

Human Values and Ethics in Workplace

Improving Leadership and
Performance in the
Water Education, Water Supply
and Sanitation Sector

INDIVIDUAL **e** **rip** **Guid**



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Preface

There has been a growing recognition that improvements in water and sanitation services that threatening the eco-systems, can not be accomplished by technical and regulatory measures alone but needs to be complemented by advocacy, awareness and education initiatives. The existing imbalance in the water and sanitation sector could be reversed if the fundamental change in behaviour, personal attitudes and the underlying values that prompt such inappropriate behaviour are properly understood.

Human values are an essential element and the positive qualities can shared. When practiced at work, they are internal motivators to do the best and reinforce good character, morality and ethics. Ethical behaviour is a by-product of practicing human values. Human values and ethics have a significant role to play in the achievement of the Millennium Development Goal targets for safe water, sanitation and improvement of the slum conditions.

Human Values based Water, Sanitation and Hygiene Education (HVWSHE) is an innovative approach to facilitate such change among the users. HVWSHE plays a strategic role in bringing out positive attitudinal changes towards hygienic and healthy living and the application of water and sanitation in a wise and sustainable manner.

The Individual Guide on “Human Values and Ethics in the Workplace” has been developed within the framework of HVWSHE, an initiative of Water for African Cities Programme and Water for Asian Cities Programme of UN-HABITAT and is based on the research and experiences from stakeholder consultations in the water related education, utility and Government sectors in Africa and South Asia as well as the outcome from various workshops organised in 13 countries.

The Individual Guide can be used as an individual self-learning workbook, as a workshop guide with self-enquiry and group discussion, and also as a resource material for incorporating human values and ethics in different platforms such as staff meetings, awareness programmes and leadership/management training. The Guide Book provides specific practical examples of how human values and ethics have been applied in the water education, water supply and sanitation sectors as well as provision of space for notes taking on personal references, group discussions and the follow up. The PowerPoint presentation documented in the book enables the Individual to present as core and resource material and can be used for a wide variety of venues such as leadership/management training and awareness programmes.

The overall purpose of this Individual Guide is to build the capacity for incorporating the very best that human values and ethics have to offer into every aspect of water education, water supply and sanitation as well as to bring about a new ethic in water and sanitation management. The Guide Book mainly focuses on improving the capacities of leadership and performance of the Individual as well as to contribute to good governance in water and sanitation sector and is immensely useful as a Resource to foster an environment that supports and encourages to practice.

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Acronyms and Abbreviations

AAWSA	Addis Ababa Water and Sewerage Authority (Ethiopia)
ADB	Asian Development Bank (Philippines)
AUWSA	Arusha Urban Water and Sewerage Authority (Tanzania)
GDC	Global Dharma Center (USA)
HVEW	Human Values and Ethics in the Workplace
HVWSHE	Human Values Water, Sanitation and Hygiene Education
IRC	International Resource Center (The Netherlands)
MDG	Millennium Development Goal
NGO	Non-Governmental Organization
PPWSA	Phnom Penh Water Supply Authority (Cambodia)
PRC	People's Republic of China
RWSS	Rural Water Supply and Sanitation (India)
STEM	Centre for Symbiosis of Technology, Environment and Management (India)
TAISSE	The African Institute of Sathya Sai Education (Zambia)
UN	United Nations
UN-HABITAT	United Nations Human Settlements Programme
UWSEIP	Urban Water Supply and Environmental Improvement Project (Madhya Pradesh, India)
WAC	Water for African/Asian Cities Programme
WATSAN	Water and Sanitation Sector
WSSPMO	Water Supply and Sanitation Programme Management Office (Philippines)

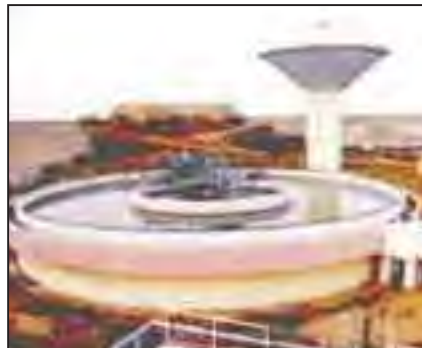
Human values emphasize the responsibilities that enable the aspiration of "water, sanitation and hygiene for all" to be protected, safeguarded, and fulfilled.

Human values have their roots in a single, universally-held premise: the inherent dignity of every human being.



