

# ADVANCED INTERNATIONAL TRAINING PROGRAMME



ITP: 301A

## Sustainable Urban Water and Sanitation – Integrated Processes

February 2019 – April 2020

Phase 2 in Sweden: May 6–24, 2019

Phase 4 in Nepal: 2 weeks in November 2019

Closing date:  
› **December 7,  
2018**

## Dear reader

---

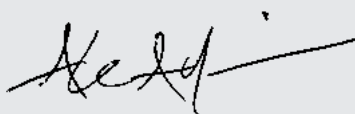
Achieving Sustainable Urban Water and Sanitation services for everyone is one of the global Sustainable Development Goals that humankind is to meet by 2030. To meet this target we need to be creative, think and act out of the box, and use a much greater range of solutions. Above all, it will require commitment and hard work by change agents, professional organisations and communities at the local level. This International Training Programme will contribute knowledge and skills that will make a difference at city-level, and in the participating countries. The programme has a regional outreach that strengthens professional networks within and between the represented Asian countries.

The programme invites public institutions, companies, and civil society organisations that want to contribute to a constructive change in the water sector and in their own organisation. It is designed for senior professionals who have mandate to initiate change and implement reform processes in their respective organisations.

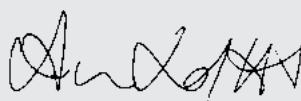
As an individual participant you will take part in the latest development in your professional area and benefit from exchanges with Swedish and international experts. You will develop a network of colleagues from other countries and gain enhanced knowledge of innovative working methods. The drive for improvements in your own organisation is at the heart of this programme. Our training methodology takes a point of departure in the operational and strategic challenges you and your organisation face and we believe you and your organisation are willing to invest time and resources in making change happen.

Each participant contributes with their own unique experience and background which enriches the learning and collaborative exchange process among participants, facilitators and experts.

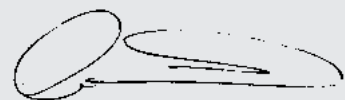
Sida has commissioned NIRAS and WaterAid to jointly implement this advanced international training programme on Sustainable Urban Water and Sanitation – Integrated Processes. We are seeking collaborative organisations active in urban water and sanitation, ready to engage in processes for change and to invest in capable and engaged employees as potential change agents. We trust that you will find the programme interesting and hereby invite you to nominate candidates.



Alan AtKisson  
DIRECTOR OF PARTNERSHIP  
AND INNOVATION  
Sida



Anna Liljelund Hedqvist  
COUNTRY DIRECTOR  
NIRAS Sweden AB



Cecilia Chatterjee-Martinsen  
EXECUTIVE DIRECTOR  
WaterAid Sweden

# Programme objectives

This International Training Programme's overarching objective is to contribute to improved planning and implementation for more sustainable urban water and sanitation services, where the rights, needs and demands of all citizens including those of marginalised groups are taken into account.

The term sustainability addresses environmental, social and economic long-term factors. Sustainability can be achieved only through an increased awareness of the need for integrated approaches and by supporting key organisations in their processes for such a change.

The intervention is carried out as a number of training programmes, one following the other, with a new batch of participants for each programme. At the end of each training programme the participants shall have gained new knowledge, understanding and strengthened self-confidence in relation to systemic solutions for sustainable urban water and sanitation; integrated approaches; and organisational change processes. Organisations participating more extensively in the whole intervention (i.e. across several programmes) will have a great opportunity to actively promote sustainability, integration, and inclusion of vulnerable groups in the planning and implementation of urban water and sanitation.

### BENEFITS FOR THE PARTICIPANT

- › Increased knowledge of methods and tools for planning of sustainable urban water and sanitation systems
- › Increased capacity to initiate and drive organisational change processes
- › Shared experiences from colleagues in other parts of the world
- › Extended network

### BENEFITS FOR THE ORGANISATION

- › Professional support for more sustainable and inclusive water and sanitation services
- › Educated and encouraged staff that will help achieve your strategic goals
- › Collaboration opportunities with various organisations, experts and agencies

## Contents

The programme includes four learning modules, three more technical and one being the Change Module. Cutting across and integral to all the modules are the SUWAS Key Principles:

**Equity and Inclusion** – in governance and infrastructure.

How to address and improve policies, standards, decision-making processes, finance and gender, for systems and service provision that take into consideration the rights, needs and demands of all citizens, including those of marginalised groups.

**Sustainability** – in technology and practices. How to develop and find solutions, approaches, practices and technology that is appropriate and is contributing to more sustainable service provision over time, as use and reuse of water; improved approaches towards non-revenue water and asset-management, innovative sanitation solutions and new methods of improving hygiene practices.

**Integration** – in approaches and in collaboration across sectors. How to work with more integrated approaches in policy, planning and service provision, more holistic urban development, managing conflicting goals, increasing synergies across sectors and spurring collaboration and new ways of working within and between organisations/institutions at city-level and beyond.

