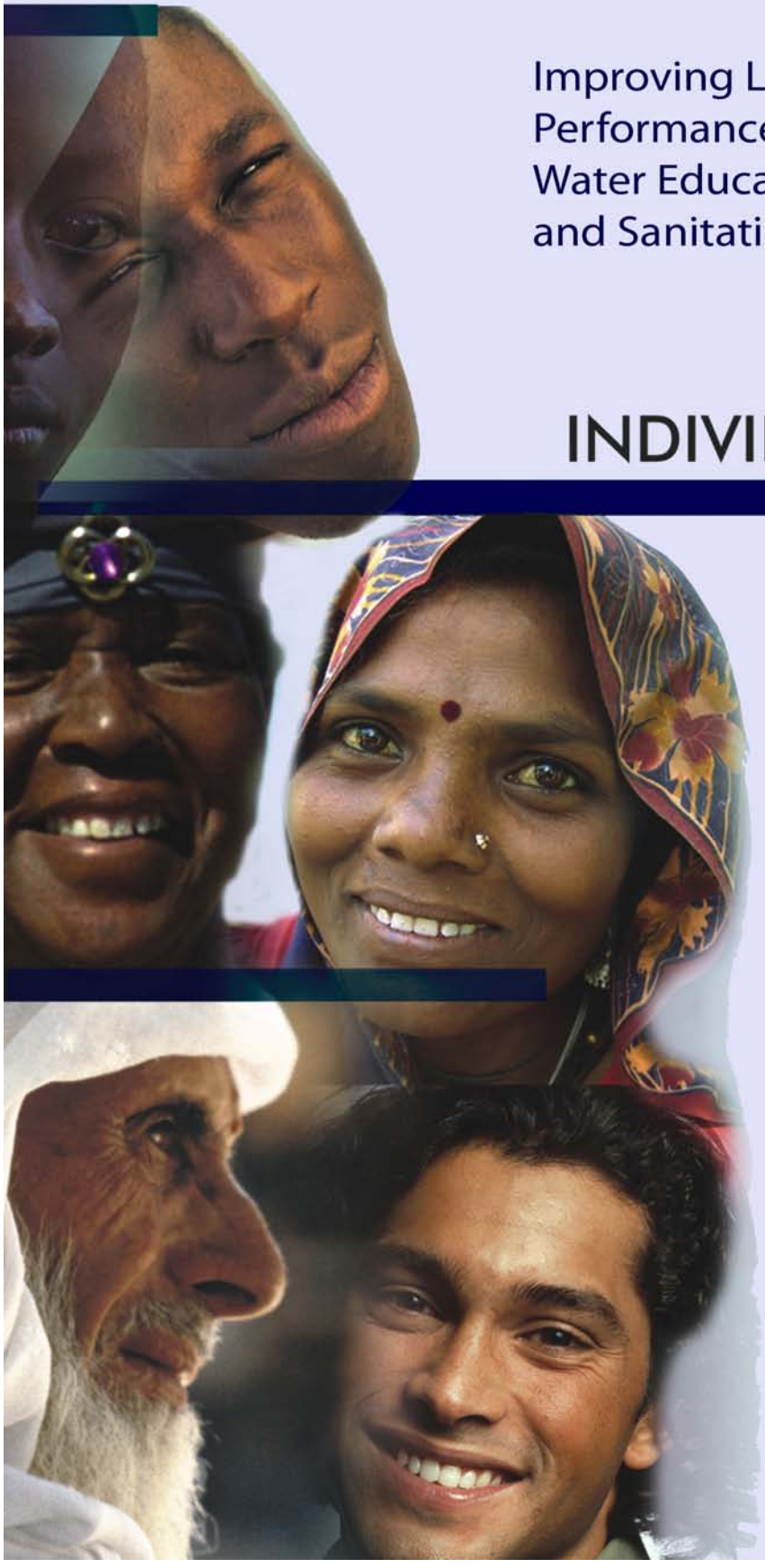
Human Values and Ethics in the Workplace



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

INDIVIDUAL Guide

UN-HABITAT

ADB

Global Dharma Center

Human Values and Ethics in the Workplace

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

INDIVIDUAL Guide

UN-HABITAT

ADB

Global Dharma CENTER

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HS Number: HS/923/07E

Acknowledgements

The Individual Guide for Human Values and Ethics in the Workplace is a collaborative effort of UN-HABITAT and the Global Dharma Centre (GDC) within the framework of Human Values Water, Sanitation and Hygiene Education initiative of the Water for Asian Cities and Water for African Cities Programmes. The Publication has been prepared under the overall guidance of Mr. Kalyan Ray, Senior Advisor, Office of the Executive Director, UN-HABITAT, close supervision of Mr. Andre Dzikus, Programme Manager, Water for Cities Programmes, Water, Sanitation and Infrastructure Branch of UN-HABITAT, Nairobi and with the support of Dr. Kulwant Singh, Chief Technical Advisor, Water for Asian Cities Programme Regional Office, UNHABITAT.

Prof. William C. Miller and Mrs. Debra Miller have made the professional contribution in the preparation of this Guide Book. Dr. K.E. Seetharam, Principal Water and Urban Development Specialist, Asian Development Bank has also extended support in sharing information and experiences of the water and sanitation in the development of this publication.

Preface

There has been a growing recognition that improvements in water and sanitation services that currently threaten the ecosystems cannot be accomplished by technical and regulatory measures alone, but need to be complemented by advocacy, awareness and education initiatives. The existing imbalance in the water and sanitation sector could be reversed with a fundamental change in behaviour, personal attitudes and the underlying values that prompt inappropriate behaviour.

Human values are an essential element to bringing out the positive qualities we all share. When practiced at work, they are internal motivators to do our 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 attitudinal and behavioural change among 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.

This programme on "Human Values and Ethics in the Workplace" is for leaders, educators, and other professionals who work in the water education, water supply and sanitation sectors. It 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 of workshops conducted with participants from 13 countries.

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

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. This Guide Book mainly focuses on improving the capacities of leadership and performance of the individual as well as contributing to good governance in the water and sanitation sector. It is immensely useful as a resource to foster an environment that supports and encourages the practice of human values and ethics.

Andre Dzikus
Programme Manager
Water for Cities Programmes
UN-HABITAT

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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 Goals
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 Program 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.

Section 1

Introduction

Introduction

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

A. Background for Human Values and Ethics in the Workplace

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.*

"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 stakeholder commitment
6. Good governance, including pro-poor practices, ethics and transparency
7. A new ethic of water use and management
8. High regard for the protection and use of natural resources
9. A fully integrated approach to water and sanitation management
10. Long-term economic growth and poverty reduction

[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

B. The Need for human values and ethics in the water education, water supply and sanitation sectors

Human values are an essential element of our human nature and are positive qualities that are shared among people throughout the world. When we practice human values at work, they are internal motivators that help us do our best and reinforce good character, morality and ethics. Human values naturally foster important qualities at work, such as:

- Open, trustworthy, honest communications
- High quality work
- Keeping agreements
- A focus on resolving issues harmoniously
- Service based on a sincere caring for others
- Win-win collaboration, with respect for people and nature

Ethical behaviour is a natural by-product of practicing human values in the workplace. Leaders and managers have the responsibility to guide others and foster an environment that supports and encourages them to practice human values and ethics at work.

In stakeholder consultations with utility managers and engineers in Ethiopia and India, they spoke of critical needs for human values and ethics in the water and sanitation sector, including:

- *Managers must gain a better understanding of the overall picture of the water situation, now and in the future — and have the character and values for planning how to meet the needs with limited resources.*
- *There is a need for information sharing — making decisions transparently, especially when a situation is not covered by regulations.*
- *Strong values can create a "system" that upholds high standards — bringing costs down and ensuring that contractors fulfil their obligations for quality.*
- *We need human values to understand the needs of the community and then to work with the government and engineers to solve the problems.*
- *A change in attitude to serve the people is necessary — with sincere respect for customers regardless of age, gender, or personality.*
- *By supervising workers with patience, respect and decisiveness, they can focus on the good things people are doing and improve the quality of their work.*
- *How to reprimand is important — especially when dealing with dishonesty and poor performance.*
- *We need the moral courage, character and strength to collect the proper fees so we can use them to better serve the people.*

In workshops on "Human Values and Ethics in the Workplace," over 170 professionals from the water education, supply and sanitation sectors were asked to identify the practical benefits of human values and ethics in their field of work. Participants from these workshops stated:

- *Human values, combined with vision and foresight, enable us to do the best planning, resulting in money and time being used well and projects being completed in a timely, prompt way.*
- *Strong teams with sincerity and honesty "deliver the goods" and accomplish the goals with high personal satisfaction, and they gain appreciation for the output.*

- *Respect, participation and strong leadership results in work accomplished with high quality, enhanced output, and stronger motivation and perseverance.*
- *Patience and tolerance leads to doing the job better, with more harmony and less conflict in a group.*
- *Kindness and compassion leads to mutual satisfaction, mutual help and benefit where everyone is energized.*
- *Sharing (of experience, knowledge, etc.) results in work being done faster and with better quality*

These statements are in accord with the findings of a 2002 impact evaluation study of water and sanitation projects from the Asian Development Bank, UN-Habitat's partner in the "Water for Asian Cities" programme:

> "*Sound management, stakeholder participation, transparency, and accountability are important components that help strengthen good governance."*

In addition to the importance of human values and ethics in the formal and informal education system, they offer a significant contribution to developing the attitudes and behaviour — in school children, parents, and the community at large — for a new water-use ethic:

> *Eventually value-based water education approaches would help the individual consumer to:*
> - *Develop a sense of duty and responsibility for the economic use of water.*
> - *Develop a sense of accountability for the misuse and unsustainable consumption of water.*
> - *To be aware that all human beings cause and contribute a lot to the scarcity and depletion of water and also to conserve it.*
> - *Adjust the way he / she uses water in the family, in the surroundings and in the community he / she belong to.*
> - *Understand the important statement that "water is life" and act accordingly.*
> - *Enhance character development and promote self-governance in using water at any time.*
>
> Hailu Dinka
> Department of Curriculum, Addis Ababa Education Bureau, Ethiopia
> "Human Values in Water Education" – UN-HABITAT

C. Overall purpose, objectives and activities

The purpose of the capacity-building for "Human Values and Ethics in the Workplace" is to improve leadership and performance in every aspect of the water education and water supply and sanitation sectors, and to help bring about a new ethic in water use and management. This Guide contains six units, which can be used in a wide variety of venues. In a workshop or discussion group setting, each unit takes between 1-½ and 2 hours to complete.

Unit 1 — The Nature of Human Values. Participants will gain an understanding of human values and their practical relevance to the workplace. They will identify human values found in their country culture and their cultural heritage or native traditions, and will relate them to human values found in workplaces around the world. They will see how they have already applied human values to challenging situations in their water-related work — an important confidence-building step.

Unit 2 — "Living" Human Values at Work. To personalize human values, the participants will identify which human values they (a) most often draw from as their "explicit" strengths and (b) least often draw from as their "implicit / hidden" strengths. They will apply their explicit and implicit / hidden strengths to a practical challenge related to water management at the workplace.

Unit 3 — Recognizing and Practicing Ethics in the Workplace. Participants will explore what "ethics" means in the water education, supply and sanitation sectors, as well as the relationship between ethics and human values. Using a "force field analysis," they will generate creative ways to strengthen the environment for human values and ethics in their workplace.

Unit 4 — Developing Purity and Unity of Thought, Word, and Action. To become stronger in their expression of human values in their work, participants will identify how they can develop "human values hygiene" to remove negative habits and cultivate positive habits for practicing human values in the workplace. They will practice applying a unity of thought, word, and action to a real-time, water-related challenge they are facing.

Unit 5 — Fostering a Group Environment for Human Values and Ethics. Participants will practice how to engage a group in establishing a set of guiding principles based on human values. They will also have a chance to examine and strengthen the influence they have to make a positive difference in their environment.

Unit 6 — Being a Champion of Human Values and Ethics at Work. To reinforce the goal of achieving "safe water, sanitation, and hygiene for all," participants will write a vision of how they see themselves living, guiding, and fostering human values where they work and will commit to one positive attitude or behaviour change. And they will create, individually and as a group, a vision of how they can contribute to realizing the Millennium Development Goal targets for water and sanitation.

Section 2

Using this Guide

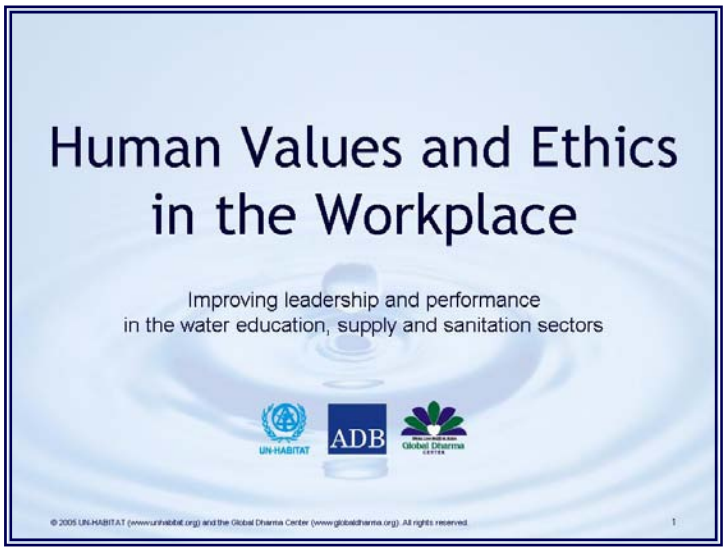
Using this Individual Guide

Participants at a group session on Human Values and Ethics in the Workplace (HVEW) held in Bhopal, India, October 2005

The overall purpose of this *Individual Guide* on "Human Values and Ethics in the Workplace" is to build the capacity for incorporating the very best that human values and ethics have to offer into every aspect of the water education, supply and sanitation sectors, and to help bring about a new ethic in water use and management. This Guide can be used in three ways:

1. As an individual self-learning workbook, by reading each page and answering its associated self-inquiry questions.
2. As a workshop book with both self-inquiry and group discussion.
3. As resource material for incorporating human values and ethics into other venues such as: staff meetings, awareness programmes, and leadership/management training.

