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Institutional Options for WES-Net

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1. KNOWLEDGE NETWORKS & NETWORKS FOR DEVELOPMENT

Knowledge and learning have become the new strategic imperative of organizations. The current environment for organizations is one that is characterized by uncertainty and continuous change. This rapid and dynamic pace of change is forcing organizations that were accustomed to structure and routine to become ones that must improvise solutions quickly and correctly. To respond to this changed environment organizations are moving away from the structures of the past that are based on hierarchies, discrete groups and teams and moving towards those based on more fluid and emergent organizational forms such as networks and communities. These strategic knowledge initiatives are ushering in a rich array of opportunities for applying Organization Development expertise.

A certain type of community, the Community of Practice (CoP) has been identified as being a group where such types of knowledge are nurtured, shared and sustained. CoPs are groups or teams of individuals working in pursuit of common goals and linked by common interest and challenges. The ability to efficiently share information, skills and insights within these groups helps maximize knowledge transfer, build trust and further innovation. However, in practice, much of what is called knowledge management is often little more than information management with the use of information technology. More recently, there has been recognition of the importance of subtler, softer types of knowledge that needs to be shared.

It is important to make a distinction between knowledge and information at the outset. While web managers and coordinators would like to see information processing as knowledge, an academic would defer with such a definition. Knowledge and learning are social in nature and are dependent on human cognitive structures that give data their meaning and value as information. Hence knowledge cannot be transmitted like information, but must be recreated by individual minds. Knowledge is both tacit and explicit. Tacit that resides in peoples heads, rooted in their experience and learning. Explicit is that which gets deliberated, debated, documented and communicated. An academic would like to say that there is no knowledge outside of people. Externalized knowledge is only information.

Knowledge management is therefore quickly moving from an emphasis on technologies and databases to an appreciation of how knowledge is embedded in people's experience. As knowledge cannot be separated from the communities that create it, it can only be managed by them and not by any professional or hierarchical dictat. The challenge for KM development models is to know how the stakeholders create and share knowledge and integrate it to the existing systems. For a sector such as water and sanitation in a large country like India, it is important to recognize that there are many communities that are working on water – government, donors, NGOs, private sector, research institutes, universities, etc. A network such as WES-Net is attempting to undertake a difficult task of knowledge sharing among communities to form a CoP of CoPs or a network of networks. This not only requires trust among community members but also facilitate inter-community interactions.

Table 1: Networks for Development:

The following Networks for Development were closely studied in this project (for a longer list of Web-Pages of organizations examined, please refer to annexure 2):

S.No.	Network	Structure	Functions	Strengths	Weaknesses
<i>Water & Sanitation Electronic Information Networks</i>					
1.	IRC International Water and Sanitation Centre	Reputed academic institution with close links with the Dutch developmental assistance and other leading donors in the water sector. RCD WELL Streams of Knowledge	Information, Research and Capacity Building	Reputation of retaining a highly skilled pool of watsan professionals that is supplemented with solid partnerships with key players in the sector. Enjoys tremendous goodwill.	Little presence on the ground that is being mitigated through the Learning Alliance program.
2.	The Water Page (earlier) The Africa Water Page	Individual run	Information and Advocacy	Professional & incisive comments on the water sector. Abrams is what Anil Agarwal was to the Environmental sector in India	Revolves around an individual who has made this his life's mission. It is difficult to get individuals so committed to cause on a long-term basis.
3.	WELL -LSHTM & WEDC	Partnership between reputed international institutions	Advisory and Information	An international network of professionals that contribute to the information exchange.	Donor funded dependency. Unable to tackle issue linked with language and digital divide.
4.	World Bank Water Supply and Sanitation	Responsibility of Water Anchor in The World Bank.	Advisory, Information, Capacity Building & Public Relations	An important source for dissemination of knowledge acquired by The World Bank internally and externally to other sector players and professionals.	A recent review charts out the present limitations and future direction. From WES-Net's perspective, this structure provides a limited role to select Bank partners in knowledge learning and sharing.

Other Electronic Information Networks

5.	Decentralized Natural Resource Management (DNRM)	Run by an individual. Emerged as part of a project but has not grown.	Information with some members using it for advocacy	Works very much as a news clearing house on decentralization (much like CSE's Green files)	Dependent on the individual, no formal institutionalized structure to sustain it or widen the purpose of the network.
6.	Philippine LGU Assistance Portal	World Bank, Govt. of Philippines supported LGU Assistance Portal on LGU projects, reforms and resources	Information	Information on World Bank projects and tool kits and other literature to promote decentralization.	ICT focus top-down information channel.
7.	USAID Horizontal Learning Programme (Hologram)	USAID and a consortium of organizations	Information, Research & Capacity Building	A consortium approach to facilitate capacity building for local governance.	Donor driven with unclear financial arrangement for sustainability.

Other Networks

8.	UNDAF and Sectoral Coordination	UNIAWG-WES led with donor and sectoral coordination structures	Information, Coordination & Advocacy	UN playing 'honest broker' role and able to bring all sector players to a common table.	Initiatives sporadic and not sustained. Unequal partners and differences in approach to resolve water and sanitation problems.
9.	World Forum of Fisher Peoples (WFFP)	It has a well-drafted constitution revolving around a General Assembly, A Coordination Committee and Five Continental Fora.	Advocacy, Coordination and Information.	Its strength is its inclusive membership, making it a very powerful Fisher lobby.	Believes in advocacy through the strength of its members. It is without donor or government presence.
10.	International Collective in Support of Fishworkers	International partnership with regional and country presence.	Information, Capacity Building and Advocacy	Works directly with fisher communities. Provides a professional and technical support structure to fisher peoples.	Donor driven (through its international office) with little government partnership.

12.	Joint Forest Management Network	Led by Ford Foundation Program Officer with SPWD as Secretariat with other Ford grantees that was later enlarged to all JFM stakeholders.	Information, Coordination, Research & Advocacy	Brought all stakeholders together from early nineties. A forum for learning and sharing best practices with the SPWD newsletter being more or less transformed into a 'JFM newsletter'. Govt – national and state actively participated in meetings.	Driven by Ford funds and SPWD director who was an IAS officer on deputation. When they both moved, institutional weaknesses came to the fore. Ford has tried to create a network within the MoEF with Winrock providing managerial support, but it has lost its civil society base and its critical energy. In spite of this institutionalization with the Government it has become more donor dependent. Membership is restricted to industries, keeping out traders, government and civil society but encourages engagement with them through regular workshops and seminars aimed as policy advocacy.
13.	CII – Confederation of Indian Industry	A Confederation supported by a Secretariat with active work by members	Information, Advocacy, Coordination, Capacity Building and Research	Has designed an institution on the basis of network principles. Provides a democratic space on the basis of industry's sector experience. Has regional, state as well as international offices. Works in a vibrant manner through Committees.	Driven largely by UNDP professionals and development consultants with little partnership with government and civil society.
14.	Democratic Dialogue Network, UNDP	A UNDP managed partnership platform with a network manager who coordinates discussion and posts consolidated replies	Information	Highly qualified professionals engaged in that area provide valuable advice to queries from professionals and partners.	Driven largely by UNDP professionals and development consultants with little partnership with government and civil society.
15.	CSE- Water Harvesters' Network	Run by an non-governmental organization	Information and Advocacy	Very effective in campaigns and advocacy, has prepared a directory and other relevant literature on water harvesting.	Finds it difficult to create partnerships with other reputed NGOs who while believing in the cause and despite their work on water harvesting have kept away from the network.

1.2 Some Common Activities of Knowledge Networks:

Based on the survey of networks, one way to classify the functions of a network is as follows:

- Advisory: a service that responds to information requests through top quality professional advise.
- Advocacy: seminars, workshops, conferences, campaigns, lobbying on specific issues, sharing of information, and such.
- Capacity Building: capacity building, cross-visits, building partnerships etc.
- Coordination: network, secretariat for sector, facilitating partnerships, avoiding duplication, working towards policy level agreements, etc.
- Information (and Communication): information broker, digital library, news, monitoring reports of conferences and workshops, publication of newsletters, fact sheets, etc.
- Public Relations: promotion and dissemination of promotion materials (leaflets, posters) to promote both the organization and sector issues.
- Research: working groups on thematic issues, identifying and developing critical learning.

It is seen that Networks work best when they do not work as an organization but concentrate on activities that can be seen as network advantage, such as:

1. Joint value creation – developing new insights through the interaction of different perspectives and approaches.
2. Linkage with policy processes – in order to foster change in policies and practices to support sustainable development of water and sanitation.
3. Capacity development – for all members in research and communications, in particular strengthening the understanding of regional and sectoral considerations in sustainable development.

1.3. Relationship of Organizational Structures and Functions:

Organization	Functions
Individual/ Sole Organization	Largely provide information and are necessary for public relations. Organizations like the World Bank can achieve a little more than public relations due to its partnership reach.
Partnership of Organizations on Projects	Project related and funding for knowledge networks are increasing – largely provide information and advisory services. Provide service to different stakeholders for better management of water and sanitation.
Donor and Government	Function on principles of network structures, but could end up dominating and using the network for their organizational gains. Smaller partners are over-awed by the dominant partner and tend to get marginalized. These networks focus on coordination for better policy making and implementation.

Civil Society	Networks that emerge with the belief that social movements can bring about a change and due to their experience of lack of government and donor response to peoples' need. Effective as a pressure group but finds it hard to translate their bargaining power into better policies.
Network Structures	There are few networks (even though they are called networks) that are created with the key network principles of (i) all stakeholder participation, (ii) equality for all members in the network, (iii) provide careful attention to network governance, structure, internal team protocols, external engagement strategies, etc. and (iv) develop a framework and commitment to multi-stakeholder planning.

1.4. Other lessons from Knowledge Networks:

1. Sustainable knowledge networks have *specific users who demand specific data to inform decisions* for which they are held accountable.
2. A *sustained commitment of leadership by a public office* with resources is directly tied to the sustainability of a knowledge management system. Often enthusiastic 'champions' become distracted or disenchanted.
3. There needs to be *incentives and rewards for using knowledge for application* in the field. It is often difficult to ensure this given the public sector dominated development sector.
4. External support agencies often *overestimate client demand for knowledge management systems*. The public sector driven by a democratic polity does not function on rational a principle that assumes that given the right information, decision making will be lead to better outcomes.
5. Knowledge management systems tend to be over-designed with a *focus on technology rather than on people*. Downstream adaptation often tends to be simple and modest in scope.
6. The focus of knowledge networks is to *collect information rather than analyze and apply* towards decision-making.
7. KM systems that *build off existing databases and build on existing processes of learning* tend to do better than new systems of learning.
8. Most KM interventions tend to *focus on technical solutions, overlooking the organizational processes and institutional incentives* that drive information use.
9. KM structures that are *not based on stakeholder consensus* have a very short life or are ineffective in policy change. A non-inclusive group creates institutional opposition that is often based on personal rather than principled issues.
10. KM systems for development have a *great impact on planning and policy support, but little impact on knowledge creation* that can seriously affect the policy making process.

