This paper was prepared to guide Bank Staff in the possible participation of NGOs in Rural Water Supply and Sanitation Projects. Mr. A. Saravanapavan conceived and directed the study and Messrs. J. Freedman and J. Pettigrew provided assistance and advice. Dr. G.V.V. Rao, Consultant, compiled the information from various sources, organizations and interviews with Bank staff and others having NGO expertise. Dr. Edwin Cobb, Director of the National Demonstration Water Project, and Dr. J.A. Listorti, Consultant, assisted in the final preparation of the paper.

Project: G835
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EXECUTIVE SUMMARY

Non-governmental organizations (NGOs) are private voluntary organizations that operate independently of national governments. NGOs make a significant total contribution to the worldwide development effort, usually focusing on relatively small projects serving one or a few communities. NGOs vary tremendously in terms of staff, program approach, scope of efforts, and mode of operation. Most NGOs have relatively low staff salaries and overheads, make extensive use of volunteer labor, and operate less bureaucratically than governments and international aid agencies. The majority of NGOs work through in-country, intermediate groups and concentrate their efforts directly at the village level, often having project workers living in the community with the people they are helping.

Most major bilateral and multilateral funding agencies, including the Bank, have at some point collaborated with NGOs in various types of projects. The Bank has a policy that recognizes the contribution that NGOs can make to development efforts and that encourages their involvement where appropriate in Bank-financed projects. There are possible roles for NGOs in project identification, design, appraisal and financing, implementation and evaluation. According to the majority of Bank staff who have been involved with NGOs in previous projects, the NGO contribution has been a valuable one.

The greatest strength of NGOs lies in their ties to rural villages, and it is in these locales that most Bank-NGO cooperation has occurred. In water supply and sanitation NGO's contribute some $180 million annually — triple the contribution of UNICEF and the Bank's investments in their subsector. However, as yet, very little of it has been in the rural water supply and sanitation sector, even though this is definitely an area in which a grass roots approach to reach the small villages and their inhabitants is needed to complement the work of government entities and donor agencies.

Many issues in rural water supply and sanitation development must be dealt with on a personal and house-by-house basis; virtually all of them require community-by-community work. Most government entities are not equipped to do this. NGOs, however, excel in working directly with villagers and are uniquely qualified to fill the gap between implementing agency and rural village. Moreover they typically approach projects in an integrated manner that looks toward total community development — housing, schools, health, and water supply and sanitation — which seems to be necessary if infrastructure improvement projects are to be successful in the long run in rural areas. Partly because of limited funds, NGOs have developed innovative, low-cost techniques using locally available materials to solve technical problems.
Given their wide variety of activities, finding suitable NGOs for collaboration in a Bank-financed project on any given sector should not be difficult. NGOs can clearly make a valuable contribution in community motivation, in the introduction of water supply and sanitation facilities, and in the subsequent proper use, operation and maintenance of the systems. Ideally, NGO participation should coincide with the beginning of the project cycle to maximize the Bank's opportunity to determine the NGO's capability as well as its acceptability to the borrower, and in acting as a liaison between the government entity and the village.

Before reaching a decision on NGO involvement in a specific project, answers to certain questions will be needed.

- In what sectors are NGOs active in the country?
- What NGOs in the country have worked successfully on Bank projects in the country?
- What Bank-financed water supply and sanitation projects exist in the country?
- What NGOs active in the sector have worked successfully on Bank projects in other countries in the area?

The decision to involve any NGO would then be taken on whether NGO participation would improve the project and if so, whether the NGO can demonstrate that it has the competence to perform the role proposed for it in the project.

With reference to Africa, a list of NGOs active in the sector and "NGO profiles" for four countries has been prepared (summarized on following page) to guide project officers in making these decisions. The available evidence confirms the Bank's general policy that NGO contributions in the rural water supply and sanitation sector in Africa should be encouraged in appropriate Bank-financed projects. There are many NGOs which have not worked on Bank projects but are working successfully in rural development in Africa. Such an NGO, if it can demonstrate its competence, could also be considered for a suitable role in a Bank-sponsored water supply and sanitation project.
An enormous amount of financial and technical aid is being provided to developing nations today as these nations attempt to improve their performance in agriculture, health, education, water and sanitation, and other areas of economic and social development. Much of the assistance is from governmental sources, offered either on a bilateral or multilateral basis. However, nongovernmental organizations (NGOs) are also heavily involved in development assistance throughout the Third World.

The NGO Roles in Developing Nations

NGOs are private voluntary organizations that operate independently of national governments. Most of them are nonprofit groups, funded through individual and corporate donations, foundation grants, grants and contracts from international aid agencies, and from national governments. As a whole, NGOs are characterized by religious or humanitarian motives to help people improve the quality of their lives. There are various types of NGOs with different operational practices, but all of them focus their efforts at the village or community level.

Types of NGOs

There are essentially two types of NGOs, the national ones, which work exclusively within a country, and the international ones, which work in many countries. Most national NGOs function at the community level to provide voluntary services and obtain funds primarily through grants and donations. It is impossible to determine precisely how many national NGOs there are at any given time. For example, in India alone about 12,000 are currently working on social service projects.

With the exception of Kenya, relatively few national NGOs are operating within Africa. Recent years have seen an increase in the formation of Kenyan youth groups and women's groups working toward the development of more effective social infrastructure. One of the most active is Maendelo Ya Wanawake (Women's Organization) of Kenya, which reportedly is coordinating the efforts of over 5,500 village level groups.

1/ It is planned to prepare a similar report (Part II) for selected countries in the South Asia Region.
International NGOs either carry out directly or sponsor developmental activities in the developing nations; many do both. Their funds usually come from a combination of sources: public contributions, grants, or contracts with other institutions or national governments. Some of the better known international NGOs include CARE and Catholic Relief Services (CRS), both based in the United States; HELVETAS, headquartered in Switzerland; CARITAS of the Vatican, and OXFAM, based in the United Kingdom.

There are a number of other distinguishing characteristics of NGOs. Some are institutionally tied to religious groups while others are purely secular organizations. A number of international NGOs, based on a church or a grouping of churches, such as CRS and CARITAS, are built around a local church with its representative acting as the catalyst. While religious in orientation, most international religious NGOs sponsor projects for the entire community, although funding typically goes to projects originated by their local church affiliates. Similarly, national NGOs in some countries are based upon grass-root level church groups, such as the National Christian Council of Kenya, which may act as a clearinghouse for community-initiated projects to be funded by outside donors.

Secular NGOs, despite their lack of an obvious community-based rallying point, such as a church, also have strong grass roots organizational capabilities. They sometimes have a local affiliate or local office, such as CARE/India, but most often they work through local formal and informal institutions such as women’s groups and youth clubs. Secular NGOs have humanitarian goals and help to channel individual and institutional contributions into community-based projects in the developing world.

A few NGOs focus almost exclusively on relief as opposed to development activities. The most obvious example of a relief-oriented NGO is the Red Cross, known for its quick and effective response to emergencies or natural disasters. The more common pattern, however, is to combine relief and development activities. For example, OXFAM which began as a relief organization, has expanded its mission to include development. In 1982-83, OXFAM spent UK 11.9 million pounds in 72 countries on 1,550 projects; the majority developmental in nature.

A final important area in which NGOs differ is size—both of the organizations themselves and of the projects they sponsor. NGOs range in size from very large with thousands of staff members, such as CARE, to very small with only a handful of full-time personnel. Generally, the NGOs focus on relatively small projects serving one or a
few proximate communities. However, the more sizeable NGOs have a large number of such small projects so that in the aggregate, their efforts are substantial.

NGOs based in Europe and North America alone are estimated to spend approximately US$3,000 million annually, a much larger contribution to the development process than many bilateral donors. In the water supply and sanitation sector alone NGOs contribute about US$180 million annually, or about triple that of UNICEF, the most active United Nations agency in this sector. Similarly, this amount is about three times the yearly Bank lending program in rural water supply and sanitation.

Operational Practices

The range of annual budgets, staff size, projects, scope of effort, and mode of working of NGOs is tremendous, making generalizations difficult. For example, CARE, with expenditures in excess of US$280 million in 1983, carries out development programs in 37 countries in Asia, Africa, Latin America and the Middle East using three-way partnership contracts among CARE, private or national government agencies and the local community. AFRICARE, on the other hand, with a 1983 budget slightly over US$3.5 million, directly provides mobile medical units and village-based health services, refugee assistance, and agricultural equipment and training to seven African nations. Some NGOs, such as the National Council for International Health (NCIH), provide information and a forum for communication among their members to improve project design and implementation. Others, like Volunteers in Technical Assistance (VITA), provide information exchange and on-site technical assistance. Most, but not all, NGOs have some technical assistance and engineering capability, but this varies enormously in quality and quantity.

It is probably safe to make a few generalizations about NGO management and utilization of resources. First, overheads and staff salaries tend to be relatively low; given their humanitarian purposes, it is not surprising that the vast majority of funds go directly into program costs rather than into administration and management. Often, national NGOs have a substantial complement of volunteer labor. In 1983, for example, data from USAID ("Voluntary Foreign Aid Programs, 1982-83," Bureau for Food for Peace and Voluntary Assistance) show the 167 NGOs registered with them reported spending about 80% of their funds on overseas program costs with about 7% devoted to administration and management. The remaining funds were expended on domestic programs and fund-raising in the U.S. Second, NGOs generally operate less bureaucratically than multilateral and bilateral donor organizations. This is partially a function of staff size (and is less true in the
larger organizations) and partially a function of the types of projects NGOs pursue; in small, discrete, community-based efforts, the typical phases of project identification, appraisal, feasibility study, and design can often be compressed. An additional factor is the historical or current focus of many NGOs on swift, efficient response to emergency relief situations.

To some extent, size determines the two basic styles in which international NGOs work in the developing countries. Many of the larger organizations, such as CARE and Save the Children, maintain large staffs with a full array of technicians such as engineers, agronomists and economists. Most often, they carry out projects directly, acting as the project implementers themselves rather than working through a local agency or institution. Other organizations, including some large ones such as Catholic Relief Services, maintain a small core staff and work through in-country, intermediate groups which may themselves be national NGOs. In this style of operation, the goals of a project are often two-fold: first, to complete the specific project at hand, and, secondly, to build capability into the local organization for independent action on subsequent projects. In this mode, the NGO may not itself provide the needed technical assistance, but it will ensure that the local group knows about and has access to such assistance.

Some international, and most national, NGOs have project workers actually living with the people in the community they are helping. Even where not the case, the bulk of international NGO staff are located in the developing nations. Out of a total staff of 1200, for example, CRS has only about 200 people in New York headquarters, the rest overseas.

The Grass Roots Role of NGOs

The large majority of NGOs are community-based, i.e., either located directly in the community or working through local institutions. The bulk of NGO projects are carried out at the local level in accordance with the perceived needs of the inhabitants: health, education, rural and urban development, and sector development such as agriculture, and water and sanitation, generally using self-help techniques in project design and implementation. Many development projects fail not because they do not address real needs, or because they are poorly designed and implemented, but because the projects did not involve the community and elude their commitment to the project. Obtaining this grassroots approval of a project is very difficult and frequently not feasible for national governments, multilateral and bilateral donor organizations. However this is one important area in which NGOs are uniquely qualified and, as a rule, excel.

Because of their familiarity to the local residents and their knowledge of the community, NGOs often play a valuable part in community organization, fostering community participation, developing and creating support for project plans, identifying the need for and helping carry
out community education, and ensuring that needed operation and maintenance tasks are carried out. NGO participation in development activities is not limited to these roles; many NGOs carry out projects from beginning to end, including design and construction. However, it is at the village level that NGOs have a definite contribution to make, and it is this contribution that can make the difference between long-run success and failure of a project.

Previous Experience with NGOs

Almost all of the major bilateral and multilateral funding agencies have at some point collaborated with NGOs in developing and implementing projects. Some agencies have had broader experience than others and some, such as USAID, have institutionalized arrangements with NGOs.

UNDP, UNICEF, WHO Experience

Although nearly all UN agencies have had experience with NGOs, the experience of UNDP, UNICEF and WHO are particularly relevant. As one of its significant efforts, UNDP organized national bodies in Bangladesh, India, Nepal and Sri Lanka to coordinate NGOs and national and international agencies involved in the promotion of water supply and sanitation activities. These coordinating bodies act as “switchboards” for anyone interested in knowing more about or working with NGOs in a specific area on water and sanitation projects.

UNICEF has a long history of collaborating with individuals and private organizations. At UNICEF headquarters, an NGO consultative committee with accredited representatives of NGOs works closely with UNICEF's functional divisions in headquarters and the field. The water supply and sanitation sector is the largest and fastest growing of UNICEF program sectors. UNICEF spent US$60 million (28% of the total) on this sector in 1982. The country offices of UNICEF have considerable autonomy in making agreements with NGOs, a fact that facilitates NGO cooperation with UNICEF. UNICEF also publishes a list of "noted" proposals by various assistance categories, including water and sanitation. Several NGOs "adopt" these proposals as projects and then work closely with UNICEF in their execution.

