

# GLAAS 2013/2014 Country Survey

Raw Output of Written Comments Provided by GLAAS respondent countries - SECTION C on Human Resources

March 5, 2015

**This written comment compilation includes responses from the following countries:**

Afghanistan, Angola, Argentina, Azerbaijan, Bangladesh, Belarus, Benin, Bhutan, Bolivia, Botswana, Brazil, Burkina Faso, Burundi, Cambodia, Cameroon, Central African Republic, Chad, Chile, Colombia, Cook Islands, Costa Rica, Côte d'Ivoire, Cuba, Democratic Republic of the Congo, Dominican Republic, El Salvador, Eritrea, Estonia, Ethiopia, Fiji, Gabon, Gambia, Georgia, Ghana, Guinea, Guinea-Bissau, Haiti, Honduras, India, Indonesia, Iran (Islamic Republic of), Jordan, Kazakhstan, Kenya, Kyrgyzstan, Lao People's Democratic Republic, Lebanon, Lesotho, Liberia, Lithuania, Madagascar, Mali, Mauritania, Mexico, Mongolia, Morocco, Mozambique, Myanmar, Nepal, Niger, Nigeria, Oman, Pakistan, Panama, Paraguay, Peru, Philippines, Republic of Moldova, Rwanda, Senegal, Serbia, Sierra Leone, South Africa, South Sudan, Sri Lanka, Sudan, Tajikistan, Thailand, The former Yugoslav Republic of Macedonia, Timor-Leste, Togo, Tonga, Tunisia, Uganda, Ukraine, United Republic of Tanzania, Uruguay, Vanuatu, Viet Nam, West Bank and Gaza Strip, Yemen, Zimbabwe

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*Please refer to 2013/2014 UN-Water GLAAS Country Survey for additional context.*

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## 01. Other HR gaps

### **Question C1b. If other, please describe in what area this other HR gap has been identified**

#### Afghanistan:

A comprehensive HR policy is under development in the Ministry of Rural Rehabilitation and Development, and based on that all the programmes including WASH programme will draft the HR strategy to address the strengthened and gaps to be considered in the future.

#### Angola:

No comments

#### Argentina:

C1 a) No existe una estrategia del gobierno para desarrollar y gestionar los recursos humanos en el Sector Agua y Saneamiento. Sin embargo las empresas proveedoras tienen en general, áreas y estrategias propias para gestión (incluyendo capacitación) de recursos humanos. Además, la Asociación no gubernamental que las nuclea (COFES) es el foro en el cual estas estrategias se evalúan y discuten y en donde se realiza parte de las actividades de capacitación que el Sector identifica como necesarias.

#### Azerbaijan:

With the development of new innovative technologies deposition of sewage and water treatment technology deep cleans a lack of qualified human resources.

#### Bangladesh:

NA

#### Belarus:

No comments

#### Benin:

No comments

#### Bhutan:

The strategy is under development, so some of the HR gaps are not filled

#### Bolivia:

No comments

#### Botswana:

A National Human Resource Development Strategy (2009 -2022) has been developed and forms a framework for the sector specific human resource strategies.

#### Brazil:

No comments

#### Burkina Faso:

No comments

#### Burundi:

No comments

#### Cambodia:

No comments

Cameroon:

No comments

Central African Republic:

No comments

Chad:

Pas de stratégie en la matière (sous effectif de personnel du secteur, pas suffisamment des séances de renforcement des capacités)

Chile:

Se ha identificado una brecha de RH en el desarrollo y administración en el saneamiento y el agua potable. Sin embargo, no existe una estrategia general para los recursos humanos. Sí se han desarrollado actividades para capacitar a funcionarios de las SEREMIS de Salud en las temáticas relativas a agua potable.

Colombia:

No comments

Congo:

No comments

Cook Islands:

Public Service Commission may have a national HR policy

Costa Rica:

Las estrategias de RH se encuentran en forma individual/aislada y no como una del Sector. Salvo, como estrategia país, los esfuerzos que realiza el Ministerio de Salud en específico por personal en salud (medicina, enfermería y afines, principalmente).

Côte d'Ivoire:

No comments

Cuba:

No comments

Democratic Republic of the Congo:

No comments

Dominican Republic:

No comments

El Salvador:

En el país ya no se imparte los cursos anuales para formación de inspectores de saneamiento, como lo hubo 10 años atrás. Ninguna universidad del país tiene la carrera o maestrías en ingeniería sanitaria o ambiental. Solo la Universidad de El Salvador imparte una carrera relacionada al saneamiento ambiental. FISDL capacita a los operadores rurales en administración, operación y mantenimiento, antes de entregarles la obra concluida. No hay seguimiento posterior. ANDA está implementando un proyecto que incluye un centro de capacitación técnica localizado en San Salvador.

Eritrea:

In Civic societies

Estonia:  
No comments

Ethiopia:  
No

Fiji:  
No comments

Gabon:  
No comments

Gambia:  
No comments

Georgia:  
No comments

Ghana:  
There is the need for private participation in the collection of revenue and maintenance of infrastructure.

Guinea:  
No comments

Guinea-Bissau:  
No comments

Haiti:  
Coordination Planification Suivi-évaluation Salaires

Honduras:  
No comments

Indonesia:  
No comments

Iran (Islamic Republic of):  
No comments

Jordan:  
HR gaps identified include: 1- No recruitment of new staff 2- Lack of training in certain areas. Note: no distinction is made between rural and urban areas in the human resources strategy.

Kazakhstan:  
No comments

Kenya:  
No comments

Kyrgyzstan:  
No comments

Lao People's Democratic Republic:

In the situation analysis of the National Plan of Action for Rural WASH in Lao PDR described that there are insufficient staff to undertake the wide range of activities that are being required of them. Presently on average, only one health sector worker is assigned to Nam Saat duties in each district and is responsible for an average of some 70 villages containing about 7,200 households (~43,000 people). Furthermore, the majority of personnel assigned Nam Saat in the districts is male, even though many of the sanitation and hygiene issues they have to deal with are gender sensitive and impact more on women. The National Plan of Action for Rural WASH sets sustainability as the over-arching component that will achieve high investment-effectiveness. The Strategy Results will support the achievement of sustainability in rural water, sanitation and hygiene. The approaches to be used for Monitoring-for-Progress and for Monitoring-for-Effectiveness will be different. A comprehensive national water point/water system-mapping audit including functionality will be conducted. Together with specific action research this monitoring and these audits will answer the many questions on the requirements to achieve sustainability. Staffing levels at district-level Nam Saat will be increased with a gender balanced result. More women will be employed to effectively address the gender issues in sanitation and hygiene. The other National Plan of Action for Rural WASH Focus Results are sector-supporting mechanisms relating to efficiency and sustainability. Such support mechanisms will include planning and implementation approaches (for example, the 7-Step Process; private sector involvement), and monitoring and accountability, which are keys towards good sector governance.

Lebanon:

No comments

Lesotho:

No comments

Liberia:

In plan, civil society includes NGOs, CBOs, FBOs, networks, Other: Media

Lithuania:

No comments

Madagascar:

Document 4 : Madagascar, vers un agenda de relance économique, Banque Mondiale, juin 2010, pages 344, 345  
Document 16 : Rapport provisoire A B, cabinet ECR, Août 2010, page 61

Mali:

Insuffisance de personnels qualifiés à tous les niveaux; Méconnaissance du secteur (non respect du cadre organique, des textes législatifs et réglementaires).

Mauritania:

No comments

Mexico:

No comments

Mongolia:

No comments

Morocco:

No comments

Mozambique:

No comments

Myanmar:

Educational, vocational and in-service training areas

Nepal:

No comments

Niger:

No comments

Nigeria:

Lack of Capacity building in Human Resources funding, Human Resources weak Institution Funding

Oman:

No comments

Pakistan:

No comments

Panama:

Se identifica déficit de técnicos medios y profesionales vinculados al sector APAS, y se desarrollan planes con participación de la UTP para incrementar su formación Por otra parte la USMA y el Instituto de Acueductos y Alcantarillados Nacionales (IDAAN) firmaron el convenio de colaboración para desarrollar la Maestría en Gerencia Estratégica con énfasis en Gestión Integral de Agua. El convenio desea promover el estudio del abastecimiento de agua potable desde sus diversas áreas: Gerencia, Administración, Comercialización, Ingeniería, Planificación y Operación.

Paraguay:

No comments

Peru:

Competencia del personal disponible en las etapas - Preinversión - Inversión - Postinversión

Philippines:

No comments

Republic of Moldova:

No comments

Rwanda:

No comments

Senegal:

No comments

Serbia:

No comments

Sierra Leone:

Law enforcement especially in the area of Environmental enforcement and Compliance.

South Africa:

No comments

South Sudan:

None

Sri Lanka:

No comments

Sudan:

No comprehensive approved plan of action for HR Exist of especially HR GIS supported by JICA Exist of HR plan implemented by area covered by UNICEF in remote area

Tajikistan:

Lack of qualified specialists in the field of water supply and sanitation is an actual issue. For efficiency running of water and sanitation systems and improving access to safe drinking water it is necessary to revise the program of training and retraining of the human resources, in particular in rural areas

TFYR Macedonia:

No comments

Thailand:

No comments

Timor-Leste:

NGO has human resource transfer strategy from international staffs to national staffs.

Togo:

No comments

Tonga:

No comments

Tunisia:

No comments

Uganda:

Public sector: The HR gap has been identified in the staffing levels of the Local Governments; Private sector, NGOs, Community-based Organisations: A deficiency in the skills required for the WASH sector has been identified.

Ukraine:

No comments

United Republic of Tanzania:

HR strategy to develop and manage human resources in sanitation and drinking water is based as indicated by the strategy for Human Resource for Health and for water respectively. These applies to public sector only

Uruguay:

No comments

Vanuatu:

All Ministries have HR units but the main HR unit is with Public Service Commission. Specifics with individual Ministries.

Viet Nam:

Data is not available

West Bank and Gaza Strip:

For the Hygiene no strategies has been developed. Some service providers has been assessed, the strategies did not differentiate between Rural and Urban

Yemen:

No comments

Zimbabwe:

No comments

## 02. Actions to fill HR gaps (as outlined in strategy)

**Question C1c.** If HR strategy outlines actions to fill needs, please describe.

### Afghanistan:

The Rural Water Supply, Sanitation and hygiene HR strategy is under development in Ru-WATSIP HR unit and as soon as it is finalized then we can outline the actions for identifying the HR gaps. Also based on the capacity assessment done by UNDP in the year 2012, there were some gaps reflected in their report which needs to be improved based on the availability of resources.