**The Change Module** – provides knowledge on how to work as a change agent and manage change processes that will strengthen the organisation's ability to support and deliver improved water, sanitation and hygiene activities and services.

### CHANGE PROJECT

In the programme each participant will, in close cooperation with colleagues and supervisor, identify a change idea that can contribute to the achievement of both the programme objective and the organisations' own strategies and long-term goals. Based on this idea, a Change Project (CP) will evolve as the programme provides new knowledge and understanding. The participants work together in country teams supported by one international mentor and one national facilitator. The facilitator will be available for face-to-face meetings and discussions, also with the colleagues and supervisors. The success of the CP will depend largely on the support of and collaboration with the participant's immediate supervisor and colleagues. During phases 1, 3 and 5 the work with the CP shall be carried out as a part of ordinary working time and it is essential that such time is allocated and approved by the supervisor.

Please note that neither Sida nor NIRAS will have the means to provide any financial support to help realise the CP.

# Programme structure

The training programme consists of five compulsory phases. The evolution of an organisational Change Project (CP) constitutes a major role, binding all phases together.

## *Phase 1 – Inception (3 months)*

Country teams are established with support from the national facilitator. Participating organisations carry out an organisational analysis that shall be presented in Phase 2. They organise an internal meeting in their organisations, to start building support.

## *Phase 2 – In Sweden (3 weeks)*

Participants engage in an intensive programme of lectures, study visits, exercises and skills development. All participants are expected to share their own expertise and experiences with their peers. The CP will start to evolve with the support of the mentors' coaching; peer reviews; and individual work, and an action plan is formulated.

## *Phase 3 – Change Project Development (5 months)*

The CP will now be discussed, adjusted and internalised in the home organisation. Together with colleagues the participant starts to put his/her plan into action. Activities will vary substantially between organisations and types of CP. The programme will support the process through regular contacts with the national facilitator and meetings in the country team.

## *Phase 4 – In Nepal (2 weeks)*

Participants exchange experiences of implementing their CP thus far. Some participants will further elaborate on their action plans and others will start looking into the next step of implementation. The national facilitators will support the work as will peer reviews and group discussions. Additional theory and exercises are provided, as well as field trips and case studies from the regional/local context.

## *Phase 5 – Implementation Continues (5 months)*

The participants implement their CP in collaboration with colleagues and supervisors. Further mentor support is provided. By the end of the phase the participants organise a national seminar to present the CP and discuss further actions. Participants will receive a Training Certificate upon final reporting and approval.

## **METHODOLOGY**

This programme is more than a training of individuals. It is a comprehensive capacity building programme aiming at organisational change towards a more efficient and sustainable planning and implementation of urban water and sanitation systems. The impact of the a programme is totally dependent on the commitment of individuals and organisations engaged.

The programme is designed for the participants to actively involve their own workplace/organisation and to base the learning on their own experiences and work context. For the scheduled phases a range of tools and methods support this learning approach, including group work, discussions, seminars, case studies, study visits and lectures. Participants are expected to actively contribute with their own experiences and expertise. Participants will also manage the CP development and implementation throughout the 15 months of the programme duration, with the support and coaching of the programme mentors and peers. The programme applies an action learning methodology.

The number of participants is limited to 25–30 in order to ensure a close working relationship between participants, lecturers and mentors.

## **MANAGEMENT AND STAFF**

The programme is organised by NIRAS in collaboration with WaterAid. The team of lecturers and mentors include Swedish and international experts as well as experts from the participating countries, all with extensive experience within their respective fields.

## **TIMETABLE**

### **WHERE:**

Phase 2 will take place in Sweden and Phase 4 in Nepal.

The other phases will be conducted within the participants' home countries.

### **WHEN:**

The Programme is about 15 months and runs from February 2019 – April 2020.

Phase 2 in Sweden: May 6 – 24, 2019

Phase 4 in Nepal, 2 weeks in November 2019

# Admission requirements

## INVITED COUNTRIES AND AREAS

Invited countries are:

*Bangladesh, Cambodia, Lao PDR, Myanmar and Nepal.*

To promote actual collaboration and integration between participants in their national working context, the programme aims to gather organisations operating in the same geographical area.

The programme is therefore focusing on the following areas:

Bangladesh – *Khulna*                      Cambodia – *Phnom Penh*  
Lao PDR – *Vientiane*                      Myanmar – *Mandalay*  
Nepal – *Kathmandu*.

Organisations working in other parts of the invited countries, are also welcome to nominate candidates, but should be aware of the priority given to the selected areas.

## TARGET GROUP

Candidates may be nominated by authorities, institutions, universities, NGOs, water utilities or other private companies active in the water and sanitation sector.

