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# Country Sector Assessments UNDP GoAL WaSH Programme

Governance, Advocacy and Leadership for Water, Sanitation and Hygiene

## Volume 1 | Paraguay



**GoAL WaSH**

Achieving the MDGs

# UNDP Water Governance Programme – Adaptive Water Governance

UNDP's Water Governance Programme (UNDP-WGP) works in over 150 countries, providing policy support, capacity building and advisory services in three major strategic areas:

- Water Supply and Sanitation (\$170m, 34%)
- Integrated Water Resources Management (\$111m, 22%)
- Regional and Global Cooperation (\$216m, 44%)

The Water Governance Programme also integrates four 'cross cutting' areas into its broader thematic work:

- Climate Change and Water
- Human Rights Based Approaches (HRBA)
- Mainstreaming Gender into Water
- Knowledge Management

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## The Global Water and Sanitation Crisis

Globally, almost 1bn people lack clean drinking water. 2.4bn people have no access to hygienic sanitation facilities; 1.2bn lack any sanitation facilities at all. Each day, an average of 5,000 children die due to preventable water and sanitation related diseases. In 2000, through the Millennium Development Goals (MDGs), the international community committed to halving the proportion of people without access to clean water and basic sanitation by 2015. Overall, the world is on track to meet the water supply MDG, but there are major gaps in many regions and countries, particularly in Sub-Saharan Africa. On current trends, the world will miss the sanitation target by a staggering 700m people.

Meeting the MDG water and sanitation targets is more than a health and dignity issue. The evidence is compelling that achieving the water and sanitation goals would trigger a major leap forward in human development:

- Water and sanitation are essential to achieving all of the MDGs.
- Investment in water supply yields an average economic return of \$4.4 to \$1.
- Investment in sanitation yields an average economic return of \$9.1 to \$1.
- Human development is more closely linked to access to water and sanitation than any other development driver, including spending on health or education, and access to energy services.

The crisis in water and sanitation overwhelmingly affects the poor. Availability of water is certainly a concern for some countries. But the global water and sanitation crisis is mainly rooted in poverty, power and inequality, not in physical availability. It is, first and foremost, a crisis of governance and thus governance reform must be a key pillar of any strategic approach to addressing the crisis.

### UNDP's Response

UNDP promotes and facilitates equitable access to water and sanitation services as a fundamental contribution to enhancing human development.

UNDP works together with government, civil society, private sector and other development partners to bring about the necessary improvements in water governance to scale-up water and sanitation services for the poor.

### UNDP Supports:

- Coordination of country assistance by UN and other development partners.
- Incorporation of water and sanitation into national development planning.
- Governance and policy reform for enhanced water supply and sanitation access.
- Capacity building of institutions and practitioners.
- Special attention to fragile states, where water and sanitation challenges are greatest.

### The GoAL WaSH Programme

GoAL WaSH is an innovative new UNDP programme that aims to accelerate achievement of the water and sanitation MDGs through strategically targeted interventions that strengthen governance of the water and sanitation sectors at appropriate levels. Specifically, GoAL WaSH focuses on:

- Countries with low water and sanitation coverage projected not to achieve the water, sanitation or both MDGs.
- Identifying gaps, needs, constraints and opportunities in national water and sanitation plans, strategies and capacities.
- Governance reform, leadership and policy advocacy.
- Incorporation of water and sanitation into national MDG and related poverty reduction strategies.
- Close coordination with governments and key development partners active in water and sanitation at country level.

This volume is the first in a planned series of national assessments of governance in the water and sanitation sectors in target GoAL WaSH countries. These sector assessments are in turn informing the design and implementation of a series of UNDP capacity building and technical assistance projects to strengthen water governance and advance national progress on the water supply and sanitation MDGs.

Sincerely,

A handwritten signature in black ink that reads 'Andrew Hudson'.