### Angola:

Existe a Política Nacional de Formação de Quadros, até 2025. Em termos de tomadas de medidas para superar deficiências quanto à boa implementação da referida Política Nacional de Formação, os Departamentos de Recursos Humanos das instituições (Ministério da Energia e Águas; Ministério do Ambiente; Ministério da Saúde; Governos Provinciais) envolvidos nos sectores de Água Potável, Saneamento e Higiene, realizam com uma certa periodicidade reuniões de concertação, afim de se avaliar o grau de implementação das acções programadas. A Política Nacional de Formação de Quadros preve as necessidades futuras dos Departamentos Ministeriais em termos de capacitação, formação e recrutamento de quadros.

### Argentina:

No existe un único plan del gobierno para cubrir vacíos o resolver deficiencias de recursos humanos del sector Agua y Saneamiento. Las estrategias de capacitación de Recursos Humanos las desarrollan internamente las empresas del Sector para identificar y resolver los vacíos y deficiencias. El Instituto Nacional de Educación Técnica (Ministerio de Educación y Justicia) y las Federaciones y organizaciones sindicales de los trabajadores del sector centralizan actividades de capacitación de recursos humanos para personal técnico y operarios. El COFES por su parte es un ámbito de análisis y discusión de los problemas de recursos humanos y de capacitación de los cuadros profesionales y de conducción.

### Azerbaijan:

In the State water company JSC "Azersu" are trainings with participation of highly qualified local and foreign professionals, employees of the company "Azersu" sent to the missions abroad for education and training to improve skills.

### Bangladesh:

Sector Development Plan 2011-25 described to fill these gaps in respect of capacity building at: 1. Environmental level; 2. Organizational level and 3. Individuals

### Belarus:

COMMENTS: The basic documents in the field of education in the Republic of Belarus are the Constitution of the Republic of Belarus and the Code of the Republic of Belarus «On education» from 13.01.2011 N 243-3 ([http://etalonline.by/?type=text&regnum=Hk1100243#load\\_text\\_none\\_1](http://etalonline.by/?type=text&regnum=Hk1100243#load_text_none_1)). One of the basic principles of state policy in the field of education is to support and promote education, taking into account the socio-economic development of the country. As a result Human Resources Strategy, including WASH sector, built on needs (demands, requests) assessment. Recruitment of students for vocational, special secondary and higher educations on different specialities is annually planned based on the demands and requests of the agencies and organizations. To address the gaps in the availability of human resources for certain settlements and enterprises Human Resources Strategy elaborated the mechanism of «target training of specialists, workers, clerks». It means education and training of specialists at the funds of Republican and (or) local budgets of organizations, located in towns with population less than 20 thousand people, rural communities, as well as training of workers with vocational education, employees with vocational education at the expense of means of Republican and (or) local budgets and for organizations located in other settlements. Professional training is conducted according to the Code of the Republic of Belarus «On education», educational standards, educational plans and curricula. If needed

programs for specialists training on new disciplines in various spheres, including WASH sector, are developed and implemented. HR strategy provides base for additional education of specialists – upgrading courses, retraining and internship of workers (Regulation of the Council of Ministers of the Republic of Belarus from 15.07.2011 N 954 «On certain issues of further education for adults»,

<http://pravo.by/main.aspx?guid=3871&p0=C21100954&p2={NRPA}>) 1) upgrading courses Upgrading courses for specialists, the level of training which does not demand higher, secondary special education, aimed at strengthening, expansion and updating of professional knowledge and skills, and organized for higher wage categories (classes, categories). Is carried out on full-time (day, evening) form of education. Duration up to 3 months. Upgrading courses for managers and specialists of organizations provides in-depth professional knowledge and skills of staff at the appropriate levels of their basic education and is confirmed by the certificate on upgrading the qualification. Is carried out as required, but not less than 1 time in 5 years. The total number of hours under the curriculum - from 36 to 80 hours (depending on the profile). Courses refer to additional education. Recruitment of study groups is carried out by the educational institution among employees of the same or different jobs with the same or different levels of primary education, depending on the purpose and content of training. 2) Retraining of workers (employees) is a type of continuous professional training of workers (employees) aimed at the acquisition of a new profession (position). It is carried on full-time (day, evening) form of education and ensures the acquisition of a new qualification for the appropriate profile education at the levels of higher and secondary special education. Retraining refers to additional education, confirmed by a diploma about retraining of the established sample. Retraining may be in the full-time and correspondence forms of education. 3) Internship. The purpose - familiarization with new methods, technologies, elements of professional activity and other achievements directly on the base of organizations where they have been developed or applied. Internship can be in internal and correspondence forms. Its duration depends on terms of its purpose and content and established by the Agency referring worker for internship in agreement with the organization where the internship being undertaken. 4) Target courses provided for workers whose level of training doesn't require higher or secondary special education. This is a kind of continuous professional training of workers (employees) organized to explore new technology, equipment, materials, processes, innovative forms of work organization, rules of technical operation of equipment, safety requirements, issues related to improving products' quality and other issues aimed on specific technical, economic and other problems. Target courses also organized for newly hired workers (employees) in order to study the specific features of technology and production processes, maintained equipment, organization issues wages, familiarization with requirements for product quality and work performed. Courses are held on the curriculum developed at an educational institution or organization and approved by their supervisor. Picking training group performed in accordance with the thematic focus courses. Duration of the target courses is determined based on the objectives, and completion with the credit delivery. Training in the field of water supply and sanitation 1. Secondary education: training of workers and specialists with special secondary education 1.1. Training of workers is carried out at educational institutions of vocational education in a speciality «sanitary-engineering equipment of buildings and constructions» (2-70 04 31). Examples: Minsk State Vocational College of Construction and Public Utilities, Minsk State Professional Lyceum № 5 of Transport Constructions. 1.2. Training of specialists with special secondary education conducted by educational institutions of secondary special education in the specialties: «Water supply, sanitation and water resources protection» (2-70 04 03); «Sanitary equipment of buildings and constructions» (2-70 04 31). Examples: Minsk State Architectural and Construction College; Technological College Educational Institution «Grodno State University», Educational Institution «Lepel State Agro-Technical College ». 2. Higher education Training of specialists with higher education produced in higher education institutions. Training of specialists in a speciality « Water supply, sanitation and water resources protection » (1-70 04 03) 1 level, duration of training is 5 years (full-time), 6 years (correspondence form of education.). Magister level in a speciality «Construction (building)» (1-70 80 01). 2 level, duration of training is 1 year (full-time), 1,5 years (correspondence form of education.). Examples: – Belarusian National Technical University, faculty of Energy Building (FES) Department «Water Supply and Sanitation»; – Educational Institution «Belarusian State University of Transport», faculty of construction, department «Ecology and rational use of water resources»; – Brest State Technical University, faculty of Water Supply and Hydromelioration, department «Water Supply, Sanitation and Heat Supply»; – Polotsk State University, faculty of Engineering and Technology, Pipeline Transport, Water Supply and Hydraulics. 3. Postgraduate education. 3.1. Postgraduate training In speciality «Water Supply, Sanitation, Constructions for Protection of Water Resources» (05.23.04), duration of training 3 years (full-time), 4 years (correspondence form of education). Educational Institutions: – Belarusian National

Technical University, faculty of Energy Building (FES) Department "Water supply and Sanitation"; – Brest State Technical University, faculty of Water Supply and Hydromelioration, department «Water Supply, Sanitation and Heat Supply». 3.2. Retraining of personal: - retraining of managers and specialists with higher education in speciality «Water Supply, Sanitation and Protection of Water Resources » (1-70 04 72). Duration of training: 9 months (full-time), 17 months (evening classes), 2 years (correspondence form of education). Planned to conduct EI "Interdisciplinary Institute of Training and Retraining for the Management and Development of Staff" (MIPK and PC) at the Belarusian National Technical University. - retraining of workers and professionals with specialized secondary education is made by educational institutions of vocational education and secondary special education. 3.3. Upgrading courses for - workers and professionals with specialized secondary and higher education is conducted on the basis of Educational Institutions " National educational center of training, upgrading qualification and retraining "ZHILCOM", etc. ; - managers and specialists are held on the base of organizations implementing educational programs of postgraduate education , for example: - State educational institution " Institute of Training and Retraining of Industrial Managers and Experts," - National training center of the Ministry of Natural Resources and Environmental Protection of the Republic of Belarus (course " Exploitation of wells, their maintenance, repair and reconstruction. Methods of calculation of sanitary protection zones and accounting of water use" 2 times a year) and others. Education in the Field of Hygiene The Ministry of Health of the Republic of Belarus to enhance the training of health workers, including hygienic specialization, developed Branch program "Staff for 2011 - 2015" Ministry of Health of the Republic of Belarus (approved by the Decision of the Collegium of the Ministry of Health of the Republic of Belarus by 24.11.2010 № 19.8, <http://www.med.by/normativ/rkmz%5C2010%5Crkmz19.8.pdf> ). 1. Secondary education – training of health workers with upper secondary education is carried out by the institutions of secondary special education (medical colleges, schools) in specialties «medical sister», «medical assistant», «assistant of the doctor-hygienist». The duration is 2-3 years. 2. Higher education Training of specialists of higher qualification is carried out by the medical institutions of higher education on specialties «doctor-hygienist, epidemiologist», «doctor of valeology». Duration of education is 6 years (full-time) Examples: Belarusian State Medical University (medical-prophylactic faculty), Gomel State Medical University (medical-prophylactic faculty). 3. Postgraduate education. 3.1. Postgraduate training In speciality «hygiene», duration of training 3 years (full-time), 4 years (correspondence form of education). Institutions: Republican Scientific-Practical Center of Hygiene, Belarusian State Medical University (medical-prophylactic faculty), Belarusian Medical Academy of Postgraduate Education (department of Hygiene and Human Ecology); Vitebsk State Medical University, Gomel State Medical University, Grodno State Medical University. 3.2. 3.3. Upgrading courses for managers and specialists are held on the base of organizations implementing educational programs of postgraduate education,: Belarusian Medical Academy of Postgraduate Education (department of Hygiene and Human Ecology).

#### Benin:

Dans le cadre du budget programme par objectif, poursuivre le renforcement des capacités organisationnelles et opérationnelles de la DNSP et de ses structures déconcentrées en termes de programmation, de coordination et de suivi-évaluation des activités. Formation diplômante et qualifiante

#### Bhutan:

No comments

#### Bolivia:

Con relación a los recursos humanos en el sector de agua potable y saneamiento, en el marco de su mandato, el senasba ha desarrollado una estrategia de capacitación denominada escuela plurinacional del agua, cuya misión es "facilitar y articular el desarrollo de competencias operacionales o capacidades específicas a partir de procesos de capacitación, formación e investigación con los actores del sector (operadores, instituciones y organizaciones relacionadas con el sector de agua y saneamiento), a favor de la sostenibilidad de los servicios públicos de agua potable y alcantarillado sanitario" y cuyos objetivos son: 1.promover el compromiso social en los actores involucrados en la sostenibilidad de la gestión del agua y saneamiento (motivación y valores). 2. Formar recursos humanos técnicos destinados a la gestión, operación y mantenimiento de los sistemas de agua potable y saneamiento a fin de buscar la sostenibilidad de las EPSA (formación). 3. Capacitar a los actores vinculados con la gestión de los servicios de agua potable y saneamiento, complementando, perfeccionando y actualizando sus

capacidades técnicas y sociales para la sostenibilidad de las EPSA (capacitación). 4. Generar y promover una corriente de pensamiento crítica orientada a la investigación que articule a los actores y los procesos con las necesidades/problemas del agua potable y saneamiento básico y que contribuyan.