2. WES-Net FUNCTIONS & INSTITUTIONAL OPTIONS:

This section and the next (sections 2 & 3) is a consolidated note based on the interviews with various WES-Net stakeholders (annexure 3) on the WES-Net functions and institutional options.

2.1. General Comments on the Perceived Need for WES-Net:

1. There was a unanimous appreciation to establish a network (community of practice) on water and sanitation for rural and urban India, including a web-based platform for *knowledge dissemination and e-discussion*.
2. There were two different perspectives on the objectives of the WES-Net. One group felt that this should be a forum for knowledge sharing and networking where all the different perspectives and ideologies come together. Another group felt that *knowledge sharing should have a purpose*, e.g. linked to sector reforms or community based management of water.
3. Some individuals were skeptical about the initiative but were happy to note that there is *seriousness about the project given the institutions backing it*. A brief questionnaire has been drawn up and sent to WES-Net members on their institutional profile which when ready would clearly state what the respective institutions bring to the WES-Net platform (see annexure 4).
4. It was felt that the WES-Net could be a *conduit for alternative thinking being mainstreamed for scaling-up* through government programs.
5. The NGOs felt that the UN should take on the responsibility of *bringing the Government* to the network for greater credibility.
6. It was felt that the WES-Net should concentrate more on face-to-face meetings, discussions, learning (about 80 per cent of its activities) with the remaining being electronic based. There was a need to create a forum to link names and individuals to begin with in order to *create productive partnerships in the sector*.
7. It was seen as a useful *capacity building institution* in a sector that is attempting to transform itself from a centralized to a decentralized one.
8. The WES-Net would *promote learning and exchange and prevent loss of resources* in 'reinventing the wheel' among sector players.
9. With *human resources* becoming increasingly mobile, it was felt that individual professionals who shift would not be seen as a loss to organizations as there would be opportunities to continue to work with them through WES-Net created spaces and partnerships.
10. There were a number of *local attempts at networking that were taking place and it was important to link with them and create a structured platform for them to flourish*.

2.2. Objectives:

2.2.1. Framework for Identifying Functions for WES-Net:

At the moment there is an on-going participative assessment to draw out the core-functions of WES-Net (see annexure 5). However, based on the study of knowledge

networks and understanding the functioning of member institutions, the Governing Body could consider the following framework of building a WES-Net before actually identifying activities that would make an impact.

2.2.2. *Design/develop/use a Knowledge Management Framework/Process*: Every knowledge management organization should have a knowledge management model. This framework should ideally be prepared by the Governing Body of the WES-Net rather than by its Executive Committee. Critical to developing a Knowledge Management Model is the following:

1. Clarify the mission, vision and goal/s and strategy (MVGS) that will drive the knowledge value chain. The mission is the *raison d etre* for the existence of the network and the vision is the long-term perspective (or developmental goal). The goal is a measurable result/s and the strategy is an action plan for a goal. These have to be at the level of the member organizations and at the level of the WES-Net organization. The mission is driven by collective ambition, while the goal and strategy is a product of resources and skills in the organization.

Based on the discussion with the various stakeholders two options for the Mission emerged:

- a. The first is simple – “Knowledge sharing in the water and sanitation sector”
- b. The second is linked to ground-level output – “Knowledge sharing for water and sanitation reforms.”

The second is action oriented, more relevant to a development organization or the government. It was felt that the first would be an ideal candidate for a General Body consensus as it focuses on knowledge sharing in the watsan sector, whatever the ideologies and respective goals be of different member organizations.

On the issue of Vision, the options were:

- a. The first is based on the MDG that emerged in the first proposal for WES-Net – “By 2015, reduce by half the proportion of people without access to safe drinking water and basic sanitation facilities.”
- b. The second could be ‘sustainable water supply and sanitation’.
- c. Another option could be ‘sustainable access to better water and sanitation by the poor’.

On the issue of objectives, there are four that have emerged during the short life of WES-Net. There is a need to distinguish the four core objectives that WES-Net seems to want to perform – knowledge dissemination, stakeholders network, knowledge production and implementation to make a direct impact on the ground. For the purpose of the discussion here, it is not necessary to detail the tasks that WES-Net has

performed or where WES-Net has been used as a platform for specific tasks. There is wide disagreement among WES-Net members about the activities that WES-Net has identified.

Table 2: Identification of Core Objectives of WES-Net:

	Objective	Responsibility
a.	Knowledge Dissemination	Prime responsibility with WES-Net, aided by a QA team nominated by members. Activities under WES-Net logo. At the same time it needs to be appreciated that there are a number of web-based information sites by reputed organizations that provide credible information on the net. It was generally felt by the members that WES-Net should try not to duplicate these services (some listed in Annexure 2) for it may be able to provide only the second best information. On the other hand, it was felt that WES-Net should concentrate on the human element of the technology interface that will help translate the knowledge in the field through the adoption/adaptation/translation of tool-kits/manuals etc to local conditions. It was felt that at the national level, the WES-Net should have face-to-face coordination meetings as well as thematic learning sessions and advocacy events.
b.	Networking	Prime responsibility with WES-Net, with members performing actual tasks in committees. Activities under WES-Net logo. It was felt that the WES-Net should not only have electronic discussions, but also face-to-face coordination meetings.
c.	Knowledge Production	As per the concept of community of practice knowledge generation takes place in the field, hence the primary responsibility for knowledge production should be in the hands of the member organizations. However the WES-Net could act as a bridge, as an information broker, between member organizations or between member organizations and other sector players in the country or abroad. The 'property rights' of knowledge generated through such an exercise could remain with the member organizations and their partners (with a line acknowledging the role of WES-Net). In case this knowledge is brought for sharing among WES-Net members then it has to be vetted by the QA team. WES-Net taking on the task of knowledge production will invite liability, would cost resources and time. The biggest risk is that if WES-Net gets involved with marketing a product, which in a few years turns out to be a failure, and then the entire WES-Net structure is put at risk.
d.	Implementation	The task of implementation for better impact on the ground (the purpose for which this community of practice is created) should rest with member organizations. WES-Net could as act as a facilitator during emergency situations or otherwise, but

		<p>would not take on the responsibility of delivery. Member organizations and a partnership among them will be responsible for delivery and WES-Net should strictly adhere to functions a & b mentioned above even during situations of national calamity. It is important to insulate WES-Net from risks associated with implementation especially as it does not have an expertise in this area. It may be useful to make a distinction that WES-Net's "clients" are the member organizations and the "clients' client" are the poor who do not have access to good water and sanitation services. It is the responsibility of the client to deliver on the ground and WES-Net needs to service the client so that they can deliver better.</p>
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2.2.3. WES-Net Core Group Action Plan:

The WES-Net Core Group in its meeting on May 16 decided on the following short-term goals that will be funded by member organizations:

1. Newsletter – Ongoing research projects, events (past and forthcoming)
2. Website (with abstracts of research findings etc.)
3. Email alerts – summaries of research carried out, forthcoming events, past events, vacancies, capacity building opportunities
4. Events - coordinating workshop and conferences series (theme-wise; annually) and providing information to all members about any forthcoming events
5. Coordinating annual research studies and activities (theme-wise)
6. Collate, archive and disseminate summarized research findings
7. Review and Dissemination Service: guidance notes, field notes, Decision Support Tool (developed by others)
8. Access to Solution Exchange website and services
9. Membership and promotional activities
10. Coordinating collective advocacy (to governments, based on research and practical field findings) – to start later (e.g. after 6 months)

2.3. Institutional Options:

There are a number of institutional options for WES-Net. Listed below are five typologies based on discussions with the existing members.

- a. UN based/led
- b. Government based/led
- c. Registered Society for WES-Net
- d. WES-Net housed in a member organization
- e. WES-Net rotated among member organizations
- f. Management contract

These four typologies with their pros and cons and have been constructed as models to assist in designing the WES-Net in Table 3. Some of the cons that have been listed can be overcome to a great extent through appropriate institutional design while others are inherent to the institution where the WES-Net is housed.

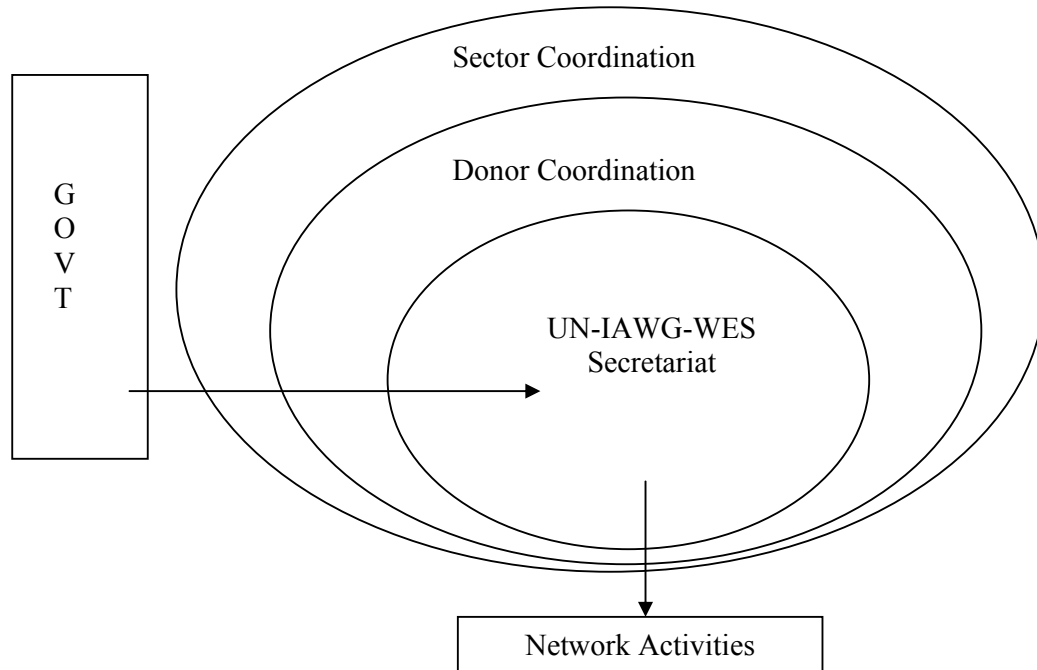
Table 3: Institutional Options for WES-Net

Institutional Options	United Nations	Government	Registered Society	Member Organization	Rotation	Management Contract
Structure						
Leadership	- UNDP - Solutions Exchange - UNICEF - WSP-SA - UN Partnership Framework with representation from Govt., ESAs, NGOs, private sector & other stakeholders	Led by JS, RGNDWM Mission & MoUA, with committee comprising State Secretaries, Donors & select stakeholders	Led by a representative Governing Council comprising of Govt, ESAs, NGOs, Private Sector & other stakeholders	A member organization can be requested to host the WES-Net with a performance criteria	On the principle of rotation, WES-Net could be rotated among member organizations after every couple of years or so and answerable as per a performance criteria	A lead institution or a consultancy firm provides the leadership and takes on the fiduciary responsibility of the task in partnership with a consortium of institutions, NGOs and other stakeholders.
Membership Issues	- May be seen as dominated by the UN and ESAs - Govt & NGO partnership may be diluted	- Govt may not be comfortable with private sector - Membership of NGOs could be restricted or their participation limited	Akin to forming another organization that could act as a ‘super’ organization rather than a facilitator of existing	The involvement of other organizations may be restricted in the day to day functioning of the WES-Net	Same as previous and it may also lead to unhealthy competition among members trying to boast about their achievements and show others in	Not burdened with any membership issues or problems of dealing with members. It is an output