Andrew Hudson  
Cluster Leader  
Water Governance Programme  
Environment and Energy Group  
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Country Sector Assessments: Volume 1  
**UNDP GoAL WaSH Programme**

Governance, Advocacy and Leadership for Water, Sanitation and Hygiene

# Paraguay

## National Sector Assessment

### MDG Outlook

- Is Paraguay on the right track to reach the MDGs for water and sanitation?
- Main issues to be addressed
- Distinctive Achievements

### Sector Preparedness Overview

- National Strategies
- Institutional Arrangements and Sector Coordination
- Sector Financing
- Sector Monitoring and Evaluation
- Sector Capacity

### Sector Sustainability

- Sustainability Scores
- Activities underway to improve Sector Sustainability

## MDG Outlook

### Is Paraguay on the right track to reach the MDGs for water and sanitation?

The Paraguay MDG for water is to achieve coverage of 65% by 2015; this goal has already been surpassed, and the current coverage is at 69.3%. However, as the population grows, to maintain the 65% coverage goal for 2015 it will be necessary to invest approximately US\$81m in new systems, and US\$330m in upgrading and rehabilitating existing systems. Future financial commitments in existing water projects and studies are US\$ 97m.

Rural water supply coverage is 49%, and although the MDG has been reached, coverage is still relatively low; this area has become a priority for sector institutions. The indigenous population (1.7%) has significantly reduced service levels (37% collect water from open ponds).

The MDG (2015) for sanitation is 55.9%, yet the current coverage is 26.8%. Local service definitions require sewerage in urban areas, and improved sanitation (with at least a septic tank and soakaway) for rural families. To reach the sanitation MDG at these service levels, an investment of US\$625m is required for new systems, and US\$431m to upgrade and rehabilitate existing systems. Future sanitation financial commitments are only US\$67m. There is a significant difference between the sector coverage figures used by Paraguay sector agencies and those in the JMP (mainly because of differing definitions of acceptable coverage levels - see figures 4 and 5 below).

Although there is no single WSS MDG strategy, the National Government has committed itself to reach the MDGs, and strategies are established in official documents, such as the September 2004 *Plan Jahapo' o Teko* of the Social Action Secretary, and the November 2004 publication "Economic Development with Equity" of the Ministry of Economy (Foro Paraguay 2011). Sector institutions also consider the MDGs in their plans and applications for external loans.