Real y apropiadamente a la resolución de los problemas del saneamiento básico en búsqueda de mejorar la calidad de los servicios (investigación). 5. Articular a los actores del sector así como sus necesidades, propuestas y aportes, de capacitación con procesos e instancias de formación/capacitación e intercambio de experiencias (articulación).

Botswana:

No comments

Brazil:

No comments

Burkina Faso:

Création du centre des métiers de l'eau (CEMEau) ; Elaboration du plan de formation ; Elaboration du plan de recrutement.

Burundi:

No comments

Cambodia:

No comments

Cameroon:

Pénurie de personnels qualifiés dans le domaine de l'assainissement. Plan en cours d'élaboration

Central African Republic:

No comments

Chad:

Un document stratégique existe et est en cours de valorisation.

Chile:

No comments

Colombia:

No comments

Congo:

No comments

Cook Islands:

No comments

Costa Rica:

No comments

Côte d'Ivoire:

Recrutement et affectation de techniciens supérieurs en assainissement et Hygiène pour les Etablissements Sanitaires, les Directions Départementales et Directions Régionales Formation et mobilisation des Agents de Santé Communautaires Bénévoles

Cuba:

Las deficiencias identificadas en agua y saneamiento en los recursos humanos abarcan capacitación y acompañamiento a las administraciones locales en pequeños asentamientos rurales, servicios de reparación de sus equipos y formación en técnicas de gestión. Se está programando extender y desarrollar áreas de formación descentralizada de personal que provea de servicios de reparación, gestión de servicios y suministro de materiales en pequeños sistemas. Así mismo, se fomenta la elaboración e impresión de materiales didácticos para uso de ese personal.

Democratic Republic of the Congo:

Renforcement des capacités et recrutement des formateurs ; -Augmentation des centres de formation et équipements (au moins un centre par province) ; -Formation des professionnels de santé sur le plan qualitatif et quantitatif, la rationalisation de la gestion des personnels de santé, la mise en place d'un véritable système de formation continu fonctionnel et une motivation conséquente des personnels.

Dominican Republic:

No comments

El Salvador:

No comments

Eritrea:

Upgrading of qualifications of existing staff, Recruitment of new qualified staff, Training to WASH committees in rural areas.

Estonia:

No comments

Ethiopia:

The expansion of the universities from almost non-existent to 32 universities is a golden opportunity for HRD. Among these all, some of the universities have training programs for Environmental Health officers and Water professionals. The Technical Vocational and Educational Centres (TVETC) are for training and deployment of Health Extension workers which is reached to more than 39,000 Health Extension Workers throughout the nation to address seven out of sixteen Health Extension Packages dedicated to Hygiene and Sanitation. The government has arranged the upgrading mechanism from low level of education to second degree levels for Sanitation and Hygiene professionals and actors. Similarly, the Ministry of Water and Energy established nine TVETC to train professionals and technicians to fill the HR gaps identified by the Water sector. In addition, to fill HR gaps- Water Sector has established an Institution called "Ethiopian Water Resource Management Institute" to train and upgrade professionals in the sector.

Fiji:

National plan is under development; however, individual agencies have their own HR strategic plans.

Gabon:

No comments

Gambia:

No comments

Georgia:

No comments

Ghana:

Capacity building is reflected in both the National Water Policy (NWP) and the Environmental Sanitation Policy (ESP). Training of staff of sector agencies, private sector agencies, NGOs and community members (e.g. CLTS Natural leaders, latrine artisans, pump mechanics, etc.) being conducted.

Guinea:

No comments

Guinea-Bissau:

Ao nível do sector de agua e saneamento, um Plano estratégico da DGRH (2006 - 2015), foi elaborado visando a formação e reforço de capacidades de técnicos da instituição nos diferentes dominios WaSH, incluindo ONG's e Estruturas de Gestao de infraestruturas de AAP, à nível nacional.

Haiti:

Opérationnalisation d'un plan stratégique ; Avoir des cadres permanents Ressources financières disponibles pour les salaires du Personnel

Honduras:

De acuerdo a la Ley Marco APS cada prestador es responsable del desarrollo y capacitación de sus recursos humanos con la asesoría técnica del SANAA. La prestación se ha descentralizado. No se cuenta con un plan sectorial para el fortalecimiento de capacidades. La sostenibilidad y calidad de los servicios se ven amenazadas por varias razones entre ellas, la falta de profesionalización del personal que integran los prestadores, por falta de continuidad de los cargos, debido a las injerencias políticas, y la ausencia de mecanismos de formación del recursos humanos. PLANAP (2013). Pag.8 y 9.

Indonesia:

An increase in capacity through training, especially in the accelerated development of residential sanitation (PPSP) is always held training PFCF (Province Facilitator City Facilitator) 1-2 times per year. Additional training in rural areas is usually done by STBM program for community development through the establishment of small groups by conducting FGD (Focus Group Discussion)

Iran (Islamic Republic of):

1-Analysis of individual job followed by training need assessment. 2- Improving the individual job knowledge and skill. 3- Creating a relation between job and staff.

Jordan:

Incentives rewards were issued for water sector personnel Water Authority of Jordan has its own centre for training operators 1-المهندسين تدريب 5- الستين مابعد خدمات تمديد 4- الوظيفي الإحلال 3- المياومة عمال تثبيت 2- الموظفين أوضاع تعديل

Kazakhstan:

No comments

Kenya:

The country has identified capacity gaps and training opportunities Approved personal development Benchmarking locally and internationally.

Kyrgyzstan:

No comments

Lao People's Democratic Republic:

In the situation analysis of the National Plan of Action for Rural WASH in Lao PDR described that there are insufficient staff to undertake the wide range of activities that are being required of them. Presently on average, only one health sector worker is assigned to Nam Saat duties in each district and is responsible for an average of some 70 villages containing about 7,200 households (~43,000 people). Furthermore, the majority of personnel

assigned Nam Saat in the districts is male, even though many of the sanitation and hygiene issues they have to deal with are gender sensitive and impact more on women. The National Plan of Action for Rural WASH sets sustainability as the over-arching component that will achieve high investment-effectiveness. The Strategy Results will support the achievement of sustainability in rural water, sanitation and hygiene. The approaches to be used for Monitoring-for-Progress and for Monitoring-for-Effectiveness will be different. A comprehensive national water point/water system-mapping audit including functionality will be conducted. Together with specific action research this monitoring and these audits will answer the many questions on the requirements to achieve sustainability. Staffing levels at district-level Nam Saat will be increased with a gender balanced result. More women will be employed to effectively address the gender issues in sanitation and hygiene. The other National Plan of Action for Rural WASH Focus Results is sector-supporting mechanisms relating to efficiency and sustainability. Such support mechanisms will include planning and implementation approaches (for example, the 7-Step Process; private sector involvement), and monitoring and accountability, which are keys towards good sector governance.

Lebanon:

Hire new Employees to fill the current vacancies (over 81% at MEW and 67% in the water establishments). Continuous staff development through training and capacity building.

Lesotho:

Enhance rewards, remuneration and recognition Provision of adequate training opportunities Improving working conditions Ensuring creation and filling of requisite positions

Liberia:

The national WASH Capacity Development Plan, 2012-17 addresses the following objectives: 1.) Strengthen human capacities of GoL at national level 2.) Strengthen institutional capacities of GoL at national level 3.) Strengthen human capacities of GoL at sub-national level 4.) Strengthen institutional capacities of GoL at sub-national level 5.) Strengthen GoL human and institutional capacities through pilot projects 6.) Strengthen human capacities of CSOs, the private sector and the media 7.) Strengthen institutional capacities of CSOs, the private sector and the media 8.) Strengthen the enabling environment (laws, regulations, policies, strategies, guidelines, advocacy) 9.) Strengthen education and training institutions and develop new or improved courses

Lithuania:

No comments

Madagascar:

Document 6 : Planification nationale, MinEau, mars 2013, page 50 Document 7 : Passation Mineau BB 2009, page 7 Document 8 : Revue secteur EA en milieu urbain, année 2000, page 24 Document 9 : MDP EA, juin 2005, pages 140 – 148 Document 10 : CSO2 AMCOW, 2011, pages 2, 3

Mali:

Renforcement des capacités humaines et matérielles; Recrutement de personnel

Mauritania:

No comments

Mexico:

No comments

Mongolia:

No comments

Morocco:

Strengthen the recruitment of staff; Multiply the continuous training; Encourage staff redeployment

Mozambique:  
No comments

Myanmar:  
The actions to fill these gaps are fulfilled by foreign assistances through technical assistance and relevant instruments and equipments because of shortage of skilled worker and personnel and modern equipment and instruments

Nepal:  
No comments

Niger:  
Cluster Wash site web: <https://sites.google.com/a/clusterwashniger.com/home/home>

Nigeria:  
Recruitment of additional staff in process Capacity building in progress Institutionalisation of Human Resources from the Federal, State, Local Government to the Community level

Oman:  
1-No job training opportunities 2- clear career development 3- covering the private sector

Pakistan:  
No comments

Panama:  
En el IDAAN se está desarrollando un Plan con CASTALIA para la consultoría de transformación y modernización del sector de agua potable y saneamiento.

Paraguay:  
No comments

Peru:  
Políticas claras para la formación de recursos humanos ad hoc en los niveles profesional y técnico;  
Responsabilidades a nivel nacional, regional y local

Philippines:  
The action of local governments is to fill up vacant positions. However, some LGUs have no items for key positions such as provincial or city sanitary engineers. It would need legislation to create such positions.

Republic of Moldova:  
No comments

Rwanda:  
Capacity building programs for WATSAN sector developed and implemented 100% by 2017/18; Capacity building to manage water and sanitation infrastructure, resources and systems completed 100% by 2017/18; Training of 800 technicians on the job and 235 senior professionals completed 100% by 2017/18

Senegal:  
No comments

Serbia:  
No comments

Sierra Leone:

Actions are being undertaken by DFID who is giving Technical Capacity Building to National Institutions and Local Councils these would cover areas of Leadership Skills etc.