This *Individual Guide* includes the text of the PowerPoint slides and self-inquiry exercises used in the Facilitator's Guide. There is also an abundance of practical stories and examples drawn from stakeholder consultations and pilot workshops within the water education and water supply and sanitation sectors in both Africa and South Asia.



Throughout the *Individual Guide*, there is space to take notes for personal reference, workshop discussions, and follow-up.

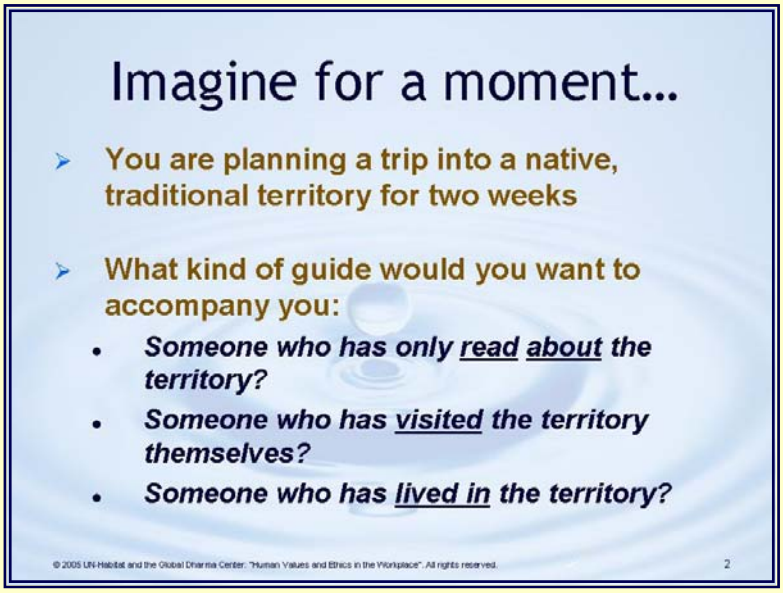
Ultimately, *what* you gain from this *Individual Guide* and any group discussions or workshops depends on *you* and your willingness to create and follow through on what you want from this investment of your time, energy and talent. You can get the most when working with this Guide by having:

- A spirit of self-inquiry
- An openness to personal and professional growth
- A willingness to initiate what you want to learn
- A dedication to putting your insights into practice in your work

We wish you the very best in your enjoyment, learning, and practical benefit from this Guide.

Getting Started

Participants at a group session on Human Values and Ethics in the Workplace (HVEW) held in Addis Ababa, Ethiopia, September, 2005



This *Individual Guide* is designed to help you integrate human values and ethics into your day-to-day work, with the intention of empowering you to contribute to the ultimate goal of "water, sanitation, and hygiene for all."

As you use this Guide and put its principles into practice, you will:

1. Become more aware of the nature and practical relevance of human values and ethics in your workplace.
2. Increase your ability to draw from your human value strengths in all of your work and leadership activities.
3. Generate creative ideas to strengthen your environment for human values and ethics at work.
4. Develop a greater capacity for "human values hygiene" and a unity of thought, word, and action.
5. Learn how to establish "guiding principles" for applying human values in your workgroup.
6. Envision how you can continue to foster human values and ethics at work and contribute to "water, sanitation and hygiene for all."

Our agenda together
Living in the native, traditional territory
Identifying the relevance and benefits of human values at work
Discovering your explicit and implicit / hidden human values strengths
Developing trust by expressing purity and unity of thought, word, and action
Applying human values in a practical way at work
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Our agenda together
Guiding others through native, traditional territory
Generating creative solutions to ethical issues at work related to water and sanitation, based on human values
Establishing guiding principles for everyone to practice human values and ethics at work
Being a champion of human values and ethics in the workplace
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Your Notes

"The director circulated a memorandum telling all the employees to reduce the usage of phone calls on non-business activities, because bills were too high and the company was losing a lot of money. The resolution and solution was that each employee must be disciplined and must stop making unnecessary/non-business phone calls.

I personally decided to stop making non-business calls. I had to care for the company's property and finances since the company was losing out each month. I had to consider the situation the company was in. I had to be accountable to all the calls I had previously made."

Education Secretariat, Lusaka, Zambia

Your Notes

- *Reduced poverty, suffering and disease*
- *An increase in happiness*
- *A shift in resources to more productive uses*

Educator Workshop Participants, Tanzania

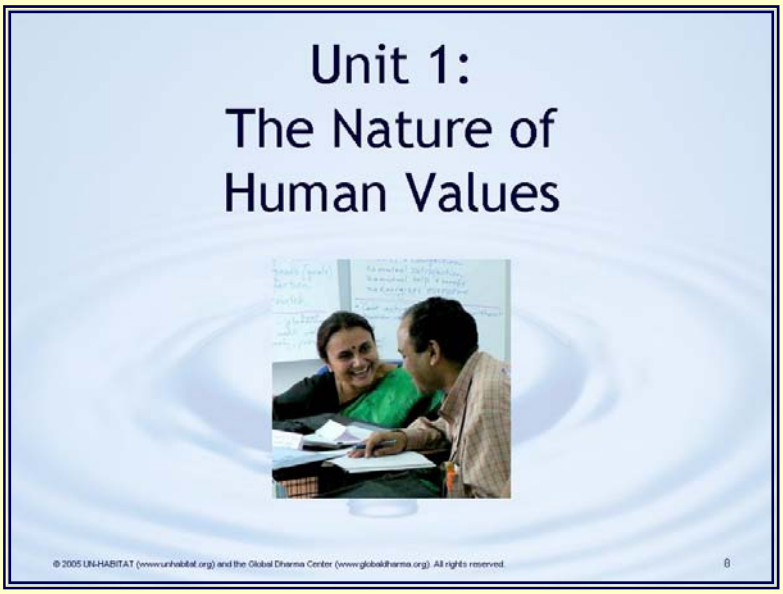
- *Peace and prosperity will happen*
- *Healthy and productive people*
- *Economic, political and social development*
- *Basic necessities would be achieved*

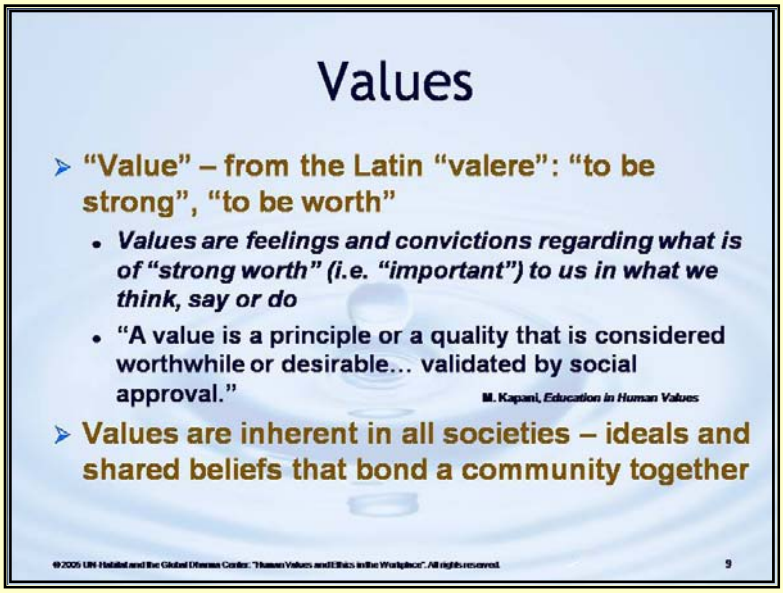
WATSAN Workshop Participants, Ethiopia

- *Healthy environment*
- *Reduced disease and death*
- *Poverty cycle would be changed*
- *People could concentrate on work and family*

RWSS Workshop Participants, India

Your Notes





In this first unit, you will have the opportunity to gain an understanding of the nature of human values and their practical relevance in the workplace. You will identify human values found in your country culture and your cultural heritage or native traditions, and relate them to human values found in workplaces around the world.

You will also have a chance to see ways in which you have already applied human values in challenging situations — an important confidence-building step.

"Human Values are those qualities of a human being which are desirable, respected, worthy, esteemed, dominant, and which are sanctioned by a given society. They are universal and are the essential foundation for good character. (They include) the profound moral insights of the world's great enduring civilizations. The value-based approach to water education seeks to bring out, emphasise, and stress desirable human qualities, which therefore help us in making informed choices about water resources management."

UN-HABITAT:
"Human Values in Water Education"

What are human values?
Universal values that span across cultures, nationalities and classes
The desirable qualities inherent in every human being
Values to be "brought out", not "poured in"
Values that are inclusive – they bring us together even when we have differences
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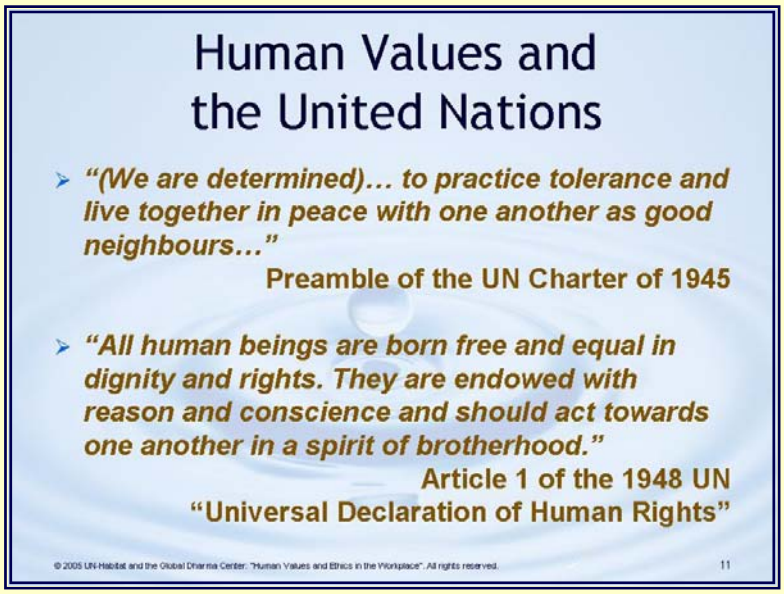
Human Values and the United Nations
"(We are determined)… to practice tolerance and live together in peace with one another as good neighbours…"
Preamble of the UN Charter of 1945
"All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood."
Article 1 of the 1948 UN "Universal Declaration of Human Rights"
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Your Notes

"I have understood that applying human values and ethics in all spheres of my activity could help me to attain efficiency and enhance my productivity. Caring for others, understanding the problems of others, positive thinking towards others, being patient, tolerance, finding and capitalizing on the strength of others instead of glorifying their weaknesses are some of the human values that can help us come together and work for the same goal. I have realized the need of human values and ethics in solving every conflict that arises in my house, in the workplace, and even when driving a car."

WATSAN Executive, Addis Ababa, Ethiopia

Your Notes

Human values in your culture
Make a list of human values found in your country culture that are most important to you
Make a list of human values found in your cultural heritage or native traditions that are most important to you
Make a list of human values found in successful water education initiatives and water supply and sanitation projects
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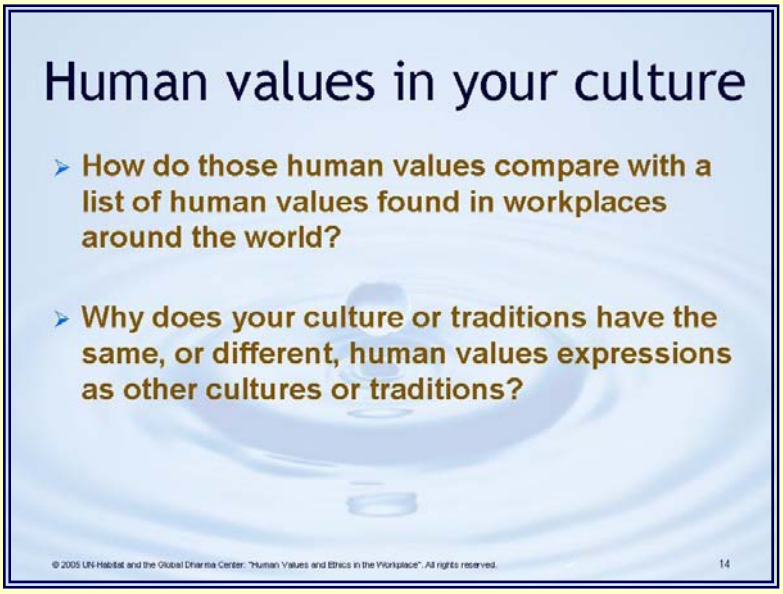
Human values in your culture
How do those human values compare with a list of human values found in workplaces around the world?
Why does your culture or traditions have the same, or different, human values expressions as other cultures or traditions?
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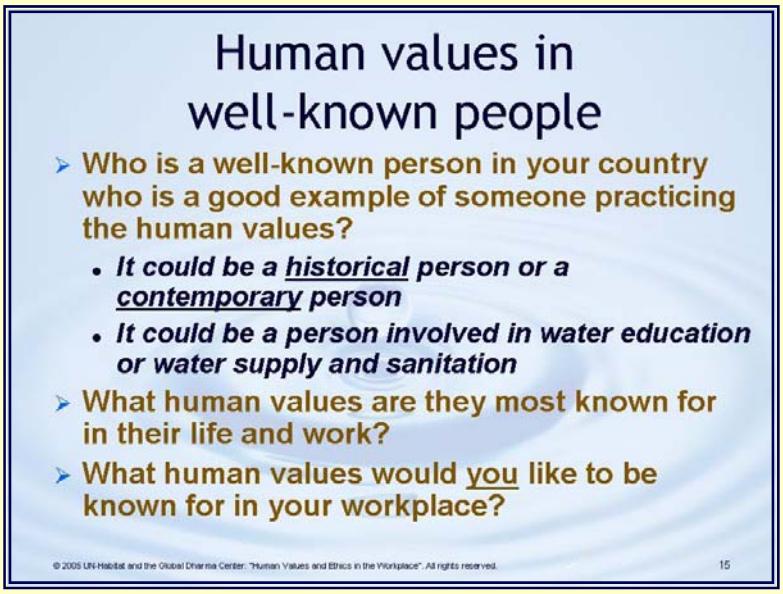
Your Notes