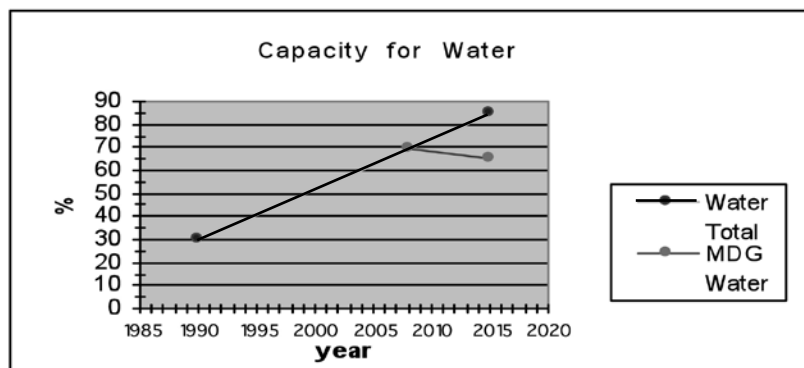


## Main Issues to Be Addressed

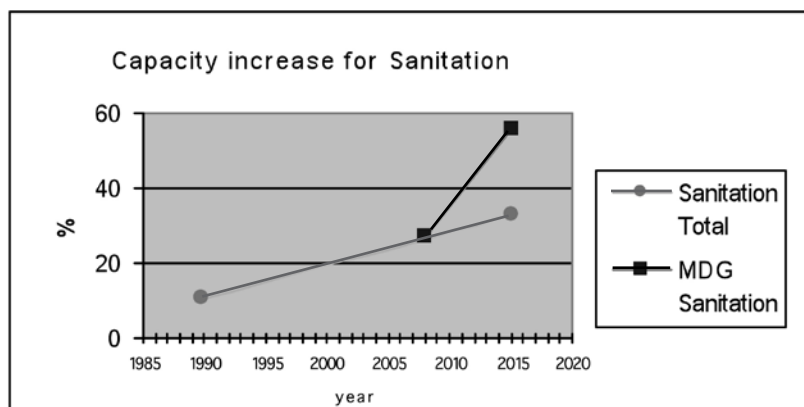
- The creation of ERSSAN (the regulatory body) as the lead sector institution is an important improvement to the legal and institutional framework. A key issue is that ERSSAN does not yet have the capacity to coordinate and establish suitable policies in all areas.
- A significant increase in urban sanitation investments is required. Alternatively a national strategy might reconsider service level strategies to best leverage existing finance. Low tariffs for sewerage services mean that the utilities are not financially sustainable and there are limited resources for sector expansion.
- A main challenge in rural sanitation is that services constructed by users are not regulated (ERSSAN has no responsibilities for on-site sanitation). The unregulated use of soakaways in the metropolitan areas of Asuncion is causing groundwater pollution.<sup>1</sup>
- Projects, rather than strategies, largely drive the sector: the development of a SWAp might stimulate efficiencies and improve coordination and monitoring.
- The legal framework needs review, specifically in order to incorporate incentives for the private sector to invest in water and sanitation for rural and urban areas, and to support ESSAP to develop its commercial plan and financing strategy for service provision, whilst strengthening management.
- Weak financial management by community-managed water associations (*Juntas de Saneamiento*) is threatening service viability.

Tables 1 and 2: Trends in WSS Coverage

Capacity increase for water supply: (X 1.29)



Capacity increase for sanitation: (X 1.69)



<sup>1</sup> According to the report by SENASA of "Acuífero Patiño" in 2001.

Table 3: Key Steps to Achieve the MDGs

Description of the sector	Rural		Urban	
	W	S	W	S
Institutional leadership	●	○	●	●
Stakeholder consultation	●	●	●	●
MDG action plan	●	●	●	●
Resources mobilized	●	●	●	○
Implementation on track to reach MDGs	●	●	●	○

○ Not started ● In progress ● Completed

Table 4: Coverage Targets and Investments Requirements Used by the Sector in Paraguay

		1992	2008	2015 (MDG)	Pop to be covered	Total Investment Requirements			Public Invest Required	Planned Public Invest.
		Access	Access	Access		New	Replace /rehab	Total		
		(%)	(%)	(%)						
Water	Rural	3 *	49.2 **	51.5	0.028	5.66		5.66	5.66	9.97
	Urban	57.9*	83.6**	79	0.039	5.90	47.14	53.03	53.03	3.92
	Total	31.5*	69.3**	65.7	0.068	11.56		58.69	58.69	13.89
Sanitation	Rural	7.8*	37**	53.9	0.085	17.05		17.05	17.05	3.32
	Urban	14.8*	19***	57.4	0.241	72.19	61.50	133.70	133.70	6.19
	Total	11.43	26.7	55.7	0.326	89.25		150.75	150.75	9.51

(\*) Census 1992- (\*\*) Summarized data from PNUD, SENASA, ERRSAN, ESSAP, DGEEC (June/ 08)- (\*\*\*) Data from SENASA/ESSAP.