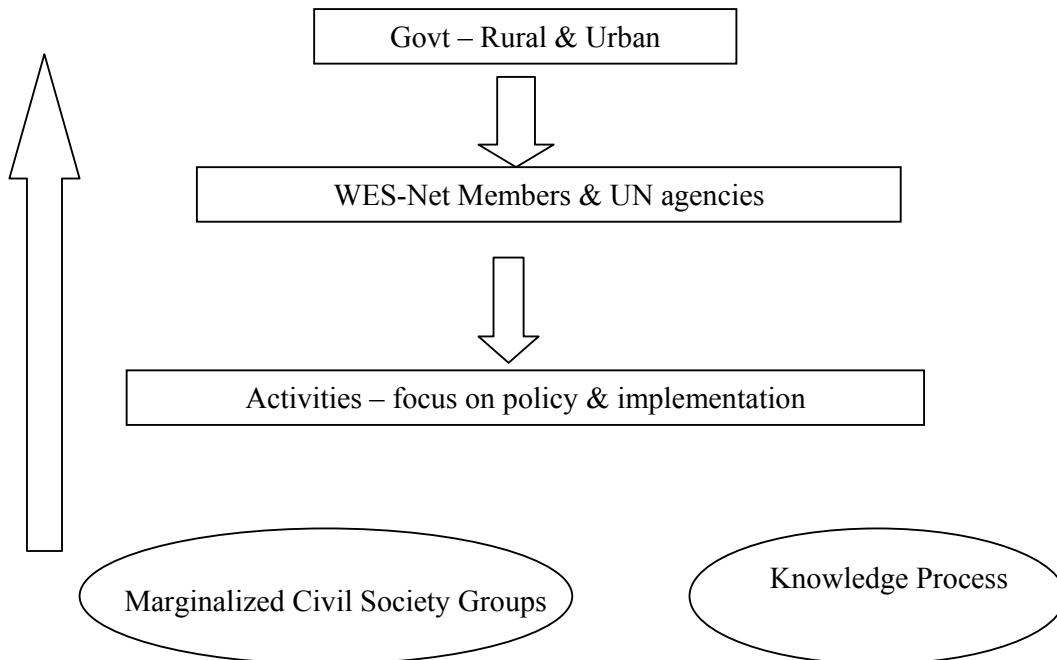
			organizations		bad light	oriented contract with specific tasks that have to be fulfilled.
Activities	Global best practices would be focused on and the UN would be keen to play the role of an honest facilitator among various stakeholders	The focus could be on the Govts programs particularly the sector reforms and transfer of best practice knowledge from the NGOs to the Govt	A society without its own presence in watsan could be at a disadvantage and would have to focus on knowledge dissemination. Its ability to impact the Govt may be limited	A member organization with a field level presence would be involved in the process of knowledge generation and dissemination, have a good idea about sector requirements and would be acceptable to most sector players	Same as previous with an added problem of not being able to take up activities and invest in professional capacity with a long-term framework and limiting the activities to picking the 'low hanging apples'.	Will loose out on the civil society range of activities that provide an alternative voice to the government's policies.
Partnerships	The UN system functions and thrives on the basis of partnerships and will be able to nurture and	Has not really proved itself as a good partner, tends to dominate & direct partnerships, but	Runs the risk of emerging as a 'super' organization that will deter partnerships	It is critical that the member organization selected has a proven record of working in partnership in the	A principle of rotation could lead to uneven quality of professional and managerial capacity for	The nature of partnerships will change. The UN and donors would be funders, while the NGOs

	flourish with partnerships	is being increasingly being forced to work in partnership		sector	WES-Net, putting it as risk	working in partnership with the lead consultant will be sub-contractors.
Funding	Will not be an issue	Will not be an issue	Will be a major issue, putting the sustainability of the Network at risk	Will not be a major issue as many members have huge budgets and are in any case involved in networking in watsan or in other sectors	In comparison to the previous model, funding could be a problem as members may wish to conserve resources to their turn	Sustainable funding will be an issue. The network runs the risk of not being able to keep the watsan community together and the donors may not like to fund a civil society initiative on a contract assignment.

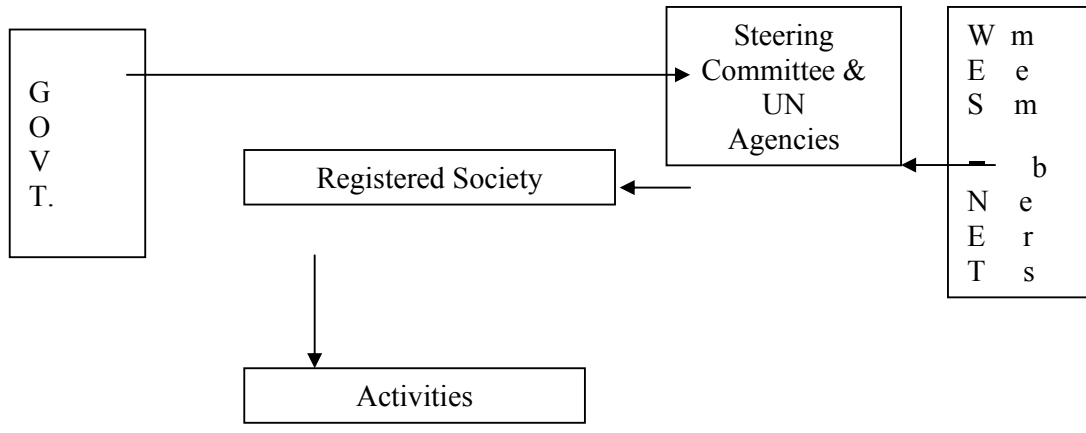
UN based/led



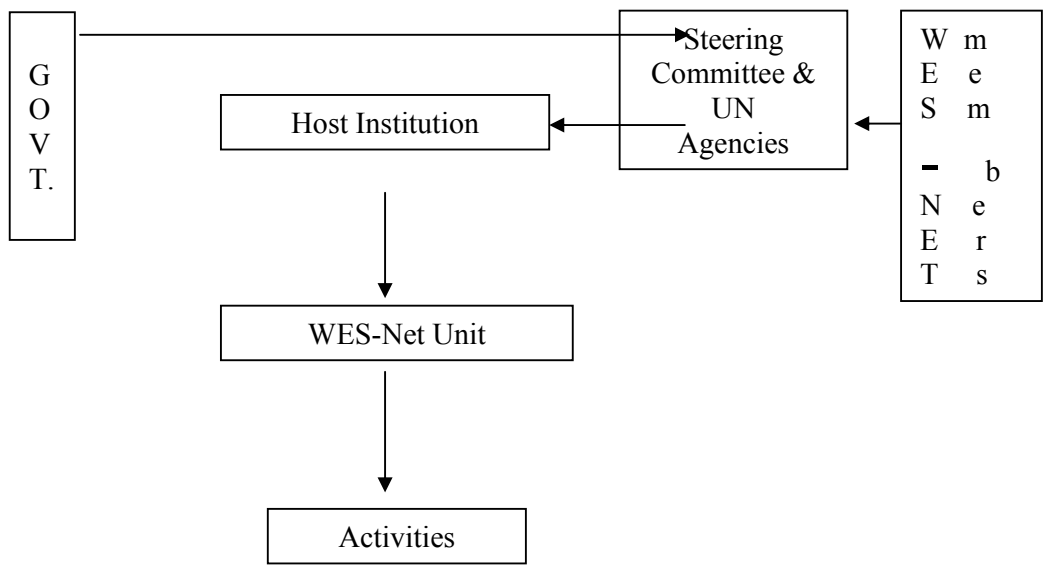
Government led/based



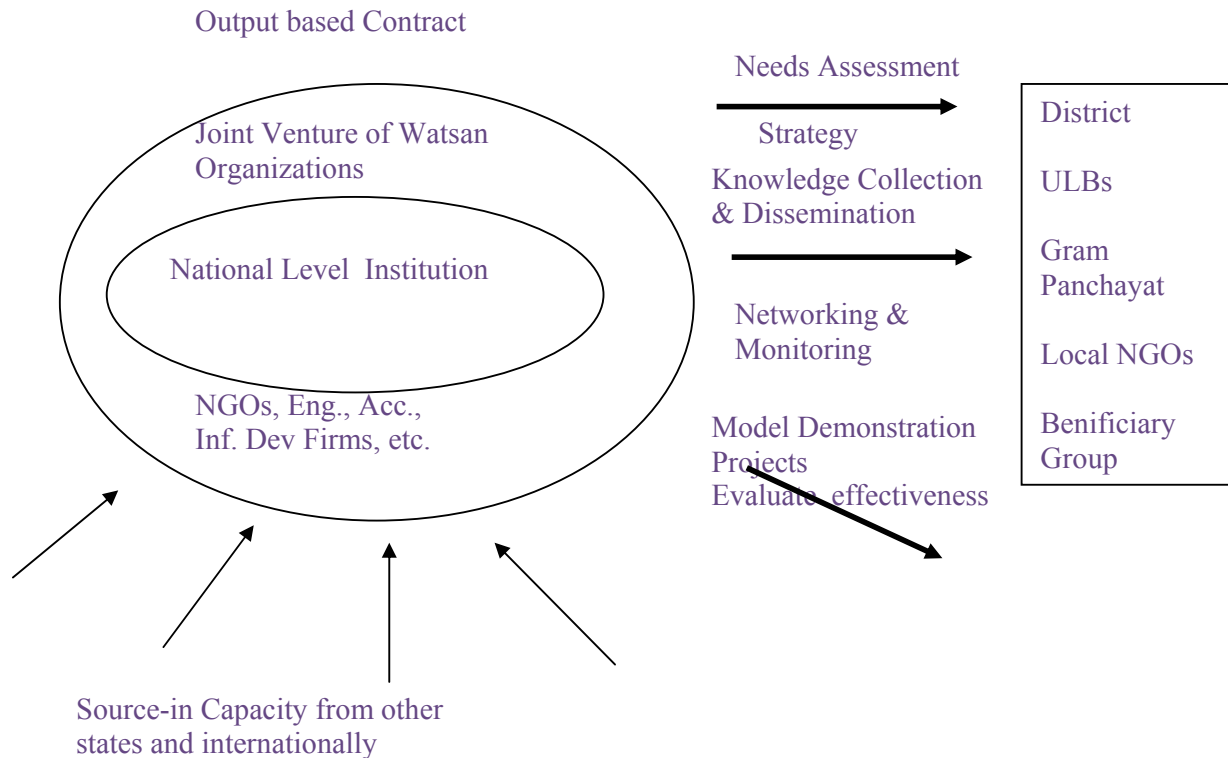
Registered Society



Member Society



Management Contract



3.1. SUGGESTED INSTITUTIONAL STRUCTURE FOR WES-Net:

One way to choose an appropriate home for WES-Net is to opt for one of the five typologies, another is build an institutional model unique to WES-Net based on its requirements and that of the main stakeholders. Such a model would try to capture the various strengths in the abovementioned five typologies and attempt to minimize the risks associated with each of them.

