

ADB's Water Policy Implementation Review

CONSULTATION REPORT FOR THE CIVIL SOCIETY CONSULTATION 17-18 NOVEMBER 2005

WATER for ALL

This report reflects the opinions and observations of the consultation participants, not the views or policies of the Asian Development Bank or its staff. The Asian Development Bank does not guarantee the accuracy of the data presented.

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I. EXECUTIVE SUMMARY

Stakeholders from civil society met at ADB Headquarters in Manila on 17-18 November 2005 to discuss issues, experiences, lessons learned, and express concerns about ADB's water operations. This consultation was the last of a series of external consultations for the comprehensive review of ADB's water policy implementation. The agenda is included in Appendix 1 and a list of the participants is included in Appendix 2. This report recaps the issues discussed and views expressed during the consultation, and provides background information on ADB's water policy and review processes. This report will be posted on ADB's website for comment.

Sixty participants from project-affected communities, development/ service organizations, knowledge resource groups, professional associations, and advocacy organizations attended the consultation to discuss the issues, experiences, lessons learned, and concerns of civil society about ADB's water policy implementation. The consultation included a survey, project presentations, an open-ended dialogue, and a panel-led discussion.

The opening program consultation speakers included representatives from ADB, civil society, and the review panel. Representatives from the NGO Forum on ADB and WaterAid presented findings from their own case studies of ADB's water sector projects and recommendations to improve ADB's water sector operations. ADB's operations staff from the Mekong Regional Department presented two ADB water sector projects involving civil society as a key partner: the Central Region Water Resources Project in Vietnam, and the Tonle Sap Water Supply and Sanitation Sector Project in Cambodia. The outputs of the consultation included participants' assessment of ADB's water policy implementation, participants' recommendations to improve ADB's water policy implementation, and a summary report reflecting participants' views and recommendations. Participants' views and recommendations on the key issues that were discussed are outlined below:

KEY ISSUES DISCUSSED

1. **PARTICIPATION AND GOVERNANCE:** Participants raised several issues and concerns related to participation and governance, including negative project impacts, the issues underpinning lack of participation, lack of information on loan agreements, ADB practices in reforming governance, and inconsistencies in promoting decentralization.

- Negative project impacts and weaknesses in project design and implementation have resulted from a lack of participation and the disregard of community recommendations.
- Weak processes for community and civil society engagement, lack of knowledge and skills in participatory approaches among executing agencies, and lack of community capacity to engage government and other key actors in the water sector have contributed to the lack of participation both in terms of quality and quantity.
- Lack of information has deterred civil society from monitoring the implementation of loan agreements.
- Government and civil society's relationship has not been smooth in many countries, and loan conditionalities have been invoked by some governments which are perceived to constrict democratic spaces.

- ADB has funded large water resources projects, and created parallel institutions and special purpose vehicles that could run counter to the water policy's thrust to promote decentralization.

2. **RESPONSIVENESS TO THE POOR:** Participants enumerated several factors compromising ADB's responsiveness to the needs of the poor, including the exclusion of the poor in ADB's water supply and sanitation projects, the greater impact on the poor of limited improvements in the coverage, efficiency and sustainability of water services, high interest loans for end-borrowers, and the inability of the poor to influence decisions.

- The poor have been excluded from the delivery of water services because of inadequate budgetary allocations, weaknesses in project design, and lack of capacity to pay.
- Private sector participation (PSP) has not increased the coverage nor improved the efficiency and sustainability of water services, exacerbating the plight of the poor.
- On-lending at increasing interest rates has meant that end-borrowers have received relatively high interest loans.
- The poor's inability to influence decisions and exclusion from ADB's project development processes have contributed to their continuing exclusion from water services.

3. **PROJECT IMPACTS AND WATER RESOURCES MANAGEMENT:** Participants expressed concern about the promotion of integrated water resources management (IWRM) as a key element of ADB's water policy. Specifically, they highlighted the lack of consideration given to the impact of large water resources projects on water conservation, lack of efforts to promote synergy in the development of the water, fishery and forestry sectors, and lack of attention to the need to incorporate indigenous knowledge and water management systems in water resources projects.