WHO makes its publications available to NGOs and can provide technical assistance at all levels from headquarters to field projects. In collaboration with other agencies, WHO has published a catalogue of external support, a listing of all major aid organizations active in the water supply and sanitation area.
World Bank Experience

Bank experience with NGOs dates back to 1975. Not until 1980 did the Bank expand its work with these groups; in 1982 the Bank formulated a policy on cooperation with NGOs and issued CPN 10.05 (see Annex 1).

Bank policy recognizes the valuable contribution NGOs can make to projects in areas relatively new to the Bank where NGOs have traditionally been active. Noting that Bank-financed projects have involved all types and all sizes of NGOs, largely successfully, the Bank policy does not establish any special requirements for NGOs to qualify for cooperative involvement in a Bank-sponsored project. The only requirement is that the NGO should have demonstrated its competence in performing the role it proposes to assume in a Bank-sponsored effort.

While the policy invites NGOs to participate in Bank projects at any phase and in any suitable manner, with the "demonstrated capability" parameters, it suggests activities throughout the project cycle that would lend themselves to NGO involvement: identification, design, appraisal and financing, implementation, and evaluation.

NGOs have been mostly involved in the fields of nutrition, family planning, health and vocational training, and some other project activities. Between 1975 and 1983, seventy-five projects financed by the Bank involved NGOs of all types, covering a wide range of project sectors. NGO participation was achieved through receiving a grant or loan from the government out of the proceeds of a Bank loan; acting as a contractor; carrying out parallel activities in cooperation with a Bank project; acting as a consultant to the government or the community; and parallel financing of projects.

The initial phase of the Bank's evaluation of increased cooperation with NGOs has been successfully completed. During this phase, the Bank developed its policy on NGO coordination, established a network for information exchange and consultation, developed models for country/sector reviews, and set up a mechanism within the Bank to monitor Bank-NGO cooperation at the project level.

Rural Water Supply and Sanitation:
Future Potential

Although the Bank and NGOs have collaborated in rural projects, where the strengths of and need for NGO assistance are greatest, very little has occurred in the area of rural water supply and sanitation. However, several factors suggest this a fertile area for future cooperation.
Bank's Lending for Water Supply and Sanitation

The Bank began financing water supply and sanitation projects in 1961. Since then, lending for the sector has risen from less than US$10 million in 1962 to US$630.0 million in 1984. Lending has been heavily urban-oriented, with only 11% of the total for water supply and sanitation devoted to rural areas (see Table 1).

In the early years, it was decided to start with urban water supply programs because it was felt that the greatest number of people could be reached in the shortest possible time and suitable institutions could be strengthened and developed to continue the work. At a later date, as progress was made in the urban areas, attention was to be given to smaller communities and rural areas, progressively, without neglecting problems in rural areas.

As a result of the International Drinking Water Supply and Sanitation Decade, the developing nations re-examined their water supply and sanitation problems and many prepared national action programs. Virtually all of these national programs contemplate increased commitments to rural water supply and sanitation. This is a major undertaking since worldwide about 80% of the population live in the rural areas and about 70% of these lack adequate safe water. This new commitment is being reflected in the Bank's lending for the sector, tilting it more towards rural water supply and sanitation.

The Rural Problem

Attempts to improve the quality of rural life are often hindered by the nature of the population itself: often illiterate, scattered in thousands of villages, small clusters of homes, and even roving bands of nomads. Most of them do not understand the need for safe water supply. Innumerable sources of water must be developed or improved. Money and skills are less available in rural than urban areas. Rural areas frequently lack institutional infrastructure or even informal community organizations to promote the development and eventual use of improved facilities. To ensure success, community organizations must be developed and assisted to obtain and manage village-level projects, and it is here that NGOs can provide valuable complementary participation.

It is not enough to provide only water; other aspects of project development such as hygiene education, shelter improvement and sanitation facilities also demand attention. These latter issues require intensive attention: not only community-by-community, but also house-by-house and person to person. Multiple direct contacts are needed between the staff of the agency implementing the project benefitting community and its inhabitants.
Most government agencies such as the Ministries of Health or of Public Works, however, are not equipped to do this on a large enough scale. They are limited in staff, travel funds, and overall budgets. Further complicating the matter government officials, based in urban centers, encounter difficulty gaining the trust and confidence of distant local villagers, and lack an appreciation of the administrative, technical and financial difficulties involved in providing water supply and sanitation facilities at an affordable cost and acceptable technology to several thousand villages. There is often no policy framework or national strategy.

In rural areas the proper operation and maintenance of water systems is especially weak. If the community is involved, particularly through a locally active NGO, from concept to construction, it is more likely that the facilities will be better operated and maintained as being the villagers' own property. Even in ongoing projects, NGO involvement may be helpful in motivating and educating the community about operation and maintenance. One estimate puts the number of village water systems in disrepair, due to inadequate operation and maintenance, at 50%. The high capital costs of construction will not be justified unless their continuous use is assured. If a large number of existent systems are inoperative, one might consider a rehabilitation and consolidation project with NGO assistance to ensure proper operation and maintenance after rehabilitation.

Another major weakness in rural areas is the carrying out of sanitation programs involving, first, the planning, installation, and proper use of household excreta disposal facilities such as pit privies and, second, related health education support. There are individual installations to be decided upon and used by families and require that householders are well informed and guided by those responsible for the program. Many such programs have had limited success or have failed after a fairly good start. Several reasons have been advanced for these failures, but the most important of all appears to be the failure to understand the villagers' needs and priorities, to plan the program carefully, and to provide direct advice and support on a continuing basis.

All of these factors combine to make the rural water supply and sanitation problem a particularly difficult one. Specialized knowledge and expertise, both human and technical, have to be mobilized for successful rural projects.

The Need for NGO Involvement

Serving rural areas better with water and sanitation facilities seems almost tailor-made for NGO involvement. NGOs can play a useful role in building community support for improved facilities, in ensuring that community desires and perceived needs are addressed by the project design, in organizing community residents to provide
construction assistance and to carry out fund-raising activities, in
guaranteeing that operation and maintenance plans are feasible and that
tasks are actually carried out, and in developing hygiene education
programs to teach people how and why to use the improved facilities.
The combination of strong local ties, an integrated approach to
community development issues, and commitment to workable low-cost
alternatives that characterize many NGOs makes them an excellent
candidate for active participation in and cooperation with rural water
and sanitation projects financed by the Bank.

The Future of Bank-NGO Collaboration

Although there may be difficulties for Bank-NGO cooperation on
water and sanitation projects, these initial obstacles can be overcome,
and there will be many opportunities for fruitful collaborative efforts.

Factors in Cooperation

An important factor is the degree of lack of technical
expertise at the disposal of the NGO. For example, OXFAM has designed
water and sanitation components for use in refugee camps and disaster
relief operations and HELVETAS is assisting with design and construction
of village water supply in Lesotho. These activities are carried out
by persons who are technically well-qualified and who work in the field
side-by-side with the local staff acting on the spot as consulting
engineers do. However, not all NGOs have technicians and engineers
readily available. They rather have valuable assets in building
community support for rural projects. The required technicians and
engineers can be provided in the project which would benefit from the
complementary expertise.

Training materials are available that NGO personnel can use
in learning basic rural water supply and sanitation hardware
techniques. The Bank and USAID have developed training modules that
NGOs can use in carrying out field-level water and sanitation projects.
VITA has published a wealth of handbooks to be used by anyone with basic
education and aptitude.

It is probable that questions of technical capacity have been
a factor in discouraging NGO involvement in water-sanitation efforts up
to this point. Such questions should continue to be raised, but they
should be resolved on a case-by-case basis as discussed earlier.

The relatively small size of the projects carried out by the
NGOs is perceived by some as a problem. However, it is not intended for
the NGOs to operate on a larger scale than they are accustomed, but to
join their efforts with the Bank project and assist in a part of it.
This will complement the national efforts.
Another problem, often cited and frequently exaggerated, is ideological bias. To be sure, some NGOs espouse reformist, even radical, goals as champions of the poor and disadvantaged. This is sometimes perceived as giving a political-ideological orientation to their activity. In practice, whatever their platform pronouncements, NGOs are result-oriented. Long-run, utopian goals influence their decisions far less than short-run practical needs. This provides an ample basis for establishing working relationships with both national governments and international agencies.

In fact, representatives of NGOs are sometimes better accepted and have easier access to the authorities than bilateral and UN agency representatives. In several African countries—Lesotho, for example—the educational and health infrastructure established by NGOs comprises a major element of the country's program, particularly in rural areas.

Finally, there is the question of NGOs as appropriate loan recipients of loan funds. In Bank-financed projects, the official contract can be between the borrower (government or its agency) and the NGO concerned with the knowledge and approval of the Bank. The Bank has also made direct loans to NGOs with the guarantee and approval of the government, as in the First Sites and Services Project (Loan No. 1050ES) in El Salvador.

Choice of NGO

The choice of NGO depends on the scope of work to be done under a Bank-financed project. There could be NGOs already working at the village level to introduce both water supply and sanitation facilities, commonly as part of an integrated community development project (hardware and software). Some NGOs may specialize in health education, human resources development and community motivation (software). They can perhaps be used to do that part of work, while the villagers, contractors, and government workers are responsible for the construction of facilities (hardware). Some NGOs are active in providing technical assistance and training (including to other NGOs) and, if the scope of the project permits, that may be the best way to use them.

Ideally, collaboration with an NGO would start at the very beginning of the project cycle—project identification—to determine the capability of the NGO, its possible degree of involvement, and its acceptability to the government. At this stage, planning could include a preliminary definition of functions and scope of work together with cost estimates. Local NGOs can be very useful in interpreting these early ideas across the cultural lines that undoubtedly exist between the Bank project officer and even, surprisingly but very commonly, between the often urban-oriented government agency representatives and the community representatives.
Although the project identification stage is the most desirable time to start NGO involvement, useful contributions can be made by NGOs at other stages, and it is worthwhile talking to the NGOs active in a country at any stage of a project.

Most of the discussion thus far has assumed an NGO acting as a participating agency in a Bank-financed project; other modes of collaboration are possible, e.g., the NGO co-financing parts of a Bank project, the Bank financing a new element in an NGO ongoing activity, or replicating it in adjoining areas. An example of this mode is the complementary provision of water supply and sanitation facilities to villages where an NGO is working to develop rural housing and village-based ancillary industries. This type of financing was done in the Small Rural Operations Project (Credit No. 991 SE) in Senegal. CARITAS Senegal has an ongoing program to develop small irrigated areas pumping water from boreholes to the areas to be irrigated. CARITAS had sunk the boreholes, and IDA funds were used to buy pumps for completing the facilities. To ensure proper installation, CARITAS was asked to manage the installation and commissioning of the pumps.

Conclusions

The available evidence indicates that NGO participation in appropriate Bank-financed water supply and sanitation projects should be encouraged, beginning with Africa and probably in other regions. As it increases its efforts to deal with rural water and sanitation problems, the Bank can take advantage of the grass roots expertise characteristic of NGOs. In particular, these organizations can help to maximize community support for and involvement in Bank-financed projects and make it more likely that the facilities developed will be properly used and adequately maintained.

The water supply and sanitation needs of developing nations are great, and these needs cannot be met unless as many resources as possible are mobilized, used efficiently and count with the participation of the people themselves. Non-governmental organizations, in appropriate projects, can be a valuable resource.

Recommendations

Given the nature of rural water supply and sanitation projects, the best place to decide on the extent of Bank-NGO collaboration is at the field level; the best person to make such judgments is the project officer, in consultation with the borrower. In order to make sound judgments, the project officer should be prepared to answer certain key questions in regard to NGOs in a specific country. The answers to these questions constitute a "profile" of NGO involvement in water supply and sanitation in that country.

The most basic question — will NGO participation improve the development of the project? — must be answered on a project-by-project basis. Clearly, NGO involvement is not an end in itself but a means to
enhance certain important aspects of a project. If an investment seems secure without third party arrangements, there is no reason to complicate the situation. If NGO involvement seems advantageous, an "NGO profile" can be prepared based on the following:

- In what sectors are NGOs active in the country?
- What Bank-financed water supply and sanitation projects exist in the country?
- What NGOs in the country have worked successfully on Bank projects in the country?
- What NGOs active in water supply and sanitation in the country have worked successfully on Bank projects in other countries?

To illustrate the development of NGO profiles, material has been assembled for four countries in Africa and is presented in detail in Annex 2. Project officers will probably wish to add more detail when they focus on individual countries. To assist in this process, Annex 3 provides a country-by-country list of NGOs active in the water supply and sanitation sector in Africa.

Numerous NGOs are already active in Africa, and a number of these previously worked successfully on Bank projects in sectors other than water supply and sanitation and with other international and bilateral aid agencies. Project and program officers should be encouraged to develop NGO profiles for individual countries so that the information they provide could be used by other sector departments in the Bank.
ANNEX 1

(i) WORLD BANK POLICY STATEMENT ON COOPERATION WITH NGOS (English and French)

(ii) CENTRAL PROJECTS NOTE 10.05
COOPERATION BETWEEN THE WORLD BANK AND NON-GOVERNMENTAL ORGANIZATIONS

Background

Non-governmental organizations and voluntary organizations (both referred to as NGOs in this note) have long been involved in assisting populations of developing countries to improve their standards of living and their productivity. Health, education, rural and urban development and informal sector development have been the areas of concentration of religious and lay associations, private foundations, cooperatives and credit unions. Labor unions, chambers of commerce, research institutions, universities or public interest groups are not the primary subject of this note, although they may also engage in development activities and serve as agents for the spread of development information in the industrialized countries.