The programme is primarily targeting organisations, not individuals, and efforts will be made to establish long-term relationships with key organisations. Such collaborative organisations should be willing to commit themselves to participation over several years and to cooperate with other organisations in the programme. Capacity and interest to drive change processes to achieve their long-term goals, and a certain level of influence on the water and sanitation sector, is a prerequisite to become a collaborative organisation. Candidates from collaborative organisations may be prioritised.

Applicants to the programme should:

- hold a key position in their organisation, with influence on a strategic level;
- have the engagement and power to initiate and drive change processes;
- hold a relevant academic degree; and
- be available and motivated for active participation through the whole training programme.

As women are underrepresented among professionals in the water and sanitation sector and since we strive to obtain a gender balance in the programme, organisations are strongly encouraged to nominate women.

## LANGUAGE REQUIREMENTS

The training programme will be conducted in English and good English skills, both orally and in writing, are required. Candidates from countries where English is not an official language should do a language test with an official body in the home country, unless other documentation to support her/his ability can be provided. Proficiency in English must be certified on the Application Form.

## HEALTH REQUIREMENTS

Considering that the training programme consists of international travels and work away from home in a new environment, good health and full working capacity is required. It is therefore recommended that candidates undergo a medical examination before filling in the Medical Statement in the Application Form.

## OTHER REQUIREMENTS

The applicant must have a well-functioning e-mail address, be an active user of e-mail and have regular, reliable access to the Internet. Due to the character of the programme, family members are not allowed to accompany participants to the scheduled courses.

## COSTS

Sida will cover the costs for programme fee and literature as well as accommodation, meals, health insurance, and international travel to the scheduled courses. However participants/organisations are responsible for any other costs such as:

- personal expenses
- domestic travel
- visa fees
- any local airport taxes and departure fees or such.

## APPLICATION PROCESS

Closing date for application is **December 7, 2018**

### APPLICATION

- The application should be written on the special form and include a recent photo.
- Make sure your application is complete, correct and readable.
- A candidate has to be nominated by his/her organisation and the application must be signed by an authorized director/manager.
- A scanned copy of the application shall be submitted by e-mail to [itp@niras.se](mailto:itp@niras.se)
- If a scanned copy is not possible, the original application shall be submitted to the nearest Swedish embassy/consulate.

### SELECTION

Based on the requirements stated above a first selection of 35–40 candidates will be made. Some of these candidates will then be interviewed before the final selection of 25–30 participants is made. All applicants will be notified of the results of the selection before the end of January 2019.

A Letter of Commitment shall be signed by the superior of each participant. This is to confirm the organisation's commitment to active participation and fulfilment of all phases of the training programme. It is only with this Commitment signed, that the participation is accepted.

As part of Sida's work with capacity and institutional development, Sida offers international training programmes (ITP) for participants from low- and middle-income countries in priority areas. The programmes cover areas of strategic importance to the social, environmental and economic development of co-operating countries and are based on identified priorities and needs. In the long-term perspective, the programmes shall contribute to institutional strengthening and capacity development in the co-operating countries.

### ORGANIZER



ITP Secretariat  
NIRAS Sweden AB  
P.O. Box 70375  
SE-107 24 Stockholm, Sweden  
Phone: +46 (0)8 545 533 00  
Fax: +46 (0)8 545 533 33  
E-mail: [itp@niras.se](mailto:itp@niras.se)  
[www.niras.com/dc](http://www.niras.com/dc)

NIRAS is one of Europe's larger development consulting actors working with donor funded projects on four continents in more than 50 developing and emerging economies. We offer tailor-made solutions and transfer skills that help reduce poverty through e.g. activities facilitating inclusive economic growth, promoting equitable societies and improved health, and mitigating climate change. Our expertise covers the entire development agenda, including key areas such as water, agriculture, forestry, land administration, climate change, employment, health, governance, gender equality and human rights. NIRAS has a strong expertise in urban water and sanitation and long experience of international work on sustainability and integrated processes. NIRAS also offers many customized training programmes. Currently we are implementing training programmes in Sustainable Urban Water and Sanitation, Strategic Environmental Assessment and Media regulation in a democratic framework.

### PARTNER



[www.wateraid.org](http://www.wateraid.org)

WaterAid is one of the world's leading international NGOs focusing on access to safe water, sanitation and hygiene for the world's poorest communities. WaterAid transforms lives by improving access to safe water, hygiene and sanitation. We work with partners and influence decision-makers to maximize our impact. WaterAid has a presence in 37 countries and work regionally and globally to influence and contribute to universal access to safe water and sanitation by 2030.

### SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: SE-105 25 Stockholm, Sweden.  
Visiting address: Valhallavägen 199.  
Phone: +46 (0)8-698 50 00. Fax: +46 (0)8-20 88 64.  
[www.sida.se](http://www.sida.se) [sida@sida.se](mailto:sida@sida.se)