- ADB has financed large water supply projects without fully taking into account their impact on water conservation.
- ADB has not exerted conscientious efforts to promote synergy in the development of the water, fishery and forestry sectors among DMCs.
- ADB has not adequately considered and incorporated indigenous knowledge and water management systems in the design and implementation of its water resources projects.

4. **UNDERLYING PRINCIPLES OF ADB'S WATER POLICY:** Participants raised concerns about the underlying principles of ADB's water policy specifically as they relate to the concepts of water as a human right, shared but differentiated responsibility in water resource management, and tradable water rights.

- The principles of water as a human right, and common but differentiated responsibility in water resource management are not emphasized in ADB's water policy.
- ADB's water policy promotes private sector participation which provides for tradable water rights allocating water along market-oriented principles. PSP benefits the rich, not the poor.

PARTICIPANT RECOMMENDATIONS TO ADB

In line with the issues discussed, participants made several recommendations to improve the implementation of ADB's water policy in the following key areas: 1) participation and governance; 2) responsiveness to the poor; and, 3) water resources management. Participants also recommended that ADB strengthen its water policy by integrating the concept of water as a human right and promoting common but differentiated responsibility in water resource management and revisit its approach to promoting private sector participation in the water sector.

Improving Participation and Governance

- ADB should help build the capacity of community organizations to increase and improve the quality of people's participation in projects and the implementation of ADB's water policy.
- ADB should improve project design and provide additional resources to support processes that ensure the participation of communities and civil society in projects.
- ADB should consider making use of its investments to promote democracy and governance reforms in the countries of the region.
- ADB should develop modalities to improve the transparency of loan agreements and procedures, and consider involving the people as a third party in loan agreements.
- ADB should promote the accountability of project implementation mechanisms among local governments.
- ADB should be more responsive to cultural differences and socio-economic conditions of countries in the region to ensure that national policies and water sector reforms are consistent with these norms.
- ADB should conduct a study on public utility performance and develop modalities to strengthen public water utilities, e.g., establishing a network of public water utilities.
- ADB should consider trade unions in the public water utilities as a major stakeholder and involve them in efforts to strengthen public water utilities.
- ADB should de-emphasize private sector participation and strengthen the accountability of governments for public services delivery.

Improving Responsiveness to the Poor

- ADB should develop implementation strategies in each project on how to serve all the poor, including poverty assessment/ mapping, and ability to pay studies, and train and provide incentives for executing agencies and implementing partners to work with the poor.
- ADB should review its approach to full cost recovery to ensure affordability for the poor, and consider setting tariffs to recover only O&M costs while providing safety nets for the poor. ADB should open up discussions with local governments and the public on tariff policies to get agreement and commitment.

- ADB should review the on-lending terms of ADB concessional loans to increase affordability, and “de-link” its loans from conditionalities that are detrimental to the poor
- ADB should invest in sanitation and sewerage, and rural water supply as priority investment areas, including coverage of slums and poor populations.

Addressing Project Impacts and Improving Water Resources Management

- ADB should invest in IWRM as a priority area, and strengthen the linkages between its water, fishery and forestry policies to allow for more integrated approaches to be developed in the design and implementation of water resources projects.
- ADB should incorporate indigenous knowledge systems and water management practices in designing IWRM projects to improve community ownership of projects.
- ADB should give greater attention to O&M and sustainability issues when designing projects.
- ADB should assist executing agencies and implementing partners to improve M&E of water supply and sanitation projects specifically with regard to disaggregating data, tracking the impact of projects on the poor and vulnerable, and developing processes for community and local government certification of all M&E reports.
- ADB should regularly monitor the implementation of its water policy in all project evaluations, and assist with monitoring project outcomes and impacts to improve the sustainability of water sector projects.
- ADB should ensure that environmental laws and social safeguards are rigorously followed, and accept responsibility for failures.

Strengthening ADB's Water Policy

- ADB should integrate the principle of water as a human right into its water policy, and actively promote common but differentiated responsibility in water resource management.
- ADB should clarify the policy's approach to PSP, ensuring that its implementation is consistent with the pro-poor elements already outlined in its water policy.