South Africa:

No comments

South Sudan:

Through establishment a training centre within the country, training abroad, recruitment, engagement of technical assistance personnel and attachment/secondment to projects, etc.

Sri Lanka:

No comments

Sudan:

Existing of HR plan of action but not cover all areas

Tajikistan:

There is a need for training of financial, engineering and technical personnel. Target training is primarily needed for the number of young workers of the enterprises at the places. Lack of training for specialists in the institutions and universities of the country, which does not meet the needs of operators in human resources.

TFYR Macedonia:

No comments

Thailand:

No comments

Timor-Leste:

MoH is working with AusAID to recruit sanitarian for CHCs. MoPW recruits 13 sanitation officers for district level in 2013. Sub-district level officer will be recruited 2014.

Togo:

L'analyse de la situation des RH (analyse démographique, répartition géographique, répartition par genre et âge, besoin en RH); élaboration d'un plan de formation pour la révision du plan de développement et de gestion des RH -recrutement du personnel; mise en œuvre des reformes (création de la Direction des Ressources Humaines); renforcement du système de gestion des RH par le Programme de Volontariat National; financement des RH avec l'AFD

Tonga:

No comments

Tunisia:

No comments

Uganda:

Low staffing levels in Local Governments: The Ministry of Water and Environment has taken over recruitment of the required staff to send them to the districts; Deficiencies in skills of the private sector, NGOs and CBOs: The Ministry of Water and Environment frequently organizes capacity-building trainings in all the WASH fields to uplift their capacity for better service delivery.

Ukraine:

No comments

United Republic of Tanzania:

1. Existence of National strategy document for health (including water and sanitation expert) 2. Existence of standardized manning level 3. Public Service Recruitment Authority has a goal for recruiting new staff in deficit 4. Existence of capacity building plan for human resources

Uruguay:

No comments

Vanuatu:

No comments

Viet Nam:

Data is not available

West Bank and Gaza Strip:

No comments

Yemen:

The main problems in the Yemeni HR of urban water sector is shortage in qualified and specialized staff, overstaffing of unqualified staff, shortage in training programs, absence of positions descriptions, incentives regulatory bylaw, and absence of utilities internal bylaws in general. Unfortunately, the HR strategy (2010) does not cover the rural sector, but a new vision (2012) recommends covering it in the future. Identified Necessary Actions are: 1) the establishment of equipped HR units in all water utilities with a trained staff; 2) The establishments of data base for HR for water sector in the country; 3) preparing a mechanism of fundamental needs assessments; 4) Defining M&E system.

Zimbabwe:

No comments

### 03. Links/reference to government strategy for human resources

**Question C1e.** Please attach copy or provide reference/link to the government strategy on human resources for WASH

Afghanistan:

Actually the MRRD overall HR policy is the mother HR policy of all programmes which covers the WASH programme as well.

Angola:

[www.portal.gv.ao](http://www.portal.gv.ao); [www.minplan.gv.ao](http://www.minplan.gv.ao); [www.minerg.gv.ao](http://www.minerg.gv.ao); [www.minamb.gv.ao](http://www.minamb.gv.ao); [www.minsa.gv.ao](http://www.minsa.gv.ao)

Argentina:

No comments

Azerbaijan:

[www.azersu.az](http://www.azersu.az) (HR section)

Bangladesh:

SDP 2011-25 [www.psu-wss.org](http://www.psu-wss.org)

Belarus:

[http://etalonline.by/?type=text&regnum=Hk1100243#load\\_text\\_none\\_1](http://etalonline.by/?type=text&regnum=Hk1100243#load_text_none_1) Кадры гигиенической направленности : <http://www.med.by/normativ/rkmz%5C2010%5Crkmz19.8.pdf>

Benin:

No comments

Bhutan:

[www.rcsc.gov.bt](http://www.rcsc.gov.bt)

Bolivia:

Se adjunta informe tecnico SENASBA-GS-INF-33-2013 (anexo ii), que establece: "El SENASBA ha desarrollado una estrategia de capacitación denominada escuela plurinacional del agua, cuya misión es "facilitar y articular el desarrollo de competencias operacionales o capacidades específicas a partir de procesos de capacitación, formación e investigación en/con los actores del sector (operadores, instituciones y organizaciones relacionadas con el sector de agua y saneamiento, a favor de la sostenibilidad de los servicios públicos de agua potable y alcantarillado sanitario".ver objetivos c.1/c1

Botswana:

No comments

Brazil:

No comments

Burkina Faso:

Plan de développement des ressources humaines (2008-2012) Plan de relève de l'ONEA

Burundi:

No comments

Cambodia:

N/A

Cameroon:

Plan en cours d'élaboration

Central African Republic:

No comments

Chad:

Cf. Direction des ressources humaines du Ministère de la fonction Publique.

Chile:

No comments

Colombia:

Las Resoluciones Nros. 1076/03 y 1570/04 de Minambiente, hoy Minvivienda, sobre la obligatoriedad de certificar a todos los trabajadores de agua y saneamiento en las normas de competencia laboral, elaboradas por el SENA.

Congo:

No comments

Cook Islands:

No comments

Costa Rica:

No comments

Côte d'Ivoire:

ASC (agents de santé communautaire) : Direction de la Santé Communautaire et Médecine de proximité, adoption d'une stratégie sous régionale et d'un profil

Cuba:

Indicación 21-2011 de GEAL. Plan de Estrategia de Capital Humano 2013.GEAL-INRH.

Democratic Republic of the Congo:

PNDRHS (Plan National de Développement des Ressources Humaines en Santé (2011-2015) ; Politique Nationale de renforcement de capacité des RH du secteur de l'eau en cours d'élaboration

Dominican Republic:

No comments

El Salvador:

Boletín Estadístico de ANDA. [www.anda.gob.sv](http://www.anda.gob.sv)

Eritrea:

Human resource for Eritrean Water Resources requirement and development strategy (2004)

Estonia:

No comments

Ethiopia:

Federal Ministry of Health, Human Resource for Health Strategic Plan, Ethiopia 2009-2020, [www.mowe.gov](http://www.mowe.gov) et

Fiji:

Note: A new role is being created within the Ministry of Health to work on this. Will look at succession planning. Minimum qualifications, capacity building and mapping expertise. Additional work being undertaken at the Planning Ministry to look at this at a national level. MoH and other government agency plans are reviewed annually.

Gabon:

No comments

Gambia:

No comments

Georgia:

No comments

Ghana:

Human Resource Development for Environmental Health and Sanitation, 2001; Community Water and Sanitation Agency (CWSA) Corporate Plan: 2013-2017

Guinea:

No comments

Guinea-Bissau:

Desde sua elaboração, nunca se procedeu a avaliação da estratégia. O mesmo não definiu a periodicidade para avaliação.

Haiti:

No comments

Honduras:

No se tiene un plan de RRHH. Se va a reaccionando de acuerdo a las nuevas necesidades del sector, después por ejemplo del proceso de trabajo. Se prevé que en el centro piloto se revise cada dos años esta estrategia.

Indonesia:

The government strategy on human resources for WASH in RPJMN 2010-2014, SSK (Urban Sanitation Strategy), BPS (Sanitary White Paper), MPS (Memorandum of Sanitation Program).

[http://www.bappenas.go.id/files/1613/7890/3140/Buku-Evaluasi-Paruh-Waktu-RPJMN\\_Ba](http://www.bappenas.go.id/files/1613/7890/3140/Buku-Evaluasi-Paruh-Waktu-RPJMN_Ba)

Iran (Islamic Republic of):

No comments

Jordan:

No comments

Kazakhstan:

No comments

Kenya:

No comments

Kyrgyzstan:

No comments

Lao People's Democratic Republic:

Please find out the document on “ Health Personnel Development Strategy by 2020”, issued by the Minister of Health and decreed by the Prime Minister, issued number 495/PM, dated November 25, 2010.

Lebanon:

National Water Sector Strategy (MOEW) Date 27/12/2010 (Lebanese Government resolution No2 Date 09/03/2012). [www.moew.gov.lb](http://www.moew.gov.lb)

Lesotho:

Interim strategy for the water and sanitation sector, April 2010 attached as a separate document.

Liberia:

Capacity Development Plan was released in February 2013 but no plans for review have yet been made.

Lithuania:

No comments

Madagascar:

Document 1 : Stratégie nationale, MinEau, mars 2013, pages 7, 12, 15, 16 Document 2 : Planification nationale, MinEau, mars 2013, page 8, 32, 33 Document 3 : Madagascar, vers un agenda de relance économique, Banque Mondiale, juin 2010, page 348 Document 14 : PSNA, novembre 2008, pages 15, 30

Mali:

Ordonnance N0 : 09-009PRM du 04 mars 2009 portant création des Directions des Ressources Humaines et le décret N0 : 09-136PRM du 27 mars 2009 fixant l’organigramme et les modalités de fonctionnement des Directions des Ressources Humaines.

Mauritania:

No comments

Mexico:

No comments

Mongolia:

No comments

Morocco:

No comments

Mozambique:

The strategy is not yet available.

Myanmar:

Not available due to under development of HR strategy. So can not fill any

Nepal:

No comments

Niger:

No comments

Nigeria:

National Water Resources Institute for middle level manpower Universities and Polytechnics for high level manpower

Oman:

No comments

Pakistan:

No comments

Panama:

En la DISAPAS que atiende las zonas rurales la última estrategia se hizo en el 2007 a través del Programa de Agua y Saneamiento en Panamá (PASAP)

Paraguay:

No hay estrategias

Peru:

No comments

Philippines:

Included in the Philippine Sanitation Roadmap, 2011

Republic of Moldova:

No comments

Rwanda:

<http://www.ewsa.rw/Docs/WATSAN%20EDPRS%202%20SSP.pdf>

Senegal:

No comments

Serbia:

No comments

Sierra Leone:

Please find attached the Human Resources Health Strategic Plan (2012- 2016)

South Africa:

No comments

South Sudan:

Nominal roll (attached)

Sri Lanka:

[www.iwahq.org](http://www.iwahq.org) Brief Note Sri Lanka

Sudan:

Approved Plan of Action attached

Tajikistan:

No comments

TFYR Macedonia:

No comments

Thailand:

No comments

Timor-Leste:

Ministry of health strategic Plan 2030 Ministry of Public Work Strategic Plan 2030

Togo:

[www.sante.gov.tg](http://www.sante.gov.tg)

Tonga:

HR plan attached

Tunisia:

No comments

Uganda:

A five-year Sector Capacity Development (SCD) strategy was developed with support from DANIDA and GIZ and approved in December 2012; A sector strategic plan for statistics (SSPS), MIS strategy, Gender strategy are in place to supplement the SCD strategy

Ukraine:

Law of Ukraine "On the procedure for health system reform in Vinnytsia, Dnipropetrovsk, Donetsk and Kyiv regions", 07.07.2011 № 3612-VI (As amended by the Law N 5081-VI (5081-17) from 05.07.2012, BD, 2013, N 30, st.340), <http://zakon4.rada.gov.ua/laws/show/3612-17>. Order of the MoH of Ukraine "On Approval of Interim methodological recommendations on the implementation of program-target method of preparation and execution of local budgets in the health care system in the pilot regions", 08.06.2011 № 346, [http://www.moz.gov.ua/ua/portal/hsr\\_reformlaw/?pg=2&cnt=30&sort=docName&order=-1](http://www.moz.gov.ua/ua/portal/hsr_reformlaw/?pg=2&cnt=30&sort=docName&order=-1)

United Republic of Tanzania:

Human resource for WASH in the health sector are among other professionals in the health sector whose strategy can be obtained in the following link <http://ihi.eprints.org/798/1/MoHSW.pdf> (23).pdf

Uruguay:

No comments

Vanuatu:

No comments

Viet Nam:

No comments

West Bank and Gaza Strip:

The new Capacity Building Strategy and Policy is under development, a previous strategy was prepared in 2005, more information could be found on: [www.pwa.ps](http://www.pwa.ps) The first draft of the Capacity Development Policy and Strategy Preparation Mechanism Document could be provided by the Training and Development General Directorate upon your request.