Table 5: Coverage Targets and Investments Requirements from JMP Data in Paraguay

		1992	2008	2015 (MDG)	Pop to be covered (m/year)	Total Investment Requirements			Public Invest Required	Planned Public Invest.
		Access	Access	Access		New	Replace./rehab	Total		
		(%)	(%)	(%)						
<b>Water</b>	Rural	54,8	74	77,4	0,042	8,46		8,46	8,46	10,03
	Urban	89,8	92,85	94,9	0,086	12,86	47	59,99	59,99	3,92
	<b>Total</b>	<b>72,7</b>	<b>85,5</b>	<b>87,6</b>	<b>0,128</b>	<b>21,32</b>		<b>68,45</b>	<b>68,45</b>	<b>13,96</b>
<b>Sanitation</b>	Rural	27,1	60	63,6	0,038	8		7,57	7,57	4,56
	Urban	78,9	85,8	89,5	0,090	27	62	88,45	88,45	6,19
	<b>Total</b>	<b>34,7</b>	<b>74,7</b>	<b>78,7</b>	<b>0,128</b>	<b>35</b>		<b>96,02</b>	<b>96,02</b>	<b>10,74</b>

Sources and notes: *Household census 2007, ESSAP, ERSSAN, SENASA, National Census 2002*

### Distinctive Achievements

The Sanitation Boards (*Juntas de Saneamiento*) promoted by SENASA have had a positive impact on water supply management in rural areas and small towns, although their financial management needs to be improved. Currently there are 2,058 Sanitation Boards covering 46% of rural areas and small towns (<10,000 inhabitants). Rural water supply has made the most recent progress with a coverage increase of 18% in the last 6 years.

The small-scale private sector has also invested in water systems for many suburban and rural areas in Paraguay (accounting for 12.9% of services). A programme on water supply with private participation, promoted by SENASA, has demonstrated how government investments can be reduced by incorporating private capital. The *Aguaterias* (private water providers) finance, build and manage their systems (there are good examples of well managed systems in periurban areas of Asuncion, Encarnacion and Ciudad del Este), making considerable savings for central government.

## Sector Preparedness Overview

### National Strategies

The National Government is preparing an initiative to modernize the water and sanitation sector with the financial support of the World Bank. This project involves SENASA, the Regulatory Agency ERSSAN, ESSAP and the Environmental Authority SEAM.

Current policies for rural/town water supply and sanitation need strengthening, and, given that sanitation is the most off track sub-sector, there is a clear need for a realistic sanitation strategy. Sector institutions are lead by projects rather than policy or strategy, and considerable efficiencies could be achieved by moving to a Sector Wide Approach (SWAp).

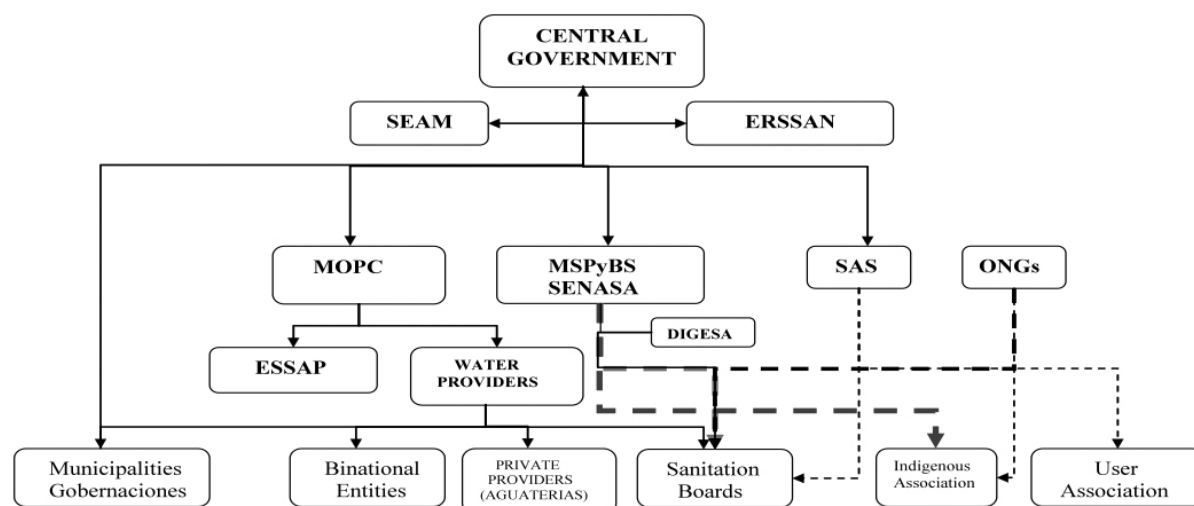
A Policy for National Health and a National Commission to promote health was established in 2005 by many government agencies to promote healthy houses and schools with the commitment of the public and the private sector. These initiatives are potential entry points for sanitary education and hygiene promotion.