3.1.Criteria for developing a preferred generic model:

The criteria for developing a preferred generic model have been developed by an understanding of networks discussed earlier. The key requirements of a sustainable model could be that:

1. They are *created as network structures* that have an external outlook, rather than an organization that is primarily has an internal outlook.
2. Given the lop-sided nature of investment in water and sanitation, the small players representing the civil society would be marginalized on the basis of their organizational strength. In order to bring to the fore alternatives voices

and concerns in the watsan sector, it is imperative that there is *equality for all members* in the network. The network should be a forum for ideas rather than organizational weight. Network objectives and activities that are not based on stakeholder consensus have a very short life or are ineffective in policy change.

3. Given the support of key players in the sector to this network, it has the potential to become a major player in water and sanitation. Hence, *credible and sustainable institutions and have to play key roles.*
4. *A sustained commitment of leadership by a public office* with resources is directly tied to the sustainability of a knowledge management system.
5. *Important link with Government needs to be made to engage with the policy processes.*
6. While deciding on the *membership*, an important distinction needs to be made between *information and knowledge*. Knowledge creating organizations are critical to the network.

Criteria/ Option	Network d Structure	Equalit y	Credible Sustainabl e Institution s	Leadershi p	Governmen t Engagemen t	Wide Memb - ership
UN led	No	No	Partially	Yes	Yes	No
Govt. led	No	No	Partially	Yes	Yes	No
Registered Society	Yes	Yes	Yes	Yes	Yes through UN	Yes
Member Society	Yes	Yes	Yes	Yes	Yes through UN	Yes
Rotation	Yes	Yes	Yes	Partially	Yes through UN	Yes
Managemen t Contract	No	No	No	No	No	No

3.2. Institutional Home:

3.2.1. Not in Government or UN: In order to provide a level playing field to all the stakeholders in the water and sanitation sector, it would be appropriate to suggest that the WES-Net should neither be housed within the UN organizations or the Government. This is being suggested despite the fact that both these organizations have a proven record of working in sustainable partnerships that many of the non-governmental organizations cannot boast of. Yet we need to appreciate that both the

UN and the Government have an overwhelming presence that may dominate the proceedings of the WES-Net. According to a recent estimate the Government pumps in almost 98 percent of the total investment in the sector and the multi-lateral and bi-lateral donors put in a large part of the remaining 2 percent. The most convincing reason, however, for not housing the WES-Net in these organizations is that they already have mechanisms in place that perform many of the functions of WES-Net. On the other hand the NGOs and the other stakeholders representing the civil society organizations do not have a platform through which they can voice their ‘alternative’ knowledge acquired in the sector for scaling-up. Situating the WES-Net outside the Government and the UN and placing it within the realm of civil society would democratize the process of knowledge production and dissemination and provide a powerful tool to voice the opinions of the citizens with regard to the governance of the water and sanitation sector.

3.2.2. An Existing Member Organization in Preference to Registered Society or Rotation: There are strong arguments against the need for registering a separate organization for WES-Net. Some of them are:

- a. It could create a ‘super’ organization that tries to dominate over the existing institutions and networks rather than facilitate interaction and exchange among them.
- b. The sustainability of the society could be at risk due to funding pressures as international developmental funding (that could fund something like the WES-Net) is largely determined by global trends rather than demands from the civil society. Alternately, an institution with a large budget could well help WES-Net sail through a lean period with its resources.
- c. The nature of business may change. The needs of the developmental sector are in continuous flux and in the case of water and sanitation in India, determined to a large extent by the Government. Further, it is impossible to draw the boundaries of networks that are in continuous flux responding to varied opportunities. A structure of a registered society with its existential requirements may hinder the growth of a network.
- d. The process of registration and getting an FCRA to accept foreign funds could well take a year resulting in loss of momentum for the WES-Net.

The only reason in favor of registration is to create a legal entity that can accept funds and can be held accountable through an institutional mechanism. However, if a respectable member of the network is willing to take on the fiduciary risks of the network, manage its finances and oversee the management of the network through a WES-Net constituted Governing/Advisory Council then the need for a separate organization can be addressed.

Similarly if an institutional model is created that gives all the WES-Net members ownership to it, even if it is housed with a member organization, then the risks associated with the rotation policy can be overcome. These risks relate to the negative

effects of competition, quality of human and managerial capacity as well as the need to have a long-term vision for the sector.

3.2.3. Role of Government and United Nations: Before proceeding to draw up a design for WES-Net it is pertinent to discuss the role of the government as well as the UN organizations. It is imperative that this platform provides a forum to engage with the government. It would be ideal if there were national and state level representation. The various stakeholders are keen that the UN takes on the task of bringing the government to the WES-Net either as a member or at suitable platforms designed for a government – civil society exchange.

The UN has a reputation of being an honest broker and it should take on this role as a facilitator for WES-Net. It will have to delicately balance its membership, given the special place it occupies in developing countries, as an equal member as well as a regulator for WES-Net. However, it can take on the role of the regulator only if it chooses to ensure that it would not use WES-Net for its institutional gains or try to influence it through its resources.

The UN group on water and sanitation is indeed big and there are a number of options through which this facilitating role could be played:

- a. For the purposes of this network WSP-SA, UNICEF & UNDP could be asked to take on the role of facilitating and regulating the WES-Net and appoint a professional for the purpose during the first three-year inception period of WES-Net.
- b. WSP-SA and UNICEF alternate the facilitating position on an annual basis.
- c. The UNIAWG-WES group jointly facilitates the WES-Net.
- d. Various individuals in the UN organizations also keep changing and along with them their favorite project also gets neglected in the organizations. It may be advisable to identify from the present champions of the network, an individual who would be based in Delhi for the longest duration as the contact point to facilitate and nurture the WES-Net.

At the state level, the UN organizations with a state presence take on the facilitating task, with UNICEF being the major facilitator followed by WSP-SA.

3.2.3.1. Relationship between WES-Net and United Nations Knowledge Management Community: With respect to the relationship between WES-Net and the United Nations Knowledge Management community there are possibly three options:

- WES-Net is the UN Knowledge Management Community (Solutions Exchange)
- WES-Net is an extension of the UN Knowledge Management Community
- WES-Net and UN Knowledge Management Community (Solutions Exchange) are independent entities but see mutual benefit through a partnership.

With the first option, the disadvantage is that it is seen to be a UN managed project with a limited time frame in which stakeholders are encouraged to participate through their queries, but it is little more than an electronic discussion forum. Networks are about people and their use of knowledge, technologies and resources and the solutions exchange provides a limited form of knowledge management in comparison to the ambition of WES-Net.

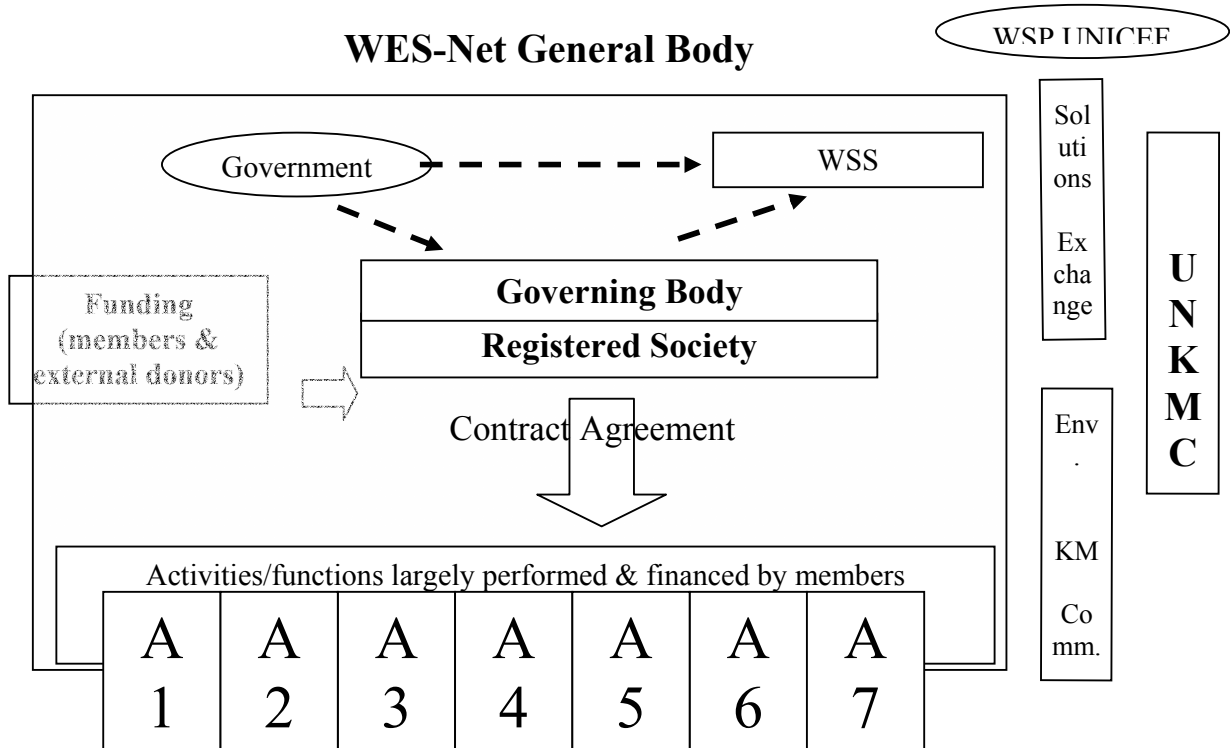
If WES-Net is seen as an extension to the UN CoP, it can cover most of the ground that the various members have articulated and is being listed in this report. Solutions Exchange as a product will be marketed by the WES-Net, but it will be one of the many products that WES-Net puts out. The only hitch with this model is that many of the present WES-Net members would see this as a UN project with limited participation by them.

A win-win model would be that WES-Net and the UN Knowledge Management Community are seen as independent entities (created with the assistance of the UN's focus on CoP) and there is a strong partnership between these two institutions. The UN would be playing a facilitating and nurturing role in WES-Net and in that sense it will have two products on the water and sanitation CoP. This will give ownership to all the stakeholders including the government. It will also be a sustainable institution rather than a project whose life is limited to the UN's cyclical shift in priorities.

3.2.4. Funding: In keeping with the demand responsive approach, the WES-Net members should contribute a portion of its annual budget. Given the membership base of WES-Net, raising 25 percent of the annual expenditure should not be difficult for the WES-net members to contribute. This ensures that WES-Net selects its projects carefully, avoiding duplication by member organizations, for greater impact. This would ensure that the WES-Net would at no time become bigger than the existing sector players and would focus on its role of facilitator for knowledge sharing and learning. It also instills a sense of collective ownership to which the host institution is accountable. It also ensures a limited dependence of the network on external donors ensuring sustainability

3.2.5. Code of Conduct: There has been some discussion on the need for a code of conduct by member organizations. It is very difficult to form rules for individuals and organizations that are key sector players. It is also difficult to envisage all the possible scenarios requiring restraint or discipline. In its formative stage the WES-Net should give the impression of being open and inclusive rather than a sector policeman. It is suggested that such matters requiring discussion be brought before the Advisory Council who shall have powers to expel a member after due hearing with a two-thirds vote. In time, it may be prudent to have a code of conduct (Also see section on Membership Principle below).