Yemen:

Since the HR strategy was made in 2010, its implementation was encountered by the unset situation of the country since 2011 up to now. The strategy targets mainly urban water sector which is assessed by the main donor player in the sector; (German Technical cooperation – GIZ) while Netherland assessment is the main funder for the rural

sector. Therefore, the strategy 1) does not cover rural activities; 2) has been impacted by changing the GIZ team and agenda in the urban water sector. Henceforth, no evaluation for the strategy has been made nor the implementation of the previous strategy. In contract, another vision is being developed!

Zimbabwe:

No comments

## 04. Constraints to human resources

**Question C2i.** Please provide explanatory detail or impact of HR constraints on urban and rural WASH services, please indicate most limiting factor affecting HR capacity if applicable.

### Afghanistan:

No specific and specialized institute for hygiene and sanitation in the country. No availability of higher education (Master's degree) in specialized units like hygiene and sanitation. Just recently one institute has initiated Masters in public health in the entire country. Therefore unskilled people have to work in hygiene and sanitation areas building their capacities in some extend attending very short courses of week/s even days. Recruitment procedures are another challenge that takes a bit longer time and lack of transparency is avoiding people who have some professional information to get into the top of the candidates' list. Mostly personal relations are stronger. Another issue as mentioned in the above list is that skilled people do not want to stay in the rural areas.

### Angola:

Dificuldades de recrutamento de pessoal para o funcionalismo público devido aos critérios de admissão e a limitação número de quotas de pessoal para os Departamentos Ministeriais. Este factor tem sido bastante determinante na falta de motivação de pessoal, resultando na sua fraca retenção nos diferentes sectores.

### Argentina:

a. Si bien las bajas remuneraciones son un factor limitante en la capacidad de obtener recursos humanos calificados, esta situación depende de la jurisdicción y de la situación socio económica del país, Existen también grandes diferencias en los salarios del personal de la Administración Central y el de las empresas abastecedoras de Agua y Saneamiento y también entre estas últimas. En el caso de recursos humanos calificados para actividades de promoción de la higiene, las remuneraciones son una limitación para atraer esos recursos pues habitualmente las remuneraciones del Sector Salud en el país son bajas. c. Se cuenta en el país con suficiente número de los profesionales que habitualmente requiere el sector, como Ingenieros civiles, electromecánicos y químicos, algunos de ellos con estudios de posgrado en Ingeniería Sanitaria. Sin embargo se observan importantes diferencias en esta disponibilidad, entre las distintas jurisdicciones del país, verificándose en algunos períodos una migración de profesionales a los Organismos y a las empresas de las áreas urbanas y en especial al área metropolitana de Buenos Aires. Se considera que la mayor falta de recursos humanos para el sector, es de técnicos (nivel secundario) y operarios formados o capacitados o con experiencia en operación y mantenimiento de instalaciones sanitarias. Existen en el país suficientes profesionales, que podrían cubrir los requerimientos para llevar a cabo actividades relacionadas con la higiene, como los médicos, enfermeras y bioquímicos. No ocurre lo mismo con recursos humanos con estudios secundarios o terciarios formados o con experiencia para desarrollar tareas de promoción de prácticas de higiene. d. La preferencia o conveniencia de trabajadores experimentados para trabajar en otros sectores depende, entre otros factores, del nivel de actividad industrial del país en determinado momento y de las remuneraciones relativas respecto de las del Sector Agua y Saneamiento. La preferencia de los profesionales y técnicos relacionados con la salud, por otros sectores, distintos del de promoción de la higiene, se debe no sólo a las bajas remuneraciones, sino a la escasa demanda por parte del sector Salud. Otro de los motivos es el bajo nivel de interés que despiertan en el país las actividades relacionadas con la promoción de la higiene. e. Si bien depende de la situación económica en la que se encuentra el país en un momento dado y de la demanda de estas capacidades en el exterior, la emigración de profesionales y técnicos experimentados en aspectos relacionados con el abastecimiento de agua y saneamiento e higiene hacia el exterior no es significativa en la actualidad. g. En general las prácticas de reclutamiento de los organismos o empresas del sector Agua y saneamiento no son en general eficaces para atraer recursos humanos formados o experimentados. De hecho, en contadas ocasiones dichas instituciones se acercan a los centros académicos o de educación secundaria/terciaria para hacer conocer las actividades y demandas de estos recursos humanos. Esto ocurría hace más de treinta años atrás, cuando la empresa estatal Obras Sanitarias de la Nación, ofrecía a los ingenieros recién egresados, becas para realizar estudios de posgrado en Ingeniería Sanitaria en la Universidad de Buenos Aires con el propósito de captar profesionales especializados en Saneamiento. Tampoco se han desarrollado prácticas eficaces para la captación de recursos humanos para desarrollar actividades relacionadas con la promoción de la Higiene.

Azerbaijan:

No comments

Bangladesh:

Most of the activities are project or program based. HRs are available during execution of the work and not possible to retain in permanent set-up. As a result experienced HR switch over to other sector.

Belarus:

One of the main problems in terms of human resources in the sector is that skilled workers do not want to live and work in rural areas of the country and the other is preference by skilled graduates to work in other (non-WASH) sectors because of higher wages. To address the gaps in the availability of human resources for certain settlements and enterprises Human Resources Strategy elaborated the mechanism of «target training of specialists, workers, clerks». It means education and training of specialists at the funds of Republican and (or) local budgets of organizations, located in towns with population less than 20 thousand people, rural communities, as well as training of workers with vocational education, employees with vocational education at the expense of means of Republican and (or) local budgets and for organizations located in other settlements.

Benin:

No comments

Bhutan:

1. Inadequate capacity building in WASH professional development due to lack of awareness on the importance of WASH. 2. Lack of qualified personnel in WASH sector 3. Competing priority over water than sanitation. Water is demand driven and sanitation is purely government driven.

Bolivia:

No comments

Botswana:

Lack of parallel progression. Remuneration (unattractive government salaries); Poor coordination of hygiene promotion activities as a result of MOH having no direct control of implementation at Local Authorities

Brazil:

As dimensões territoriais continentais do país implicam desequilíbrios regionais quanto à localização de instituições de formação de mão-de-obra qualificada. Há concentração de instituições de excelência nas regiões mais desenvolvidas, com impacto de imigração de mão-de-obra para estas regiões, sem reposição de mão-de-obra nas áreas menos desenvolvidas. Além disto, mesmo nas áreas mais desenvolvidas o número de instituições de educação/formação é insuficiente para atender a demanda do mercado público e privado. Dirigentes dos prestadores de serviços públicos e estatais normalmente são designados por critérios políticos e não de qualificação técnica e há constante troca de dirigentes dos prestadores públicos e estatais, em razão de mudanças dos governantes estaduais e municipais.

Burkina Faso

Les salaires proposés par l'administration publique sont bas de sorte que les ressources humaines formés par le secteur WASH préfèrent monnayer leurs compétences dans le secteur privé.

Burundi:

Planification; Motivation; Recrutement; Rémunération; Professionnalisation

Cambodia:

There is a limited institution providing specific training to WASH program. Most of local resources working in WASH sector have learnt by doing. The WASH intervention is done by project not programmatic approach; There is

no sector wide approach for WASH sector; it was done by project implementation; There is no clear HR strategy for both rural and urban sector, ministries only recruited fresh graduate students from university which mainly to fulfil the numbers of retired staffs.

Cameroon:

Cout de formation dans les instituts trop élevé pour la famille moyenne et manque de structures spécialisées. Ce qui crée un gap entre l'offre en personnel qualifiés et les besoins réels des populations

Central African Republic:

No comments

Chad:

Il existe une politique d'amélioration des conditions de vie des travailleurs dans le secteur WASH, cependant il faut l'améliorer d'avantage et procéder au recrutement d'autres RH pour combler les déficits au niveau Rural.

Chile:

RURAL water only

Colombia:

Se ha evidenciado, que las deficiencias en la operación de sistemas de suministro de agua potable o sistemas de saneamiento están relacionados a la baja capacitación del personal disponible en las empresas operadoras, situación que afecta en mayor proporción las zonas rurales del país. Principalmente recursos económicos.

Congo:

Renforcement des capacités en WASH.

Cook Islands:

No comments

Costa Rica:

En las universidades del país no hay carrera específica o programa de postgrado para el sector agua y saneamiento. Se cuenta con varias carreras afines, más orientadas a la gestión ambiental, careciendo de la profundidad del conocimiento técnico e ingenieril requerido para atender las necesidades reales a nivel urbano y rural. Tampoco en las Ciencias Sociales se forman profesionales con conocimiento especializado para atender este sector. Se requiere formalizar propuesta ante el Consejo Nacional de Rectores (CONARE) y presentar los proyectos para el desarrollo del sector ya elaborados, evidenciando las necesidades para mejorar el conocimiento y formación de los profesionales, nuevos y de los que hoy ejercen sin las correctas herramientas técnicas para mejorar y proyectar lo que el país requiere. El tema de higiene es visto en los programas internos de formación en las instituciones de Gobierno de forma limitada; son las universidades nacionales las que forman en esta área.