Capacity-building efforts for human values and ethics, with a specific focus on the Millennium Development Goal (MDG) targets related to "Water for Life," carry the potential for a fundamental breakthrough and qualitative leap forward.

A focus on human values evokes the inner source of motivation for ethical and moral choices - bringing about changes of attitude from the inside out, with changes of behaviour to follow.



When human values are brought forth, a new level of shared meaning occurs, leading to aligned, effective action and results.

Meeting the MDG targets for water and sanitation requires the power of compassion, commitment, conscience, and character. It requires a spirit of humanity that spans generations and works on behalf of the well-being of all people and the environment.

Educators from the HVWSHE Centralised Training
in Arusha, Tanzania, July 2005
taking a fieldtrip to a bore-well site



Human Values and Ethics in the Workplace

*Improving leadership and performance in the
water education, supply and sanitation sectors*

A. Background

Over 1.1 billion people in the world today lack access to improved water supply, and 2.4 billion people lack adequate sanitation.¹ In the year 2000, world leaders meeting at the UN World Summit adopted eight Millennium Development Goals (MDGs), each with one or more targets to achieve by 2015/2020. With respect to water, the targets are to halve by 2015 the proportion of people without sustainable access to safe drinking water and basic sanitation. A related target is to achieve, by 2020, a significant improvement in the lives of at least 100 million slum dwellers.

The "Global Monitoring Report 2004" from the World Bank and the International Monetary Fund points out that achieving the targets for safe water and sanitation would have a profound effect on virtually all of the other MDGs and in many cases, achieving the water targets is necessary before any significant progress on most other MDGs is possible.

Given the challenges related to safe water and sanitation, the UN has taken additional steps to focus on the developmental goal of universal access to safe water and sanitation:²

In its resolution 58/218 the General Assembly declared 2005-2015 to be the International Decade for Action, "Water for Life," and the Secretary-General has established the Advisory Board on Water and Sanitation to help mobilize action and funds for water and sanitation, and encourage new partnerships.

¹ UN-HABITAT: "Water and Sanitation in the World's Cities," 2003

² "Implementation of the United Nations Millennium Declaration." Report of the Secretary-General. 27 August, 2004. page 16

“Water for Life”, as designated in UN resolution 58/218, is a fundamental element of sustainable development. The foundation of human dignity and quality of life requires sufficient water to satisfy the basic human needs for drinking, hygiene, cleaning, cooking, sanitation, basic agriculture, and animal husbandry. In addition, the flow must ensure the health and functioning of rivers, streams, and all aquatic ecosystems. Thus the right to water means the fundamental right of access to “Water for Life.”

To contribute to achieving “Water for Life” and the water-related MDGs, UN-HABITAT started an innovative “Human Values Water, Sanitation, and Hygiene Education” (HVWSHE) initiative. HVWSHE is being promoted high on UN-HABITAT’s two regional water and sanitation programmes: “Water for African Cities,” inaugurated in 2001, and “Water for Asian Cities,” launched in 2003 in partnership with the Asian Development Bank.

Both of these programmes are dedicated to building the capacity that is needed to achieve the MDG targets for water and sanitation, through a Pro-poor Governance Framework designed to ensure that water and sanitation investments reach the poor, and to bring about a new water-use and management ethic. This requires a rapid mobilization of political will and commitment to break away from business-as-usual approaches.

Encouraged by the success of the HVWSHE initiative, UN-HABITAT started a new initiative: “*Human Values and Ethics in the Workplace*” (HVEW) in 2005. To date, the Global Dharma Center (USA) has supported this initiative by organizing stakeholder consultations with over 550 people working in professions related to water – education, utilities, and the government – in Africa and South Asia. In addition, the Global Dharma Center has conducted pilot workshops with over 170 participants from thirteen countries in those regions.

This *Individual Guide* focuses on the capacity-building of human values and ethics as it relates to the working adult – to improve leadership and performance, as well as contribute to good governance and a new ethic in water-use and management. Human values and ethics have a significant role to play in the achievement of the Millennium Development Goal targets for safe water, sanitation, and the improvement of slum conditions by 2015/2020 by helping to accomplish the following:

1. Enhanced involvement, ownership, and satisfaction of all stakeholders
2. Active partnership between government and civil society
3. A new sense of trust, confidence and understanding among the communities for the government’s efforts
4. Efficient project completion – on time, in budget, with high quality
5. Enhanced sustainability of water and sanitation projects (with better cost recovery) through high

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