3.2. A Suggestive Institutional Structure for WES-Net:



3.2.1. A few points detailing the institutional structure:

1. The above design has been created to ensure that the process of Registering the WES-Net does not make it a ‘super’ institution but a ‘networked structure’. The registration process and making of the Society Byelaws will define the rules by which the WES-Net structure functions and is governed. The UN KMC and the UN organizations will take on a facilitating role in the initial years of WES-Net. The Society will be run by the Governing Body elected by the General Body and will be answerable to it. The General Body will take all major decisions of the Society. Most of the activities of WES-Net will be done by the member organizations that will be agreed in the General Body. The WES-Net will enter into a contract with member organizations to undertake these activities. These activities will be funded by the member organizations themselves. The table below gives an idea about certain

functions that member organizations have taken responsibility for and are funding through their own resources:

Functions	Outputs	Support Organizations
Sector Coordination	National & sub-national WSS sector interactions	Pragmatix & UNICEF
Newsletter	Electronic (monthly) w/links Print (quarterly)	Pragmatix & UNICEF
Website	Well maintained web-site	IRC & Plan International
Database	Electronic Database Interface/Print Versions Pdf summary documents	All member organizations with one coordinator
Email Q & A Service	Considered responses to members' questions	UNDP
Link to UN KM Network		UNICEF & WSP
Research Coordination	A Plan of all WSS sector research proposed every year	Support Required
Workshops	Workshop well advertised to key stakeholders	Core Group & Hosting Organization

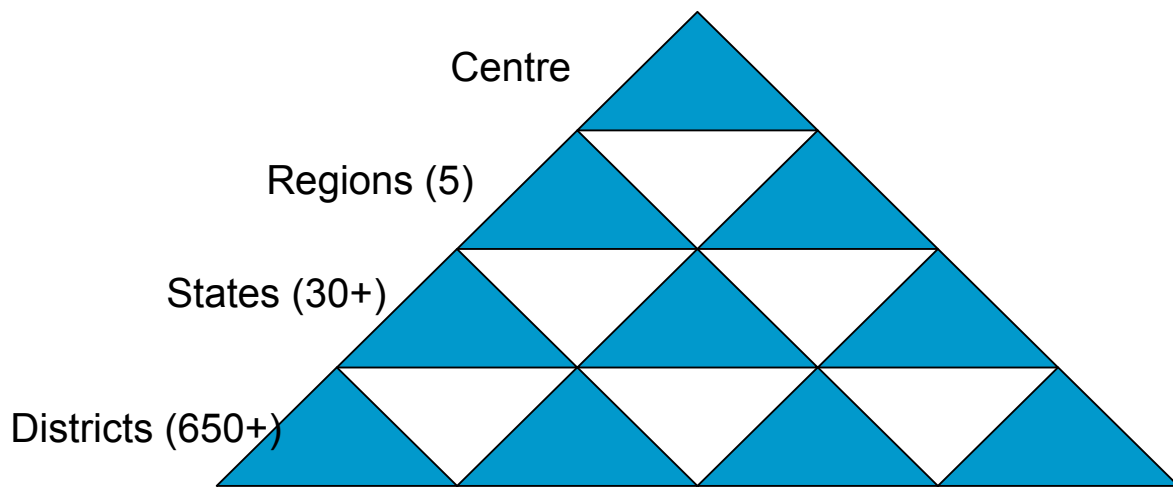
2. The General Body of WES-Net should meet once every six months to draw up a bi-annual plan on the basis of which the WES-Net will be evaluated. As the General Body would have state level representation, it will be assumed that that state members would have agreed the activities undertaken at the national level pertaining to the states.
3. The General Body should form the Byelaws for the functioning of WES-Net that can be amended only by a two-third vote of the Advisory Council to come into effect and should be ratified by the General Body in its next meeting.
4. The Chairperson of the Governing Body should be 'passionate about the theme but dispassionate about the organization' and should be someone who does not need the WES-Net to promote him/herself.
5. The Governing Body will elect the Chairperson of the Advisory Council and its members every two years.
6. The Advisory Council will be a minimum of 11 persons and a maximum of 19. The quorum for any meeting should be at least 7 members present and voting.

7. On the basis of an agenda item, the Governing Body members can discuss the performance and conduct of the host institution and decide to appoint another host institution by majority vote.
8. The Governing Body will have a President and Secretary and the Chairperson of the Advisory Council will also be the President of the Governing Body. The Secretary will be from a UN organization for the first three years after which the Secretary will be elected from the member organizations other than the Presidents' and the host institution. (In case the Government agrees to participate, it may be appropriate to have the Jt. Sec, RGNDWM as the President of WES-Net).
9. The Secretary will call for a bi-annual meeting of the Governing Body at least once every six months by giving fifteen days notice to all the members. At any point of time at least fifteen members can give a written request to the Secretary to convene a meeting of the Governing Council and the Secretary will call a meeting within three weeks of receiving such a written request.
10. The Governing Body should meet every two months and would supervise all appointments of professional, consultants and procurement of goods.
11. WES-Net will not emerge as an organization, but would concentrate on being a Secretariat and bridge gaps between member organizations that would perform the bulk of WES-Net activities through their professional staff.
12. All funding proposals should be based on the bi-annual plan passed by the General Body and passed by a majority of the total members of the Governing Body under the seal of the President.
13. Most, if not all, activities of the WES-Net would be carried out by through Committees consisting of WES-Net members and others they may wish to co-opt on the basis of professional skills required. The GB can suggest certain thematic areas around which the Committees can be formed. It may be suggested to the GB that five broad Committees be set-up on (i) Water, (ii) Sanitation, (iii) Hygiene, (iv) Health, and (v) Water Resources. Each of the Committees will be headed by an Advisor and each of these committees can have specialized Sub-Committees, the largest number could well be under the Committee on Water. While similar Committees could be planned for the State Level, there should not be a hierarchy in the system, i.e. all members of the State Sub-Committees on M&E for Water should automatically be members of the National Level Sub-Committee on M&E for Water.
14. The WES-Net should eventually have regional, state and district units as diagrammatically represented and detailed below. Similarly, the thematic groups could emerge both from the center or the bottom and link up with other institutions and organizations towards the pursuit of their thematic objectives. These could be like cells emerging for a specific study or objective and may wish to disappear once their task is complete. The WES-Net as an institution would facilitate these cells.

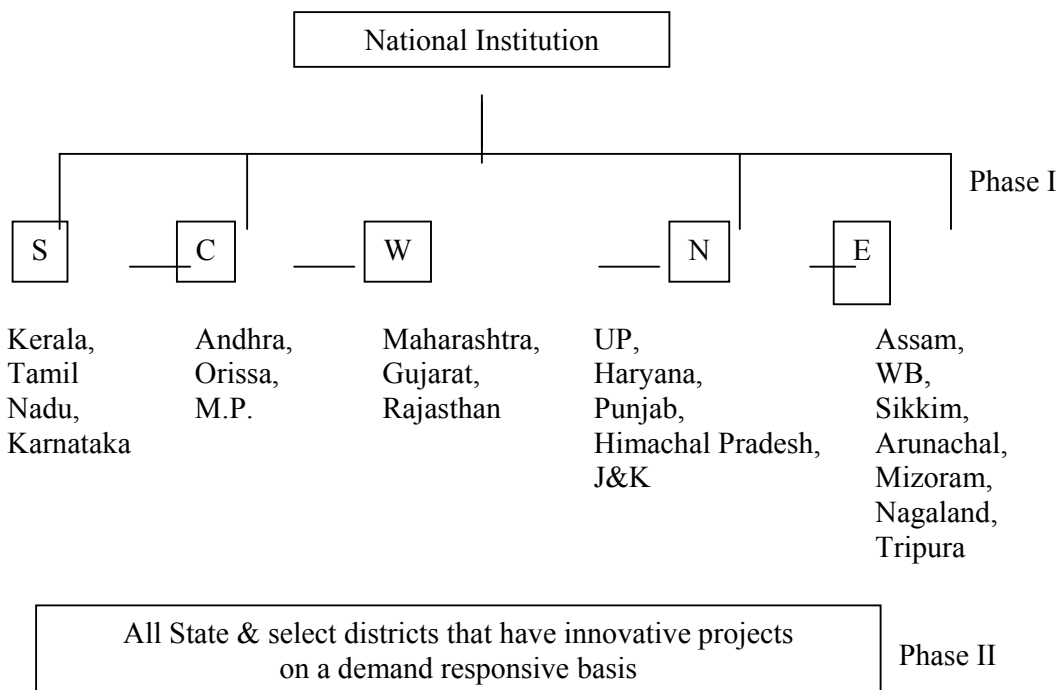
It may be advisable that WES-Net develops its capacity to expand gradually. In the first phase it may be appropriate to identify five regional centers (east, west, north,

central & south) that will be identified as WES-Net regional resource centers. These regional centers would work as state centers but would also be given the task to identify, develop and handhold the other state centers of the region. In the second phase the regional centers could decentralize to a greater extent from the national center and set up its own funding and quality assurance mechanism.

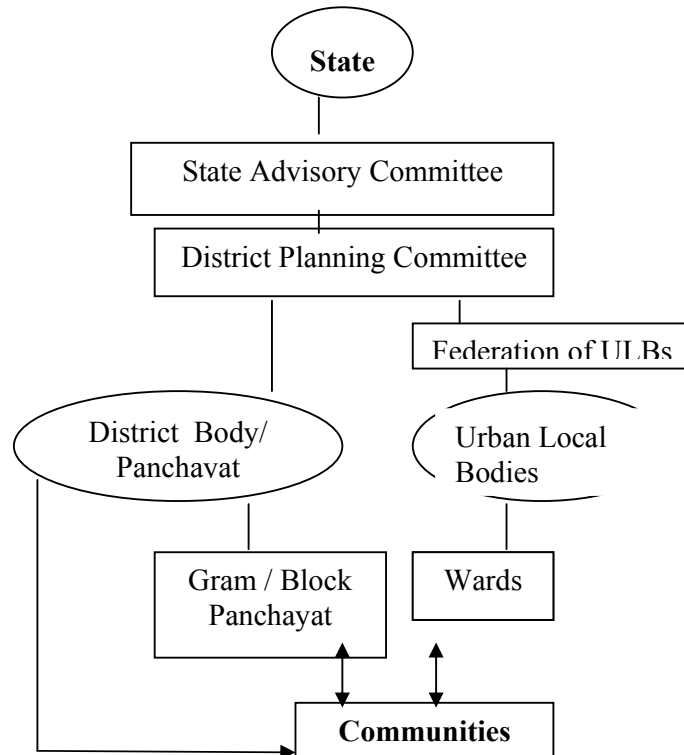
One of the key skills of the national WES-Net coordinator should be leadership skills and project management that includes TOR drafting for regional centers and ensuring their implementation.