The PRSP includes goals for rural and urban water supply and sanitation. DIPLANP was created in order to coordinate the design of the plan, the strategy and the actions for those institutions related to the programmes, including SENASA (which has a programme financed by the European Union to focus investments and promote access to basic sanitation service to 64 districts in extreme poverty). Some investments plans with measurable 5 year targets are included in the loan programmes of the World Bank, IADB, FOCEM and JICA.

#### Measures to Improve National Strategies

1. Develop and implement a SWAp including all sector institutions and support agencies.
2. Develop a realistic sanitation strategy to attain the MDGs and improve hygiene.

# Institutional Arrangements and Sector Coordination



- DIGESA** *Dirección General de Salud Ambiental* – Environmental Health Control Direction
- ERSSAN** *Entidad Reguladora de Servicios Sanitarios* – The Regulatory Agency
- ESSAP** *Empresa de Servicios Sanitarios del Paraguay* – Responsible for water and sewerage in urban areas.
- MOPC** Ministry of Public Works and Communication
- MSPyBS** Ministry of Public Health and Social Welfare
- ONGs** Non-Government Organization (NGOs)
- SAS** Secretariat of Social Action
- SEAM** *Secretaría del Ambiente* – The Environmental Authority
- SENASA** *Servicio Nacional de Saneamiento Ambiental* – Responsible for water systems in rural areas.

The Ministry of Public Works and Communications (MOPC) has the mandate as the lead coordinating public water authority in Paraguay, but has not yet been able to fulfill all aspects of this role. Institutionally ESSAP is linked to the MOPC, and SENASA to the Ministry of Public Health. The sector is institutionally divided between rural and urban subsectors.

ESSAP is an autonomous public company responsible for urban water supply and sewerage for cities with more than 10,000 inhabitants. SENASA is responsible for planning and implementing projects in rural areas and small town with less than 10,000 inhabitants; the systems are then managed by Sanitation Boards (*Juntas de Saneamiento*). The main external sector agencies supporting Paraguay are UNICEF, World Bank, IADB, JICA and JBIC, EC, FONPLATA, and KFW. NGOs (including ASCIM, USAID through ALTER VIDA and PLAN INTERNACIONAL) support water and sanitation projects in poor areas or serving indigenous communities. Inter-donor coordination processes could be improved.

DIGESA is an institution within the Ministry of Public Health responsible for coordinating agencies in environmental control and human health.

ERSSAN is the regulatory agency responsible for regulation of water supply and sewerage including monitoring the quality of service and tariff approval. It is not responsible for on-site sanitation. ERSSAN is seeking to improve efficiency and strengthen key functions. SEAM is the environmental authority responsible for executing the national environmental policy. Departmental Authorities (*Gobernaciones*) and Municipalities also have responsibilities for water supply and sanitation and many collaborate with the sanitation boards and user associations.

The sanitation boards are the major rural water providers, managing more than 2,000 systems with a high degree of community participation. The boards include representatives from local municipalities. Other public institutions with investments in water and sanitation include: Binational Entities *Yacyreta* and *Itaipú* (with a mandate on the shared dams of Itaipu with Brazil, and Yacyretá with Argentina), the National Institute for Rural Development and Land (Indert), the Ministry of Public Health, the Ministry of Agriculture, the Social Action Secretariat and some NGOs.