Côte d'Ivoire:

Renforcer et soutenir la formation à l'Hygiène à l'INFAS : Les besoins en Agents d'Assainissement et hygiène sont réels mais insatisfaits Insuffisance dans la formation initiale : Renforcer les curricula en Hygiène dans la formation de base des Médecins, Pharmaciens, Chirurgien-dentiste Prendre en charge les ASC qui sont actuellement des bénévoles

Cuba:

Insuficientes áreas de capacitación y documentación disponible para satisfacer las demandas de más de 22 mil trabajadores en agua y saneamiento del INRH, otras entidades y el sector rural

Democratic Republic of the Congo:

Causes: Faible rémunération; Insuffisance des Infrastructures de base inexistantes en milieu rural (école. Université, etc.) ; Mauvaises conditions de travail; Insuffisance d'équipements et matériels de travail Solutions:

Améliorer la Gouvernance (combattre la corruption, impunité, etc.); Prime d'encouragement pour le milieu rural;  
Améliorer les conditions du travail en milieu rural.

Dominican Republic:

Falta de incentivos.

El Salvador:

La falta de una estrategia específica de formación de técnicos y profesionales en saneamiento es la principal limitante para la formación de personal.

Eritrea:

Relatively the above stated factors affect the performance of WRD to be as expected and efficient

Estonia:

We have problems with small water supplies in rural areas, where salaries are low and it is hard to attract educated workers. Skilled workers emigrate from rural areas to urban areas.

Ethiopia:

The human resources management in the government and other non-governmental organizations varies with salaries, incentives and working environment. As compared to these organizations such as UN families, NGOs and other private sectors, the salaries and incentives are low. As a result, the staff turn-over is high in government institutions. The willingness of graduate employees to work at periphery in rural areas of the country is also low. Hence these all have greater impact on the capacity of addressing the WASH issues in the country.

Fiji:

HR needs vary across agencies. Recruitment of qualified personnel to ensure project implementation and sustainability. MQR to reflect area of speciality.

Gabon:

Elaborer une politique de l'eau Décentraliser les services Améliorer le financement du secteur

Gambia:

One major cause is the failure to develop a comprehensive policy for the development of the sector with a strategy that spells out the human resources requirements which should be followed by systematic programme of training and retaining staff. With respect to sanitation, priority both for central and local governments is on solid waste disposal, human excreta disposal is seen as a private household matter and government intervention is mainly in hygiene promotion. This perception affects the amount of resources allocated to sanitation as defined in this questionnaire and the level of priority to be given to the sector. Low level of remuneration of private sanitation workers in rural areas with the result that some of those trained move to periurban areas where their skill are in greater demand.

Georgia:

The most limiting factor is lack of financial resources available for staff.

Ghana:

The most pronounced is logistics for work. Workers often complain of lack or insufficient resources such as transport for field work. They blame it on low gov't budget allocation to the sector.

Guinea:

Cause : Mauvaise gouvernance du secteur; Impact: sous développement du secteur Solution: Financement et développement du secteur (infrastructure, renforcement de capacités) culture du travail bien fait, bonne coordination du secteur

Guinea-Bissau:

Salarios desmotivantes, falta de condições de trabalho, falta de aplicação da política de gestão dos RH, constituem razões maiores para fuga de quadros públicos nacionais afectos ao sector WaSH.

Haiti:

No comments

Honduras:

De acuerdo al Plan Nacional del Sub Sector Agua Potable (PLANAP), se debe : “Dotar al sector de un arreglo para la formación de los recursos humanos”. (Pag.18) “Contribuir a la formación de recursos humanos para el desarrollo del sector agua potable y saneamiento, para propiciar el mejoramiento de la eficiencia en la prestación de los servicios”. (pag.19). “Arreglo para formación de recursos humanos según la propuesta del Plan Estratégico de Modernización del Sector Agua Potable y Saneamiento (PEMAPS), actividad debe ser complementada con: diseño y desarrollo de caja de herramientas para cada área de gestión del prestador. (Dirigidos a personal administrativo y operativo del prestador, consultores y técnico de apoyo a los prestadores y municipalidades, Asistente Técnico Municipal (ATM), (Asistente Técnico a prestadores – ATP), Técnico en Regulación y Control (TRC), Técnico en Operación y Mantenimiento (TOM), Técnico en Agua y Saneamiento (TAS); y, Técnico en Salud ambiental (TSA)” (pag.29).

Indonesia:

The Factors affecting to HR is financial. Human resources in the rural areas will be different from the urban areas. But once it is returned to the local government system. In fact, many existing volunteers in urban-rural WASH facilities to manage their facilities. Therefore empowerment needs to be improved in order to create an independent society that can manage and take care of WASH facilities by itself.

Iran (Islamic Republic of):

No comments

Jordan:

Lack of financial resources; Lack of technical aid on this

Kazakhstan:

No comments

Kenya:

-Insufficient performance based motivation to the staff working in the WASH sector. -In adequate Infrastructure and tools for WASH services for the staff

Kyrgyzstan:

Bad technical condition of the treatment plant, job cuts, small salary

Lao People's Democratic Republic:

No comments

Lebanon:

Skilled graduates are present but are not motivated to be employed in the public sector due to low salaries.

Lesotho:

none

Liberia:

See supporting documents for complete response

Lithuania:

Analysis is not performed in Lithuania for this kind of question groups.

Madagascar:

Document 11: Madagascar, vers un agenda de relance économique, Banque Mondiale, juin 2010, page 344

Mali:

Les résultats et motivation sont proportionnels aux salaires et avantages Émigration de personnel qualifié pour travailler à l'étranger joue sur la qualité des services Le personnel qualifié ne veut pas vivre et travailler dans les zones rurales du pays, cause un problème d'insuffisance de personnel pour les services. Le non professionnalisme de certains acteurs joue sur la qualité et la durabilité des ouvrages hydrauliques Insuffisance d'écoles de formation en hygiène et génie sanitaire Faible niveau de recrutement d'agents en quantité/qualité à la fonction publique

Mauritania:

Les principaux obstacles de RH pour le secteur WASH: -l'Insuffisance de ressources financières et humaines, insuffisance de structure de formation ainsi que des diplômés qualifiés; Absence d'une stratégie de gestion des ressources humaines

Mexico:

Un factor que impacta la gestión de los servicios de agua y saneamiento es el hecho de que los gobiernos municipales son elegidos cada tres años, esto ocasiona un cambio de directores y personal de los proveedores de los servicios de agua y saneamiento, de tal manera que: \*\*Afecta la continuidad de acciones; \*\*Se pierden capacidades por la fuga de capital humano; \*\*Se tiene que construir constantemente la relación con los gobiernos federal, estatales y municipales.

Mongolia:

low income supplement; Weak social welfare; Professional development opportunities; Data limitations; New technical and technology supply in workplace is insufficient.

Morocco:

The accompanying control burden on the budget for human resources; Local competitions are being organized to meet the HR needs in rural areas.

Mozambique:

Obstacles: 1. Limited financial resources to provide continuous training and capacity-building programs on WASH (this is the most important factor) 2. Reduced financial resources to retain qualified staff on sanitation for long-term 3. No recruitment program to strengthen human resources at central level 4. Few human resources specialized on WASH issues 5. Brain-drain in from public to private institutions

Myanmar:

Insufficiency of facilities. As possible as ASEAN' standards

Nepal:

No comments

Niger:

Moyens limités de l'Etat ne permettent pas un recrutement adéquat. Le dernier recrutement d'agents dans le secteur eau et assainissement remonte à 2006, pendant qu'il va être enregistré un départ massif de l'encadrement à partir de 2014. Un recrutement de 214 cadres du domaines vient d'être effectuer en août 2013 (au titre des besoins exprimés en 2012 ) pour le renforcement des capacités en RH des services centraux et déconcentrés conformément au plan de formation 2012-2014 et aux recommandations de l'audit organisationnel du Ministère réalisé en 2008.

Nigeria:

Slow release of fund. WASH Sector seems less attractive to Skilled Graduates. Lack of infrastructure/social amenities in the rural areas encourages urban migration.

Oman:

Causes: 1- delay in HR strategies. 2- Delay in allocation of Resources. 3- monitoring of services. 4- Delay in coverage of services

Pakistan:

High numbers of non-functioning schemes, high levels of Non Revenue Water, and poor cost recovery is due to Human Resource capacity. Historically the emphasis has been on creation of assets and not on delivery of service. As a result there is a need to rebalance the excellent engineering skills in the country towards excellence in the management and operation of modern water utilities. This will require a new direction, which builds operational management capacity over engineering capacity (as in the design and construction of new assets), and a focus on asset management over asset creation (as in making the maximum use of existing assets before building new ones). This will require investment in training facilities and possibly in the creation of some form of certification or accreditation scheme for staff working in the sector. As such there will be a role for Professional Associations in the sector to play an increasingly prominent role in making this change.

Panama:

No comments

Paraguay:

No comments

Peru:

Falta de instituciones acreditadoras; Incentivos para captación de recursos humanos; Financiamiento

Philippines:

Limited job opportunities in the country, low job salaries.

Republic of Moldova:

Still exist big discrepancies between on rural and urban WASH human resources due to three main causes: 1. Lower financial resources available, 2. Lower number of skilled workers, 3. No tradition and experience in system operating – in rural areas number of sanitation systems is much lower that operating water systems, most of water supply systems built/rehabilitated in recent 10 years.

Rwanda:

No comments

Senegal:

Le facteur le plus restrictif sur les capacités des RH est l'insuffisance (en nombre et en qualité) du personnel WASH.

Serbia:

The most limiting factor is lack of financial resources available for staff.

Sierra Leone:

The Constraining factors listed are the most prevalent factors affecting the Human Resource Capacity in Sierra Leone.

South Africa:

Most municipalities are able to appoint staff at financially competitive salaries; the problem is however the shortage of skilled people in the South African market. As a result significant technical skills shortages exist,

especially in the more rural areas where virtually no professional engineers or technicians are present. Qualified process controllers at water and wastewater treatment plants are also in extremely short supply. Mentorship is also problematic as not many municipalities have the capacity or time to mentor staff.

South Sudan:

Limited knowledge and skills Inexperience Inadequacy of equipment and infrastructure Turnover

Sri Lanka:

No comments

Sudan:

No comments

Tajikistan:

Insufficient funding, low wages of the workers is the main reason of the outflow of the qualified personnel or their unwillingness to work in the water and sanitation sector. Technical condition of existing water and sewage systems are in critical condition. More than 70% of the existing water and wastewater systems are worn out. Shortage of electric power and hydro mechanical equipment exacerbates the existing situation

TFYR Macedonia:

No comments

Thailand:

No comments

Timor-Leste:

Human resource development system is not appropriately prioritized. Budget allocation for staff capacity building i.e. training, scholarship etc not clearly defined Human resources does not meet the need in both urban and rural area (< 20%).