With the increased emphasis given by The World Bank to poverty-oriented projects, Bank lending operations have progressively moved into areas in which NGOs have traditionally been involved. This has led to a keener appreciation of the complementarity between projects financed by the Bank and those originated, executed and/or financed by NGOs, indigenous or expatriate.

The NGO contribution to development has also gained recognition among governments. Under Bank procedures, it is the borrower (normally the government) which carries out the project financed by the Bank, and it is not the Bank but the borrower (or an agency designated by the borrower) which contracts for any consultancies or other services required. Governments and government agencies may influence or be otherwise concerned with NGO development activities which parallel a Bank-financed project.

Why NGOs?

NGOs have a unique understanding of local institutions and of the socio-cultural environment and therefore can make a valuable contribution to project design. They usually have better access than most government agencies and commercial consulting firms to the project population, by reason of their familiarity with local conditions, greater administrative flexibility and network of members, correspondents and followers at the district or village level. NGOs are often able to promote and implement low cost technologies, as well as to facilitate changes in life styles or work habits of the project population. Often, NGOs have resources to support activities parallel to the main project and directed to the same target populations and may, on occasion, meet unforeseen needs arising during implementation of large-scale projects. NGOs often pioneer development, undertaking pilot projects that can be replicated. NGOs work at low cost: they are funded largely by charitable contributions and staffed by volunteers. In any case, they do not seek to make a profit. NGOs may also have special professional know-how not readily found in commercial enterprises.
A number of instances of Bank-NGO cooperation have occurred in recent years (see Box 1). In 1980, the Bank initiated systematic efforts to expand operational cooperation with NGOs. Bank staff were encouraged to look for opportunities for such cooperation and to bring these to the attention of governments and of appropriate agencies in borrowing countries; exchanges of information with NGOs were expanded; sectoral workshops were conducted with participation of major NGOs; in 1981, at the request of several NGOs, a Bank-NGO committee was organized with the function, among others, of considering ways to expand cooperation and to evaluate their effectiveness.

Which NGOs?

Bank-financed projects have involved, variously, NGOs from both developing and developed countries (with and without a local correspondent in the borrowing country), program NGOs that carry out long-term country programs with their own funds, service-type NGOs that provide services under contract, and both lay and religious organizations. There are no special requirements for cooperation with the Bank. But, since cooperation is operational, the NGO must have demonstrated its ability to perform the role it would assume in association with the project.

What kind of Association?

The basic objective of the Bank, and hence of the projects it finances, is to help its developing country members to accelerate their economic growth and increase the economic opportunities of their populations, through an increase in productivity, thus raising the standard of living. From their inception, Bank-financed projects go through several stages. This "project cycle" consists of five main phases: identification, design, appraisal and, after approval by the Bank's Executive Directors, implementation and evaluation. NGOs can relate to the project at any stage of the cycle. They may become involved directly in the Bank-financed project. Or, they may design their own activities so as to exploit the complementarities with the Bank-financed project. Following are illustrations of typical NGO roles in the various phases of the project cycle:

- identification: source, or sponsor, of project ideas, leader in experimentation or in pilot-size investment projects; source of individual expertise 1/ for project identification or reconnaissance work (see Box 2);

- design: consultant to the government, to local communities, or to the Bank; informal source of experience and data to project designers, be they government personnel, Bank staff or private consultants (see Box 3).

1/ An NGO interested in working as a consultant on a Bank-financed project is eligible for a contract award only if it meets the standards and follows the procedures established by the "Guidelines for the Use of Consultants by World Bank Borrowers and by the World Bank as Executing Agency" (August 1981).
- **appraisal and financing**: member of appraisal mission, co-financier (in money or in kind) for a project component, source of funds for activities complementary to the proposed Bank-financed project (see Box 4);

- **implementation**: project beneficiary receiving a government grant or loan out of Bank financing, to implement part of the Bank-financed project; contractor or manager, engaged by the government and financed from loan proceeds; adviser to individuals or local communities on how to take advantage of project-financed goods or services (such as credits); supplier of technical knowledge to local beneficiaries; independent partner implementing activities complementary to the Bank-financed project (see Box 5);

- **evaluation**: agency for monitoring project progress or evaluating project results (see Box 6).

**Factors in Cooperation**

There are obvious and substantial differences in scale between NGO activities and projects financed by the Bank. There will inevitably be situations in which these differences will preclude direct involvement of an NGO in a Bank-financed project. But it is also obvious from the examples cited above that accommodation can be feasible.

Considerations bearing on the possibility and potential effectiveness of cooperation will vary from country to country, from time to time and from sector to sector. Mutual perceptions play an important part. NGOs often see the government or the Bank as unduly complex and slow in their procedures; NGOs may be seen as insufficiently structured and too concerned with short-term objectives. The Bank and its borrowers are often criticized for excessive reporting requirements; NGO's accountability and project evaluation are often judged insufficient. NGOs criticize large projects sponsored by governments and financed by the Bank for taking an abstract or top-down approach; NGOs are faulted for lack of continuity and diffusion of their activities. Generalizations are not useful in this matter. It is only case by case that the possibility of finding a common ground among the government, the NGO and the Bank can be ascertained. So far, the number of instances in which Bank-NGO operational cooperation was attempted and did not proceed satisfactorily are a fraction of the number in which it succeeded.
Conclusion

NGO capability for promoting development and mobilizing resources for development purposes, through self-help and private initiative, is well recognized. The Bank's experience suggests that there is considerable scope for increased mutual support between NGO programs and Bank-financed projects in the sectors of urban and rural development, health and nutrition, education, small-scale enterprise development and, more generally, in the social sector. Bank borrowers are being encouraged to invite qualified NGOs to participate in the preparation and implementation of Bank-financed projects or engage in activities parallel to a project, whenever to do so would be consistent with the operational priorities of the particular NGO itself. The Bank welcomes suggestions from NGOs regarding opportunities for cooperation, made either in approaches to the agency of government involved in the specific project or to appropriate Bank staff.

Development of operational cooperation will be kept under review in the Bank, with continuing search for the most effective and practical ways to proceed.

Washington
July 1982
BOX 1: NGO CASE STUDIES

In the period 1975-82, NGOs were in some way associated with 75 Bank-financed projects. Of the 46 NGOs involved, about one-third were religious organizations in both developed and developing countries;1/ of the lay organizations, half were based in developed and half in developing countries.

By sector, the 75 projects were spread as follows: agriculture, 40%; urban development, 13%; transportation, 12%; education, 11%; small-scale industry and finance, 9%; population, health and nutrition, 9%; rural electrification, 5% and technical assistance, 1%.

In almost one-quarter of the cases, the NGO was a recipient of a loan or a grant from the government out of the proceeds of a Bank loan. But in an equal number of cases the NGO was a contractor. In 20%, it was the source of activities parallel or complementary to Bank-financed projects; in 18%, it was consultant to the government or the project beneficiaries. NGOs were also co-financiers in funds or in kind, sources of information, consultants to the Bank, and sub-borrowers. Sometimes the NGO served in more than one capacity.

NGOs were most active in association with the fields of nutrition, family planning and health, 26%, and in non-formal and vocational training, 20%. They were also involved in institution-building, 15%; extension services, cooperatives and credit, 15%; and project identification, preparation and evaluation, 11%. To a more limited extent, they were engaged in community mobilization; construction of housing, schools, road and wells; and promotion of appropriate technology.

BOX 2: PROJECT IDENTIFICATION

NGOs active in Kenya contributed their knowledge and encouragement in the project preparation stage. Later, several (Family Planning Association of Kenya, Kenya Catholic Secretariat, Maendeleo ya Wanawake, National Christian Council of Kenya, Protestant Churches Medical Association and Salvation Army) participated in the execution of the project's maternal-child health care and family planning component. Two local NGO representatives sit on the five-member executive committee of the National Council which guides the information and education program included in the project.

First Madras Urban Development Project - India

A local NGO, the Swallows of India, operates a pilot urban medical center set up as part of the project and contributes staff and

1/ Local chapters of organizations headquartered in developed countries have been counted as LDC NGOs.
medical equipment. Three additional medical centers are to be operated by a local NGO under the Second Madras Urban Development Project.

BOX 3: PROJECT DESIGN

Rural Electrification - Egypt, Jamaica, Yemen

National Rural Electrification Cooperative Association (NRECA) has acted as consultant to the borrower in several Bank-financed projects. The consultancies concerned: organization of distribution companies and accounting under Shoubrah El Kheima Thermal Power Project in Egypt; management and labor relations under the Second Power Project in Jamaica; rural electrification under the Power Distribution Project in the Yemen Arab Republic, providing the basis for the subsequent Regional Electrification Project; detailed engineering and institutional and operational strengthening of the executing agency under the Regional Electrification Project.

Third Agricultural Credit Project - Kenya

A staff member of Agricultural Cooperative Development International (ACDI), acting as consultant to the Government of Kenya, prepared a reorganization plan for the credit appraisal department of the Agricultural Finance Corporation, the project implementing agency.

Kwango Kwilu Technical Assistance Project - Zaire

Several church-affiliated NGOs active in Zaire in the project area, including the Bureau Diocesain de Developpement, the Mouvement du Progres Populaire and the Programme Agricole Protestant, provided significant information in the project preparation phase. The project provides for financing of farmer training and other extension work by NGOs.

Technological Contributions - Indonesia, El Salvador, Kampuchea

NGO-developed techniques were applied in the construction of rainwater catchment tanks in the Yogyakarta Rural Development Project in Indonesia, in self-help housing construction in El Salvador and for handpumps in water supply in Kampuchea (under a UNDP project in which the Bank and OXFAM are associated).

BOX 4: PROJECT FINANCING

Second Education Project - Liberia

US CARE met part of the cost of the project's school construction component. In addition, it managed the school construction
and assisted in the strengthening of local capability to implement small-scale construction and to develop self-help programs at local level.

Lusaka Squatter Upgrading and Sites and Services Project - Zambia

The American Friends Service Committee prepared and implemented a training program for community development workers included in the project, providing professional services, training materials, equipment and vehicles.

Rural Development Project - Haiti

Volunteers of the Association Francaise des Volontaires du Progres finance agricultural extension activities and carry out field trials under the project.

Maritime Rural Development Project - Togo

CARITAS funded a credit program for smallholders, thereby preventing a shortfall in credit assistance to the beneficiaries of the project.

Yogyakarta Rural Development Project - Indonesia

YIS, an Indonesian NGO, managing a component of the project, provided transport facilities — at no cost to the project — to deliver urgently needed construction materials.

BOX 5: PROJECT IMPLEMENTATION

First and Second Small- and Medium-Scale Enterprise Projects - Cameroon

The Association pour la Formation des Cadres de l'Industrie et de l'Administration (AFCA) assisted in the training of small entrepreneurs and in advising the former trainees on management and investment as part of the first project, under contract with a Cameroonian Government Agency. Within the second project, AFCA will give advice on setting up artisanal association for bulk purchases of raw materials and sale of finished products.

Employment Creation Project - Niger

The Fund for Research and Investment for the Development of Africa, Ltd., (FRIDA) was engaged by a Nigerian Government Agency to supervise training and production at the Artisan Center and three satellite centers supported by the project. FRIDA also agreed to purchase a substantial share of the project output for marketing abroad.
Education Projects - Haiti

Parallel to the first education project, US CARE agreed with the Ministry of Agriculture, Natural Resources and Rural Development to establish nutrition centers and demonstration gardens adjacent to project schools. Cooperation was continued under the second project and similar involvement is envisaged for the third.

Nutrition Development Project - Indonesia

PKK, a local women's association, organized systematic gatherings at which to disseminate information under the project.

Road Maintenance Training - Nigeria, Rwanda, Senegal, Upper Volta, Zaire

The Organization for Rehabilitation through Training has been employed by borrowers to implement project-related training included in Bank-financed projects.

BOX 6: PROJECT EVALUATION

Village Irrigation Rehabilitation Project - Sri Lanka

The Freedom from Hunger Campaign - Sri Lanka will be involved in one of three evaluation studies funded by the project. It will organize general agricultural information collected by government agencies, thereby providing the necessary background material for evaluative studies by the University of Paradeniya.

Small- and Medium-Scale Enterprise Project - Liberia

Partnership for Productivity (PfP) will assist in the development of the National Investment Commission (NIC), financed by the project. In addition to developing a monitoring system for NIC's field program, PfP will test approaches for assisting small-scale enterprises, assist in recruiting, training and organizing extension officers, train new staff of NIC's Small- and Medium-Scale Enterprise Department and organize workshops for small entrepreneurs.
LA COOPÉRATION ENTRE LA BANQUE MONDIALE ET LES ORGANISATIONS NON GOUVERNMENTALES

Données générales

Les organisations non gouvernementales et les organisations bénévoles (toutes deux regroupées dans ce document sous le sigle ONG) aident depuis longtemps les populations des pays en développement à améliorer leur niveau de vie et leur productivité. Les associations religieuses et laïques, les fondations privées, les coopératives et les mutuelles de crédit ont fait porter particulièrement leurs efforts sur la santé, l'éducation, le développement rural et urbain et le développement du secteur non structuré. On ne s'attardera pas particulièrement dans ce document sur le rôle des syndicats, chambres de commerce, instituts de recherche, universités ou groupes d'intérêt officiels qui peuvent également prendre part à des activités de développement et aider à faire connaître les problèmes de développement dans les pays industrialisés.

