRD, whether they are

existing projects justifying and requiring extension or programmes capable of adaptation for use elsewhere.

- (4) Establishment of an information exchange system.
- (5) Development of guidelines to support country-level actions including:
 - (a) Guidelines on methods of estimating Decade HRD requirements.
 - (b) Guidelines on work studies for Decade HRD.
 - (c) Guidelines on "crash" training for the Decade.
 - (d) Guidelines for non-formal education and training for community and voluntary workers.
- (6) Training/teaching/learning modules for Decade HRD.
- (7) Expansion of information in the "Donor Catalogue".
- (8) Country-level activities to meet pressing needs:
 - (a) Strengthening the focal point institutions.
 - (b) Identifying national priorities.
 - (c) Improving health and hygiene education.
- (9) Evaluation of Phase I.

3.5 Strategy Phase II

Detailed proposals for this Phase will be part of the evaluation of Phase I. Institutional strengthening is likely to be important.

Priority Project Activities and
Requirements Identified at the Meeting

Many programmes are already under implementation and development by various agencies working both jointly and individually. Many of these activities are capable of adaptation or extension to address Decade priorities. It was decided that based on existing experience and using concepts from the Basic Strategy Document, three working groups would select a number of priority items which, if carried out, would greatly assist national strategies for HRD. Each of these priority areas was considered in terms of: the activity proposed, mechanisms for accomplishing it, agencies who could make significant contributions (funds, facilities, personnel, expertise), a timetable and locations where the work should be done.

Approaches varied within the working groups, ranging from consideration of general mechanisms for cooperation globally and nationally to agency-specific suggestions for development of joint action planning at the country level. No general agreement was solicited on specific programming proposals which are not therefore reproduced in this Annex. The list of priority activities has been compiled from worksheets prepared by the three groups. To simplify reporting, each group's detailed development considerations have been omitted. Each group's conclusions have been transcribed in detail and are freely available at the meeting's secretariat to any interested participants or agencies who might wish to pursue specific proposals.

Many of the listed activities might be developed globally, regionally or nationally. They are not presented in order of priority, since none was accorded at the meeting. Mechanisms for accomplishing the work will be developed by agencies collaborating in each specific project area. Equally, requirements and constraints of particular circumstances will determine the funding, location and timing of each activity:

1. Training of field staff of international and bilateral agencies in HRD concepts and skills.
2. Development of training for personnel involved with national manpower policy design and planning.
3. Development of effective programme management procedures.

4. Development and testing of performance-oriented training.
5. Training of personnel in approaches and techniques for the development of community participation.
6. Development of programmes and materials for technical training of local managers and motivators of community development (including e.g. decision-making, planning, organization, construction, operation, maintenance, management).
7. Development of training materials for professional and other staff levels in design and application of low-cost technologies.
8. Development of skill standards in planning, design, construction, operation, maintenance and management of water supply systems.
9. Development of preventive maintenance guides and job aids.
10. Development of training of trainers.
11. Development of a process for developing, using and adapting training manuals and materials for local use.
12. Development of procedures for adult retraining, skill upgrading and rehabilitation training.
13. Development of a system for the selection of candidates and setting standards for study locations for Decade-related training abroad.
14. Development of procedures for the full utilization of in-country formal and non-formal educational and training institutions and programmes relevant to sectoral skilled manpower needs.
15. Establishment of a centre and clearing house for water supply and sanitation training materials and activities.
16. Development of an inventory of resources available to assist Decade-related training, technology transfer and human resources development.

Further development of specific programming and project ideas, and the scope for interagency collaboration will be considered by the informal ad hoc working groups to be constituted as an outcome of the Task Force meeting.

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