Human values found in workplaces throughout the world

Appreciation
Authenticity
Awareness
Balance
Broad-mindedness
Brotherhood
Calmness
Caring
Character
Charity
Compassion
Concentration
Concern for the welfare of all
Conscience
Consideration
Contentment
Cooperation
Courage
Dedication
Determination
Devotion
Dialogue
Dignity
Discipline
Discrimination
Duty
Empathy
Enthusiasm
Equality
Equanimity
Ethics
Fairness
Faith
Forgiveness
Fortitude
Friendship
Fulfilment
Generosity
Gentleness
Good citizenship
Gratitude
Happiness
Harmony
Healthy living
Helpfulness
Higher goals
Holistic thinking
Honesty
Humanity
Humility
Initiative
Inner silence
Inquiry
Integrity
Intuition
Justice
Kindness
Love
Loyalty
Morality
Non-violence
Optimism
Patience
Peace
Perseverance
Proper use of energy
Proper use of language
Proper use of money
Proper use of resources
Proper use of time
Purity of heart
Refusal to hurt
Respect
Responsibility
Right conduct
Sacrifice
Satisfaction
Self-confidence
Self-control
Self-respect
Self-reliance
Selfless service
Sharing
Sincerity
Sisterhood
Sympathy
Tolerance
Transparency
Trust
Truth
Understanding
Unity
Wisdom



Nelson Mandela, first elected president of South Africa: solidarity, forgiveness, reconciliation, sacrifice, justice

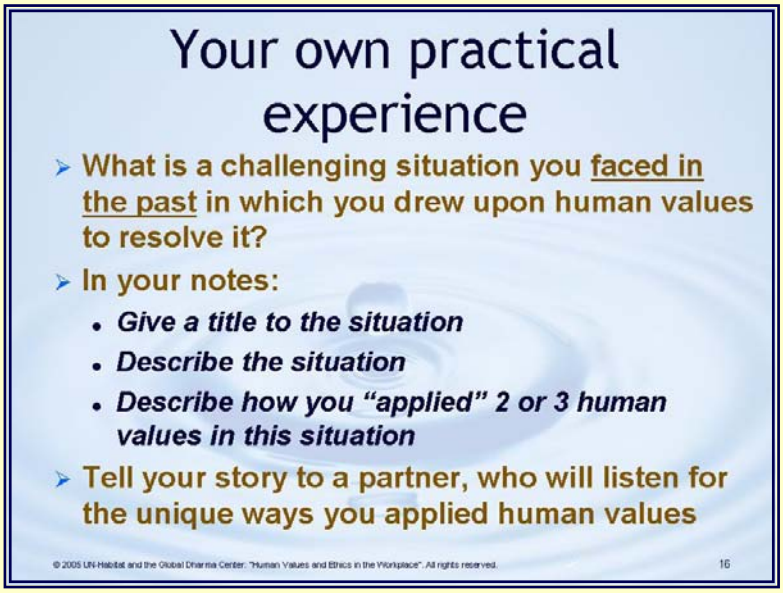
Anna Hazare: role-model social worker in India: water conservation, anti-corruption, self-reliance, rural service to community

Haile Gebre Selassie, Olympic gold-medal runner from Ethiopia: helping society optimism, dedication, endurance

Mother Teresa, founder of the Sisters of Charity, who build and run hospitals and orphanages around the world: charity, compassion, love, unity

Workshop Participants, Ethiopia and India

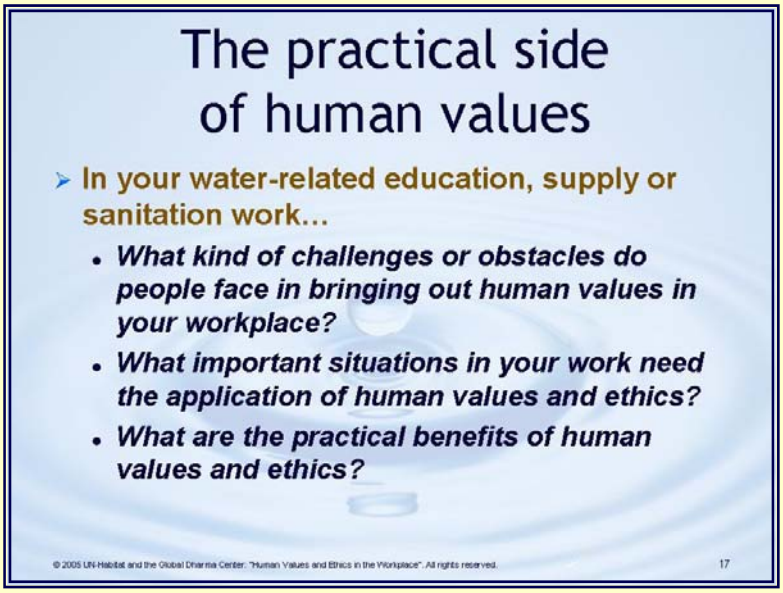
Your Notes



Title: *Resolving a neighbour dispute*
Description: *A drain was badly needed in an area, but due to the fighting among the residents, who also had a 5-year law-suit against each other, we couldn't put in the drain.*
Applying human values: *I went to the people and convinced them that neighbours should live together and help each other. I helped them to see that the drain needed to be put in for their health and hygiene. As a result they settled their disputes and even dropped their lawsuit against each other. After the drain was put in, several others in the area also dropped their lawsuits. I personally supervised the work and made sure it was done properly.*

Public Health Engineer, Jabalpur, India

Your Notes



Challenges:

Laziness *Shirking responsibility*
Dishonesty *Egoism*

RWSS Workshop Participants, India

Needs:

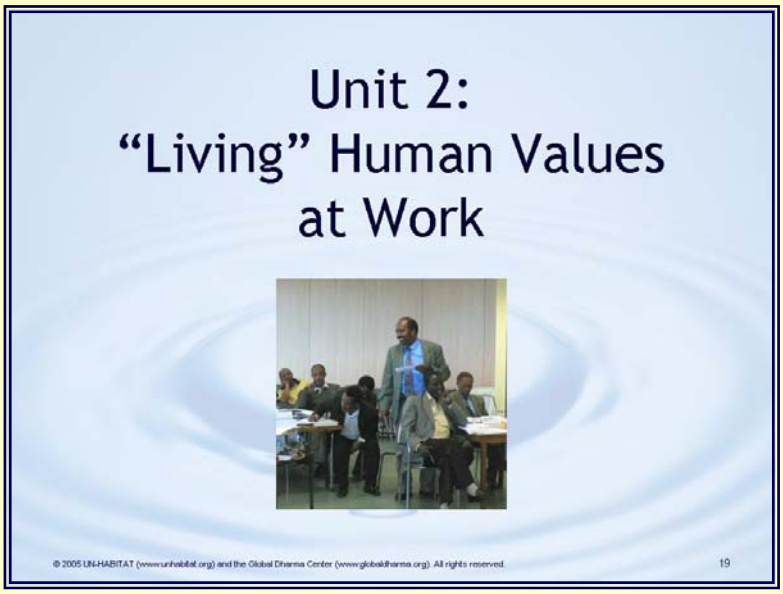
- *On-going partnership with the public is needed, and we also have to involve the people in the slums.*
- *Project supervisors and contractors are in collusion to reduce the quality of materials to increase profits.*

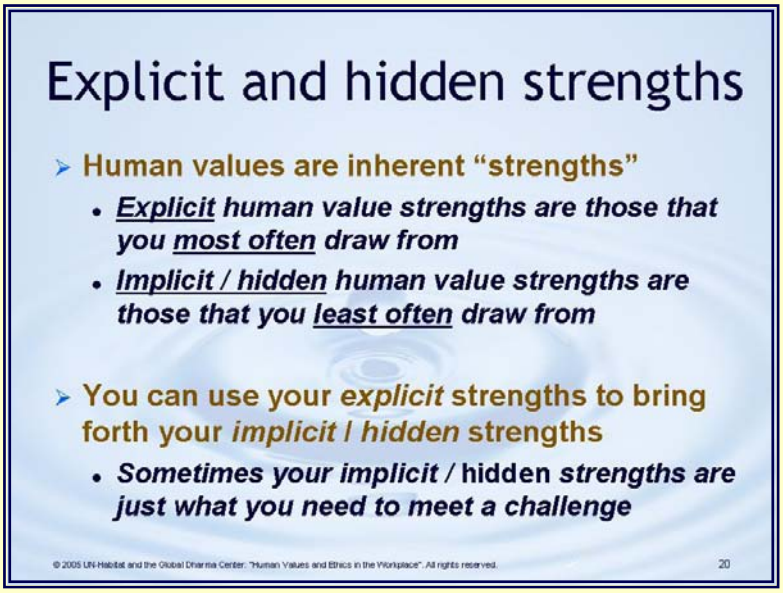
WATSAN Stakeholder Consultations, India

- *Teachers don't prepare for their classes.*
- *Basic discipline is missing.*
- *There is a decaying of moral values.*

Educator Stakeholder Consultations, Tanzania

Your Notes



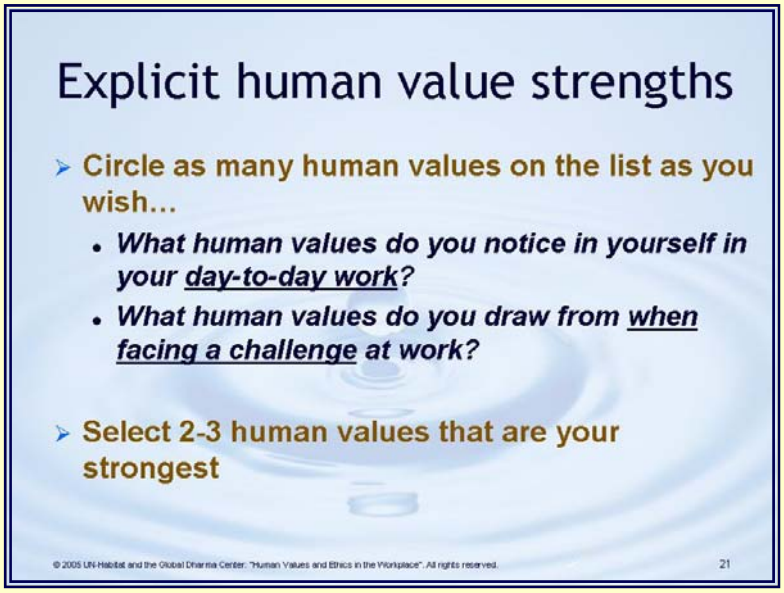


This second unit offers you the opportunity to personalize human values by identifying which human values you (a) most often draw from as your "explicit" strengths and (b) least often draw from as your "implicit / hidden" strengths.

You will also be able to apply your explicit and implicit / hidden strengths to a practical challenge related to the water education and water supply and sanitation sectors.

"Perhaps the greatest obstacle to successful participatory development is convincing institutional players that it is indeed possible. Maximizing stakeholder involvement in project decision-making and implementation goes against the institutional culture in some (countries). Success stories from Malaysia and the Philippines show that often just one committed person can lead the way and achieve customer participation. Sound management, stakeholder participation, transparency and accountability are important components that help strengthen good governance."