ADB reiterated its interest to continually engage civil society in constructive dialogue, and invited the participants to propose follow-up actions to address issues raised during the consultation and in the case studies prepared by civil society groups. ADB's NGO and Civil Society Center will help to facilitate proposed follow up actions.

II. BACKGROUND ON THE COMPREHENSIVE REVIEW

In 2001, the Asian Development Bank (ADB) outlined its vision for integrated water management in the region in its "Water for All" water policy. The policy recognizes the Asia and Pacific region's need to formulate and implement integrated, cross-sectoral approaches to water management and development.

The principal goals outlined in the water policy are as follows:

- Promote a national focus on water sector reform
- Foster the integrated management of water resources
- Improve and expand the delivery of water services
- Foster the conservation of water and increase system efficiencies
- Promote regional cooperation and increase the mutually beneficial use of shared water resources within and between countries
- Facilitate the exchange of water sector information and experience through partnerships
- Improve governance and capacity building

As stipulated in ADB's water policy, an in-house review of policy implementation was undertaken in the third year in 2003 and a more extensive comprehensive review led by an external expert review panel has been launched in 2005, five years after the policy was approved.

The comprehensive review has four core objectives:

1. To assess performance or progress in the 7 key areas of the water policy
2. To identify challenges, investment requirements, and opportunities
3. To determine capacities and constraints in ADB and the DMCs (institutional, financial, human)
4. To advise ADB's management if the policy needs to be revised or supplemented

The comprehensive review has focused on the three key areas highlighted in ADB's water policy (water sector reforms, water resource management, and water service delivery), and the four cross-cutting issues (resource conservation, regional cooperation, partnerships, and governance). In addition to the seven key areas outlined in ADB's water policy, the comprehensive review has also considered a number of key internal and external issues and drivers relevant to implementing ADB's water policy and strengthening efforts to address the region's water sector needs.¹

The review has been conducted in a manner that ensures broad stakeholder participation, transparent proceedings and reporting, and wide dissemination of the policy and the results and recommendations of the review. As outlined in the policy, an external expert review panel has led the review, informed by feedback gathered at in-country consultations, regional workshops, water-related conferences, ADB staff workshops and surveys, and comments gathered on ADB's water website. Additional modalities have included interviews, case studies, desk study of loan, project and agreement documents, and involvement in external research studies relevant to the review.²

III. BACKGROUND ON THE CONSULTATION PROCESS

A. Objectives and Process

ADB has conducted five in-country consultations, and two regional events including a private sector consultation and a civil society consultation to secure feedback from major stakeholders to inform the comprehensive review. The in-country consultations involved stakeholders from

¹ Please refer to Appendix 5 for a complete list of the 26 areas covered in the scope of the comprehensive review.

² A timeline for major activities for the review is provided in Appendix 4. Regular updates are posted on ADB's website at <http://www.adb.org/water>.

national and sub-national levels of government, elected representatives, civil society including NGOs and academe, private sector, the media, and other institutions involved in water sector related work. In selecting participants and outlining the agenda for the in-country consultations, ADB aimed for a balanced representation across geography, ethnicity, gender, and the main sub sector and thematic areas outlined in ADB's work. The private sector consultation involved representatives from large and small-scale private sector water service providers and commercial banks interested in financing water sector projects.

The consultations have been designed to generate feedback on policy implementation and other inputs to improve water operations, considering:

- experience in implementing the water policy
- achievements and lessons learned
- challenges and investment requirements
- opportunities and areas for improvement
- issues that require attention

Review Panel members have participated in the consultations, interacting with various stakeholder groups across the region.

B. Timeline and Expected Outputs

The consultations have taken place during the months of June to November 2005. The schedule listed below was coordinated with the Resident Missions, related regional events, and other ADB policy reviews planned for 2005. In-country consultations were conducted in countries representing the five regions ADB serves.