Togo:

La disponibilité des ressources financières pour le personnel et les pratiques de recrutement sont les deux facteurs restrictifs sur les capacités des RH WASH et les principales causes sont : le niveau de salaire bas et absence de motivation, les mauvaises conditions de travail, l'absence de politique de formation et de gestion des carrières, la non mise en œuvre des plans de recrutement du personnel. Les impacts qui découlent de ces insuffisances sont : le peu de cadres dans le domaine préfèrent soit travailler dans des structures internationales soit émigrer pour d'autres pays, la corruption, l'insuffisance chronique du personnel qualifié dans le secteur et par conséquent la faible performance des département en charge des activités WASH en terme d'efficacité , en terme d'absorption des crédits ... Les obstacles pour y remédier sont l'insuffisance des ressources financières au niveau de l'Etat, le peu d'intérêt des PTF dans le financement de renforcement de capacités des agents...

Tonga:

Water for urban and rural areas is similar

Tunisia:

Recruitment of Staff based on the selection of candidates according to the required profile; Capacity building in the required fields. Need for motivation especially those working in difficult areas (rural areas); Personnel Management should focus on results; Establish a system of motivation based on the results achieved; Opening to international experiences and the introduction of new technologies; Mobility in duties and responsibilities of senior executives.

Uganda:

The most limiting factor affecting WASH human resources is that of staff having a preference to working in urban areas as opposed to rural areas; Recruitment freeze by government leading to high influx of contract staff/very expensive consultants -Political interference/intervention in the recruitment process.

Ukraine:

Average wages of the hygienists and engineers below the average wage in the country

United Republic of Tanzania:

No comments

Uruguay:

Las prácticas de reclutamiento han sufrido una evolución favorable, pero las que existieron durante largos períodos en el país han generado problemas en los recursos humanos de las organizaciones del sector, que aún persisten. La formación y capacitación insuficientes, en materia de concepción general y gestión de sistemas no convencionales de saneamiento y sistemas descentralizados y para pequeñas poblaciones constituye una barrera a enfrentar. Una adecuada concepción y gestión de este tipo de sistemas, se considera esencial para el necesario avance en los niveles de calidad de servicio del saneamiento, en atención a las características socio-demográficas y territoriales del país. Aclaraciones a C2: En atención a lo señalado en relación a la Promoción de la Higiene en la sección A no se da respuesta a la pregunta en este ítem. Se han señalado también como limitantes la escasez de cultura de innovación y la motivación y formación permanentes.

Vanuatu:

Hygiene can be undertaken by nurses but sanitation and drinking water more specialised. Provincial and rural water supply officers have some gaps in knowledge such as water quality and monitoring but have good skills in fixing pipes etc

Viet Nam:

Low salary and income is the most barrier to the development of WASH human resource; Outdated technologies/equipment and training curriculum still exist in training and working facilities (i.e. in water treatment plants)

West Bank and Gaza Strip:

Insufficient education/training organisations or courses to meet demand by potential students The Training and Development General Directorate at water Authority is the body responsible for preparing and issuing the policies, strategies, related action plans, in addition to applying them in the field of capacity building for the whole WASH sector in Palestine, being a part of public entity, the funds needed to provide the necessary capacity building programs requires high investments which are not usually available by/through the government , thus most of the training programs are relying on donor funds and their agenda

Yemen:

The absence of a comprehensive institutional framework that ensure the sustainability of HR development activities or HR management of water sector in general. The necessity of integrating an HR strategy with the participation of all stakeholders and then mainstreaming the HR Funds towards its targets.

Zimbabwe:

There is no strategy for human resource capacity development in the sector to guide nature of investments and the kind of trainings required.

## 05. Impacts of HR shortages

**Question C3I.** Please provide additional information on HR limiting achievement of WASH services (including differences between urban and rural)

### Afghanistan:

If we do not have enough technical human resource for design, survey, monitoring and evaluation, policy development then our plan will not take place in the specific period of time; meanwhile the financial resources are also the main issue where it will directly affect on the HR.

### Angola:

Existe uma grande carencia de Recursos Humanos especializados para os Sectores da Água, do Saneamento e da Higiene. A Politica Nacional de Formação de Quadros, para o período até 2025, prevê a formação de quadros para suprimir a carência em termos de formação de quadros qualificados para os mais variados sectores.

### Argentina:

a. La elaboración e implementación de políticas públicas de abastecimiento de Agua y Saneamiento basada esencialmente en criterios de cobertura no tiene en cuenta enfoques de riesgos para la salud, si bien existen algunos programas (PROARSA) que se definen con este criterio. Para revertir esta situación sería necesario, entre otras condiciones, disponer y demandar más profesionales con formación en análisis de riesgo y epidemiología.

### Azerbaijan:

1. Not timely elimination of accidents in rural areas 2. Not timely rehabilitation and replacement of obsolete equipment in remote places inhabited 3. Not enough human resources in water companies and health services in rural areas.

### Bangladesh:

Lack of HR is in particular, hampering urban water supply system designing and implementation.

### Belarus:

No comments

### Benin:

No comments

### Bhutan:

1. Lack of specialized professional in WASH sector in districts- quality of construction is compromised 2. Officials working in WASH sector are not trained relevantly- affects proper planning, design and decision making 3. Lack of focal person with WASH background in district/municipal- affects proper planning, reporting and monitoring

### Bolivia:

El area urbana, las EPSAS cuentan con personal, responsable de la operación y mantenimiento de las instalaciones e infraestructura, que permita garantizar la prestación del servicio en agua potable y alcantarillado a los usuarios. Para el area rural, existe limitación en las capacidades de los responsables del funcionamiento del sistema, debido a que por la reducida capacidad económica de las EPSAS, el personal tiene deficiencias en equipamiento, herramientas y formación académica para realizar labores administrativas, de operación y mantenimiento. Es necesario fortalecer a personal de municipios y/o de las EPSAS del area rural para realizar estas tareas.

### Botswana:

No comments

### Brazil:

1) Não há centros de formação em quantidade e com qualificação suficiente nem na área urbana, nem na área rural. Especificamente em relação às ações de promoção de saúde e higiene, há problemas nas práticas de recrutamento, que implicam descontinuidade na manutenção dos agentes de saúde, com impacto negativo de retraining e capacitação das equipes que são frequentemente substituídas, com impactos constantes de reinvestimento e descontinuidade no atendimento. 2) Não há cultura de abordagem multissetorial e transdisciplinar para a formação dos profissionais de água, saneamento e higiene/saúde, com impactos negativos no trato das necessidades de grupos vulneráveis e específicos. Este é o caso da lacuna de mão-de-obra especializada para tratar das necessidades de grupos específicos como populações indígenas, quilombolas, mulheres, dentre outros, com impacto severo, no curto e médio prazo. 3) Embora haja atuação significativa da comunidade nas políticas de saúde, educação e habitação, na área de saneamento há pouca tradição de participação da sociedade e pouco empenho por parte dos gestores públicos e dos prestadores em mobilizar a comunidade para participar dos processos de planejamento, avaliação e controle social da gestão dos serviços de saneamento básico. Há também dificuldades dos prestadores estaduais em se adaptar ao ambiente regulatório e de controle social. 4) O estabelecimento de diretrizes nacionais para a regulação dos serviços públicos de saneamento básico (Lei 11445/2007) é muito recente. Além da falta de RH qualificados no mercado, a particularidade do modelo institucional de gestão dos serviços de abastecimento de água e esgotamento sanitário existente no Brasil, em que a maioria dos municípios tem estes serviços delegados às empresas controladas pelos governos estaduais, impõe limitações às abordagens regulatórias adotadas em outras áreas de políticas públicas, como por exemplo, do setor elétrico ou de recursos hídricos. Então, há lacuna de profissionais de regulação tanto em quantidade, quanto em qualidade, neste caso, especialmente capacitados para abordagens que permitam lidar com a especificidade do desenho institucional brasileiro do setor água e saneamento.

Burkina Faso:

Dans les communes en général, les agents domaniaux ou les hygiénistes assurent les activités WASH en plus de leurs activités courantes. Ce personnel arrive tant bien que mal à assurer les activités WASH et parfois manquent de formation pour plus d'efficacité.

Burundi:

No comments

Cambodia:

There is no WASH sector wide approach and it is therefore very hard to identify the information of HR needs. However, it is noted that the main limitation are: the lack of WASH institutional training, and HR strategy, and the relevant skill staffs preferred to work outside the sector.

Cameroon:

No comments

Central African Republic:

No comments

Chad:

Insuffisance de personnels qualifiés

Chile:

Sector Urbano: No aplica. Nivel Nacional: MINSAL desarrolla cursos en donde se han detectado brechas de relevancia con el fin de capacitar cuadros técnicos para una adecuada vigilancia sanitaria y control del cumplimiento del reglamento.

Colombia:

No comments

Congo:

No comments

Cook Islands:

Urban is considered to be the Island of Rarotonga, rural are the remaining Cook Islands

Costa Rica:

Por falta del apropiado RH en el país se tiene limitada la capacidad para el desarrollo de diseños, evaluación de las obras construidas, investigación para el mejoramiento de las técnicas en uso. Por ello, se carece de datos y mejores criterios para proyectar las nuevas obras. También influye en las acciones de control, monitoreo y cumplimiento de lo normado.

Côte d'Ivoire:

Les personnes qualifiées en Hygiène sont en nombre insuffisant et sont presque toutes au niveau urbain  
Renforcement des capacités des agents des services déconcentrés et décentralisés en matière d'assainissement.

Cuba:

En agua y saneamiento- Fortalecimiento de la sistematicidad en la capacitación de los operarios de base en estaciones de bombeo, plantas potabilizadoras y de residuales y lagunas de estabilización, comercial y pitometría  
Eleva la idoneidad de los trabajadores de mantenimiento de la infraestructura Modernizar técnicas de gestión del servicio en la administración La retención actual del personal es del 81 por ciento anual. La capacitación sistemática es la medida de estimulación con mayores resultados para la retención y promoción del personal de base.

Democratic Republic of the Congo:

Dans le secteur WASH à part l'insuffisance de moyen financier, il ya aussi: Manque de personnel de qualifié pour assurer le fonctionnement et maintenance des ouvrages en milieu rural; Manque de personnel de qualifié ne permettent de collecter de données fiables en vue de suivre les performances de la mise en œuvre d'une activité; Manque de personnel de qualifié pour construire les ouvrages répondant aux normes; Mobilité du personnel qui jeune le fonctionnement de la coordination.

Dominican Republic:

No comments

El Salvador:

No comments

Eritrea:

Urban areas have their own water supply services unit staff but not well equipped; Rural areas depend on volunteer WASH committee skills and they lack incentives.

Estonia:

Lack of one independent competent body who advises on water supply technical questions/issues.