Network Development Framework:



Structure within the Respective States



7. The national level unit can selectively empower to state units to raise resources for themselves and the district units on a selective basis. For instance if large NGOs like Mayrada or institutions like the IWMI-Tata Water Policy Program are host institutions then the decentralization could take place earlier.
8. As most of the knowledge dissemination activities will take place at the national level, there may not be the need for a QA team at these levels for the moment. As the state level units get active, state or regional level QA teams could be set up.
9. All Governing Body members at the national level and Advisory Committee members at the national and state level can attend any state/district level meeting without voting rights.

Within the overall structure mentioned above, the State level organization would vary in line with the strengths of the Panchayat system, urban local bodies as well as the institutional approach for watsan delivery chosen by the state. In most states priority will be given to using the local government structure but there may be some

exceptions where the state coordination structure may use the existing line department or a specialized PMU type structure to deliver the programs.

State WES-Net Secretary will have the following responsibilities:

- Liaison between the national, regional, state, local govt, federations and community units.
- Provide first line advice and support to the state level units and serve as a link to WES-Net and other relevant technical information.
- Serve as member-secretary of the state level coordination committee under which the state implementation unit will be placed.
- Support district secretaries as necessary.
- Work with local WES-Net partners in all activities.
- Administer the state level WES-Net committees.
- Serve as the focal point for the program monitoring system and make that appropriate data is entered properly and in a timely manner.
- Quickly identify potential problems at the State level and communicate them to appropriate authorities.

District secretaries will be recruited for each district and will have the following responsibilities:

- Work closely with local governments to mobilize community groups and link them to any technical and organizational support they need.
- Coordinate between different district departments and rural and urban local government institutions.
- Identify needs of communities and local governments and work closely with state WES-Net secretary and working committees and others to quickly provide response to those needs.
- Provide inputs to state WES-Net secretary for the monitoring system.
- Quickly identify potential problems at the District level and communicate them to appropriate authorities.

3.3. Widening the Membership of WES-Net:

The present members of the WES-Net may not be representative of the professional groups, academic bodies and NGOs working in the field. It is imperative that the membership base of WES-Net is widened at the inception stage lest the network is seen to be associated with certain individuals and organizations that will hinder widening of the membership base.

The NGO presence in the water and sanitation sector has increased during the last five years in many of the government projects like *Swajaldhara* and Total Sanitation

Campaign, donor and NGO funded programs in water and sanitation. In order to ensure that the WES-Net actually makes a difference to peoples' lives, it is imperative that NGOs and community based groups in local governments are brought into the fold of WES-Net. It was expected that the organizational profile of the existing WES-Net members would provide some detail of the field level partnerships in water and sanitation. The mailing list of member organizations, particularly *Jalvaani* of WSP-SA, could be a useful tool to provide information to various stakeholders about WES-Net. Listed in Annexure 6 below are select organizations that have an interest in water and sanitation and could be invited to be part of the WES-Net. It is based on the limited knowledge of the consultant in the sector and needs to be expanded by the core-group members.

3.3.1. Underrepresented Groups:

With respect to the present list, the annexure brings in three underrepresented groups in the present team:

- (i) National level non-governmental organizations, e.g. CSE, NFI, PRIA, SPWD and Sulabh.
- (ii) Professional bodies who are concerned with issues of water and sanitation, e.g. NIUA, IDFC, NCAER, PRADAN, RGF, NIPF&P, Winrock and such in Delhi. Similarly, ASCI in Andhra Pradesh, CEE and IWMI in Gujarat etc.
- (iii) State and regional level non-governmental organizations like SEWA, MYRADA, Dhan Foundation, SEUF, SWRC, Sewa Mandir, Urmul and Tarun Bharat Sangh.

3.3.2. Neglected Areas in Present Membership:

It is pertinent to point out that in the annexure there are eight neglected areas from where membership to the WES-Net needs to be solicited by the core-group:

- (i) The *national and state governments* should take some ownership of the WES-Net – they after all contribute to 98 per cent of the sector investment in water and sanitation.
- (ii) Efforts must also be made to identify other *national and regional networks* of NGOs to be part of WES-Net.
- (iii) Efforts should also be made to identify *University centers and research institutions* that could make a significant contribution to scientific and technological developments related to water and sanitation as well as institutional and social aspects.

- (iv) Many of the State *PHED departments have their research centers* that could potentially play a significant role in WES-Net.
- (v) Given the greater role being given to *local governments in rural and urban*, representatives and members of local governments would be the one's managing water and sanitation in this century and special effort needs to be made to bring them to the WES-Net. This would be in many ways, government participation.
- (vi) *Individual professionals* (including consultants) in the watsan sector.
- (vii) Developmental organizations have formally kept a distance with *political parties*. Of late the political parties are increasingly bringing development to the forefront and have to deal with critical issues like water. A knowledge management network cannot afford to ignore the formal representatives of the people in a democratic country and needs to evolve a mechanism for a dialogue with them.

It should be evident that the resources that the above-mentioned groups bring to WES-Net are critical to its development in its attempt to play a facilitating role in knowledge exchange for creating a positive impact on the ground.

3.3.3. Membership Principle:

While in principle the WES-Net should be open to all, it may create working problems if a section of the WES-Net members are opposed to a particular group even though the cause of conflict may not be water and sanitation related, but on issues of discrimination on issues of caste, religion or gender. For instance groups that propagate child marriages, widow burning, right wing religious groups or evangelical ones may cause concern to many of the WES-Net partners. While it is not pertinent to lay down a membership criterion at this stage it may be worth reiterating the constitution of the country to draw the boundaries of conduct for WES-Net members. The Advisory Council of WES-net with a two-thirds vote may be bestowed with powers to expel an errant member on grounds of discrimination or deceit.

3.3.4. On the Private Sector:

There is one group that is mentioned in the inception documents of WES-Net but does not figure here as based on the interviews conducted during the study, it emerged that there was no consensus on this matter - this group being the private sector. It is recommended that the group deliberates on this point and makes a distinction between the different groups that make up the private sector. To illustrate the case of IDFC that has been listed (and debatable) – it is after all a government sponsored equity company with a public purpose but part private ownership. Similarly take the famous case of Ollavanna gram panchayat where a poor widow sunk her husband's savings on a bore well and overhead tank to become a private service provider to make

available a more efficient and cheap service to the local community, in comparison to the state run Kerala Water Authority. The classical distinction between states and markets have got blurred in the new area of partnerships. The present Indian state is not only forging partnerships with local communities but also with the private sector. Under the new paradigm, the role of the state is not only to oversee the functioning of the public sector, but also to govern the markets. Hence it is imperative that WES-Net reflects on the role of the private sector. A number of distinctions can be deliberated, for instance between traders and industry; between companies recognizing the public goods nature of water and those who do not; between various types of infrastructure finance companies e.g. HDFC, LIC, ADB, The World Bank (whose activities are regulated by the public sector) and unregulated private venture funds; similarly private companies becoming members versus networks like CII becoming members; between consulting firms and industry; or between professionals working in the private sector coming in as individual members versus institutional membership. A suggested way to proceed is for WES-Net to discuss and lay down the parameters of private sector involvement and strictly enforce the eligibility criteria.

There was a consensus however among the WES-Net members on the need to engage in a dialogue with the private sector. The process, mechanism and space for this dialogue were considered one of the core-functions of WES-Net. It was felt that it was through a process of dialogue that the foundation of future partnerships could be laid.

Annexure 1

WESNet

***“By 2015, reduce by half the proportion of people without access to safe drinking water and basic sanitation facilities”
- MDG Target***

An increased coordination, cooperation and support among all the sector players in water and environmental sanitation in the recent past is enhancing the task of achieving the Herculean task of Millennium Development Goals (MDGs). The recent study carried out by UNICEF/WHO indicates that while the water supply coverage is progressing steadily towards the target, there are indications that the sanitation target is going to be missed with most of the un-served population being in rural Africa and Asia (ref:IRC Source Bulletin). As far as the sanitation target is concerned, the unified efforts among the sector players are far from the desired level, particularly in India. This can be looked at from three viewpoints:

1) Compared to any other player in the sector, the Government has a mandate to address the issue more effectively. Although there are favourable policies (Sector Reform, Total Sanitation Campaign), resources and international support (UNICEF /WSP /World Bank) available, progress is still not on expected levels. Where is the real gap? How can it be addressed to attain positive, desired results?

2) Many national and international organisations are harnessing their efforts to address the issue, but these efforts are restricted to a few pockets/clusters of the country, which is insufficient to the scale expected to be achieved within a stipulated timeframe. What would be the next best/appropriate options for these organisations to enhance their contribution for wider impacts?

Issues on Water Supply

- Despite the fact that water supply coverage is progressing well in the country, there are few issues which constantly keeps the coverage is low:
- Water quality - mainly fluoride, Arsenic and Iron
- Poor involvement of community groups in maintenance and management of water sources.
- Poverty among the community group restricts capital cost sharing.
- Depletion of ground water due to over exploitation (no legislation).
- Less emphasis for alternative drinking water systems
- Poor importance for integrated water resource management activities
- It is expected that Sector Reform district review may bring out key learning to the sector, which may help further refining the approach towards achieving a result

3) Private Sector Participation (PSP) is struggling between the profit making and targeting of poor. PSP's role in rural sanitation is nil. How do we bring PSP in the picture? How do we strike a balance between cost recovery and targeting of poor?

The above aspects need to be addressed effectively in order to achieve the MDG targets. Apart from the above, an understanding of various other interrelated issues which hinder the overall progress of water supply and sanitation coverage, a preliminary round of discussions were carried out by the Author with the Government (Rajiv Gandhi National Drinking Water Mission), international organisations such as WaterAid, OXFAM, DFID, WSP, CARE & UNICEF and Socio-Technical organisations such as AFPRO. Details were gathered through one to one discussion with the respective specialist staff from the above-mentioned organisations. The outcomes of the preliminary round are listed below.

- Except the United Nations Inter Agency Working Group, there is no active network on WES in the capital.
- The national and international NGOs implement activities under their own norms /policies to address water and sanitation issues, which may or may not be in line with Government of India policy guidelines. Do we need uniformity?
- Though Government of India is having a mandate and resources, its capacity to transform the strategy to State Government has certain limitations, which result in delayed progress.
- Scaling up issues are dealt in isolation by each individual organisation and coordinated efforts among organisations is lacking.
- Although favourable Government policies exist and a considerable amount of resources are available, there is a gap between the above and the community due to poor dissemination of policy guidelines to the grass roots.

Issues on Sanitation

- Sanitation coverage is low - rural coverage is only 19%.
- Though TSC is progressing well, Government is stronger in hardware than software activities. Software focus enhances the toilet construction and usage.
- INGOs and its partner organisations (NGOs) produce quality outputs, but the scale is insufficient to meet the target.
- Poor WES facilities in schools. Lack of sanitation facilities in schools restricts girl's attendance.

Hygiene

- Majority of diseases are related to water and sanitation. It is estimated that 5 to 6 lakhs children die annually due to diarrhoea in the country.
- Poor knowledge among the community on diarrhoeal diseases, dehydration symptoms and remedial measures such as using ORT.