Private providers (*Aguaterías*) service 12.9% of piped water users (10.1% urban population and 2.8% rural) operating in small towns and suburban areas where service delivery can be profitable. *Aguaterías* face challenges in service quality and continuity. Investments by the *Aguaterías* and Sanitation Boards (*Juntas de Saneamiento*) may be affected by the emergence of ERSSAN, unless specifically addressed in regulatory law. SENASA has sought to encourage private participation in rural water management in a programme supported by the World Bank.

In 2002 the Paraguayan parliament sought to promote sector decentralisation by amending the Regulatory Law to allow the transfer of responsibilities for water and sewerage to local government, but this failed due to a Presidential Veto. No clear mechanisms of coordination for sanitation and hygiene promotion are yet in place. Behaviour change campaigns generally occur at the initiation of water supply and sanitation systems by SENASA with the support of the Ministry of Public Health through the regional clinics and hospitals and the Ministry of Public Education through the local schools, but there is little capacity for follow up or to monitor behaviour after implementation.

### Measures to Improve Institutional Arrangements and Reform Implementation

1. Redefine and strengthen the sector lead institution (MOPC/ESSAP) to assume its responsibilities and to improve sector coordination.

## Sector Financing

Paraguay faces two main financing challenges: maintaining existing water and service levels, and the capital development of sanitation services at existing service levels. According to estimates, predictable loans and subsidies will be enough for financing new water systems: the challenge in financing existing water services are in allocations and cost-recovery for maintenance, replacements and service extension. Public sector service providers do not have the resources to finance new works, and rely on central government grants, loans and international aid.

A 2004 financial policy established the subsidies (ranging from 40-82% normally, up to 100% for indigenous communities) that sanitation boards and users associations can obtain to build rural water systems. A revolving fund has been established for construction of water systems, but since users have to pay 100% of the loan, uptake is low.

In rural areas, users connected to sanitation boards (*Juntas de Saneamiento*) usually pay for operation and maintenance, but incomes are not sufficient to cover replacements and expansion costs; affordability is clearly a problem. In urban areas users connected to ESSAP do pay for the full cost of operations and to some extent for replacements, but growth is very limited as urban utility tariffs are set below cost recovery levels with little financial sustainability as a result. Paraguay's unit costs – US\$2,525 for a borehole fitted with a hand pump, or US\$200 per capita for rural water supply, US\$150 for urban water supply – appear slightly higher than in neighbouring countries. Tariffs are still politically defined and do not reflect the real cost of the service. No recent assessments of the impact of the tariff levels on household bills (in urban centres, towns or rural schemes) have been carried out.

### Measures to Improve Sector Preparedness for Financing

1. Creation of medium and long term financial schemes to leverage market resources and increase revenue.
2. Promotion of private sector investments in the sector through development of a legal framework which enables municipalities to attract private capital.

## Sector Monitoring and Evaluation

Water supply coverage is monitored annually by the household survey carried out by the National Census Institution (DGEEC). The National Census includes questions on water supply and sanitation coverage and is carried out every 10 years. But the national survey's indicators are different from those used to measure the MDG goals and reconciling their different figures is complex and confusing; these issues are not clarified in public debate. ERSSAN has undertaken an inventory of water facilities for urban areas that is regularly updated, but this does not cover functionality. Unit cost studies and cost-effectiveness studies are not regularly carried out and sector information systems are not linked to financial information.

Some indicators related to water and sanitation, such as malnutrition, and the prevalence of diarrhea and other water related diseases are being monitored by the Biostatistics Direction of the Ministry of Public Health. Sanitation indicators are now included in all new sector programmes. DIGESA could have an important role to incorporate monitoring and evaluation of sanitation indicators within its human health programme.

Sanitation boards, local governments, public clinics and educational centres are not currently engaged in monitoring processes. Strengthening and developing the capacities of these institutions would improve statistics. Poverty is measured by the unsatisfied basic needs (UBN) method, and sanitation is considered as part of the UBN. Water and sanitation are not differentiated and are taken as one unit.