Asian Development Bank:
"Impact Evaluation Study on Water Supply
and Sanitation Projects," December 2002


Explicit human value strengths
Circle as many human values on the list as you wish...
What human values do you notice in yourself in your day-to-day work?
What human values do you draw from when facing a challenge at work?
Select 2-3 human values that are your strongest
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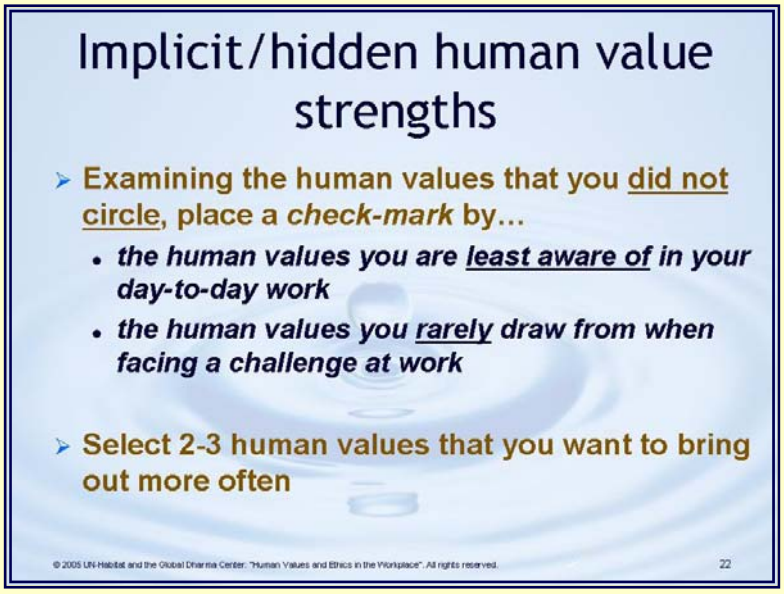
Implicit/hidden human value strengths
Examining the human values that you did not circle, place a check-mark by...
the human values you are least aware of in your day-to-day work
the human values you rarely draw from when facing a challenge at work
Select 2-3 human values that you want to bring out more often
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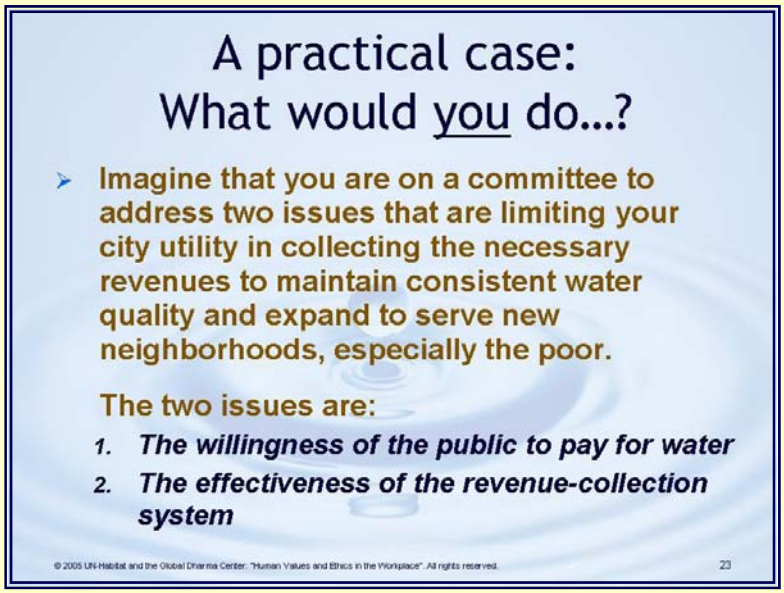
Your Notes

Human values found in workplaces throughout the world

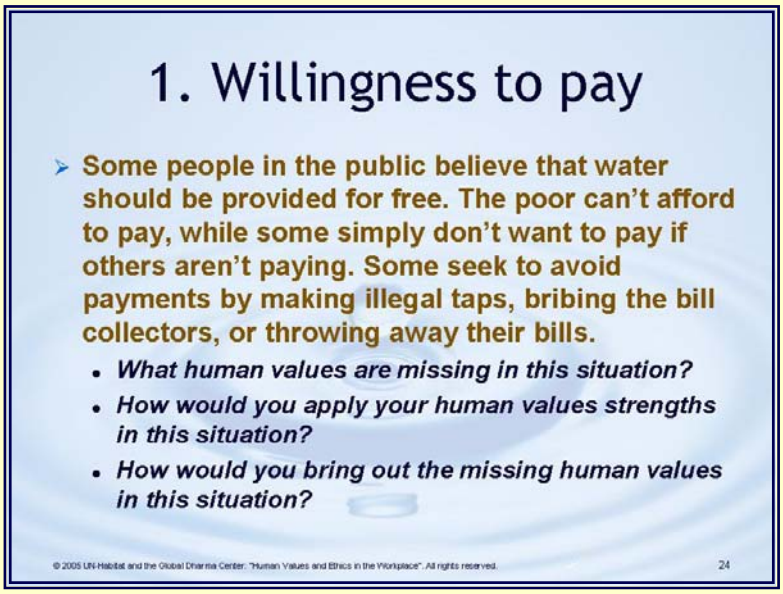
Appreciation
Authenticity
Awareness
Balance
Broad-mindedness
Brotherhood
Calmness
Caring
Character
Charity
Compassion
Concentration
Concern for the welfare of all
Conscience
Consideration
Contentment
Cooperation
Courage
Dedication
Determination
Devotion
Dialogue
Dignity
Discipline
Discrimination
Duty
Empathy
Enthusiasm
Equality
Equanimity
Ethics
Fairness
Faith
Forgiveness
Fortitude
Friendship
Fulfilment
Generosity
Gentleness
Good citizenship
Gratitude
Happiness
Harmony
Healthy living
Helpfulness
Higher goals
Holistic thinking
Honesty
Humanity
Humility
Initiative
Inner silence
Inquiry
Integrity
Intuition
Justice
Kindness
Love
Loyalty
Morality
Non-violence
Optimism
Patience
Peace
Perseverance
Proper use of energy
Proper use of language
Proper use of money
Proper use of resources
Proper use of time
Purity of heart
Refusal to hurt
Respect
Responsibility
Right conduct
Sacrifice
Satisfaction
Self-confidence
Self-control
Self-respect
Self-reliance
Selfless service
Sharing
Sincerity
Sisterhood
Sympathy
Tolerance
Transparency
Trust
Truth
Understanding
Unity
Wisdom



"We're trying to use a better approach to stopping the illegal water connections. We've set up camps and are helping the people to become aware of why they should not make these illegal connections. We are also trying to understand the cause of the illegal taps, rather than just cutting them off. We've made this a team effort and as a result people have been motivated to continue. We have also gone to the politicians and have asked them to pay for their water and sanitation. When they start paying, then their neighbours also start to pay."

Head of Municipal Water Department
Gwalior, India

Your Notes



Human values that are missing:

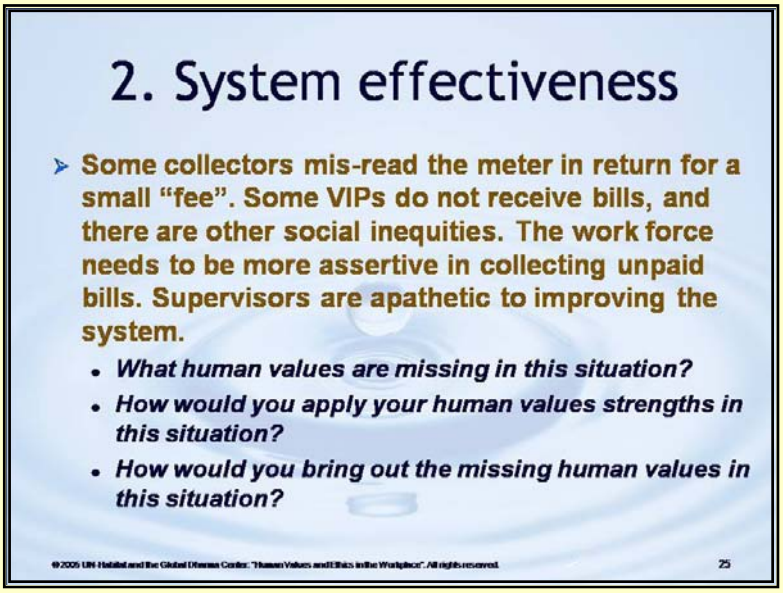
- *Faith in the system*
- *Honesty*
- *Awareness of using money well*
- *Responsibility for water usage*
- *Justice*

Application of human values:

- *Build awareness that paying bills helps others*
- *Use collections to help local people*
- *Publish names of those who pay*
- *Give incentives (discounts)*
- *Amnesty for part of overdue bill*

WATSAN Workshop Participants
Madhya Pradesh, India

Your Notes



Human values that are missing:

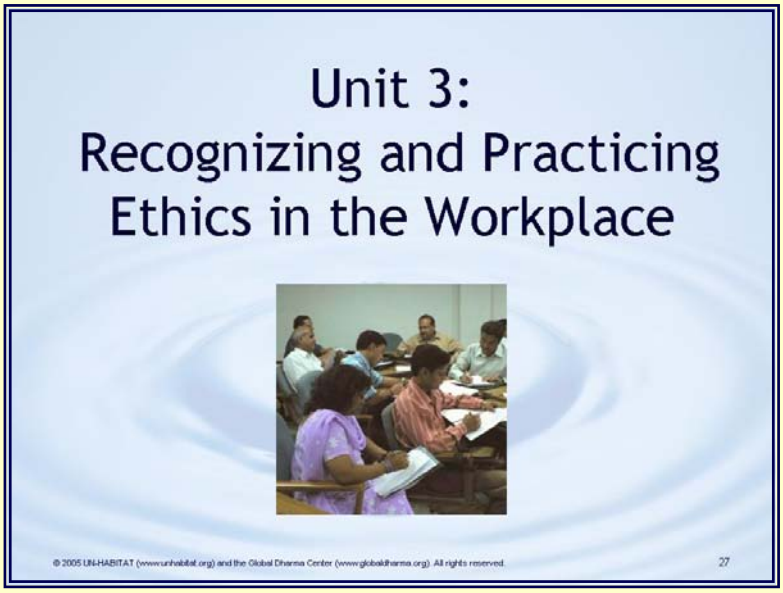
- *Honesty*
- *Ownership*
- *Right use of resources*
- *Caring*
- *Transparency*

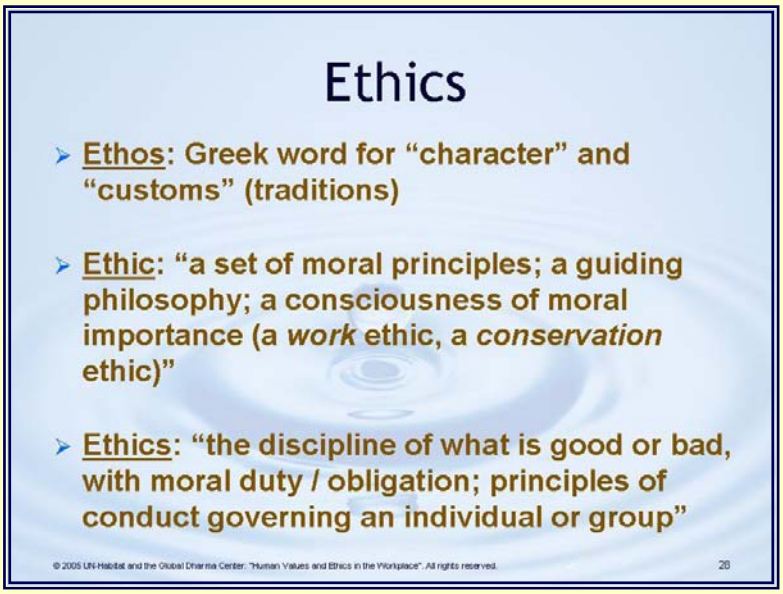
Application of human values:

- *Educate the staff on how much is spent for making good water*
- *Take ownership to collect bills, make decisions and run the organisation*
- *Use public monitoring to increase transparency*
- *Give incentives to collect*

RWSS Workshop Participants, Hyderabad, India

Your Notes



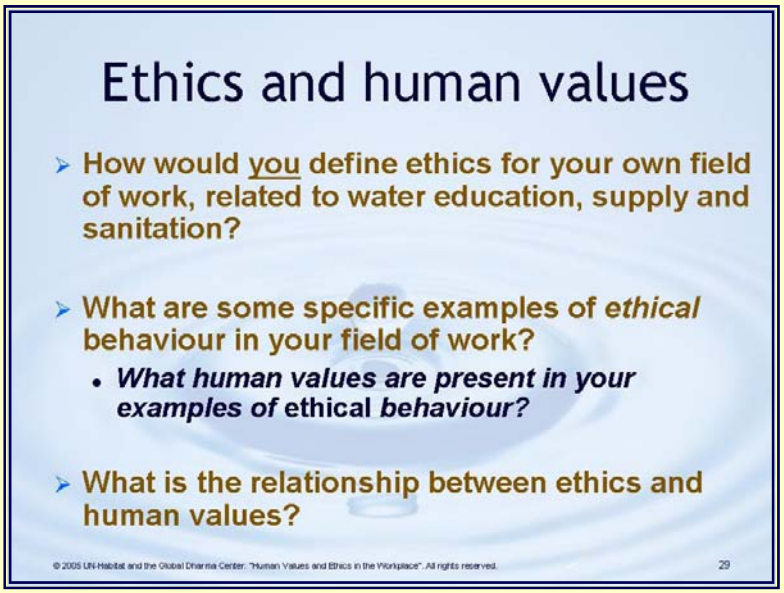


In this third unit, you have the opportunity to explore what "ethics" means in your field of work, as well as the relationship between ethics and human values.

Using a "force field analysis," you will generate creative ways to strengthen the environment for human values and ethics in your workplace.

"Improving governance in the water and sanitation sector cannot be accomplished in a vacuum. This calls for a willingness to change on the part of the policymaker, the sector managers as also the individual consumer. Such willingness to change comes from information (knowledge and skills, e.g. about good practices that are working elsewhere), awareness (e.g. the possible results of inaction on the part of the policymaker and at the same time awareness of the responsibility on the part of the consumer) and a change in attitude which education can bring about."