Depuis que la Banque mondiale accorde une plus grande place à des projets de lutte contre la pauvreté, ses opérations de prêt ont de plus en plus abordé des domaines dans lesquels les ONG ont traditionnellement joué un rôle actif, ce qui a permis de mieux voir la complémentarité des projets financés par la Banque et de ceux conçus, réalisés et/ou financés par les ONG, qui celles-ci aident leur siège dans le pays ou à l'étranger.

En outre, la contribution des ONG au développement est désormais reconnue à sa juste valeur par les Gouvernements. Selon les procédures de la Banque, il incombe à l'Emprunteur (normalement le Gouvernement) d'exécuter le projet financé par la Banque, et c'est à l'Emprunteur (ou à l'agence qu'il désigne à cette fin) et non à la Banque qu'il incombe de s'assurer, sous contrat, les services de consultants ou autres services nécessaires à l'exécution du projet. Les Gouvernements et les services publics peuvent influencer les activités de développement des ONG qui sont parallèles à un projet financé par la Banque, ou s'y intéresser de toute autre façon.

Pourquoi cette coopération avec des ONG?

Les ONG connaissent mieux que quiconque les institutions locales et le milieu socio-culturel et peuvent donc être d'un précieux concours lors de la conception d'un projet. Il leur est en général plus facile qu'à la plupart des services publics ou des bureaux d'études privés d'établir le contact avec la population de la zone du projet, car elles sont très au courant de la situation locale, font preuve d'une grande flexibilité administrative et disposent de tout un réseau de membres, de correspondants et d'affiliés au niveau du district ou du village. Les ONG réussissent souvent à promouvoir et mettre en œuvre des technologies bon marché et à faciliter l'adaptation des populations à de nouveaux modes de vie ou de nouvelles habitudes de travail. Les ONG disposent souvent de ressources leur permettant de financer des activités parallèles au projet principal et s'adressent à la même population cible, et de pourvoir éventuellement à des besoins imprévus,
survenant au cours de la réalisation de projets de grande envergure. Les
ONG font souvent œuvre de pionniers en matière de développement, notamment
lorsqu'elles entreprennent des projets pilotes susceptibles d'être répétés
ailleurs. Les ONG ont peu de frais : leurs ressources proviennent en grande
partie de contributions à des œuvres de bienfaisance et leur personnel est
bénévole. De toute façon, elles n'exercent pas d'activités à but lucratif.
D'autre part, elles disposent parfois de connaissances techniques particulières
difficiles à trouver dans le secteur commercial.

Au cours des dernières années, la Banque et les ONG ont eu à
plusieurs reprises l'occasion de collaborer (voir Encadré No 1). En 1980,
la Banque a entrepris des efforts délibérés en vue d'accroître la coopération
opérationnelle avec les ONG. Elle a encouragé son personnel à rechercher
des occasions propices à une telle coopération et à les porter à la connaissance
des Gouvernements et des organismes appropriés des pays emprunteurs ; -les
échanges de renseignements avec les ONG se sont développés et des séminaires
sectoriels ont été organisés avec la participation d'ONG importantes. En
1981, à la demande de plusieurs ONG, un comité Banque-ONG, chargé notamment
de trouver des moyens d'accroître cette coopération et d'évaluer l'efficacité
de ces organisations, a été constitué.

Choix des ONG

Les projets financés par la Banque ont fait intervenir, à un moment
ou à un autre, des ONG qui appartenaient à des pays en développement aussi
bien qu'à des pays développés (avec ou sans correspondant local dans le pays
emprunteur), des ONG réalisant grâce à leurs fonds propres des programmes
à long terme dans un pays spécifique, aussi bien que des ONG spécialisées dans
les "services" qu'elles fournissaient sous contrat, des organisations laïques
aussi bien que religieuses. Ces organisations ne doivent pas remplir de
conditions spéciales pour coopérer avec la Banque. Néanmoins, du fait que
la coopération porte sur les opérations, l'ONG doit pouvoir prouver qu'elle
est en mesure d'assurer le rôle qu'il lui sera demandé d'assumer en association
avec le projet.

Quelle doit être la nature de cette association?

L'objectif principal de la Banque, et par conséquent des projets
qu'elle finance, est d'aider les pays en développement membres de la Banque
to accelerate leur croissance économique et à améliorer la situation économique
de leur population grâce à une augmentation de la productivité ; ce qui
entraîne une amélioration du niveau de vie. Les projets financés par la
Banque passent par plusieurs étapes. Ce "cycle du projet" comprend cinq
phases principales : l'identification, la conception, l'évaluation et après
approbation des Administrateurs, la réalisation et l'évaluation rétrospective.
Les ONG peuvent collaborer au projet à n'importe quelle étape de ce cycle.
Elles peuvent soit participer directement au projet financé par la Banque,
soit mettre au point des activités propres, complémentaires du projet financé
par la Banque. On trouvera ci-dessous des exemples de certains rôles-type
joué par des ONG dans les différentes phases du cycle du projet :

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[The text continues with detailed examples of ONG roles in different project phases, which are not transcribed here.]
Identification : une ONG peut être à l'origine d'un projet ou le parrainer; jouer un rôle directeur dans des projets expérimentaux ou des projets pilotes d'investissement; fournir des experts chargés de procéder à l'identification de projets ou d'effectuer des travaux de reconnaissance (voir Encadré 2);

Conception : une ONG peut agir en qualité de consultant auprès du Gouvernement, des communautés locales, ou de la Banque; elle peut également faire bénéficier officieusement de son expérience les responsables de la conception d'un projet (qu'il s'agisse de fonctionnaires du gouvernement intéressé, de personnel de la Banque ou de consultants privés) et leur transmettre certains renseignements (voir Encadré 3).

Évaluation et financement : une ONG peut faire partie d'une mission d'évaluation, cofinancer (en espèces ou en nature) une composante d'un projet ou assurer le financement d'activités complémentaires au projet envisagé, financé par la Banque (voir Encadré 4);

Réalisation : une ONG peut être bénéficiaire d'un projet et recevoir à ce titre un prêt ou un don de l'Etat (alimenté par les fonds fournis par la Banque) pour réaliser une partie du projet financé par la Banque, être engagée par l'Etat et retribuée au moyen du prêt pour exécuter sous contrat ou diriger un projet, conseiller des particuliers ou des communautés locales sur la meilleure manière d'utiliser les biens ou services (crédits par exemple) financés dans le cadre du projet, fournir des connaissances techniques aux bénéficiaires locaux, exécuter à titre indépendant des activités complémentaires à celles du projet financé par la Banque (voir Encadré 5);

Évaluation rétrospective : une ONG peut être chargée de suivre l'état d'avancement d'un projet ou de procéder à l'évaluation rétrospective des résultats d'un projet (voir Encadré 6).

Eléments sur lesquels portera la coopération

Il existe entre les activités des ONG et celles des projets financés par la Banque, des différences d'échelles évidentes. Il est des cas où ces différences rendront forcément impossible la participation directe d'une ONG à un projet financé par la Banque. Mais les exemples susmentionnés prouvent également que des arrangements sont possibles.

1/ Une ONG qui souhaiterait prendre part en qualité de consultant à un projet financé par la Banque ne peut se voir attribuer un contrat que si elle satisfait aux conditions posées dans les "Directives pour l'emploi de consultants par les Emprunteurs de la Banque mondiale et par la Banque mondiale en tant qu'Agence d'exécution" (août 1981) et qu'elle en respecte les procédures.
La possibilité de coopérer avec une ONG et l'efficacité potentielle d'une telle coopération varieront selon le pays, l'époque et le secteur. Et le jugement que chaque partie porte sur les autres tient une place importante. Les ONG estiment souvent que le gouvernement intéressé ou la Banque sont des entités trop complexes et que leurs procédures sont trop lentes; inversement les gouvernements et la Banque ont tendance à penser que les ONG ne sont pas suffisamment structurées et qu'elles accordent trop d'importance aux objectifs à court terme. On reproche souvent à la Banque et à ses emprunteurs de trop insister sur la nécessité de présenter des rapports périodiques; mais par ailleurs, on estime tout aussi souvent que les ONG ne sont pas suffisamment tenues pour responsables de leurs activités et qu'elles ne soignent pas assez l'évaluation rétrospective des projets. Les ONG critiquent les grands projets réalisés sous l'égide des gouvernements avec le concours financier de la Banque, auxquels elles reprochent d'être trop abstraits ou d'aborder les problèmes d'un point de vue hiérarchique trop rigide; à l'inverse, il est reproché aux ONG de se livrer à des activités dispersées et de portée limitée. Dans ce domaine, les généralisations ne servent à rien. La possibilité de trouver un terrain d'entente entre le gouvernement, l'ONG et la Banque doit être évaluée cas par cas. Jusqu'à présent, la coopération opérationnelle Banque-ONG a réussi plus souvent qu'elle n'a échoué.

Conclusion

Il est aujourd'hui généralement admis que les ONG sont parfaitement en mesure de promouvoir le développement et de mobiliser des ressources à cette fin en encourageant l'auto-assistance et l'initiative privée. D'après les constatations de la Banque, on peut encore accroître considérablement la complémentarité des programmes des ONG et des projets financés par la Banque dans les secteurs du développement urbain et rural, de la santé et de la nutrition, de l'éducation, du développement des petites entreprises et, d'une façon plus générale, dans le secteur social. Les emprunteurs de la Banque sont actuellement encouragés à inviter les ONG compétentes à participer à la préparation et à la réalisation des projets financés par la Banque ou à entreprendre des activités parallèles à celles d'un projet dans la mesure où cela n'est pas incompatible avec les priorités opérationnelles de l'ONG en question. La Banque souhaiterait vivement que les ONG lui fassent part de leurs suggestions concernant les possibilités de coopération. Celles-ci pourront être transmises soit à l'organisme public prenant part au projet spécifique soit au service approprié de la Banque.

La Banque se propose de suivre l'évolution de la coopération opérationnelle et continuera de chercher les moyens les plus efficaces et les plus pratiques de la mettre en œuvre.

Washington
Juillet 1982
ENCADRE 1 : ONG-ÉTUDE DE CAS

De 1975 à 1982, 75 projets financés par la Banque ont bénéficié, sous une forme ou une autre, du concours d'une ONG. Sur les 46 ONG ayant ainsi participé à ces projets, un tiers environ était des organisations religieuses de pays développés ou en développement, 1/ la moitié appartenaient à des pays développés, l'autre moitié à des pays en développement.

Selon une distribution par secteur, les 75 projets se sont répartis de la manière suivante : agriculture, 40 %; développement urbain, 13 %; transports, 12 %; éducation, 11 %; petites entreprises et financement, 9 %; population, santé et nutrition, 9 %; électrification rurale, 5 % et assistance technique, 1 %.

Dans près de 25 % des cas, l'ONG a reçu de l'État un prêt ou un don financé au moyen d'un prêt de la Banque. Mais l'ONG a tout aussi souvent été chargée d'exécuter une partie du projet. Dans 20 % des cas, l'ONG a entrepris des activités parallèles ou complémentaires à celles des projets financés par la Banque; dans 18 % des cas, elle a agi en qualité de consultant auprès du gouvernement ou des bénéficiaires du projet. Les ONG ont également participé au cofinancement des projets (en espèces ou en nature), fourni des renseignements, agi en qualité de consultant auprès de la Banque ou d'emprunteurs subsidiaires. Dans certains cas, l'ONG a joué plusieurs de ces rôles.

Les ONG ont surtout fait porter leur action sur la nutrition, le planning familial et la santé (26 %) et sur l'éducation parascolaire et la formation professionnelle (20 %). Elles ont également joué un rôle dans la création d'institution (15 %); les services de vulgarisation, les coopératives et le crédit (15 %), ont pris part à l'identification, la préparation et l'évaluation rétrospective des projets (11 %). Dans une moindre mesure, elles se sont employées à mobiliser les efforts de la communauté à construire des logements, des écoles, des routes et des puits, et à promouvoir des technologies appropriées.

ENCADRE 2 : IDENTIFICATION DES PROJETS


1/ Les filiales locales d'organisations ayant leur siège dans des pays développés ont été comptées comme ONG de pays en développement.
of Kenya, Protestant Churches Medical Association et l'Armée du salut) ont pris part à l'exécution de deux composantes du projet : soins de santé maternelle et infantile et planification de la famille. Deux représentants d'une ONG locale siègent au comité exécutif du "National Council" composé de cinq membres, qui définit les grandes orientations du programme d'information et d'éducation inclus dans le projet.

**Premier projet de développement urbain à Madras – Inde**

Une ONG locale, "the Swallows of India" (les Hirondelles de l'Inde), gère un centre médical pilote en milieu urbain, créé dans le cadre du projet et fournit le personnel et le matériel médical. Une ONG locale sera chargée d'administrer trois autres centres médicaux dans le cadre du second projet de développement urbain de Madras.