- A strong opinion exists among the participants that Government, national and international organisations, private sector and institutions need to come under one umbrella. The Government needs to play a lead role towards enhancing sanitation coverage.
- The absence of a platform to share learning and discuss policy issues keeps most players away from enjoying the real benefits of water and sanitation policy of the Government.
- Another view is that though the Government has a mandate and resources but its keenness to lead the network may require thorough discussion.
- Water and sanitation is also a major agenda of “Sphere India Network” (www.sphereindia.org). Can *WESNet* be a part of the Sphere?.

Suggested Action Plan

WES specialists who involved in the discussion stage are of the opinion that all the sector players need to come to a common platform towards scaling up of water supply and sanitation coverage in the country. The following are the steps suggested by the participants towards building up a network, *WESNet*.

- As a first step, outcomes of the preliminary round of discussions need to be shared with all the participants.
- By initiating mutual communications, set a day to bring all the preliminary round participants together by organising a meeting. In this meeting, outcomes of the preliminary round can be analysed and follow up action can be worked out.
- Later, other networks such as CSE Water harvester network etc. can be invited to join in the group.
- Meanwhile, Mr. Mark Ellery of WSP will dialogue with UNICEF and RGNDWM to organise a workshop, in which Government (RGNDWM) will play a lead role and other sector players will be given an opportunity for brief presentations (focus would be where we are, and how we can tackle the issues together). The follow up action plan will be worked out based on the outcomes of the workshop.

Resources:

It is expected that the process of bringing all the key players together and organising bimonthly/quarterly meetings may involve minor expenditure. Plan India will meet the initial expenditure till further formalities being worked out. Mr. Paul Deverill of UNICEF also expressed his willingness to support the initiates and meet the expenditure.

Arumugam Kalimuthu,
Technical Advisor (Water Supply and Environmental Sanitation)
Plan India
20th October, 2004

List of participants in the dialogue

1. Mr. Mark Ellery, Water and Sanitation Engineer, WSP
2. Ms. Soma Goash Moulik, Water and Sanitation Specialist, WSP
3. Mr. K. Mazumdar, Deputy Advisor, Rajiv Gandhi National Drinking Water Mission
4. Mr. Depinder S Kapur, Advocacy Manager, WaterAid
5. Mr. Roger Fitzgerald, Communications and Learning Officer, WaterAid
6. Ms. Nupur, Regional Livelihood Specialist, OXFAM
7. Mr. Sean Doolan, Water and Sanitation Specialist, DFID
8. Mr. Paul Deverill, Project Officer (Child Environment), UNICEF
9. Mr. Prusty, Director, Emergency & Rehabilitation, CARE India.
10. Mr. D.K. Manavalan, Executive Director, AFPRO.
11. Mr. Arumugam Kalimuthu, Technical Advisor (WES), Plan India.

Annexure 2

A Sample of Web-Sites Visited to Understand Networks:

1. Confederation of Indian Industry www.ciionline.org
2. Decentralised Natural Resource Management (DNRM) www.panchayats.org
3. International Collective in Support of Fishworkers www.icsf.net
4. MOEF's JFM Cell, Indian Institute of Forest Management www.iifm.org
5. Resource Unit for Participatory Forestry (RUPFPR) www.winrockindia.org
6. Joint Forest Management www.jfmindia.org
7. Democratic Dialogue Network, UNDP www.democraticdialoguenetwork.org
8. South Indian Federation of Fishermen Societies www.siffs.org
9. World Forum for Fisher Peoples (WFFP) www.wffp.org
10. Philippine LGU Assistance Portal www.lguportal.org
11. USAID Horizontal Learning Programme (Hologram) www.ksp.org.za

Sample of Web-Sites Specifically on Water and Sanitation:

1. American Water Resources Association www.awra.org
2. American Water Works Association www.waterwiser.org
3. Discussion Groups & Mailing Lists in Water and Sanitation developed by SKAT: Swiss Agency for Development and Cooperation
www.skat.ch/watsanweb
4. Global Applied Research Network in Water Supply and Sanitation (GARNET) www.info.lut.ac.uk/departments/cv/wedc/garnet/gmtover.html
5. Global Childnet www.edie.cprost.sfu.ca
6. Global Water Partnership www.gwp.sida.se and www.gwpforum.org
7. International Network on Water, Environment and Health (INWEH) of the UN University www.inweh.unu.edu/university/
INTERWATER is another task force that is coordinated by the IRC.
8. IRC International Water and Sanitation Centre www.irc.nl
9. Net Community of Organisations/individuals www.wateronline.com
10. Sanitation Connection www.sanigate.net
11. The Water Page www.thewaterpage.com previously The Africa Water Page
www.africanwater.org
They also have a Global Environmental Sanitation Initiative in partnership with IRC
12. UNICEF www.unicef.org
13. United Nations Division for Sustainable Development
www.un.org/est/sustdev/
14. United Nations Environment Program www.unep.org
15. Urban Environmental Sanitation Network www.uesnet.org

16. Water Forum www.worldwaterforum.org
17. Water Supply and Sanitation Collaborative Council www.wssc.org
18. WaterAid, UK www.wateraid.org.uk
19. WELL (Water and Environmental Health at London & Loughborough) is a resource center promoting environmental health and well-being in developing and transitional countries. WELL is managed by LSHTM – London School of Hygiene and Tropical Medicine and WEDC - Institute of Development Engineering Water, Engineering and Development Centre
www.lboro.ac.uk/well/
20. World Bank Water Supply and Sanitation
www.worldbank.org/html/fpd/water/
21. World Health Organisation www.who.int/water_sanitation_health/
22. World Water Council www.worldwatercouncil.org
23. Freshwater Action Network www.freshwateraction.net
24. Discussion Group on Environmental Health, water, sanitation and hygiene
www.hublely.co.uk/hygiene.htm
25. Discussion Group on School Hygiene, Sanitation and Water www.sanicon.net
26. Middle East Water Discussion Group www.nal.usda.gov/wqic/lists.html

Annexure 3

Interviews conducted to understand networks and institutional options for WES-Net:

1. Deepak Sanan, India Country Team Leader, WSP-SA
2. Mark Ellery, Water and Sanitation Engineer, WSP-SA
3. Paul Deverill, Project Officer (Child Environment), UNICEF
4. Steve Glovinsky, Advisor/Coordinator KM Partnership Project, UN
5. Preeti Soni, KM Resource Person (Environment), UN
6. Joep Verhagen, Consultant, Habicom International
7. Arumugam Kalimuthu, Technical Advisor (WES), Plan International
8. B. Siddarthan, Advisor, Royal Norwegian Embassy
9. George C. Varughese, Vice President, Development Alternatives
10. Mrs Srinivasan & Deepti Gambhir, Clean India, Development Alternatives
11. N.M. Prusty, Director, Emergency & Rehabilitation, Care India
12. Debashish Bhattacharjee, Urban Development Specialist, Asian Development Bank
13. A.J. James, Pragmatix, WES-Net Team Leader
14. Tejinder Kaur, WES-Net Coordinator
15. D.K. Manavalan, Executive Director, AFPRO
16. Depinder S. Kapur, Country Representative, Wateraid
17. P.J. Chako, Humanitarian Program Manager, Oxfam
18. Mrs Roy, Infrastructure Group, CII
19. Sushil Saigal, Senior Program Officer NRM, Winrock
20. Sebastian Mathew, International Collective in Support of Fishworkers

Annexure 4

Profile of Organisations Working in the Water and Sanitation Sector

Name of Organisation:

Development Objectives/ Priorities/ Policies	Key Activities	Partners	State Presence and Strategy

A few words on the resources that the organization brings to the WES-Net:

Annexure 5

A Participatory Assessment for the Need of a Collaborative Water & Sanitation Network

WESNet India, established in December 2004 by a team of motivated actors concerned with water and sanitation, is a coalition of sectoral NGOs, UN agencies (UNDP, WHO, WSP, UNICEF and UNIDO), private sector consultants, government departments and donors. WESNet's original objective was to improve knowledge sharing and co-ordination within the water and sanitation sector - centred on meeting the Millennium Development Goals. WESNet also acts as the Water and Sanitation Cluster of the UN's Knowledge Community on the Environment that is led by UNDP.

As of now, WESNet operates primarily at the national level with the links to states and districts primarily through an extension of national membership. While WESNet India currently exists as a loose affiliation of water and sanitation agencies, WESNet is seeking to define itself as an institution. This includes making decisions in regards to the functions, the form and means of financing of such a network institution - at the national, state and local level. As an important stakeholder in the sector and a prospective partner of WES-Net or as a user of WES-Net's services, it would be appreciated if you could spend some time detailing your thoughts on WES-Net around the broad areas identified below.

Name:

Institution:

Address:

email/fax/ph:

Brief description of work profile:

Area of work: *National / State / District & below*

1. Please identify the key knowledge / co-ordination gaps in the sector that the WES-Net could fill:

2. What would you like to learn or gain from participating in a 'Community of Practice' on Water and Sanitation – either substantially or operationally?

3. How could you contribute to the Community in the way of lessons, tools, models or other forms of knowledge?

4. What are the major benefits that you foresee through a network of water & sanitation institutions and professionals, aligned at the national, state and district levels?

5. In your opinion what should be the core functions of the WES-Net?

6. In your opinion who should be involved in the WES-Net?

7. Preferred means of communication with the Network
At your work place or home do you (a) have access to a computer (YES/NO)
and (b) internet (YES/NO)?

Do you use the internet for your work? (YES/NO)

If not, would you use it if provided proper guidance & training? (YES/NO)

If yes, are you part of any network (which ones)?

If yes, how do they help you in your work?

Would you like to be a part of WES-Net – an electronic discussion group on water and sanitation?