UN-HABITAT website:
"Water for Asian Cities Programme"



Examples of ethical behaviour:

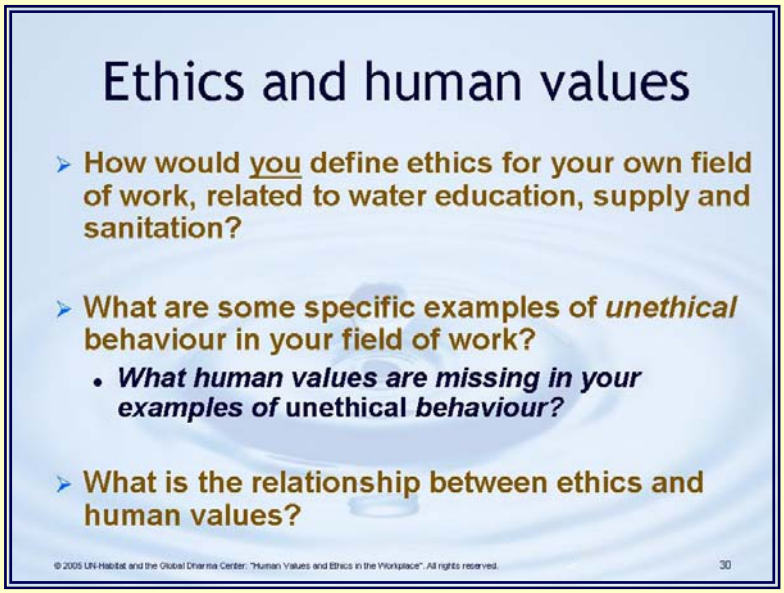
- *Respect for public property (human values: non-violence, self-control)*
- *Professionalism (human values: right conduct, character)*
- *Meeting deadlines on time (human values: devotion, integrity)*

Educator Workshop Participants, Tanzania

- *Serving the poor communities (human values: compassion, brotherhood)*
- *Respect for views of others (human values: harmony, broad-mindedness)*
- *Fulfilling your job duties (human values: responsibility, determination)*

WATSAN Workshop Participants, India

Your Notes



Examples of unethical behaviour:

- *Lies, secrecy in providing information (human values missing: honesty, authenticity, transparency)*
- *Lateness and absence without reason (human values missing: dedication, responsibility)*

Educator Workshop Participants, Tanzania

- *Laziness, refusing to do good work (human values missing: discipline, duty, respect)*
- *Bias and partiality (human values missing: equality, justice, fairness, broadmindedness)*
- *Bribery, speed money, kickbacks (human values missing: honesty, integrity, conscience)*

WATSAN Workshop Participants, India

Your Notes

Strengthening the environment for human values and ethics
Goal: Create an environment in your workgroup that encourages and requires human values and ethics
Using the "Force-Field Analysis" chart:
Identify forces that are hindering your group to practice human values and ethics ("forces against")
Identify forces that are helping your group to practice human values and ethics ("forces in favour")
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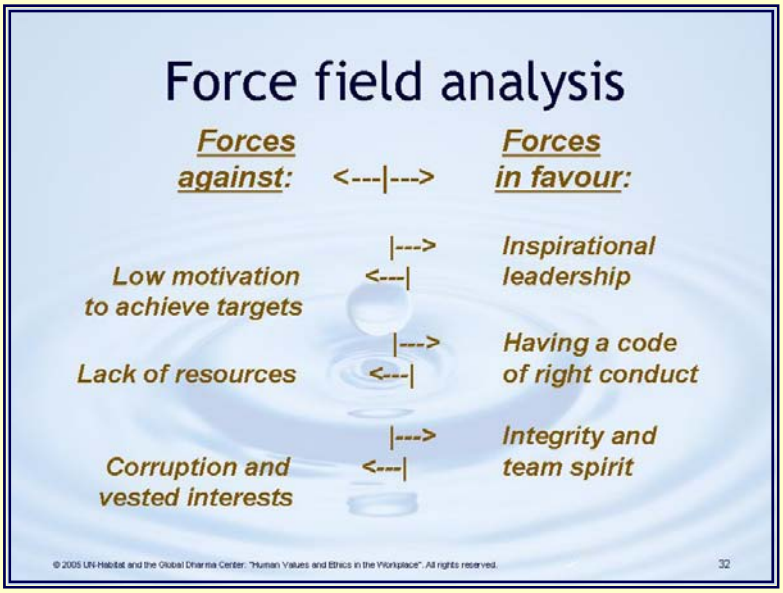
Force field analysis
Forces against:
<---|--->
Forces in favour:
Low motivation to achieve targets
Inspirational leadership
Lack of resources
Having a code of right conduct
Corruption and vested interests
Integrity and team spirit
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Your Notes

Ideas for minimizing the "forces against":

- *Hold meetings explicitly for information sharing between groups*
- *Plan better for how to use human and material resources more efficiently*
- *Get community involved in monitoring project performance (and impact of political interference)*

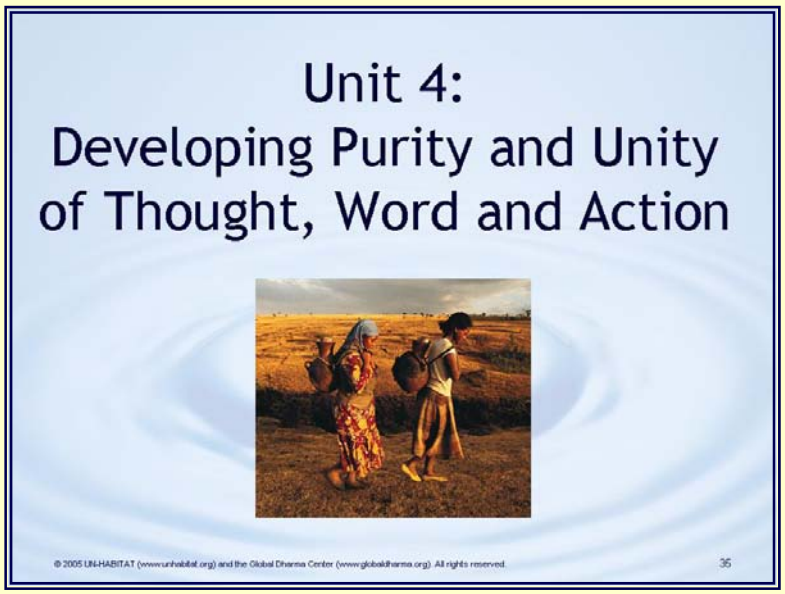
Ideas for maximizing the "forces in favour":

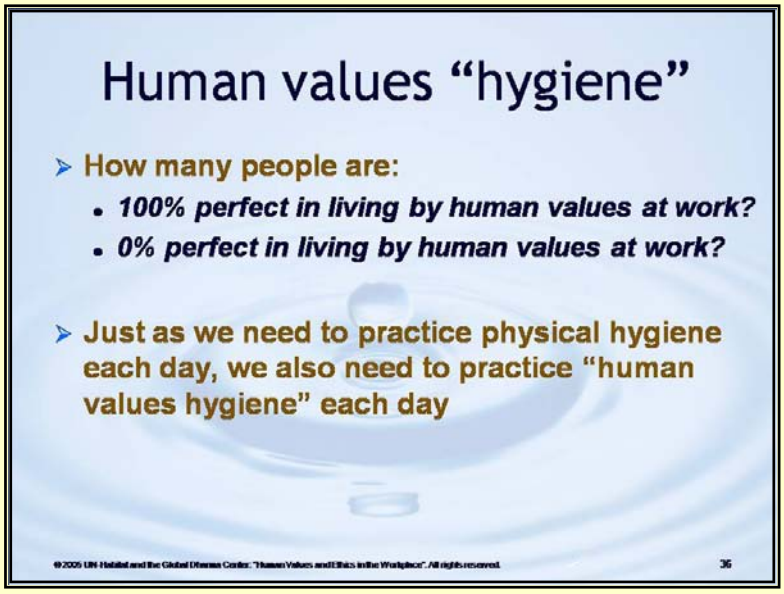
- *Meet with staff about not tolerating or approving poor work by contractors*
- *Give public appreciation to people who follow the code of conduct*
- *Take personal responsibility to see that work quality is upheld*

WATSAN Workshop Participants, Madhya Pradesh, India

Your Notes

Unit 4

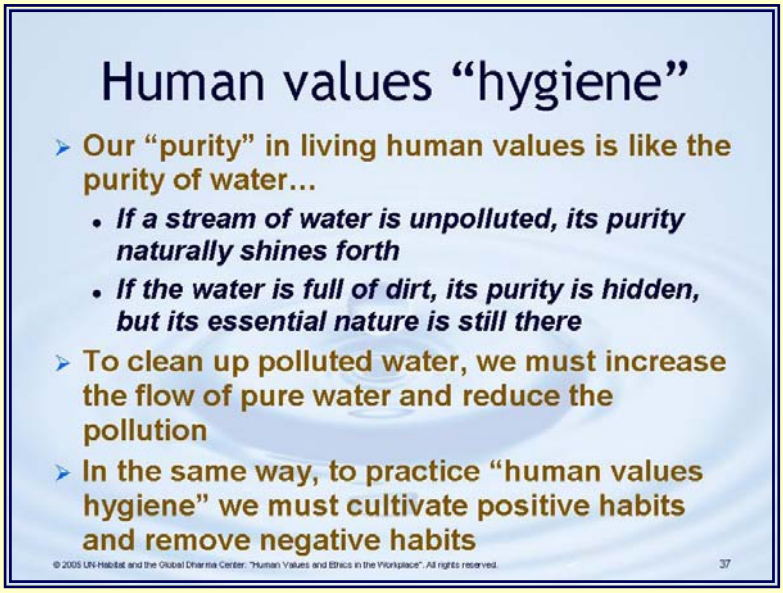




This fourth unit offers you the time to identify how you can remove negative habits and cultivate positive habits for practicing human values and ethics in your work. This includes developing "human values hygiene" that leads to a unity of thought, word and action — which you will apply to a real-time challenge that you are facing at work.

"We want people to be filled with integrated awareness of the sacred role that water plays in our lives, to care for our natural resources, and to protect and enhance the proper growth and development of the environment in general… people who by their personal lives will instil in others noble ideals that will raise human consciousness to its highest level."

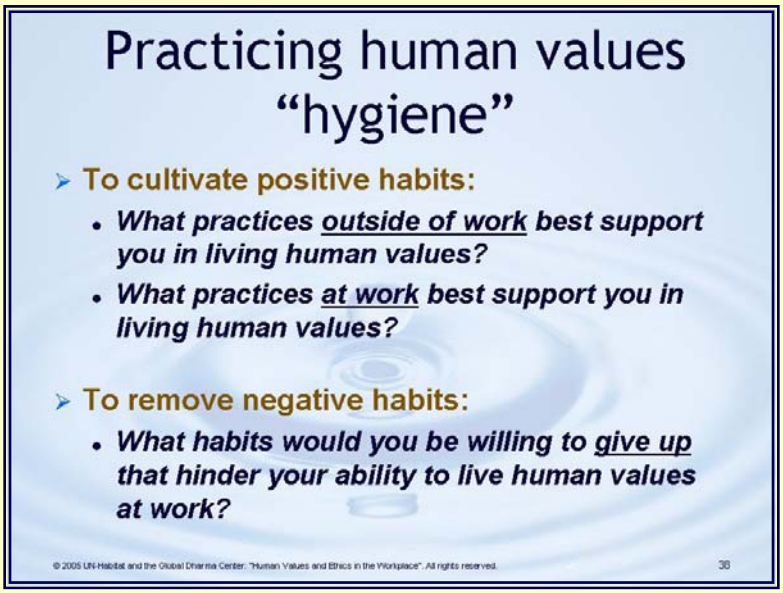
Victor Kanu
"*Water Education: A Human Values Approach*" presented at a 2001
UN-HABITAT Expert Group Meeting
"



"While discussing the performance of a certain job assignment with a subordinate, we couldn't understand each other and the misunderstanding kept on building upon itself. Then the subordinate decided to leave the organization and told me that he had decided to do so. At this point I was not happy about his decision. Using my human value of straightforwardness, I started all over again and discussed what I valued and why I said certain things. I listened to what was important to him as well. Eventually we came to a mutual understanding and he abandoned his decision. I was able to do this without compromising my objectives and values. Here my hidden value of helpfulness helped me to have a straightforward dialogue about what each of us valued."

Head of Utility Auditing
Addis Ababa, Ethiopia

Your Notes

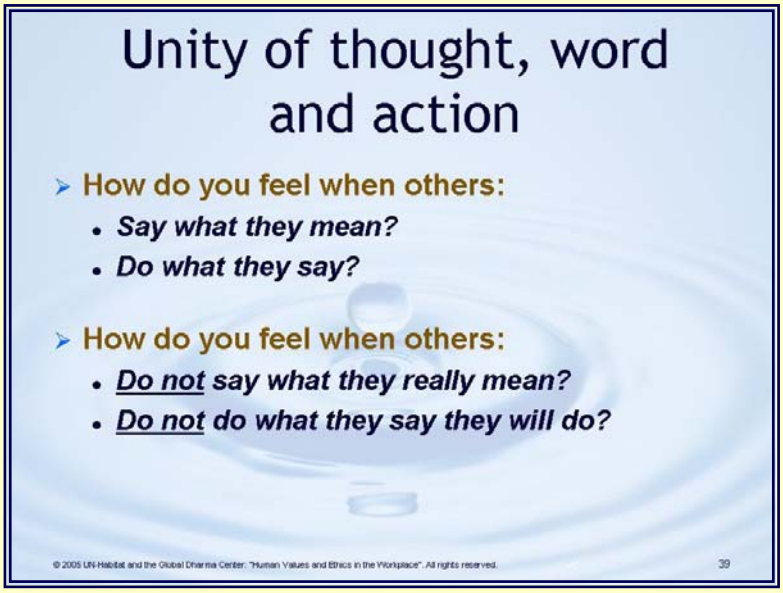


Positive habits at work:

- *Understand the work that needs to be done, then do*
- *Do work and solve problems transparently*
- *Learn to be broadminded, not negative*
- *Give proper guidance to society*
- *Behave friendly to labourers*
- *Resolve grievances with patience*
- *Speaking honestly and caringly*
- *No gossip*
- *Talk less; work more*
- *Treat all humans as equal*
- *Take responsibility*
- *Listen to others*