**ENCADRE 3 : CONCEPTION DU PROJET**

**Electrification rurale – Egypte, Jamaïque, Yémen**

La "National Rural Electrification Cooperative Association" (NRECA) a servi de consultant auprès de l'Emprunteur dans divers projets financés par la Banque. Elle a notamment été consultée sur : l'organisation des sociétés de distribution et de la comptabilité dans le cadre du projet d'énergie thermique Shoubrah El Kheima, en Égypte; les relations entre le patronat et le personnel dans le cadre du deuxième projet d'électricité à la Jamaïque; des questions d'électrification rurale, dans le cadre du projet de distribution d'électricité en République arabe du Yémen, ce qui a servi de base au projet ultérieur d'électrification régionale; le projet d'exécution et le renforcement institutionnel et opérationnel de l'agence d'exécution, dans la cadre du projet régional d'électrification.

**Troisième projet de crédit agricole – Kenya**

Un membre du personnel de l'"Agricultural Cooperative Development International" (ACDI), agissant en qualité de consultant auprès du Gouvernement du Kenya, a préparé un plan de réorganisation pour le service d'évaluation du crédit de l'"Agricultural Finance Corporation" (Société de financement agricole), agence d'exécution du projet.

**Projet d'assistance technique Kwango Kwilu – Zaïre**

Plusieurs ONG ayant une affiliation religieuse et qui exercent leurs activités au Zaïre dans la zone du projet, notamment le Bureau diocésain de développement, le Mouvement du progrès populaire et le Programme agricole protestant, ont fourni des renseignements utiles lors de la préparation du
du projet. Conformément aux dispositions du projet, la formation des agriculteurs et d'autres tâches de vulgarisation seront financées par des ONG.

**Apports technologiques - Indonésie, El Salvador, Kampuchea**

Des techniques mises au point par des ONG ont été utilisées pour la construction de réservoirs de captage d'eau de pluie prévus dans le projet de développement rural de Yogyakarta en Indonésie, de logements auto-assisstés au Salvador et au Kampuchea, de pompes à main devant permettre d'assurer une alimentation en eau (dans le cadre d'un projet du PNUD auquel étaient associées la Banque et l'Oxfam).

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**PROJET 4 : FINANCEMENT DU PROJET**

---

**Deuxième projet d'éducation - Libéria**

US CARE a financé une partie des frais afférents à une composante du projet : la construction d'écoles. De plus, elle a dirigé les travaux de construction des bâtiments scolaires et aidé au renforcement de certaines institutions locales afin de les rendre aptes à réaliser certaines petites travaux de construction et à mettre au point des programmes locaux d'auto-assistance.

**Projet de assainissement des bidonvilles et de trames d'accueil de Lusaka - Zambie**

L'"American Friends Service Committee" a préparé et mis en œuvre le programme de formation prévu au projet et conçu à l'intention des agents de développement communautaire, en fournissant services de spécialistes, matériels pédagogiques, équipement et véhicules.

**Projet de développement rural - Haïti**

Des volontaires de "l'Association française des volontaires du progrès" financent des activités de vulgarisation agricole et effectuent des essais sur le terrain dans le cadre du projet.

**Projet de développement rural dans la région maritime - Togo**

CARITAS a financé un programme de crédit aux petits exploitants qui a permis d'éviter une interruption de l'aide financière dispensée aux bénéficiaires du projet.
Projet de développement rural de Yogyakarta - Indonésie

Dian Desa, ONG indonésienne chargée de la réalisation d'une composante du projet, a assuré gratuitement le transport de matériaux de construction indispensable à la réalisation du projet.

**ENCADRE 5 : REALISATION DU PROJET**

Dans le cadre du premier projet, "l'Association pour la formation des cadres de l'industrie et de l'administration" (AFCA) engagée sous contrat par un organisme public camerounais, a aidé à former de petits entrepreneurs et à conseiller les anciens stagiaires en matière de gestion et d'investissement. Dans le cadre du deuxième projet, l'AFCA donnera des conseils sur la constitution d'associations d'artisans qui serviront d'intermédiaires pour l'achat, en gros, de matériaux premières et la vente de produits finis.

**Projet de création d'emplois - Niger**

"The Fund for Research and Investment for the Development of Africa, Ltd" (FRIDA) a été chargé par un organisme public nigérien de superviser la formation et la production, au Centre artisanal et dans trois centres-satellites bénéficiant de l'appui du projet. Le FRIDA a également accepté d'acheter une part importante des articles produits dans le cadre du projet et de se charger de leur commercialisation à l'étranger.

**Projets d'éducation - Haïti**

Parallèlement au premier projet d'éducation, US CARE a convenu avec le Ministère de l'agriculture, des ressources naturelles et du développement rural, de créer des centres de nutrition et des vergers expérimentaux attenant aux écoles prévues dans le projet. La coopération s'est poursuivie dans le cadre du deuxième projet et l'on envisage de prendre des dispositions analogues dans le cas du troisième projet.

**Projet de nutrition - Indonésie**

La PKK, association féminine locale, a organisé dans le cadre du projet des réunions régulières au cours desquelles ont été diffusés de renseignements sur ce sujet.

**Formation en matière d’entretien routier - Nigéria, Rwanda, Sénégal, Haute-Volta, Zaire**

L'organisation "Rehabilitation through Training" a été engagée par les emprunteurs pour assurer la formation nécessaire à l'exécution des projets, prévue dans les projets financés par la Banque.
ENCADRE 6 : ÉVALUATION RÉTROSPECTIVE DES PROJETS

Projet de remise en état des réseaux d'irrigation des villages - Sri Lanka

L'organisation "The Freedom from Hunger Campaign" - Sri Lanka, prendra part à l'une des trois études d'évaluation rétrospective financées par le projet. Elle classera les renseignements d'ordre général concernant l'agriculture qui auront été réunis par les organismes publics, constituant ainsi la base de références nécessaires aux études d'évaluation rétrospectives de l'Université de Paradeniya.

Projet relatif aux petites et moyennes entreprises - Libéria

"Partnership for Productivity" (PfP) aidera au développement de la "National Investment Commission" (NIC), financée par le projet. Outre la mise au point d'un système de suivi du programme sur le terrain de la NIC, la PfP mettra à l'essai différentes méthodes pour aider les petites entreprises; fournira une aide en matière de recrutement, formation et encadrement des agents de vulgarisation; formera le nouveau personnel du Service des petites et moyennes entreprises de la NIC et organisera des séminaires à l'intention de petits entrepreneurs.
1. The purpose of this note is to assist Bank staff in advising governments on how to make effective use, within the framework of Bank-financed projects, of the potential of NGOs toward mobilizing human resources through self-help and private initiative. It also draws attention to cases where Bank staff may benefit from NGO advice or other assistance. It is based on information made available by NGOs, consideration of other development institutions' policies on NGOs, and on a detailed review of 18 Bank-financed projects among an estimated 50 projects involving NGOs in recent years.

Definition

2. This note applies to all non-profit organizations with private membership which provide development assistance. Their services are provided through volunteers, paid professional staff, or a combination of both. Bank-financed projects involve essentially the following types of NGOs:

(a) NGOs based in developed countries, with considerable experience in developing countries, and specialized in:

(i) the management of foreign aid intended to promote development at the local community level; or

(ii) a particular area of professional expertise such as vocational or management training, development of small-scale enterprises, management of educational programs or promotion of appropriate technologies.

1/ Also called Private Voluntary Organizations (PVOs).

2/ Such organizations principally include foundations, lay and religious aid associations, non-governmental cooperatives, and credit unions. Normally labor unions, chambers of commerce, research institutions, universities, or public interest groups would not be included. Some NGOs have affiliates/correspondents in other countries. There are also consortia of NGOs. A fuller discussion of NGO typology is contained in a paper entitled "Bank Relations with Non-Governmental Aid Organizations," available from IRD.
(b) NGOs based in developing countries, with demonstrated competence in a particular area of Bank lending such as rural development, low-cost housing, health and nutrition, promotion of women's role in development activities, or the organization of local community efforts.

3. Whether they are based in developed or developing countries, NGOs usually have an essentially social purpose which gives them special knowledge of local conditions and access to the poor, both urban and rural. Hence, once Bank-financed projects began to aim at reaching directly a specific target group or audience within a member country, it was likely that a variety of types of association would develop between NGOs and the three other main parties concerned: government agencies, local beneficiaries (individual or groups), and the Bank. This has happened in most of the sectors to which the Bank lends: agriculture and rural development, education, small-scale industry, population/health/nutrition, urban, water supply/sanitation, and project-related training financed as a component of projects in any of these sectors or in the power and highways sectors.

Types of Association

4. NGOs may be involved in Bank-financed projects at every stage of the project cycle. For instance:

(a) **project identification**: as sponsor or originator of project ideas, including of small-scale projects being considered as a basis for a Bank-financed project, or as a source of individual expertise for an identification or reconnaissance mission;

(b) **project design**: as consultant to the government or to local communities, as consultant to the Bank, or as a provider of information to project designers or Bank staff;

(c) **project appraisal/financing**: as a co-financer of the project or as a provider of financing for activities complementary to the Bank-financed project;

(d) **project implementation**: as a contractor or manager engaged by the government and financed from the loan proceeds; as an adviser either assisting local beneficiaries to apply for the project benefits (e.g., credits) or organizing local communities to make use of project benefits; as a financial intermediary or a supplier of technical knowledge to local beneficiaries; as an independent partner implementing activities complementary
to the Bank-financed project; or as a direct beneficiary of the project (government grant or loan); 3

(e) project evaluation: assisting the government, the project entity or the Bank in monitoring project progress or evaluating project results.

The above illustrates the variety of circumstances in which NGO involvement can materialize during project design and implementation. Annex 1 lists 18 Bank-financed projects with NGO involvement, by type of association and sector, about which detailed information is available. 4

Benefits

5. The major identifiable benefits that may result from NGO involvement include:

(a) Better understanding of the local institutional, technological and socio-cultural environment as an input into project design, often gained through experience in carrying out community or village level small-scale projects with overall aims similar to those of the Bank-financed project;

(b) Better access (compared with most government agencies or consulting firms) to the intended project beneficiaries at the community or individual level. This may be due to the NGOs' better ability to communicate with the beneficiaries, their greater administrative flexibility, or their access to a network of dedicated volunteer or semi-volunteer staff. For instance: without the assistance of local NGOs the Philippines Urban Project implementation unit (Loan 1272/1282-PH) probably would have been confronted by a hostile, uncooperative target group. Without the intervention of CARITAS, very few of the intended beneficiaries of the Togo Maritime Rural Development Project (Credit 638-TO) would have been reached. Without the

3/ On-lending is more likely to occur for IDF projects, shelter schemes and agricultural credit programs; grants are more typical in the education, population, health and nutrition sectors. Serviced land has also been provided under urban projects for carrying out an NGO's community or religious activities.

4/ A detailed review of NGO involvement in these projects is available from CPS/PAS and IRD. This material will be expanded from time to time.
help of a local association of women, there
would have been no gatherings at which to dis-
seminate nutrition information under the Nutri-
tion Development Project in Indonesia (Loan
1373-IND);

(c) Ability and willingness to promote and implement
the adoption of low-cost technologies or other
changes in life and work styles necessary for
the success of a project; e.g., the construction
of rainwater catchment tanks under the Yogyakarta
Rural Development Project in Indonesia (Credit
946-IND), self-help housing in urban projects in
El Salvador (Credit 517/726 and Loan 1050/
1465-ES), and rural water supply handpumps in
Kampuchea (under UNDP project GLO/79/010 in
which the Bank is associated with OXFAM);

(d) Access to complementary manpower or financial
resources which they may be willing to tap to
meet unforeseen needs during project implementa-
tion; e.g., a local NGO managing a component of
the Yogyakarta Rural Development Project in
Indonesia (Credit 946-IND) used its own trans-
port at no cost to the project to deliver
urgently needed construction materials, and CARE
financed the training of local staff in self-
help school construction under an education
project in Liberia (Loan 1266-LBR);

(e) Ability to finance project components ineligible
for Bank financing; e.g., pre-school educa-
tion and nutrition centers associated with an
education project in Haiti (Credit 618-HA),
which were at the time ineligible for Bank
financing, benefited from CARE's parallel
financing;

(f) Special professional knowledge or know-how;
e.g., ORT (Organization for Rehabilitation
through Training) has considerable expertise in
project related training.

**Problem Areas and Risks**

6. While the benefits of involving NGOs often are evident, there may
also be possible problems:

(a) NGOs are extremely diverse with respect to orga-
nization, size and operations; hence the suit-
ability of a particular NGO for a given assign-
ment needs to be carefully assessed, by both
the government and the Bank;
(b) use of a foreign NGO without a local subsidiary as implementing agency may ensure efficient project implementation, but such use is no substitute for building up local institutional capabilities (NGO or governmental);

(c) an NGO's priorities may differ from those of the government and not match the project objective, e.g., the NGO may promote an excessive degree of local participation in engineering decisions regarding, say, irrigation works; it may show excessive zeal in promoting a particular type of technology; or it may have different views regarding interest rates on loans for the poor;

(d) short-term NGO assignments are likely to be more acceptable to a government than a permanent role (as illustrated by the easier acceptance of NGOs by governments for school and water-tank construction, in contrast to community participation);

(e) an NGO may have unstated motives (religious, political), different from those of the government/borrower. Experience suggests that unless all agencies concerned with the project or project component agree to the desirability of NGO involvement, the chances of success are limited. This has been demonstrated both positively and negatively — by the success of the El Salvador Urban Project (Credit 517/Loan 1050-ES) and by the problems encountered by a local community development NGO under the Yogyakarta Rural Development Project (Credit 946-IND) in Indonesia.