Ethiopia:

It is known that Ethiopia has trained and deployed both rural and urban Health Extension Workers (HEWs) since 2004/5. It is successfully implemented in the rural areas since the Sanitation and Hygiene issues in these areas are common and mandated to Ministry of Health. However, the sanitation issues in the urban areas are complex and mandated to different government sectors such as Ministry of Urban Development and Construction, Environmental Protection Authority, Water and Sewerage Authority, Sanitation and Beautification Agency, etc. The population growth is also alarming due to migration of people from rural areas to cities to seek job opportunities. These will create the informal and slum settlements whereby access to sanitation facilities and water supply is difficult. Regarding sustainability of water schemes, it is a critical issue in the water sector where a number of the rural schemes are non-functional.

Fiji:

Common themes across WASH are construction of facilities, Operation & Maintenance and Finances (maintenance was identified as the most limiting).

Gabon:

No comments

Gambia:

Greater community sensitisation on improved sanitation will also help in higher implementation with more skilled workers for construction of latrines. In drinking water there is a need to upgrade skills of local mechanics so that they can continue to carry out most of the routine maintenance of hand pumps mostly found in small poor rural communities. High cost of repairs of solar powered water systems, partly because of the very limited number of private companies providing the services

Georgia:

-Not timely elimination of accidents in rural areas -Not timely rehabilitation and replacement of obsolete equipment in remote places inhabited -Permanent migration of the population from rural to urban area. -Lack of educated human resources in rural area. -Small investments for WASH in rural area.

Ghana:

Accommodation challenges, especially in rural areas affects staff postings to certain parts of the country. There is also a one-year backlog of newly trained Environmental Health Assistants (EHAs) waiting to be posted due to logistical constraints.

Guinea:

Manque de motivation, Manque de cadre de vie adéquat (manque d'école, de centre de santé, enclavement, manque d'eau et d'électricité etc.)

Guinea-Bissau:

Insuficiência em qualidade e quantidade de RH, falta de recursos materiais e financeiros com vista ao seguimento de intervenção das ONGs, sector privado pouco desenvolvido e capacitado.

Haiti:

N/A

Honduras:

No existe un sistema formal orientado a la acreditación y capacitación del personal técnico del sector. Los prestadores no contemplan la capacitación de su personal dentro de sus presupuestos Es necesario crear instancias y capacidades para la formación de recursos humanos en alianzas con la academia, prestadores y el SANAA. Existen avances posibles de alianzas con universidades del país. Por ejemplo: UPI y UNAH en el nivel superior; y, CENET (Centro de Educación Nacional para el trabajo con sede en Comayagua) e INFOP a nivel medio, entre otras.

Indonesia:

Every each region has its own right to autonomy in dealing with WASH services. For example, the presence of specialized personnel who handle the drinking water in NTT Province and other examples in the same province, there is enforcement of Regulation from the governor to support the ODF (Stop BABS) to provide construction-related firm sanctions Healthy Latrine facilities. An outline of the development of urban areas has been entered into the PPSP program, while rural STBM program.

Iran (Islamic Republic of):

No comments

Jordan:

No comments

Kazakhstan:

No comments

Kenya:

Differences in partner approaches e.g, stipends or None when supporting the community health workers Limited capacities and different approaches to sanitation and Hygiene

Kyrgyzstan:

The water supply systems in rural areas are maintained by the Rural public associations of drinking water consumers (RPADWC). There work people without any idea about water supply system, pumps operation and correct chloration of drinking water and etc. The number of treatment plants staff members in small cities is lower than allowed minimum amount; there is a lack of skilled technologists, chemists, mechanics, electricians and so on.

Lao People's Democratic Republic:

It would be better to equip ourselves with potential good staff quality link to the management, roles and responsibility to the WASH sector such as project management, water and sanitation engineer, hygienist, laboratory technician, economist, rural development specialist, information technology, planning staff, financing, accountant, warehouse keeper, hygiene promotion facilitator, health promoter and other if available. How to overcome to formulate all required staff in both quality and quantity; somehow it links to annual staff quota, the process to recruit qualified staff.

Lebanon:

NA

Lesotho:

none

Liberia:

No comments

Lithuania:

Planning for labor market for 2013 under WASH sector was not performed. Specialist are enlisted when there are clear funding and during the implementation of strategic plans.

Madagascar:

Document 12 : Madagascar, vers un agenda de relance économique, Banque Mondiale, juin 2010, pages 333, 334  
Document 13 : Rapport provisoire A B, cabinet ECR, Août 2010, pages 80 – 85 Document 17 : Madagascar, vers un agenda de relance économique, Banque Mondiale, juin 2010, page 333, 334 Document 18 : Rapport provisoire A B, cabinet ECR, Août 2010, pages 80 – 85

Mali:

Le cadre organique a prévu des agents par commune mais l'insuffisance de ressources humaines fait qu'un agent s'occupe de plusieurs communes et cercles à la fois. La mise en œuvre des activités WASH se heurte à des difficultés quant à la mobilisation des communautés. En effet, les niveaux Centre de Santé Communautaire(CSCOM) et villages sont animés par le personnel socio sanitaire et les relais villageois dont le suivi et l'évaluation n'est pas facile.

Mauritania:

Le manque du personnel qualifié au niveau des services déconcentrés représente un obstacle majeur pour l'amélioration des prestations de services WASH

Mexico:

No comments

Mongolia:

In rural area: Insufficient human resources, lack of skilled workforce; Professional training programmes are insufficient; Low technical and technology supply in workplace; Data limitations In urban area: Lack of salaries and benefits for skilled workforce

Morocco:

No comments

Mozambique:

Reduced willingness of WASH staff (holding a degree) to work full time in rural areas rather than in towns; Most of financial resources used to be drained to water supply sub-sector in detriment of sanitation and hygiene promotion; Scattered information of various actors working on WASH mainly in rural areas. For instance, there few ONGs that consistently reports to the National Directorate of Water regarding their activities on WASH

Myanmar:

Gap concerning above-mentioned tasks is between rural and urban areas

Nepal:

No comments

Niger:

Renforcement des capacités en maîtrise d'ouvrage

Nigeria:

No comments

Oman:

There is difference between rural and urban in the following: 1-coverage. 2- quality. 3- Ministry of education

Pakistan:

No comments

Panama:

Sensibilizar a la clase política para lograr una gestión de RH moderna y con estímulos para mantener las capacidades técnicas en el sector de agua potable y saneamiento. Desarrollo de tecnologías apropiadas e investigación aplicada para lograr mayor eficiencia en el sector.

Paraguay:

No comments

Peru:

Las mayores dificultades se dan en el sector rural; Falta de recurso humano calificado en gobiernos locales que deben supervisar los sistemas rurales; Falta de técnicos calificados que puedan operar y mantener los sistemas en JASS y Operadores Especializados; Falta de promotores en salud e higiene en sistemas rurales.

Philippines:

1. Lack of college or universities offering courses related to WASH. 2. Lack of promotion for WASH related courses to attract more students. 3. Lack of job opportunities or positions for WASH works. 4. Low salary of sanitation jobs

Republic of Moldova:

Important differences between rural and urban settings due to limited human resources: - Insufficient or not performed WQ monitoring, - Lower quality of maintenance and operation of supply systems - Longer time for repairing pipes/infrastructure

Rwanda:

No comments

Senegal:

Service National d'Hygiène - faiblesse des effectifs officiant au niveau des unités opérationnelles du service national de l'Hygiène, notamment les sous-brigades d'hygiène - Faiblesse dans le recrutement du personnel de l'hygiène et vieillissement des effectifs. - insuffisances dans la formation des agents Secteur assainissement - Faiblesse dans le recrutement du personnel de l'assainissement qui se reflète dans « la coordination des institutions » et le « suivi-évaluation »

Serbia:

Permanent migration of the population from rural to urban area; Lack of educated human resources in rural area; Small investments for WASH in rural area.

Sierra Leone:

N/A

South Africa:

A 2011 study found: a) municipal staff attrition was not high due to competitive service conditions, ( but management turnover was high), b) 32% of funded posts were vacant (more in rural than urban), c) Institutional memory is very problematic, d) a lack of qualified staff especially technical (rural worse than urban).

South Sudan:

The level of literacy in the country is very low and also lack of WASH training institutions that develops WASH cadres

Sri Lanka:

No comments

Sudan:

No comments

Tajikistan:

Because of the low wages and lack of career development, the sector suffers from a deep dissatisfaction with young professionals, in particular at small enterprises in rural areas, where the unprofessional staff work.

TFYR Macedonia:

No comments

Thailand:

No comments

Timor-Leste:

Sanitation program coverage was poor due to limited number of sanitarian Implementation of WASH BCC Strategy was poor due to lack of qualified human resource in health promotion. Lack of skill technical staffs has affected in the quality of water system in each step i.e. from survey, design, construction, distribution and maintenance. (persija konsulta ba Sr Martinus)

Togo:

Le faible effectif du personnel impacte négativement sur : (i) le suivi efficace des projets, (ii) la gestion durable des ouvrages, (iii) l'appui à l'organisation des communautés rurales dans leur rôle d'entretien et de maintenance des ouvrages d'eau et d'assainissement mis à leur disposition, ainsi que les activités promotionnelles en matière d'hygiène. Ce déficit est très remarquable en milieu rural et semi-urbain qu'en milieu urbain où les services dans ce domaine est assuré par un fermier (TdE)

Tonga:

No comments

Tunisia:

No comments

Uganda:

There is a high preference for urban postings compared to the rural ones and therefore whenever an opportunity arises within the water sector or elsewhere, attrition of WASH HR is always experienced. WASH being predominantly rural-biased is not an employer of choice to highly competitive HR skills on offer.

Ukraine:

Permanent underfunding causes low availability of human resources and as a consequence limiting achievement of WASH services

United Republic of Tanzania:

No comments

Uruguay:

Hay debilidades en la cantidad y la capacitación de los recursos humanos con potencialidad de formular políticas sectoriales y en el de seguimiento y evaluación. Aclaraciones a C3 vale la misma consideración que en C2 en relación a la Promoción de la Higiene. Se ha mencionado también la movilización comunitaria como una de las tareas que podría incluirse entre las 3 principales.

Vanuatu:

People prefer working in urban areas.

Viet Nam:

No comments

West Bank and Gaza Strip:

In sufficient number of staff team to cover all schools, financial and managerial restrictions. Main problem of wash programs in schools the obvious application of financial issues in financial year while the application is only could be applied in academic year. Not appropriate staff are trained. Donor oriented programs or interest in Human resources development and capacity Building. Focus on large service providers Feedback and lessons learned from any capacity building is very limited Other fields are not Covered as: WASH Institutional Management /Financial Managements; Environmental Laws, Legal capacity building for legal staff; Monitoring and evaluation, Train the trainer is a need in some fields.

Yemen:

Besides to what has been stated previously in (C2), there are limited rural wash training and promotion activities carried out by WASH Cluster.

Zimbabwe:

No comments