#### Measures Identified to Improve Monitoring of Sector Performance

1. Establish a process for reconciliation of different WSS indicators and data.
2. Develop a comprehensive sector information system is needed to give sector decision makers updated access, financial and operational information to make informed decisions.

## Sector Capacity

**I**nstitutional capacity is a serious sector constraint. Regional and district level institutions have low capacities for strategic and budgetary planning, and most sector actions are planned and executed from central government, which is in charge of the investments through shares, credits, and international loans. In the past few years, with international support, the central government has developed new management systems using institutional capacities of SENASA. Capacity, especially for financial management, continues to be weak in decentralized institutions. UNDP is initiating a programme to strengthen national capacities for drinking water and sanitation with the Spanish Cooperation Agency AECI.

Local contractors have sufficient capacities for civil works, though supervision needs to be improved, and especially financial management. Many sector materials (pumps, parts, pipes, fixtures and meters) are currently available in the local market and several brands have local dealers and pipe factories (an exception is sewage pumps that are imported).

Currently, in rural areas and small towns the sanitation boards (*Juntas de Saneamiento*) operate and maintain their own systems, which are mainly water supply services. The Board Associations and Federations have set up SENASA as a new mechanism for improving the sustainability of the water and sanitation systems that they manage. Utility management needs to be improved if operational costs are to be covered; as utilities' tariffs are insufficient to fund the expansion of services.

#### Measures Identified to Improve Sector Capacity to Deliver the Sector Programme

1. Improve regional and district level capacities for strategic and budgetary planning.
2. Improve the sanitation boards management of utilities in order to cover operations and expansion costs.



### Sustainability of Rural Sanitation

Institutional	■	■	■	■	■	■	■	■	■	■	33
Financial	■	■	■	■	■	■	■	■	■	■	50
Overall	■	■	■	■	■	■	■	■	■	■	40

#### Key Issues to Be Addressed for Improving Sustainability

- Strengthen and improve capacities of rural operators to incorporate sanitation with their water supply systems.
- Develop local government capacities to implement and supervise sanitation systems, especially septic tanks and soakaways.

### Sustainability of Urban Sanitation

Institutional	■	■	■	■	■	■	■	■	■	■	23
Financial	■	■	■	■	■	■	■	■	■	■	25
Overall	■	■	■	■	■	■	■	■	■	■	24

#### Key Issues to Be Addressed for Improving Sustainability

- Improve ESSAP technical and financial capacities for sewerage management and expanding.
- Reform of legal framework to involve private sector for investment and management.
- Plan and develop low cost sanitation for deprived areas incorporating community participation.

### Activities Underway to Improve Sector Sustainability Include the Following

- The World Bank is undertaking a sector assessment to improve coordination between ESSAP, ERSSAN, SENASA and SEAM.
- Sector institutions are reviewing with the Census Direction (DGEEC) the water and sanitation indicators in order to agree common indicators to improve statistics. ERSSAN is currently updating a data base for water and sewerage providers.
- UNDP has initiated a programme, financed by the Spanish International Cooperation Agency AECI for “Strengthening national capacities in drinking water and sanitation management towards MDGs”. Expected outcomes include strengthened democratic governance and sector capacity.
- Increased financial support of donors, coupled with an improved budgetary national plan are expected to improve sustainability of sector investments.