7. From the NGO viewpoint, involvement with governments and with Bank-financed projects is likewise not problem and risk free. Some NGOs are precluded by their philosophy or by charter from collaborating with a government. For those not subject to such constraints, there is a risk of over-extension as a result of foreign financing attracted by their success. For example, funding for the Botswana Youth Brigades (Loans 1274/5 and 1828-BT) may have expanded them beyond local managerial capabilities and local community needs. On the other hand, India's Dairy Cooperative Societies (Credit 824-IN) have demonstrated an ability to build up their organization to cope with increased size and complexity while preserving local initiative and a sense of participation. Bank staff should be careful to ensure that the role envisaged for an NGO is appropriate and commensurate with its capabilities, and may need to advise local NGOs on ways to cope with organizational growth and the pace of implementation of Bank-financed projects.
8. Also, when an NGO is interested in serving as a consultant under a Bank-financed project, it should be made aware that in order to be eligible for a contract award, like any other entity it must meet the standards and adhere to the procedures established by the "Guidelines for the Use of Consultants by World Bank Borrowers and by the World Bank as Executing Agency" (August 1981).

Further Efforts to Promote Successful Involvement of NGOs in Bank-financed Projects

9. Wherever appropriate, Bank staff should be prepared to bring to the Borrower's attention the potential benefits of NGO involvement in project generation and implementation. In addition, there is the possibility of calling on NGO personnel to participate in the Bank's preparation or appraisal missions. In the past, NGO involvement has often been haphazard and unplanned.

10. To facilitate cooperation with NGOs, an NGO-Bank committee was created in May 1981 (Annex 2) with a view, inter alia, to make available to Bank staff relevant operational information on NGOs and to improve NGO information about Bank-financed projects of possible interest. Within the Bank, the International Relations Department will coordinate these efforts. Such information should lead to more systematic consideration by NGOs, governments and the Bank of opportunities for NGO participation in the design and implementation of Bank-financed projects or for NGO provision of complementary operational assistance. The CPS Departments and the Science and Technology Unit of PAS can assist in advising on NGO technical capabilities in their respective areas of specialization.

11. With regard to project design, especially in the case of multisectoral projects including small-scale works, employment generation activities or "social" interventions involving local communities (e.g., health, literacy, community facilities, credit mechanisms for small-scale farmers or industries, low-cost water supply/sanitation components), Bank staff may consider providing financing under the project for a small fund to be used, up to a predetermined ceiling per community, for local initiatives meeting pre-established criteria. Such a financial mechanism not only would relieve project management from the burden of carrying out such multiple small tasks, but would also open up opportunities for local or international NGO participation in achieving important project objectives.

Conclusion

12. There is considerable scope for Bank and government staff initiatives in associating NGOs with project work aimed at difficult-to-reach populations. In view of the diversity of experience in the preparation and implementation of Bank-financed projects
involving NGOs, as well as the lack of systematic data on the subject, Bank staff are invited to communicate their experience with and information on NGOs to IRD and PAS.

Warren C. Baum
Vice President, Projects Staff

Annexes: 2

VMasoni/FLethem:mm
December 31, 1981
TERMS OF REFERENCE FOR THE WORLD BANK/NON-GOVERNMENTAL ORGANIZATIONS

COMMITTEE

1. The broad purpose of the World Bank/Non-Governmental Organizations Committee is to strengthen relations and expand operational cooperation between the World Bank and Non-Governmental Organizations (NGOs). The Committee is composed of fifteen representatives of NGOs, with the International Council of Voluntary Agencies (ICVA) of Geneva providing the NGO secretariat, and of up to an equal number of World Bank staff, some permanent and others designated in the light of the agenda for the particular meeting.

2. The Committee's specific objectives are as follows:

(a) develop new approaches for Bank-NGO cooperation;

(b) review instances of Bank-NGO cooperation with a view to replication and expansion;

(c) consider how to improve information exchanges and encourage identification of opportunities for cooperation;

(d) examine the scope for, and undertake the planning of, additional area/sector meetings among Bank and NGO staff;

(e) suggest to the participating organizations activities or measures which may be required to achieve the foregoing objectives.

3. The Committee may appoint smaller working groups for special tasks. The responsibility for chairing the meetings of the Committee and of any working groups will be shared by the NGOs and the Bank; the rotation will be decided by agreement, depending on the subject of discussion.

4. The Committee will meet every 6-8 months, with every second meeting normally being held in Washington. The Bank will provide the secretariat for the meetings.

Each participating organization will circulate reports of the meetings, or extracts thereof, to their staff and other organizations potentially interested in the collaborative effort.

Washington, May 13, 1981
<table>
<thead>
<tr>
<th>Sector</th>
<th>Type of NGO Involvement</th>
<th>Agriculture</th>
<th>Industry (IDF)</th>
<th>Education</th>
<th>Energy</th>
<th>Transport</th>
<th>Urban</th>
<th>Water/ Marine</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Project Design</td>
<td>National Dairy Development Board, India (Cr. 865)</td>
<td>FRA (UK)</td>
<td>PMa</td>
<td>FRIN</td>
<td>FRT a/</td>
<td>D/</td>
<td>Higher (Cr. 809)</td>
<td>Various NGOs: c/ Philippines (Cr. 1272/82)</td>
</tr>
<tr>
<td>B. Joint or Parallel Financing Agency</td>
<td>CARE (UK): World Food Program, India (Cr. 865)</td>
<td>CARE (UK): Liberia (Cr. 1266)</td>
<td>CARE (UK): Liberia (Cr. 1266)</td>
<td>CARE (UK): Liberia (Cr. 1271)</td>
<td>CARE (UK): Liberia (Cr. 1271)</td>
<td>CARE (UK): Liberia (Cr. 1271)</td>
<td>CARE (UK): Liberia (Cr. 1271)</td>
<td>CARE (UK): Liberia (Cr. 1271)</td>
</tr>
<tr>
<td>C. Implementation</td>
<td>1. Contractor/ Manager</td>
<td>CARE (UK): World Food Program, India (Cr. 865)</td>
<td>CARE (UK): World Food Program, India (Cr. 865)</td>
<td>CARE (UK): World Food Program, India (Cr. 865)</td>
<td>CARE (UK): World Food Program, India (Cr. 865)</td>
<td>CARE (UK): World Food Program, India (Cr. 865)</td>
<td>CARE (UK): World Food Program, India (Cr. 865)</td>
<td>CARE (UK): World Food Program, India (Cr. 865)</td>
</tr>
<tr>
<td>2. Implementing Agency b/</td>
<td>Dairy Cooperative Societies, India (Cr. 865)</td>
<td>Youth Brigades, Botswana (Cr. 1274/75)</td>
<td>Youth Brigades, Botswana (Cr. 1274/75)</td>
<td>Egypt (Cr. 850)</td>
<td>Egypt (Cr. 850)</td>
<td>Egypt (Cr. 850)</td>
<td>Egypt (Cr. 850)</td>
<td>Egypt (Cr. 850)</td>
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<tr>
<td>3. Advisor to local Communities</td>
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<td></td>
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<tr>
<td>4. Independent Partner</td>
<td>CARE (UK): World Food Program, India (Cr. 865)</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>D. Evaluation</td>
<td>Freedom from Hunger Campaign c/ Sri Lanka (Cr. 1160)</td>
<td></td>
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<td></td>
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</tbody>
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a/ Project-related training.
b/ Or beneficiary of Government grant.
c/ Local affiliate of developing country-based NGO.
d/ Private international organization.
e/ About 10 national and foreign NGOs.
f/ Fundacion Salvadorena de Desarrollo y Vivienda Minors.

Detailed case histories relating to the involvement of NGOs in the above sample of 18 projects are available from CFS/IPS and NGO.

December 1981
ANNEX 2
NGO PROFILES
BURUNDI: Country Profile

1. Are there any NGOs active in Burundi? Yes.

2. Which NGOs?

   A. In water supply and sanitation sector: please see List A of Annex I.

   B. In other sectors:
      AIDR, one of the NGOs active in water supply and sanitation sector, is also active in agriculture. See details in (5) below. Other NGOs are also known to have worked in other sectors, such as agriculture and health.

3. Any Bank/IDA-financed water supply and sanitation projects? Yes.

   Pre-investment studies financed from PPF funds are being carried out. Based on preliminary results and a mission in March 1983, a project brief was prepared in April 1983 for a proposed US$16 million loan, mainly for rural water supply.

   AIDR, one of the NGOs active in the water supply and sanitation sector, is preparing the pre-investment studies for the Ministry of Rural Development.


   AIDR is already working on the project. UNICEF and CARITAS are also quite active and collaborating with Bank staff in project development. The project as planned now does not seem to have a sanitation component. This element can perhaps be added to the proposed project or co-financing through UNICEF or some other concerned agency may be possible.

5. Did any NGO work on any Bank/IDA-financed project in Burundi? Yes.
### ANNEX II A

#### Page 2 of 2

<table>
<thead>
<tr>
<th>NGO</th>
<th>Project Name</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIDR</td>
<td>Pre-investment study for proposed rural water supply</td>
<td>Value of further AIDR participation is recognized</td>
</tr>
<tr>
<td></td>
<td>Forestry Project (1979)</td>
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</tr>
</tbody>
</table>

6. Did any of the NGOs active in WS sector in Burundi work on any Bank/IDA-financed (or other UN System) projects in other countries?

<table>
<thead>
<tr>
<th>NGO</th>
<th>Country</th>
<th>Project Name</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFVP</td>
<td>Haiti</td>
<td>Rural Development Project (1977)</td>
<td>The performance of AFVP volunteers has been more than satisfactory</td>
</tr>
<tr>
<td></td>
<td>Niger</td>
<td>Maradi Rural Development Project (1976 and 1980)</td>
<td>The performance of AFVP volunteers in Niger has been very good. Use of further volunteer involvement for digging and equipping wells is being considered.</td>
</tr>
<tr>
<td>OXFAM</td>
<td>Somalia</td>
<td>Worked closely with UNICEF in several water and sanitation projects.</td>
<td>UNICEF considers OXFAM to be a very good organization to work with</td>
</tr>
</tbody>
</table>

1/ From NGO case studies available from Mr. Masoni's office, IRD
1. Are there any NGOs active in Kenya? Yes.

2. Which NGOs?
   A. In water supply and sanitation sector: please see List A of Annex I.
   B. In other sectors: 
      a. Several of the NGOs active in the water and sanitation sector are also active in other areas. For example, AMREF is active in providing basic health services; ICA is active in village mobilisation, housing and employment creation in rural areas; Maendeleo Ya Wanawana (Women's Organization of Kenya) is active in organising the village level women's group (estimated at about 5,500) for several causes involving social and economic well-being of women and families. Others with exclusive work in other sectors, particularly with experience in World Bank-financed projects include:

        1) ACDI: Agricultural Cooperative Development International  
        2) Family Planning Association of Kenya 
        3) Holy Cross Fathers 
        4) International Planned Parenthood Federation 
        5) Protestant Churches Medical Association 
        6) Salvation Army 
        7) Undugu 
        8) Lion Clubs.

3. Any Bank/IDA-financed water supply and sanitation projects? Yes.
   A. Nairobi Water Supply Project II (nearing completion).
   B. Rural Water Supply Project (under revision).

4. Is NGO participation feasible in Bank/IDA-financed projects? Yes. Possibly in the revised rural water supply project.

5. Did any NGO work on any Bank/IDA-financed project in Kenya? Yes.

   Note: only those NGOs which are active in water area are listed below. Several others are active in other sectors.
National Christian Council of Kenya (NCCK)  
Second Population Project  (1975)  
Sites and Services Project  
Second Urban Project (1978)

Maendelo Ya Wanawake  
Second Population Project

Leadership may be accommodating to political elite.

6. Did any of the NGOs active in the WS sector in Kenya work on any Bank/IDA-financed (or other UN System) projects in other countries?  Yes.

<table>
<thead>
<tr>
<th>NGO</th>
<th>Country</th>
<th>Project Name</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CARE</td>
<td>Sierra Leone</td>
<td>Please see Sierra Leone: Country Profile</td>
<td></td>
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<td></td>
<td>Liberia</td>
<td></td>
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<tr>
<td>CRS</td>
<td>Rwanda</td>
<td></td>
<td></td>
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<tr>
<td>Maendelo Ya Wanawake</td>
<td></td>
<td>See in (5) above</td>
<td></td>
</tr>
<tr>
<td>NCCK</td>
<td>See in (5) above</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OXFAM</td>
<td>Please see Burundi: Country Profile</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1. Are there NGOs active in the country? Yes.