(Please return this form to the person who gave it to you, who in turn is requested to fax / mail it to Mark Ellery latest by May 13, 2005: Fax No. 011-2628250, Mailing Address: Water and Sanitation Program – South Asia, 55 Lodi Estate, New Delhi 110003, India)

Annexure 6

Widening the Membership of WES-Net:

Delhi

1. Association of Organizations on Nature and Environment (A-ONE)
2. Asian & Pacific Centre for Transfer of Technology
3. Centre for Policy Research (CPR)
4. Centre for Science and Environment (CSE)
5. Chintan
6. Gandhi Peace Foundation (GPF)
7. International Commission on Irrigation and Drainage (ICID)
8. International Development Finance Company (IDFC)
9. National Council for Applied Economic Research (NCAER)
10. National Institute for Public Finance & Policy (NIPF&P)
11. National Institute for Urban Affairs (NIUA)
12. National Foundation of India (NFI)
13. Participatory Research in Asia (PRIA)
14. Professional Assistance for Development Action (PRDAN)
15. Rajiv Gandhi Foundation
16. Society for Promotion of Wastelands Development (SPWD)
17. SRIJAN
18. Sulabh International Social Service Organisation
19. VANI – National Level NGO Network
20. Winrock International

Andaman and Nicobar Islands

21. ANET – Andaman and Nicobar Environmental Team

Andhra Pradesh

22. Action Association for Rural and Tribal Development, Rajahmundry
23. ACTS – Action for Community Service Society, Chittoor
24. ASCI – Administrative Staff College, Hyderabad
25. AWARE – Action for Welfare and Awakening in Rural Environment, Hyderabad
26. BCT – Bhagavatula Charitable Trust, Visakhapatnam
27. CESS – Hyderabad
28. CIRD – Centre for Integrated Rural Development, Secunderabad
29. DDS – Deccan Development Society, Hyderabad

30. Environment Protection Centre, Hyderabad
31. Grameena Vikas Samiti, Tirupati
32. Ground Water Investigation and Farmers training Society, Anantpur
33. International Water Management Institute, Hyderabad
34. MVF – M Venkatarangalya Foundation, Secunderabad
35. Population and Environmental Education Centre, Kurnool
36. Rural Development Trust, Anantpur
37. WASSAN – Watershed Support Services and Activities Network, Hyderabad
38. YCO – Youth Charitable Organisation, Vishakapatnam

Bihar

39. ADITHI, Patna
40. Auranga Gramin Vikas Samiti, Palamau
41. BIRSA – Bindrai Institute for Research Study and Action, Singhbhm
42. Gramin Vikas Parishad, Deogarh

Gujarat

43. Abhikram, Ahmedabad
44. AKRSP-I – Aga Khan Rural Support Programme (India), Ahmedabad
45. ANA – Anand Niketan Ashram
46. Anumukti Sampurna Kranti Vidyalaya
47. ASAG – Ahmedabad Study Action Group, Ahmedabad
48. CEE – Centre for Environment Education
49. CEMR – Centre for Ecodevelopment and Management Research
50. ESI – Environmental Sanitation Institute, Ahmedabad
51. IWMI-Tata Water Policy Program, Anand
52. Lok Bharati, Bhavnagar
53. Lok Vidyalaya, Valukad
54. N.M. Sadguru Water and Development Foundation, Dahod
55. PRAVA
56. SEWA
57. UTTHAN, Ahmedabad
58. Vikram Sarabhai Centre for Development Interaction, Ahmedabad
59. VIKSAT, Ahmedabad

Himachal Pradesh

60. Lok Kalyan Mandal, Theog
61. Peoples Association for Himalaya Area Research, Nainital

Uttaranchal

62. Bhuvaneswari Mahila Ashram, Tehri Garhwal

63. CHIRAG, Mukteshwar
64. Society for Integrated Development of Himalayas, Mussourie

Karnataka

65. AWDMS – Action for Water Development Mysore Society, Bangalore
66. CESDI – Centre for Environment and Sustainable Development India, Bangalore
67. Dhan Foundation, Madurai
68. IRRM – Indian Rural Reconstruction Movement, Bangalore
69. MYRADA, Bangalore

Kerala

70. AVARD – Apex Voluntary Agency for Rural Development, Thrissur
71. KRWSA – Kerala Rural Water and Sanitation Agency, Thiruvananthapuram
72. SEUF – Socio-Economic Unit Foundation, Thiruvananthapuram

Madhya Pradesh

73. Centre for Environment Protection, Research and Development, Indore
74. Gramin Vikas Evam Paryavaran Sanstha, Dausa
75. NCHSE – National Centre for Human Settlements and Environment, Bhopal
76. Sanket, Bhopal

Maharashtra

77. Kalpavriksha, Pune
78. National Association of Water Resources Development Agencies, Pune
79. Society for Clean Environment, Mumbai
80. SPARK, Mumbai
81. Watershed Organisation Trust, Ahmednagar

Mizoram

82. Association for Rural Development

Orissa

83. Agragamee, Rayagada
84. Gram Vikas, Ganjam
85. OBPP – Orissa Bigyan Prasar Parishad
86. People's Rural Education Movement, Berhampur

Punjab

87. Bharat Jan Gyan Vigyan Jatha, Ludhiana

Rajasthan

- 88. Aravali Volunteers Society Rajasthan, Udaipur
- 89. Mazdoor Kisan Shakti Sangathan (MKSS), Rajsamand
- 90. Sewa Mandir, Udaipur
- 91. SWRC, Tilonia
- 92. Tarun Bharat Sangh, Alwar
- 93. Urmul Trust

Tamil Nadu

- 94. Development Promotion Group, Chennai
- 95. Gramodaya, Tiruchirapalli
- 96. Tirupur Municipal Corporation

Uttar Pradesh

- 97. ATDA – Appropriate Technology Development Association, Lucknow
- 98. Swachchha Ganga Mahila Samitee, Varanasi
- 99. Vanangana, Chitrakoot

West Bengal

- 100. Agragati, Howrah
- 101. Balitikuri Bikash Bhaban, Howrah
- 102. IPHE – Institution of Public Health Engineers India, Kolkatta
- 103. Ramakrishna Mission, Medinapur
- 104. Unnayan, Kolkatta

Terms of Reference for a Short Term Consultancy (STC) for the Development of Institutional Options for WES-Net India

1. OBJECTIVE

This document defines the Terms of Reference (ToR) for the engagement of an individual consultant to WES-Net (commissioned by WSP-SA) to develop a set of options / recommendations on the proposed institutional structure for WES-Net India. The set of options / recommendations developed shall be based on an assessment of the ‘felt need’ for knowledge networks in rural and urban water supply and sanitation, and the local / international learnings of the successes and failures of similar knowledge networks.

2. BACKGROUND

WESNet India, established in December 2004 by a team of motivated actors concerned with water and sanitation, is a coalition of sectoral NGOs, UN agencies (UNDP, WHO, WSP, UNICEF and UNIDO), private sector consultants, government departments and donors. WESNet’s original objective was to improve sector knowledge sharing on a range of issues within the water and sanitation sector - centred around meeting the Millenium Development Goals. WESNet also acts as the Water and Sanitation Cluster of the UN’s Knowledge Community on Environment, that is led by UNDP.

As of now, WESNet operates primarily at the national level with the links to states and districts primarily through an extension of national membership. Following the Tsunami disaster, a state level network has been established in Chennai, and this is assisting to coordinate NGO / agency and government efforts in water supply, sanitation and hygiene in Tamil Nadu. The appointment of co-ordinators for WES-Net in Delhi and Chennai are currently being undertaken by UNICEF.

While WESNet India currently exists as a loose affiliation of water and sanitation agencies, WESNet is seeking to begin to define the functions and the form of itself as an institution. Specifically, this involves establishing the core functions of the institution and the particular form that the institution will take, including the vertical relationships (upwards to the UN Knowledge Management ‘Environment Community’ and global knowledge networks, and downwards to states and districts) and the horizontal relationships (between state and district level networks).

3. PROPOSED INSTITUTIONAL STRUCTURE FOR WES-NET

The assignment will involve three parts: (1) a situational assessment of the ‘felt need’ for collaborative water supply and sanitation networks, (2) a systematic gathering of

information of the experience of other networks, and (3) the development of institutional options for consideration by WES-Net India.

3.1. Situational Assessment

While WES-Net has evolved in response to a ‘felt need’ for a collaborative platform for water supply and sanitation at the national level, there is an assumption that some form of collaborative network may have considerable value at the state and local government levels. In order to test this assumption, there is a need to assess (a) the ‘need’, and (b) the ‘demand’ for collaborative networks in the water and sanitation sector at these various levels. This assessment will also seek to understand (a) the focus of the various actors in the water sector in terms of policies, programs, and geographical spread; and, (b) the particular ‘issues’ facing the range of sectoral actors at each of these levels - in an attempt to estimate the functions that a collaborative network may be required to perform at each particular level of functioning.

This assessment shall be based primarily on interviews, telephone calls and discussion with a range of actors in the sector. This assessment should also seek to identify the presence of water and sanitation networks for items (2) and (3) to follow...

3.2. Assessment of Network Functioning

Based on information from the situational assessment , the consultant shall then undertake an assessment of the experience of the different forms of network organizations in India (and other countries). These should include a broad range of networks that may have worked for a while and then failed, as well as successful networks. This analysis would seek (a) to identify the key components of most successful networks and the common ‘missing’ elements that have led to the failure of networks; and (b) the perceived synergies that have been developed through these networks This assessment will be clearly focused on ‘learning lessons’ that may inform the structuring of a water and sanitation network structure in India.

As a starting point, it is suggested that the consultant shall assess the forms and functioning of the following types of networks:

- Industry Networks (CII, Municipal Managers Association,)
- Federations (Farmers federations, National Fish Workers Association, SEWA)
- Water & Sanitation Networks (IWWA, IWA, IRC Think Tank (Ethiopia, Sri-Lanka, Phillipines), Regional Central American WSS Network,

<http://muninet.org.br/>, WASPOLA Working Group, UNIAWG-WES, IWMI)

- Knowledge Networks and/or Advocacy Networks (UNDP Knowledge Networks, VANI, INP⁺, SEA-AIDS, FAN, ..)
- NGO Networks (WaterAid, Plan International, Viahwa Samakhya, AFPRO, Oxfam...)
- Academic Knowledge Groups (...)

The identification of networks and gaining an understanding of the functioning of these networks shall be undertaken through accessing literature, conversations and telephone calls with the representatives and members of various networks.

3.3. Options/Recommendations for the Structuring of WES-Net

Based on the findings of the above, the consultant shall develop a range of options / recommendations for the structuring of WESNet India. The range of options and the various decisions to be made by WESNet should be presented in terms of both the necessary immediate choices and the longer-term possible choices.

The range of options presented to WES-Net by the consultant shall address the following range of questions:

- the range of members (GO's, NGO's, elected representatives, private sector, donors, academics) and the form of the affiliation of those members that could be envisaged to constitute the WES-Net community.
- the range of functions that might be undertaken by the WES-Net community (knowledge sharing, coordination, networking, linking supply to demand for water supply and sanitation services, serving as a library for sector information,)
- the possible links of WES-Net between the central, state and local level where the form and the functions of the network may change as the mandates of the central, state and local government's change. The possible linkages to existing networks should be analysed.
- the possible links of WES-Net across districts and states where the form and the functions of the networks may be similar. The possibility of reciprocal arrangements such as personnel sharing, exchange visits should be tabled.
- the pro's and con's of WES-Net undertaking specific areas of work on behalf of its members, as opposed to the network offering a means of sharing the information generated by the undertakings of its various member agencies.
- the pro's and the con's of various forms of relationship that might be established with the UN Knowledge Management Community and with various global knowledge networks in water and sanitation..

- the modes of financing the WES-Net (through membership contribution (cash/kind) or external sponsorship or through pricing for services).
- the opportunities offered by IT to create virtual knowledge communities .
- essential elements for a code of conduct for members of the core team and WES-net in general

4. Schedule and Output

4.1. Study Outputs

The deliverables shall be as follows:

- *Situational Assessment*: A short presentation on the (a) need and (b) the felt need for a water and sanitation collaborative network at the national, state, district and sub-district levels.
 - *Assessment of Network Functionings*: A short report that includes an assessment of 10-15 international and national networks (including 4-5 in water and sanitation).
 - *Options/Recommendations for WES-Net Structuring*: A concise document and power point presentation presenting the key decision nodes surrounding the establishment of a water and sanitation network.
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