WATSAN Workshop Participants, Andhra Pradesh, India

Your Notes


Unity of thought, word and action
How do you feel when others:
Say what they mean?
Do what they say?
How do you feel when others:
Do not say what they really mean?
Do not do what they say they will do?
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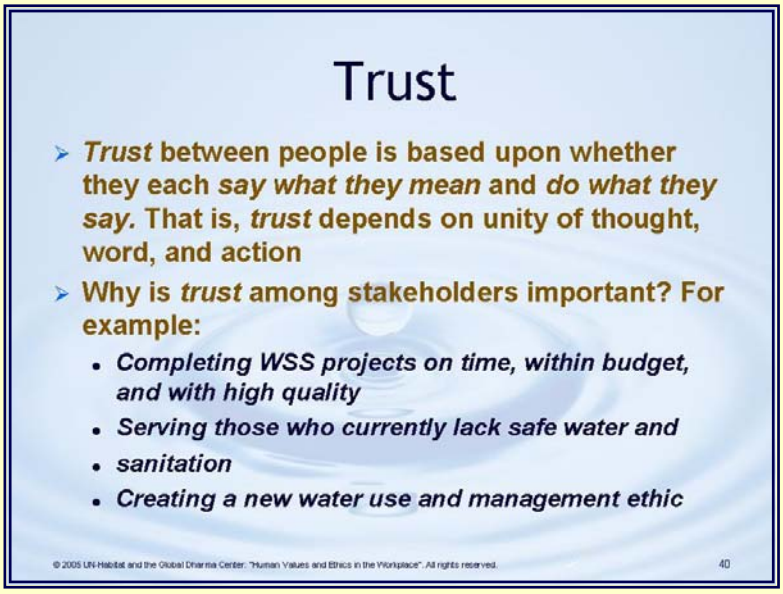
Trust
Trust between people is based upon whether they each say what they mean and do what they say. That is, trust depends on unity of thought, word, and action
Why is trust among stakeholders important? For example:
Completing WSS projects on time, within budget, and with high quality
Serving those who currently lack safe water and
sanitation
Creating a new water use and management ethic
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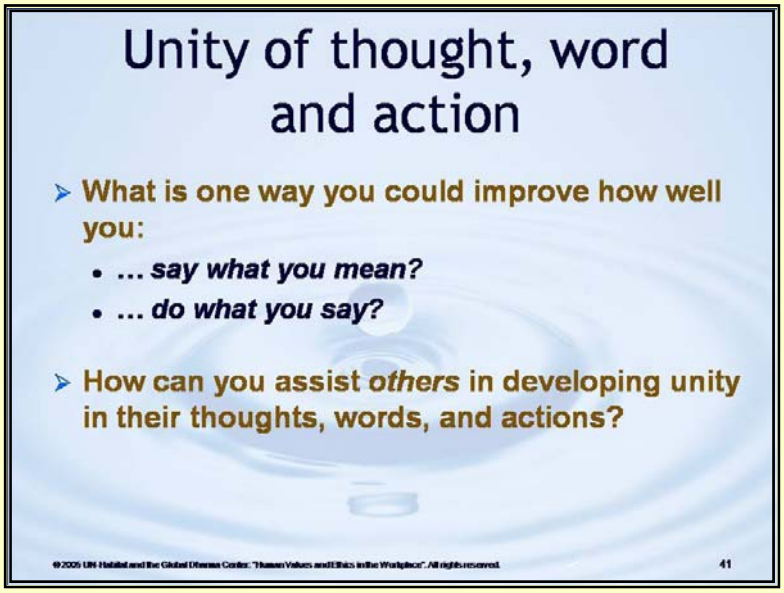
Your Notes



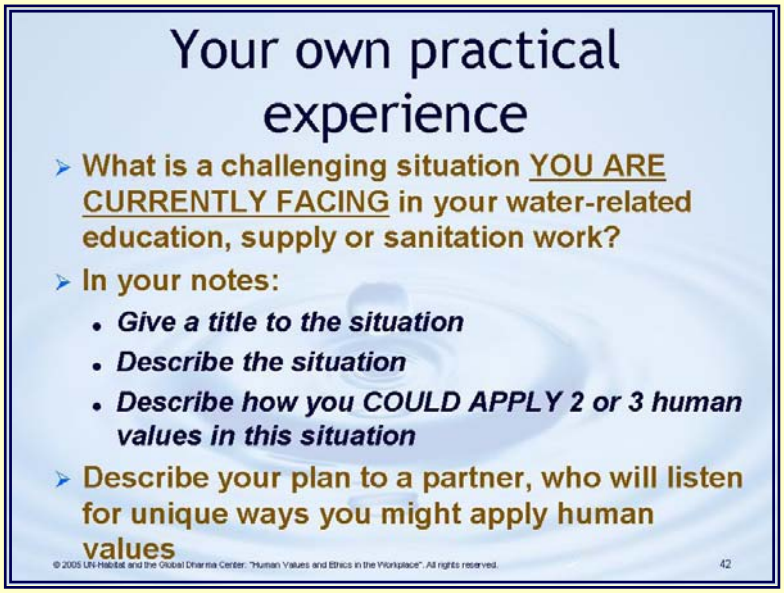
"We say we are dedicated to serving people. If there is a water breakdown, supervisors sometimes even work 24 hours in a day. They rush to the work, even leaving their families. It's not just that the boss tells them to go — they feel the urge inside to go, even in the night and on holidays."

WATSAN Engineer, Bhopal, India

"It's important to me that people tell me the truth. But when people give me false reasons for not doing their assignments or some job, I get angry. By practicing human values I could be more patient and tolerant. What I wish is to respect others and listen to their problems and if possible help them with a solution."

WATSAN Supervisor, Addis Ababa, Ethiopia

Your Notes

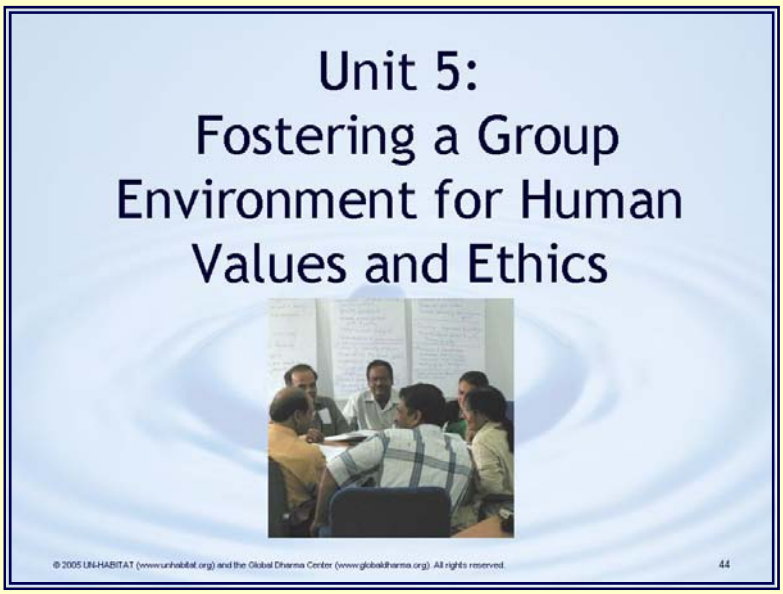


Title: Implementing the human values based approach
Description: The staff will have to understand and practice human values before they can effectively conduct water education in the communities.
Applying human values: Patience and understanding are needed to recognize that this is a new concept. We need trust that, with time, people will take in new ideas and will start practicing and disseminating these values in their water education work. We must have tolerance to know that people are different, and that mistakes and objections are natural to human beings. We must have confidence and always be positive that things will work out with time.

Educator, Arusha, Tanzania Workshop

Your Notes

Unit 5



"We need to help people to see the larger picture. When water and sanitation are in place, people can shift their focus to their vocations and the local economy. We have to create belongingness with the people and sustainable facilities. We can be governed by love and law."

City Mayor, Indore, India

"One project was to get water from a well-field owned by farmers, who would need to be displaced and compensated for the land taken. This had to be settled to avoid delays in getting water to people who badly needed it. Representatives of the farmers met with us. Applying human values of wisdom and compassion, the company agreed to the compensation and allowed the farmers to be involved with the work."

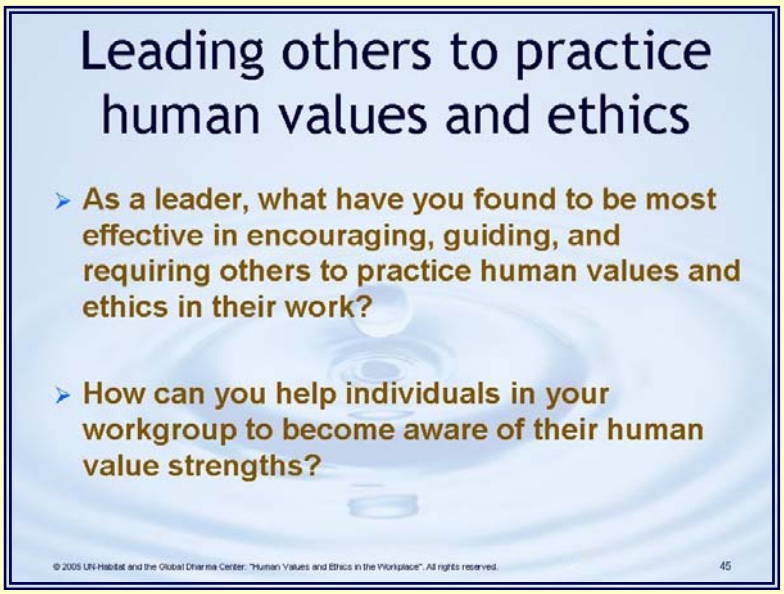
WATSAN Head of Planning, Ethiopia

In this fifth unit, you will practice how to engage a group in establishing a set of guiding principles based on human values.

You will also have a chance to examine and strengthen the influence you have to make a positive difference in the people and projects you work with.

"*When value-based principles are fully integrated into development activities, the ideas, insights and practical measures that emerge are likely to be those that promote self-reliance and preserve human honour, thereby avoiding habits of dependency and progressively eliminating conditions of gross economic disparity. Value-based approaches are useful in developing a shared vision, collective action and common destiny on water conservation and management.*"

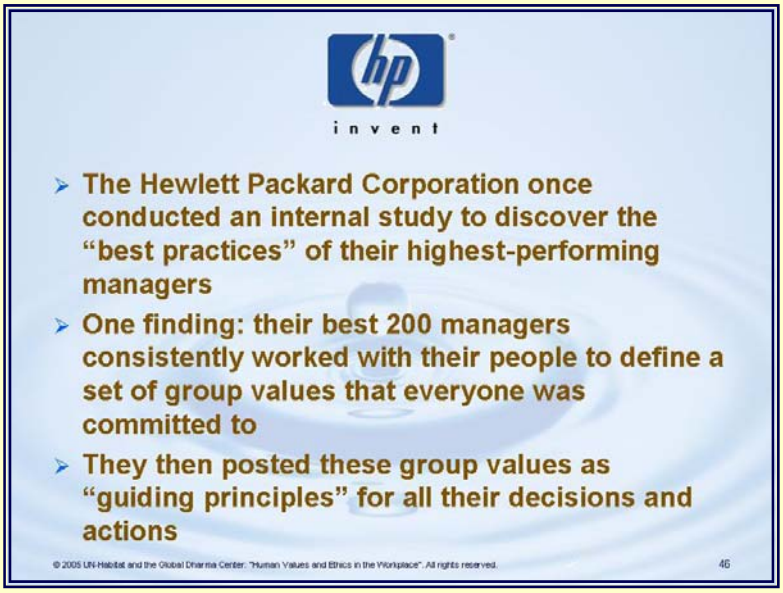
Pireh Otieno,
"Value-Based Approaches to Community Water Education,"
presented at a UN-Habitat Expert Group Meeting — 2001



"We have one worker who is cleaning the trash in a colony who is so sincere that we don't have to check on him. We are totally confident that he will be there cleaning everyday. If we have visitors come to our city, we always take them to his area because we know it will be clean. He has strong values that come from his upbringing. In another colony we had a man who would not do good work even though we cut his salary. Then we told him about this other worker and what a good example he was. As a result this person started working harder."

Public Health Official, Gwalior, India

Your Notes


invent
The Hewlett Packard Corporation once conducted an internal study to discover the "best practices" of their highest-performing managers
One finding: their best 200 managers consistently worked with their people to define a set of group values that everyone was committed to
They then posted these group values as "guiding principles" for all their decisions and actions
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Eliciting commitment
Research* shows that the prime factor for increasing commitment to work is awareness of personal values, not awareness of organization values
High
CLARITY OF COMPANY VALUES
Low
4.9/7.0
6.3/7.0
4.9/7.0
6.1/7.0
Low
High
CLARITY OF PERSONAL VALUES
from research by Barry Posner
(Numbers refer to "level of commitment to work" based on a 7-point scale)
* by Barry Posner, Dean Santa Clara University Business School USA
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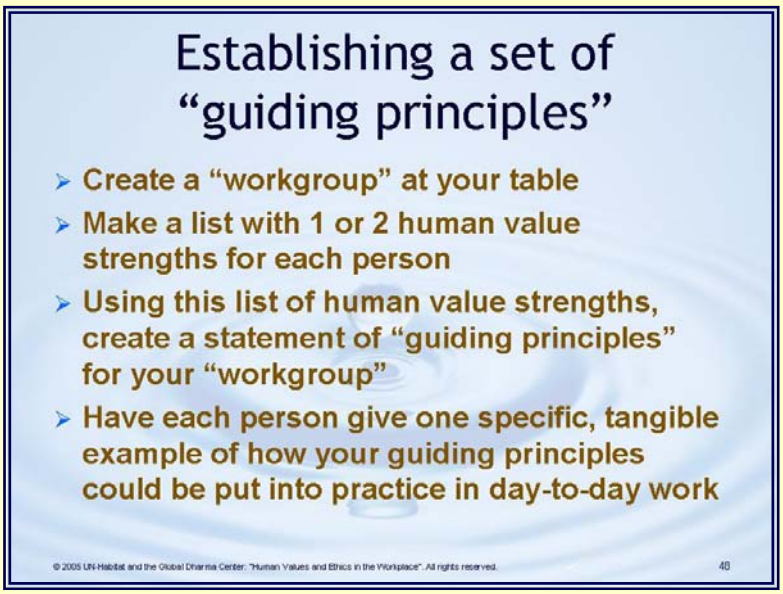
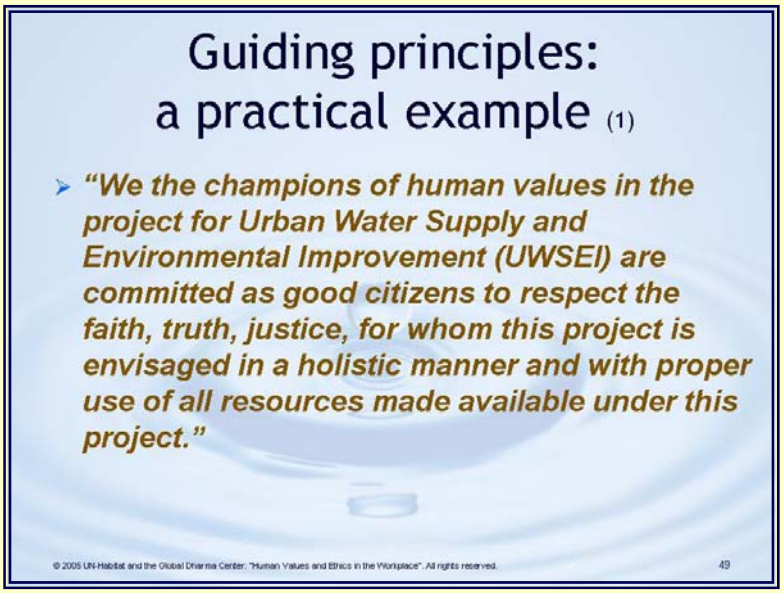
Your Notes



"One of our guiding principles is to keep agreements. Our principal had agreed to pay a graphic artist a certain amount for some work. The work was done well, but the principal felt it was too expensive and would not pay the full invoice. I argued, but to no avail. Then, I told the principal that I was willing to personally make up the difference in whatever he wouldn't pay. I think that decision broke his resolve and he finally paid. But when I got home and checked the money, he had overpaid. The next day, I handed the extra money back. He was shocked to the bone. He has subsequently told everybody that "there are still a few good people around."