2. Which NGOs?
   A. In water supply and sanitation sector: please see list A of Annex I.
   B. In other sectors: some of the NGOs active in water supply and sanitation sector are also known to be active in other sectors, including agriculture, health, etc.

3. Any Bank/IDA-financed water supply and sanitation projects? Yes.
   
   Mali rural water supply project with two IDA credits was approved in December 1983. 230 villages in districts of Kita, Bafoulabe and Kenieba will benefit. Parallelly, a health project is being implemented which will cover sanitation aspects in the same area.


5. Did any NGOs work on any Bank/IDA financed projects in Mali? Not known.

6. Are any of the NGOs active in WS sector in Mali working on any Bank/IDA-financed projects in other countries? Yes.
<table>
<thead>
<tr>
<th>NGO</th>
<th>Country</th>
<th>Project Name</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CARE</td>
<td>Liberia</td>
<td>Second Evaluation Project (1976)</td>
<td>CARE is the largest, most efficient and business-like NGO the Bank has dealt with.</td>
</tr>
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</tr>
<tr>
<td></td>
<td>Sierra Leone</td>
<td>Integrated Agriculture Development Projects (1975 and 1981)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Haiti</td>
<td>First and Second Education Projects (1975 and 1981)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>India</td>
<td>Tamil Nadu Nutrition Project (1980)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Togo</td>
<td>Maritime Rural Development Project (1976)</td>
<td>Caritas intervention in the project area was opportune and useful.</td>
</tr>
<tr>
<td>OXFAM</td>
<td>Somalia</td>
<td>Worked closely with UNICEF on several water and sanitation projects</td>
<td>UNICEF considers OXFAM to be a very good organization to work with.</td>
</tr>
</tbody>
</table>
1. Are there NGOs active in the country? Yes.

2. Which NGOs?

   A. In water supply and sanitation sector: please see List A of Annex I.

   B. In other sectors: some of the NGOs active in the water sector are also known to be active in other sectors, including agriculture, health, etc.

3. Any Bank-financed water supply and sanitation projects? None. But a sector study was prepared in July 1983. Also, Sierra Leone is one of the few countries in Africa which has prepared a "Decade Plan" for the water supply and sanitation sector.

   An initial project brief was prepared in 1983 to strengthen the water supply institutions in Sierra Leone. There is considerable potential for projects, if IDA funds are available.


5. Did any NGO work on any Bank/IDA-financed projects in Sierra Leone? Yes.

<table>
<thead>
<tr>
<th>NGO</th>
<th>Project Name</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CARE</td>
<td>Integrated Agricultural Development Project II(1975)</td>
<td>CARE is the largest, most efficient and businesslike NGO the Bank has dealt with.</td>
</tr>
<tr>
<td></td>
<td>Northern Integrated Agricultural Project II (1981)</td>
<td></td>
</tr>
</tbody>
</table>

6. Did any of the NGOs active in WS sector in Sierra Leone work on any Bank/IDA-financed or other UN System projects in other countries? Yes.

<table>
<thead>
<tr>
<th>NGO</th>
<th>Country</th>
<th>Project Name</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRS</td>
<td>Philippines</td>
<td>Manila Urban Development Project, Community Mobilization</td>
<td>The community mobilization helped gain support of the beneficiaries.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rwanda</td>
<td>Bugasera Cisaka Rural Development Project (Phase II)</td>
<td></td>
</tr>
<tr>
<td>OXFAM</td>
<td>Somalia</td>
<td>Worked closely with UNICEF on several water and sanitation projects</td>
<td>UNICEF considers OXFAM to be a very good organization to work with.</td>
</tr>
</tbody>
</table>
ANNEX 3

LIST OF NGOs ACTIVE IN WATER SUPPLY AND SANITATION SECTOR IN AFRICA
LIST OF NGOs ACTIVE IN WATER SUPPLY AND SANITATION SECTOR IN AFRICA

This annex consists of two lists prepared to assist World Bank project officers in locating suitable NGOs for involvement in Bank-financed projects. The lists are not comprehensive ones, particularly in relation to national NGOs about which information is very difficult to locate. Information on these NGOs is best collected at the country level by people working in or visiting the relevant country. NGOs tend to expand or reduce their activities depending on their financial situation and on local interests. Thus, these lists, while accurate at the time of writing, should be updated periodically.

List A includes names of NGOs known to be active in the water supply and sanitation sector at this time on a country-by-country basis. It includes both national NGOs and international ones which are known to have projects in the country listed. List B consists of NGOs whose annual commitment of funds to water supply and sanitation projects is US$1 million or more. If these NGOs are not listed as active in the country in which the user of these lists is interested, it may be helpful to contact the international NGOs directly to see if they have current or planned projects in the country.
A. List of NGOs Active in Water and Sanitation Sector in Africa
   Country by Country

BENIN

1. League of Red Cross Societies (LICROSS)
   Contact: Ms. Maya McTamney
   P.O. Box 276
   1211 Geneva 29, Switzerland
   Telephone: (022) 345580; Telex 22555

2. American Public Health Association (APHA)
   1015 - 15th Street, N.W.
   Washington, D.C. 20005
   Telephone: (202) 789-5691; Telex 440075

BOTSWANA

1. Botswana Youth Brigades
   National Brigade Coordinating Committee
   Private Bag 0062
   Gaborone, Botswana

2. Botswana Extension College
   University of Botswana
   Private Bag 0062
   Gaborone, Botswana

3. African Medical and Research Foundation (AMREF)
   Wilson Airport
   Langata Road
   P.O. Box 30125
   Nairobi, Kenya
   Telephone: 50301 Nairobi; Telex 22117 Nairobi

   U. S. Executive Director:
   Dr. Michael S. Gerber
   420 Lexington Avenue
   New York, N. Y. 101,.
   Telephone: (212) 986-1835

BURUNDI

1. Association Internationale de Development Rural outre-Mar (AIDR)
   Mr. Noel Platteuw
   Rue du Commerce 20
   B-1040 Brussels, Belgium
   Telephone: 512 8768; Telex 62928
Burundi (cont'd)

2. OXFAM
   Mr. Jim Howard
   274 Banbury Road
   Oxford, England
   Telephone: 56777; Telex: 83610

3. Association Francaise de Voluntasirs du Progres (AFVP)
   B. P. 2
   913 Linas-Monthery, France

CAMEROON

1. Atelier de Materiel Pour l'Animation (AMA)
   Fr. Daniel De*met
   P.O. Box 267
   Yaounde, CAMEROON
   Telephone: 22-3208

2. Community Development Coordinating Committee
   B.P. 2729
   Yaounde, CAMEROON

3. Panafricain Pour le Developpement
   B. P. 4078
   Donlans, CAMEROON

4. Catholic Relief Services (CRS)
   Mr. Ken Hackett
   1011 First Avenue
   New York, N.Y. 10022, U.S.A.
   Telephone: (212) 838-4700

5. CARE
   Mr. Tim Aston
   660 First Avenue
   New York, N.Y. 10016, U.S.A.
   Telephone: (212) 686-3110

6. HELVITAS
   Mr. W. R. Kulling
   P. B. 8042
   Zurich, Switzerland
   Telephone: 363-5060

7. AASF

8. ORT
CAPE VERDE

1. Institute of Solidarity
   PRAIA, Cape Verde

CENTRAL AFRICAN REPUBLIC

1. Global Water
   Dr. Peter Bourne
   2033 M Street, N.W., Suite 300
   Washington, D.C. 20036, U.S.A.
   Telephone: (202) 466-3525; Telex: 904059

CHAD

1. APHA (see Benin)
2. AASF (see Cameroon)
3. OXFAM (see Burundi)
4. AFRICARE
   1601 Connecticut Avenue, N.W.
   Washington, D.C. 20009
   Telephone: (202) 462-3614

DJIBOUTI

1. Volunteers in Technical Assistance (VITA)
   1815 N. Lynn St., Suite 200
   Arlington, Va. 22209, U.S.A.
   Telephone: (703) 276-1800; Telex: 440192
2. CBS (see Cameroon)
3. AFVP (see Burundi)

ETHIOPIA

1. Christian Relief and Development Association
   P.O. Box 5674
   Addis Ababa, Ethiopia
2. Revolutionary Ethiopian Women's Organization
   Addis Ababa, Ethiopia
3. Seventh-day Adventist World Service
   6840 Eastern Avenue
   Takoma Park, Washington, D.C., 20912, U.S.A.
   Telephone: (202) 722-6777; Telex 2328 EST
4. CRS (see Cameroon)

5. Sudan Interior Mission (SIM)
   Mr. Mesfin Lemma
   P.O. Box 127, Addis Ababa, Ethiopia
   Telephone: 443305

GAMBIA

1. CRS (see Cameroon)

2. OXFAM (see Burundi)

GHANA

1. Water Utilization Project
   Community Education Program
   Ms. Lynne Mahoney
   P. O. Box 295
   Bolgatanga, Ghana
   Telephone: 2225

2. CRS (see Cameroon)

GUINEA-BISSAU

1. Centro Regional de Abastecimento de Aguas
   Dr. Jacques Van Rensellaas
   P.O. Box 399
   Bissau, G.B.

IVORY COAST

1. International Institute for Rural Construction, Inc.
   1775 Broadway
   New York, N.Y. 10019

2. Institut Africain pour le Developpement
   Economique et Sociale (INADES)
   (Ms. Nicole Vial)
   15 Avenue Jean Mermoz
   Cocody
   B. P. 8
   Abidjan 08, Cote d'Ivoire
   Telephone: 443128
3. Office National de Promotion Rurale (ONPR)
(Mr. Ousmane Diarra)
B.P. 20225
Abidjan, C.I.
Telephone: 323579

4. Cooperation et Progres
39 Rue de Naples
1050 Bruxelles, Belgium

5. Les Amis D'un Coin d l'Inde
   et du Monde (LACIM)
Croret Sur Gand
42590 Neulise, France

6. Pontifical Institute for Foreign Missions (PIME)
35750 Moravian Dr.
Fraser, Michigan 48026

KENYA

1. African Medical and Research Foundation (AMREF)
Wilson Airport
Langata Road
P.O. Box 30125
Nairobi, Kenya
Telephone: 501301; Telex: 22117

U.S. Executive Director:
Dr. Michael S. Gerber
420 Lexington Avenue
New York, N.Y. 10170
Telephone: (212) 986-1835

2. AIM-Tech.
Mr. John Propts, Manager
P.O. Box 29285
Nairobi, Kenya
Telephone: 592492

3. Institute of Cultural Affairs
Ms. Linda Alton
P.O. Box 21679
Nairobi, Kenya
Telephone: 5677328; Telex: 963-2273
4. Rinya Integrated Rural Health Project  
Dr. S. O. Odede  
P.O. Box 45872  
Nairobi, Kenya  
Telephone: 331151

5. CARE (see Cameroon)

6. CRS (see Cameroon)

7. Church World Service  
Ms. Nancy L. Nicalo  
475 Riverside Dr.  
New York, N.Y. 10115, U.S.A.  
Telephone: (212) 870-2257

P.O. Box 2 6511  
Richmond, Va. 23261  
Telephone: (804) 644-4654; Telex 82-7383

9. Food for the Hungry International  
7729 E. Greenway Road  
Scottsdale, AR. 85260  
Telephone: (602) 998-3100; Telex: 9109500099

10. Fosterparents Plan International  
P.O. Box 400  
Warwick, RI 02887; Telephone: (401)738-5605

11. World Vision International  
919 West Huntington Dr.  
Monrovia, Ca. 91016  
Telephone: (213) 357-7979; Telex 67-5341

12. International Council of Women  
Mme. J. Barbet-Massin  
13 Rue Caumartin  
75009 Paris, France
13. Radda Barnen  
(Swedish Save the Children)  
Stockholm, Sweden  

14. KWDAIIO  
(Coordinating Body for NGOs active in  
Water and Sanitation)  
C/O Ministry of Health  
Nairobi, Kenya  

15. Maendelo ya Wanawake (Women's Organization)  
Kenyatta Avenue  
Box 44412, Nairobi, Kenya  

P.O. Box 48902, Nairobi, Kenya  

17. National Christian Council of Kenya  
P.O. Box 54009  
Nairobi, Kenya  

18. Freedom from Hunger  
Nairobi, Kenya  

19. WATER-AID  
Mr. David Collett  
1 Queen Anne's Gate  
London SW1 H 9BT  

20. OXFAM (see Burundi)
LESOTHO

1. CRS (see Cameroon)

2. PLENTY
   156 Drakes Lane
   Summerton, Tenn. 38483
   Telephone: (615) 964-3992

3. OXFAM (see Burundi)

4. HELVITAS (see Cameroon)

LIBERIA

1. APHA (see Cameroon)

2. CARE (see Cameroon)

3. Episcopal Church of the U.S.A.
   815 Second Avenue
   New York, N.Y. 10017
   Telephone: (212) 867-8400; Telex: 971171

4. National Water Well Association (NWWA)
   500 W. Wilson Bridge Road
   Worthington, Oh. 43083
   Telephone: (614) 846-9355; Telex 245488

MADAGASCAR

1. PIKRIFANA
   Mr. Gerard Rakotondrainibe, Director
   B.P. 3875
   Antananarivo, Madagascar
   Telephone: 40575; Telex: 22261