# Acronyms

## Paraguay

### Spanish

AECI	Agencia Española de Cooperación Internacional
ASCIM	Asociación de Servicios de Cooperación Indígena Mennonita
BID / IADB	Banco Interamericano de Desarrollo
CGR	Contraloría General de la República
CONAM	Consejo Nacional del Ambiente
CONAVI	Consejo Nacional de la Vivienda
DEL P / PRSP	Documento de estrategia de Lucha contra la pobreza
DGEEC	Dirección General de Estadísticas Encuestas y Censos
DIGESA	Dirección General de Salud Ambiental
DIPLANP	Dirección Nacional de Lucha contra la Pobreza
DPS	Sector Privado Nacional
EC	Comunidad Europea
ELP	Estrategia de Lucha contra la Pobreza
ERSSAN	Entidad Regulador de Servicios Sanitarios
ESSAP	Empresa de Servicios Sanitarios del Paraguay
FOCEM	Fondo para la Convergencia Estructural del MERCOSUR
FONPLATA	Fondo Financiero para el Desarrollo de la Cuenca del Plata
IADM	Alivio de la Deuda Multilateral
IADB / BID	Banco Interamericano de Desarrollo
INAN	Instituto Nacional de Alimentación
INTN	Instituto Nacional de Tecnología y Normalización
JICA	Japón Agencia de Cooperación Internacional
JBIC	Banco de Japón para la Cooperación Internacional
JMP	Programa Conjunto de Monitoria
KFW	Kreditanstalt für Wiederaufbau
MERCOSUR	Mercado Común del Sur
MOPC	Ministerio de Obras Públicas y Comunicaciones
MSP y BS	Ministerio de Salud Pública y Bienestar Social
ODM / MDG	Objetivos del Milenio
ONGS / NGOS	Organizaciones No Gubernamentales
OPS PAHO	Organización Panamericana de la Salud
PNUD/ UNDP	Programa de las Naciones Unidas para el Desarrollo
PRSP/ DELP	Documento de estrategia de lucha contra la pobreza
SAS	Secretaría de Acción Social
SEAM	Secretaria del Ambiente
SENASA	Servicio Nacional de Saneamiento Ambiental
STP	Secretaria Técnica de Planificación
SWAp	Enfoque sectorial
UNDP/PNUD	Programa de las Naciones Unidas para el Desarrollo
UBN	Índice de Necesidades Básicas Insatisfechas
WSS	Abastecimiento de Agua y Saneamiento

### English

AECI	Spain International Cooperation Agency
ASCIM	Menonite Association for Indigenous Cooperation Services
BID / IADB	Inter American Development Bank
CGR	Controller General of the Republic
CONAM	National Environment Council
CONAVI	National Housing Council
DEL P / PRSP	Poverty Reduction Strategy Paper

DGEEC	General Directorate of Statistics, Polls and Census
DIGESA	General Directorate of Environmental Health
DIPLANP	National Directorate of Poverty Reduction
DPS	Domestic Private Sector
EC	European Community
ELP	National Anti-Poverty Strategy
ERRSAN	Sanitary Services Regulatory Body
ESSAP	Paraguay Sanitary Services Company
FOCEM	Mercosur Structural Convergence Fund
FONPLATA	River Plate Basin Development Financial Fund
IADM	Multilateral Debt Relief
IADB /BID	Inter American Development Bank
INAN	National Food Institute
INTN	National Institute of Technology and Standards
JICA	Japan International Co-operation Agency
JBIC	Japan Bank for International Co-operation
JMP	Joint Monitoring Programme
KFW	A German development bank
MERCOSUR	Southern Common Market
MOPC	Ministry of Public Works and Communications
MSP y BS	Ministry of Public Health and Social Wellbeing
ODM / MDG	Millenium Development Goals
ONGS / NGOS	Non Government Organisations
OPS PAHO	Panamerican Health Organisation
PNUD/ UNDP	United Nations Development Programme
PRSP / DELP	Poverty Reduction Strategy Paper
SAS	Secretariat for Social Action
SEAM	Secretariat of the Environment
SENASA	National Environmental Sanitation Service
STP	Technical Secretariat for Planning
SWAp	Sector Wide Approach
UNDP/PNUD	United Nations Development Programme
UBN	Index of unsatisfied basic needs
WSS	Water Supply and Sanitation

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