Teacher, Arusha, Tanzania Workshop

Your Notes


Guiding principles:
a practical example (1)
"We the champions of human values in the project for Urban Water Supply and Environmental Improvement (UWSEI) are committed as good citizens to respect the faith, truth, justice, for whom this project is envisaged in a holistic manner and with proper use of all resources made available under this project."
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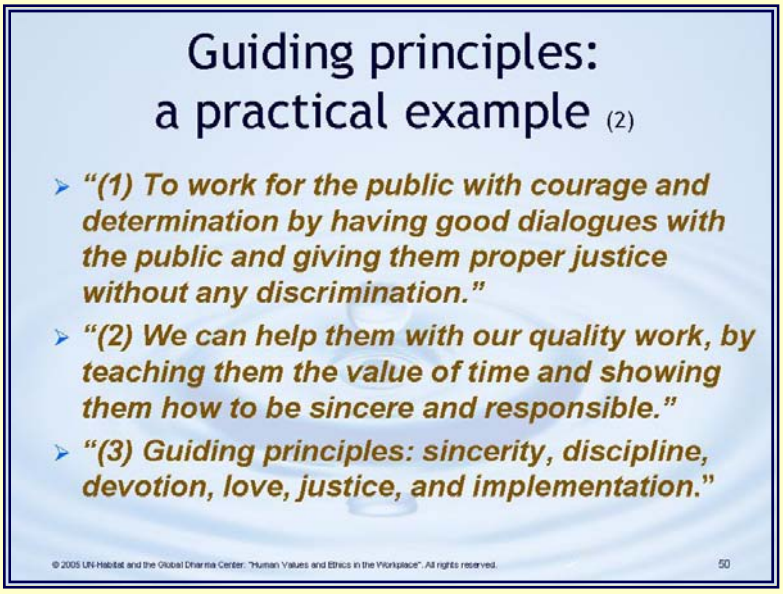
Guiding principles:
a practical example (2)
"(1) To work for the public with courage and determination by having good dialogues with the public and giving them proper justice without any discrimination."
"(2) We can help them with our quality work, by teaching them the value of time and showing them how to be sincere and responsible."
"(3) Guiding principles: sincerity, discipline, devotion, love, justice, and implementation."
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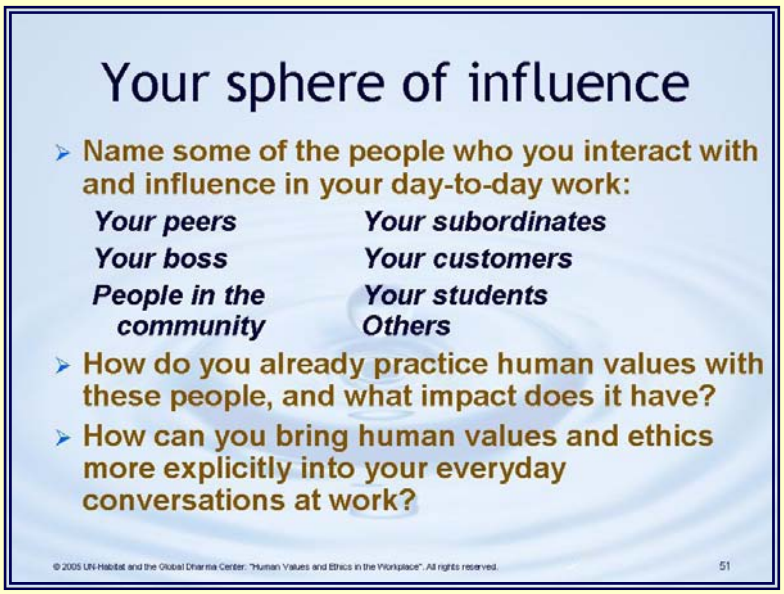
Your Notes



"One supervisor, by involving himself in the personal problems of the workers, has helped them to overcome their vices and work better. One employee had financial problems with a marriage; the supervisor motivated the community to rise up and help the employee; now they are loyal."

"There was news of a baby being thrown away. One of the workers went to the place and took the baby to the hospital and saved its life. Then a year later a couple with no children came and adopted the child, which made them very happy."

"One supervisor went to a politician and asked him to pay for his water. When he began to pay, his neighbours also paid."

Stakeholder Consultations, Madhya Pradesh, India

Your Notes

"There is a separate feeling between the people and the government. The people expect the government to do everything, but the government can't do everything. An ongoing partnership with the public is needed, and we have to involve people in the slums. We are going to people to explain how to save water and how to fix their pipes. The NGO's and community-based organisations can help to create a culture of human values. This must be combined with other services like vocational training. Women are key change agents. When they realize the value, then commitment comes from the inside."

Public Health and Engineering Officials
Indore, India

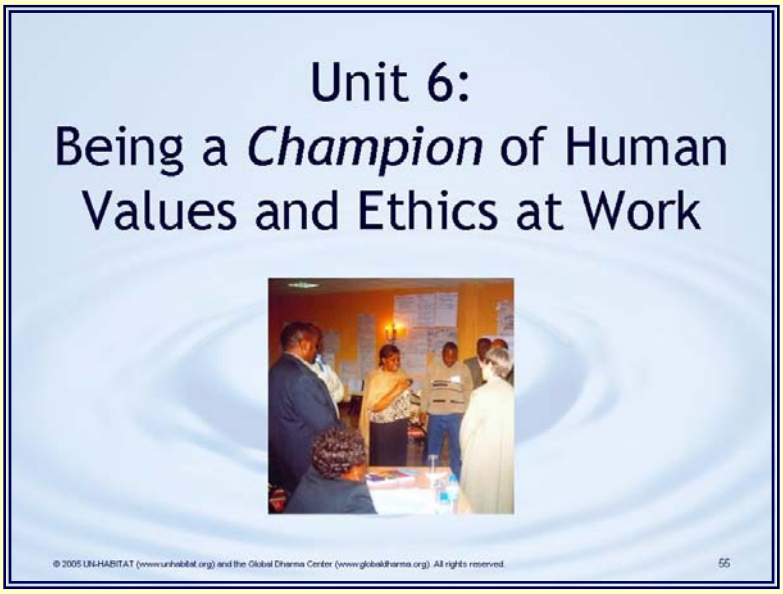
Your Notes

"There are doubts about the water supply and sanitation projects. There needs to be feedback between the design engineers and the local people to know what to do. We should have the feeling of national unity; then we will have the human values. We won't damage things or harm things when we feel it is our country. When leaders educate the workers to realize they are supplying water to the people, this instils a moral duty and a moral feeling. A sense of belonging will come. Our forefathers fought for this feeling — we must sacrifice for this feeling of being proud of our culture."

Public Health and Engineering Officials
Jabalpur, India

Your Notes

Unit 6



To reinforce the ultimate goal of the human values and ethics capacity-building — helping to achieve "safe water, sanitation, and hygiene for all" — in this sixth unit you will write a vision of how you see yourself living, guiding, and fostering human values where you work and will commit to one positive attitude or behaviour change that people will see in you after you complete this Guide.

Finally, you will create, individually and as a group, a vision of how you can contribute to this goal through human values and ethics in your workplace.

"In 1993, only 20% of the total population of Phnom Penh had access to water supplied by the Phnom Penh Water Supply Authority (PPWSA). Today, 70% of the entire Phnom Penh City is connected. Also, due to a higher collection ratio, PPSWA has fully recovered its costs. The success of this public water enterprise is, to a large extent, the result of a champion of the cause in the person of the Director. PPWSA, under inspired and disciplined leadership, is one of the better-run utilities in the Asian region."

Asian Development Bank:
"Impact Evaluation Study on Water Supply and Sanitation Projects," December 2002

"I will have concern for the poor and rural people… those who have no awareness of what they have to get from the government, what their rights are. I will voluntarily educate them and provide a few amenities that are meant for them by the government by timely discharging my duties."

"I will try to work for the people more courageously, be more just and impartial, be more punctual and sincere, and develop more faith in the system by increasing transparency in the work."

"I dare to dream that we will practice, and I will facilitate, the 'bringing out' process of human values and use innovative ways in the interest of the project."

WATSAN Workshop Participants, Madhya Pradesh, India

Your Notes

- *Having a more positive attitude towards others: concern for others*
- *Being aware of other's needs (the willingness to help them using the human values approach)*
- *Living at peace with all neighbours*
- *Responsibility towards assignments given to me*
- *Responding positively to others*
- *Listening to whoever speaks*
- *Patience at the work place*
- *Sacrificing my space for the good of others*
- *Giving up smoking*
- *Coming early to workplace*

Educator Workshop Participants, Arusha, Tanzania

Your Notes

Imagine this global news report, 01 January, 2020…

"Twenty years ago, some thought the challenge was difficult while others thought it near impossible… But today, January 1, 2020, every man, woman and child on the planet has access to safe drinking water and proper sanitation. That is over 7½ billion people with water that can satisfy their basic human needs for drinking, hygiene, cleaning, cooking and sanitation; there is even water for basic agriculture and animal husbandry.

"As a result, water-born diseases have been almost eliminated. Infant mortality is at an all time low. People are at work rather than sick at home. Women are earning income and girls are getting a full education, rather than carrying water for hours each day. Per-capita income is growing even in the most poor villages and communities. And the health of rivers and streams has been improved and safeguarded as well.

"In 2005, the picture looked bleak. Progress towards the UN's target to 'halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation' was far behind achieving the goal. One billion people were without safe drinking water, and two billion people needed access to safe sanitation.

"What turned the situation around? On the surface, it appeared to be a renewal of political, social, and personal will to address the problem, plus a strengthening of the legal instruments to force the issue. But underneath, *something* more fundamental and profound was at work… *something* that finally addressed the source of the problem… *something* that provided the inspiration and energy for renewed levels of commitment, compliance to legal mandates, financial capital, and capacity-building for knowledge, technology, and governance.

"What was that 'something' that awakened and mobilized the planet? Slowly at first, and then gaining momentum, people in country after country began to express 'It simply isn't right' for this situation to continue. The intention for protecting, safeguarding, and fulfilling humanity's 'right to water' took root, along with a resurgence of human values. The movement drew its strength from the cultural traditions and spiritual roots of societies around the world, taking a stand to 'do for others as you would have them do for you'.

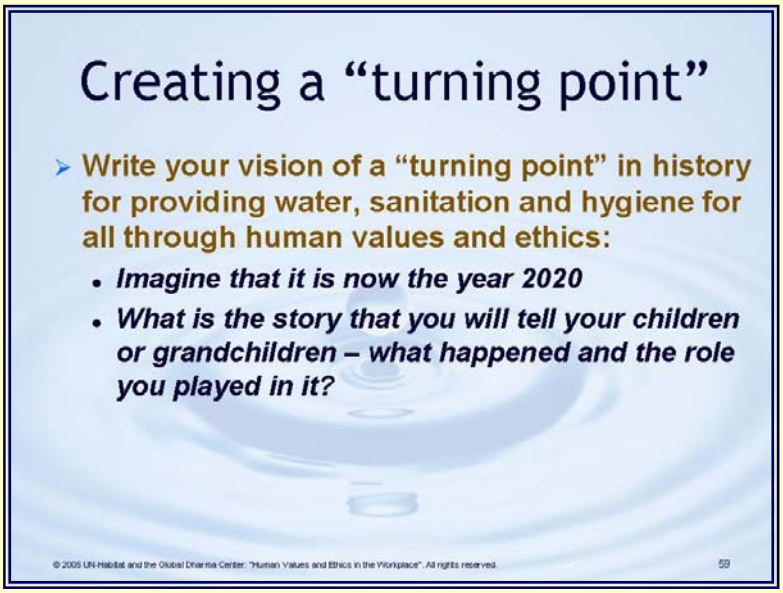
"Men and women, young and old, from all walks of life, began to learn about the situation, to look inside themselves, and to talk seriously and sincerely with others. They did not stop at only being aware of the problem. From awareness and understanding grew resolve and determination. From respect for human dignity grew a deep sense of responsibility. From concern and compassion grew a passion for action — to do whatever it took to secure universal access to safe water and sanitation. A series of small successes became a torrent of self-reinforcing cycles of action until the tide was turned.

"The result was 'a world united by common values and striving with renewed determination to achieve peace and decent standards of living for every man, woman and child' — fulfilling the words spoken in

2004 by the Secretary General of the UN, Kofi Annan. As the human values grew over time, the right to water became a reality. Both developed and developing countries recognized that exercising their responsibilities was necessary for securing the right to water for everyone.