2. CRS (see Cameroon)

3. CWS (see Kenya)

4. Lutheran Church Development
   (Mrs. Katherine Quambeck)
   B.P. 880
   Antananarivo, 01, Madagascar
   Telephone: 25201; Telex H1
MALAWI

1. OXFAM (see Burundi)
2. CWS (see Kenya)
3. Christian AID (see Mozambique)
4. Voluntary Service Overseas
   9 Belgrave St.
   London, WSlX 8FW, England
5. AMREF (see Kenya)
6. Private Hospital Association of Malawi (PHAM)
   Mr. Tony Klonda
   C/O Ministry of Health
   Lilongwe, Malawi

MALI

1. Centre de Recherche et d'Educaion Pour la Sante
   Dr. H. Balique
   Kolokani, Mali
2. HELVITAS (see Cameroon)
3. Christian and Missionary Alliance (CAM)
   (Mr. Loyal Bowman)
   B.P. 19
   Koutiala, Mali
4. CARE (see Cameroon)
5. Foster Parents Plan (see Kenya)
6. Health Services International (HSI)
   1485 Chain Bridge Road, Suite 300
   McLean, Va. 22101, U.S.A.
   Telephone: (703) 790-1890; Telex: 64625

MAURITANIA

1. CARITAS (see Mali)
2. CRS (see Cameroon)

MAURITIUS

1. CWS (see Kenya)
7. CARITAS International
Mr. Gerhard Meier, Secretary General
Palazzo San Calisto 16
00153 Vatican City, Rome, Italy
Telephone: 698-7235; Telex: 504/2014

8. Eau Vive
4 Rue Ancelle
92203 Nanilly-sur-Sienne, France

9. Brace Research Institute
McGill University
1 Stewart Park
Ste. Anne de Bellevue
Montreal, Quebec, Canada H9X 1C0
Telephone: (514) 457-2000; Telex: 05-821788

10. EURO Action Acord (see Uganda)

11. AFRICARE (see Chad)

MOZAMBIQUE

1. League of Red Cross Societies (see Benin)

2. Christian AID
Mr. Martin Bax
240/250 Ferndale Road
Brixton, London SW9, England
Telex: 916504

3. HELVITAS (see Cameroon)

NIGER

1. CARITAS (see Mali)

2. Groupe de Agences Prives
B.P. 2500
Niamey, Niger

3. AFVP (see Burundi)

4. Christian Children's Fund (see Kenya)

5. Christian Reformed World Relief Committee
2850 Kalamazoo Avenue, S.E.
Grand Rapids, Michigan 49508
Telephone: (616)241-1691
6. SIM (see Ethiopia)

7. Lutheran World Relief
360 Park Avenue South
New York, N.Y. 10010

Telephone: (212) 532-6350; Telex: WU1620651

NIGERIA

1. Commission on Health and Healing of the Lutheran Church (CHH)
Missouri Synod
500 W. Broadway
St. Louis, Missouri 63102

Telephone: (314) 231-6969

2. Church of the Brethren Mission (CBM)
Mr. Owen Shankster
Box 626
Jos, Plateau State, Nigeria

Cable: Brethren

3. NWWA (see Liberia)

4. Projects Development Institute
3 Independence Layout
Box 609, Enugu, Nigeria

5. MISEREOR
P.O. Box 1450
Mozartstrasse 9, 5100 Aachen, FEG

6. ORT (see Cameroon)

RWANDA

1. Compagnes Fontainiers Ruandais
COFORWA, A.S.B.L.
(Mr. Jean Baptiste Mkindabatware)
Nyakabanda, B.P. 53, GITARAMA, Rwanda

2. C.R.S. (see Cameroon)

3. ORT (see Cameroon)

4. A study on NGOs in Rwanda was made by Ms. Linda Cauvin. According to her 30% of all external aid to Rwanda was from NGOs. Her report is available in the Bank with Mr. Garff, FAZDC.
5. Christian AID (See Kenya)
6. AFVP (see Burundi)
7. OXFAM (see Burundi)

SENEGAL
1. APHA (see Liberia)
2. CRS (see Cameroon)
3. CARE (see Cameroon)
4. CARITAS (see Mali)
5. ORT (see Cameroon)
6. OXFAM (see Burundi)
7. AFRICARE (see Chad)

SIERRA LEONE
1. CARE (see Cameroon)
2. Foster Parents Plan (see Kenya)
3. CRS (see Cameroon)
4. OXFAM (see Burundi)
SOMALIA

1. Save The Children
   Dr. Ernest C. Grigg
   54 Wilton Road
   Westport, Conn. 06880
   USA
   Tel. (203) 226-7272
   Telex 6819138

2. CARE (see Cameroon)

3. OXFAM (see Burundi)

4. CARITAS (see Mali)

5. World Concern
   Mr. Richard W. Colenro
   1903 Fremont Avenue North
   Seattle, Wash. 98133
   USA
   Telephone: (206) 546-7201
   Telex 329473

6. International Christian Aid (ICA)
   P. O. Box 250-A
   Glendale, CA 91209
   Telephone: (213) 254-5273
   Telex: 910-321-3328
SUDAN
1. CARE (see Cameroon)
2. OXFAM (see Cameroon)
3. NORSK KIRKENJELP
   (Norwegian Church Aid)
   Oslo, Norway
4. VSO (see Malawi)
5. Sudan Council of Churches
   (Mr. James Roger Schrock)
   P.O. Box 469
   Khartoum, Sudan
6. AMREF (see Kenya)
7. SIM (see Ethiopia)
8. Episcopal Church of U.S.A. (see Liberia)
9. Foster Parents Plan (see Kenya)
10. AASF (see Cameroon)

SWAZILAND
1. APHA (see Liberia)

TANZANIA
1. Community Development Trust Fund
   (Ms. Patricia Runanza)
   P.O. Box 9421
   Dar es Salaam, Tanzania
   Telephone: 31471
2. OXFAM (see Burundi)
3. Church Missionary Society (CMS)
   Box 302
   Dodoma, Tanzania
   or 157 Waterloo Road, SE1
   London, United Kingdom
4. AMREF (see Kenya)

5. Institute of Resource Assessment (BRALUP)
University of Dar es Salaam
P.O. BOX 35097
Dar es Salaam, Tanzania

Telephone: 49030

P.O. Box 778 - SONGEA, Tanzania
Rev. Gervaisius F. Augustinus K.M. Ntara

7. NOVIB (Netherlands Organization for International Development)
The Hague, Netherlands

8. Episcopal Church of the U.S.A. (see Liberia)

9. Lutheran World Relief (see Niger)

TOGO

1. Council des Organizations non-governmentaux en Activite en
   Togo (CONGAT).
   B.P. 1857
   Lome, Togo.

2. Association Togolaise des Voluntaires
   Rue d l'Hospital
   B.P. 97 K
   Palirne, Togo

3. OXFAM (see Burundi)

4. APHA (see Liberia)

5. Forage Villageois Pour l'eau Potable
   Mr. John Peebles (FVEP)
   B.P. 30
   Notse, Togo

   Telephone: 400086

UGANDA

1. OXFAM (see Burundi)

2. AMREF (see Kenya)

3. Christian Reformed World Relief (see Niger)

4. International Christian Aid (ICA) (see Somalia)
UGANDA (cont.)

5. Life Water
   P. O. Box 3336
   South El Monte, CA 91733

6. LICROSS (see Benin)

7. Euro Action Accord
   Mr. Stephen Thorne
   P. O. Box 280
   Kampala, Uganda

   Telephone: 59495
   Telex: 61119

   Also:

   25 Wilson Road
   London, SW1V 1JS

   Telephone: (01) 828-7611

UPPER VOLTA

1. C.R.S. (see Cameroon)

2. Foster Parents Plan (see Kenya)

3. Action Micro-Barrages - Koudougou
   Mr. Alain Peleman
   B. P. 26
   Koudougou, Upper Volta

4. Centre d'Etudes Economiques et Sociales de l'Afrique Occidentale (CERSOA)
   Mr. P. Buissogge
   B. P. 305
   Bobo Dioulasso, Upper Volta

   Telephone: 90491

5. Groupe de Recherche et d'Appui pour l'Autopromotion Paysanne (GRAAP)
   B. P. 305
   Bobo Dioulasso, Upper Volta

6. Mennonite Central Committee
   B. P. 1307
   Ouagadougou, Upper Volta

   Telephone: 366-93

US Contact: Mr. Tim Lint
            Acron, PA

            Telephone: (215) 241-7155
5. Life Water  
P. O. Box 3336  
South El Monte, CA  91733

6. LICROSS (see Benin)

7. Euro Action Accord  
Mr. Stephen Thorne  
P. O. Box 280  
Kampala, Uganda

Telephone:  59495  
Telex:  61119

Also:

25 Wilson Road  
London, SW1V 1JS

Telephone:  (01) 828-7611

UPPER VOLTA

1. C.R.S. (see Cameroon)

2. Foster Parents Plan (see Kenya)

3. Action Micro-Barrages - Koudougou  
Mr. Alain Peleman  
B. P. 26  
Koudougou, Upper Volta

4. Centre d'Etudes Economiques et Sociales de l'Afrique Occidentale (CESAO)  
Mr. P. Ruissogge  
B. P. 305  
Bobo Dioulasso, Upper Volta

Telephone:  90491

5. Groupe de Recherche et d'Appui pour l'Autopromotion Paysanne (GRAAP)  
B. P. 305  
Bobo Dioulasso, Upper Volta

6. Mennonite Central Committee  
B. P. 1307  
Ouagadougou, Upper Volta

Telephone:  366-93

US Contact:  Mr. Tim Lint  
Acron, PA

Telephone:  (215) 241-7155
UPPER VOLTA (cont.)

7. Mission Baptiste  
   B.P. 580  
   Ouagadougou, Upper Volta  
   Telephone: 35067

8. Projet Puits  
   Mr. Herbert Schwartz  
   Nouna, Upper Volta  
   Telephone: 13

9. Sahel Solidarité  
   B.P. 372  
   Ouagadougou, Upper Volta

10. Secrétariat Permanent des ONG (SPONG)  
    B.P. 131  
    Ouagadougou, Upper Volta

11. League of Red Cross Society (LICROSS) (see Benin)

12. OXFAM (see Kenya)

13. AFVP (see Burundi)

14. Freedom from Hunger (French Committee)  
    42 Rue Cambronne  
    75740 Paris 15  
    FRANCE

15. EURO ACTION (see Uganda)

16. AFRICARE (see Chad)

ZAIRE

1. C.B.Z.O.  
   Dr. D. E. Fountain  
   Vanga Hospital  
   B.P. 4728  
   Kinshasa, Zaire
ZAIRE (Cont.)

2. Centre d'Etudes pour l'Action Sociale (CEPAS)
   Mr. Didier de Failly
   9, avenue Père-Boka
   P. O. Box 5717
   Kinshasa, Zaire

   Telephone: 30-066
   Telex: 21008

3. AIDR (see Rwanda)

4. ORT (see Cameroon)

5. MISEROR (see Nigeria)

6. OXFAM (see Burundi)

7. Board of International Ministries
   American Baptist Church
   Valley Forge, PA 19481

   Telephone: (215) 768-2000

ZAMBIA

1. Zambia Council for Social Development
   P. O. Box 50369
   Lusaka, Zambia

2. OXFAM (see Burundi)

3. LICROSS (see Benin)

4. NOVIB (see Tanzania)

5. VSO (see Malawi)

6. Rotary International
   Evanston, Ill.
   USA

7. Salvation Army
   Capt. Roland J. Sewell
   P. O. Box 34352
   Lusaka, Zambia

   Telephone: 212566
ZAMBIA (Cont.)

8. American Friends Service Committee (AFSC)
   1501 Cherry Street
   Philadelphia, PA  19102

   Telephone:  (215) 241-7000

ZIMBABWE

1. Lutheran World Relief (see Niger)

2. OXFAM (see Burundi)
List B. List of NGOs with Estimated Annual Investments of Over US$1 million in Water Supply and Sanitation Sector

1. CARE (Cooperative for American Relief Everywhere)
   660 First Avenue
   New York, N. Y. 10016, U.S.A.
   Mr. Louis Sarnia, Executive Director
   Telephone: (212) 686-3110

2. Caritas International
   Palazzo San Calisto
   00120 Vatican City, Rome, Italy
   Mr. Gerhard Meier, Secretary General
   Telephone: 698-7235; telex: 504/2014

3. Catholic Relief Services
   1011 First Avenue
   New York, N. Y. 10022, U.S.A.
   Telephone: (212) 838-4700
   Telex: 224241/667207

4. CCFD (Comité Catholique contre la faim et Pour le Développement)
   4 Rue Jean Lantier
   75006 Paris, France

5. CEBEMO (Central Agency for Joint Financing Development Programs)
   Van Alkemadea 1
   2509 LS Den Haag, Netherlands

6. ELC Water Development Project
   Betul, Madhya Pradesh, India

7. ICCO (Interchurch Coordinating Committee for Development Projects)
   Zeist

8. MISEREOR
   Mozart strasse 9
   5100 Aachen, Federal Republic of Germany

9. NOVIB (Netherlands Organization for International Development Cooperation)
   Amaliastraat 5-7
   2514 JC Den Haag, Netherlands

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