"The 2015 millennium development targets for water and sanitation were achieved on time, but the momentum didn't stop there. People took full responsibility for making 'universal access to water and sanitation' an idea whose time had come. They integrated rights-based and human values-based approaches to achieving it. As a result, compliance with legal covenants combined with the commitment to uphold the inherent dignity of people everywhere. Needed financial capital was made available, along with the human and technological capacity needed for sustainable progress.

"The only thing comparable to this phenomenon, this extraordinary turn-about, was the upsurge in political and social will that led to the fall of the "Iron Curtain" between Eastern and Western Europe. But this time, the entire planet took part."



"It was the year 2005 and I had the good fortune of attending the Human Values Water, Sanitation, and Hygiene Education centralized training in Arusha, Tanzania. Along with education representatives from 11 other countries, we formulated a plan for educating children and the community on how to conserve and share water, and worked with the utilities to set up water and sanitation classrooms in our schools. As the days, months and years passed, we weren't always sure that we could ever reach the ideal goal of having water and sanitation for every human being on this planet. But as you can see now, my dear grandchild, we have accomplished this goal through hard work and full concentration on serving the people who were most in need."

Educator Workshop Participants, Arusha, Tanzania

Your Notes

"Human values and ethics are directly relevant to the art of responsible public policy making. Human values and ethics can become a source of political mobilization and contribute to social change. These fundamental values should guide and inspire us in our efforts to promote development and combat poverty."

Kjell Magne Bondevik
Prime Minister of Norway

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"As long as poverty, injustice and gross inequality persist in our world, none of us can truly rest. Poverty is not natural. It is man-made and it can be overcome and eradicated by the actions of human beings. Overcoming poverty is not a gesture of charity. It is an act of justice, the protection of a fundamental human right: the right to dignity and a decent life."

Nelson Mandela
"The Campaign to Make Poverty History"

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"I am not interested in listening to 100 ways by which it cannot be done. Can you tell me one way in which it can be done? If I am authorized, I will remove the word 'impossible'."

The Honourable A. P. J. Abdul Kalam
President of India
in *"Vision to Mission" (2003)*

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Section 3

Resource Papers

Resource Paper

Water for Life — One Leader Can Make a Difference

by Debra and William Miller,
Global Dharma Center

Ek Sonn Chan, Director of PPWSA
Phnom Penh

Imagine Phnom Penh, 1993… The Khmer Rouge have been defeated, although the city is still not "secure." Only 20% of the total population have access to water supplied by the Phnom Penh Water Supply Authority (PPWSA). There has been no maintenance of the system and virtually all documentation of the water infrastructure and customer base has been destroyed. Over 70% of the water produced is "lost" to leakage or illegal taps to the pipes. The PPWSA staff of 500 is under-qualified, underpaid, with low motivation, and working with low efficiency. Nepotism is widely practiced. The higher management is working for self-interest, often offering illegal water connections for money in their own pockets.

How would you like to be in charge of turning this situation around? That's exactly what one man, Ek Sonn Chan, took responsibility for when he became Director of the PPWSA.

To restore and ensure everyone's right to water, and solve these seemingly insurmountable problems, Ek Sonn Chan began a "changing of culture." He first tapped into his own personal values: responsibility, service, quality, safety, health, high integrity, and working to uplift his country. He developed around him a staff of 20 people totally dedicated to his vision and values. Together they insisted that others, inside and outside the organization, do the same.

They conducted an accurate survey of their customer base and discovered that only 40% were paying water bills (some never received them). Ek Sonn Chan even went house to house to convince non-paying or low-paying customers, including rich and powerful VIP's, to pay their fair share for water. They installed new water lines, especially to the poor. They repaired old facilities and leaking pipes. They installed water meters. Within 3 years, they were generating enough revenue to cover the costs of operating the system, and they reduced the lost water from 70% to less than 25%.

Today in 2007, as a result of this massive effort, 162,000 connections are metered, 90% of the entire Phnom Penh City is connected to the water distribution network, there is a 99.7% collection rate, and lost water is down to 7%. Also, PPSWA has a team of people who are hardworking, responsible, and self-motivated. And due to a higher collection ratio, it has fully recovered its expansion costs.

Ek Sonn Chan is an inspiring example of how one committed leader can make a difference — particularly when it comes to meeting one of the most daunting challenges of this early millennium: providing universal access to safe water and sanitation. After all, today, over 1.2 billion people lack access to safe water and 2.5 billion are without proper sanitation. And millions die every year from diseases related to poor water quality.

Towards this end, the UN has set a Millennium Development target "to halve by 2015 the proportion of people without sustainable access to safe drinking water and basic sanitation." The UN has taken the additional step to declare 2005-2015 as the International Decade for Action to provide "Water for Life," which includes sufficient water supply to meet people's basic needs for drinking water, hygiene, and subsistence agriculture and stockbreeding… as well as sustainable management of aquatic ecosystems.

Many people and organizations applaud such initiatives, but hesitate to step forward to help. They are suspicious that funds will be used inefficiently or will end up in private bank accounts and distrust the capability and integrity of the leadership in the more impoverished countries.

Ek Sonn Chan and others like him give us a different picture… a view of "Water for Life" leaders who create a culture of trust and excellence, and then initiate innovative policies and practices. In fact, there is no scarcity of capable, values-driven, innovative leaders in the developing countries.

One such leader is Mr. Shaoxia Cheng, Director of the Project Management Office of the Sanjiang Plain Wetlands Protection Project in the PRC. He has long been devoted to the values of environmental sustainability and caring for future generations, having participated in a variety of wetlands-related projects through the years. Innovation is also a key part of his work. He states that the Wetlands Protection Project, under his direction, "differs significantly from other wetland conservation in the PRC in its close linkage of watershed management with the management of wetland nature reserves, and with the way it directly addresses the needs of the plain's local residents."

Also consider Rebecca Ravalo, Program Manager for the Water Supply and Sanitation Program Management Office (WSSPMO) in the Philippines. Dedicated to working on behalf of the underserved communities in the 20 poorest provinces in the country, she has introduced innovative ways to involve local governments down to the village level in different stages of her projects — giving them a sense of ownership of the water supply systems installed. Drawing upon her values and creativity, she continues to address many daunting challenges. "We have 30 agencies handling different aspects of water management and service delivery; this leads to incredible coordination constraints. Financing is also a very complex and prevailing issue. And we need to continue building the local governments' capacity to assess their needs and be self-sufficient enough to address them."

Many people may feel it's inevitable that universal access to "Water for Life" will never be reached. But to quote Mr. N. Vittal, Chief Vigilance Commissioner of India (in charge of anti-corruption measures):

> *"It was Alexis de Toqueville who said that the inevitable becomes intolerable the moment it is perceived to be no more inevitable."*

Ek Sonn Chan, Shaoxia Cheng, and Rebecca Ravalo are three leaders who do not see a lack of "Water for Life" as inevitable — only *intolerable*. They are leaders who have the strength and personal character to bring out the very best in others: staff, customers, community stakeholders alike. They do this by putting into practice values that are fundamental to human existence and found in varying degrees in all societies, cultures, nationalities, and classes — values such as honesty, integrity, trustworthiness, inner peace and confidence, caring, compassion, and respect for all.

Despite their efforts, the world as a whole is failing to meet the Millennium Development target for safe water and sanitation (as well as other Millennium Development Goals). As James D. Wolfensohn, president of the World Bank, has stated:

> *"The world is at a tipping point: either we in the international community recommit to delivering on the goals, or the targets we set in a fanfare of publicity will be missed, the world's poor will be left even further behind, and our children will be left to face the consequences."*

It's time for us — the global community — to step forward and give self-empowered leaders like Ek Sonn Chan, Shaoxia Cheng, and Rebecca Ravalo our trust and encouragement, as well as the financial, technological, and human resources they need. It's time for us to remove the obstacles of bureaucratic red tape to getting these projects off the ground and completed expeditiously. It's time for us to focus ourselves on reducing poverty and upholding human dignity by empowering the committed leaders who can complete the job of providing "Water for Life."

Universal Access to Water: Making the Impossible Possible

by Debra and William Miller,
Global Dharma Center

Before 1953, people considered it virtually impossible to climb to the top of Mt. Everest, the highest place on earth. But Tenzing Norgay of Nepal and Sir Edmund Hillary of New Zealand shattered this belief by reaching the peak on May 9, 1953. In the next 20 years, 22 more people successfully made the climb. Recently, between 1998-2002, over 700 people have done it as well. What had been thought impossible has become quite possible for those who choose to do it.

What made Norgay and Hillary's initial achievement possible? Their own reflections on their climb point to the human capacity, which we all share, for self-determination, discipline, courage, good humour, and teamwork.

Before 1996, people considered it virtually impossible to successfully complete *in only 18 months,* start to finish, a US$65 million water supply project in rural India that would reach over 700 villages and 1 million people, laying more than 2,500 km (1,500 miles) of pipeline. Yet that was exactly what happened in the India state of Andhra Pradesh in 1996, with a project that was governed by a collaboration of NGO, local, and state government institutions. The same feat has also been replicated elsewhere in India, El Salvador, and Mali.

What made this possible? According to a UN report on this project, first of all there was the presence of *shared human values* among those who worked on the project — trust, confidence, inspirational leadership, dedication to professionalism — all focused on achieving a meaningful mission.

Secondly, the leaders inaugurated *key innovations* in three areas: innovative approaches to broad-based partnerships among public, private, and community sectors; innovative methods of cost control and MIS-based planning; and innovative means of achieving new levels of responsibility, commitment and execution among the government agencies.

This combination of shared human values and innovativeness comprise a formula for accomplishing another *seemingly* impossible task: providing universal access to safe drinking water and sanitation for all of the world's inhabitants — and doing it expeditiously! An Asian Development Bank study of water supply and sanitation projects has outlined a tangible, practical vision of what *is* possible if we are willing to make it happen:

- providing 100% coverage for drinking water
- protecting alternative water sources through education and the revival of traditional practices

- promoting transparent governance, tariff reform, and demand-side management for sustainable 24-hour piped water supply
- providing 100% coverage for environmentally safe sanitation
- propagating integrated water resources management, with participation by all stakeholders

While the UN Millennium Development target is to "halve by 2015 the proportion of people without sustainable access to safe drinking water and basic sanitation," there is the clear possibility of reaching that goal even earlier, by 2010, and then moving onwards to *universal* access.

We can make the seemingly impossible possible, especially if we adopt the same attitude that the President of India, A. P. J. Kalam, stated in his book *Vision to Mission*: *I am not interested in listening to 100 ways by which it cannot be done. Can you tell me one way in which it can be done? If I am authorized, I will remove the word "impossible*." When the potent combination of human values and innovation are involved, we can remove the word impossible.

Human values are fundamental to our human existence and are found in varying degrees in all societies, cultures, nationalities, and classes — values such as forbearance, compassion, a quest for truth, responsible conduct, peace, and love. The key to human values is that they are *inclusive* values that bind people together across their differences and prompt a concern for other's well-being.

Human values evoke new levels of shared meaning and inner motivation, leading to the development of good character as well as creative, effective action and results. According to Pireh Otieno, Programme Officer, African Water Network, Nairobi, Kenya[1]:

> *"When a value-based approach is fully integrated into development activities, the ideas, insights, and practical measures that emerge are likely to be those that promote self-reliance and preserve human honour, thereby avoiding habits of dependency and progressively eliminating conditions of economic disparity."*

As with human values, innovativeness is inherent in our nature as human beings. In one way, the history of a culture is the history of its innovations. While human values lift us from complacency to action, our capacity for innovation gives us the means to transform "business as usual" into solutions that meet the new challenges of the day. Innovation gives us a way to express our character and inner motivation to make positive, lasting changes. Innovation provides an avenue for incorporating the inputs of all stakeholders. Innovation enables creative yet practical reforms in policies, work processes, and overall governance.

What will it take to achieve the Millennium Declaration target for water in an expeditious manner, which is a critical step toward achieving universal access to water? The UN General Secretary states:

> *"Knowledge, capacity and the political will to act and provide sufficient resources are necessary components of a successful drive to implement the Millennium Declaration. I would also mention another, equally necessary element: respect for the rule of law."*[2]

Thus, a four-fold strategy is required to accomplish the seemingly impossible task of providing safe water and sanitation to the 2 billion people who are still suffering from its lack. Human values and innovation have a combined role to play in each of these areas:

- Capital — innovative economic policies, reforms, and financing modalities
- Capacity-Building — innovative means to provide the technological, human resource, and governance know-how and skills

- Compliance — innovative legal covenants and mechanisms for respecting, protecting, and fulfilling the human right to water
- Commitment — innovative approaches to evoking personal, social, and political will, and involving all stakeholders

When human values and innovation are involved, questions that stimulate meaningful introspection and dialogue are typically more valuable than ready-made answers. On a practical, day-to-day level, this four-fold strategy comes down to a series of creative challenges, including:

- How can we ensure an adequate and timely flow of capital and funds?
- How can we seek high participation and ownership by all stakeholders?
- How can we set and reach stretch goals that go beyond what we think is possible?
- How can we implement pro-poor/good governance practices?
- How can we develop and empower high integrity, skilful, creative workers and stakeholders?
- How can we inform and empower communities regarding their responsibilities as well as their rights?
- How can we mobilize social, political and community will to expeditiously clear obstacles and spur effective action?

We can make the impossible possible when we tap into our natural human capacity for human values and innovativeness. When we allow our hearts to be touched, and reach out with compassion, determination and creativity to those without water and sanitation, then the goal of universal access to safe water and sanitation will become a reality far sooner than we currently believe is possible.

1 Pireh Otieno, "Values-Based Approaches to Community Water Education" in *Human Values in Water Education*, UN-HABITAT
2 Ibid. Page 3

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