Table 1: Schedule for Consultations

| Country | Regional Department | Proposed Dates |
|--------------------------------|-----------------------------|----------------------|
| <i>In-country</i> ³ | | |
| Cambodia (Phnom Penh) | Mekong | 23-24 June 2005 |
| Fiji (Suva) | Pacific | 9-10 August 2005 |
| Indonesia (Jakarta) | SERD | 25/27 August 2005 |
| Kazakhstan (Almaty) | ECRD | 15-16 September 2005 |
| India (New Delhi) | SARD | 28 September 2005 |
| <i>Other Consultations</i> | | |
| ADB HQ (Manila) | Private Sector Consultation | 18 October 2005 |
| ADB HQ (Manila) | Civil Society Consultation | 17-18 November 2005 |

Each consultation was expected to produce the following outputs:

- Participants' assessment of ADB's water policy implementation: performance and progress, challenges and constraints, and required actions
- Participants' recommendations to improve ADB's water policy implementation in the short and medium term: investment priorities, partnerships, innovations, and new business opportunities
- A summary report of the consultation reflecting participants views and comments

³ The consultation itself is a one-day exercise. The second day listed in the table was allotted for site visits for Review Panel members.

IV. SUMMARY OF CIVIL SOCIETY CONSULTATION

A. Participants and Process

Sixty participants from project-affected communities, development/ service organizations, knowledge resource groups, professional associations, and advocacy organizations attended the consultation to discuss the issues, experiences, lessons learned, and concerns of civil society about ADB's water policy implementation. Members of the review panel leading the review of ADB's water policy implementation, and ADB's NGO and civil society specialists and water operations staff also participated in the consultation. A copy of the participants list is included in Appendix 2.

During the consultation, participants were asked to contribute their views through a survey⁴, an open-ended dialogue, and a panel-led discussion. A workshop was planned but not conducted on participants' request to allow for more direct dialogue with ADB staff. Participants were also given the opportunity to share any additional concerns or issues that were not covered in any of the consultation exercises. A form to record additional feedback was included in the seminar kit with the consultation evaluation. ADB also provided a "poster blog" for additional comments, and the opportunity during the final hour of the consultation for participants to share additional comments or reflections on the day.

The day before the consultation, ADB hosted a number of related events to prepare the participants for the consultation, including orientation sessions with ADB's NGO Center (NGOC) and Knowledge Management Center (KM Center), knowledge games, and discussion of ADB's Technical Background Paper, "Asia Water Watch 2015: Are Countries in Asia on Track to Meet Target 10 of the Millennium Development Goals?" ADB staff met with individual participants as requested.

B. Presentations

Opening session speakers included representatives from ADB, civil society, and the review panel. Robert J. Dobias, Director of ADB's Gender, Social Development and Civil Society Division (RSGS) welcomed the participants on behalf of ADB, acknowledged recent feedback from NGOs on the consultation process and ADB's water operations, and outlined the key initiatives undertaken by ADB to improve ADB, government and civil society cooperation. Nafisa Barot, Regional Coordinator for South Asia of the Water Supply and Sanitation Collaborative Council (WSSCC), highlighted civil society's role in improving water supply and sanitation, and outlined the key issues that must be addressed and strategies that could be undertaken to improve conditions in the water supply and sanitation sub-sector. Ravi Narayanan, Review Panel Member for ADB's Water Policy Implementation Review and Chief Executive of WaterAid, provided an overview of the efforts undertaken by the Review Panel to ensure a credible, critical and objective review, outlined the key sources informing the review, and reiterated the role of the Panel to listen and gather civil society views through the consultation process.

Representatives from civil society, and ADB operations staff presented project experiences in the implementation of ADB's water policy. Antonio Nuera, Research and Publications Coordinator of the NGO Forum on ADB, and James Wicken, Research Coordinator of WaterAid Asia, presented findings from their organizations' case studies of ADB's water sector projects and recommendations to improve ADB's water operations. ADB staff from the Mekong

⁴ A copy of the survey is included in Appendix 3.

Regional Department, Manoshi Mitra, Senior Social Development Specialist of the Agriculture, Environment and Natural Resources Division, and Anupma Jain, Social Sector Specialist of Social Sectors Division presented two ADB water sector projects involving civil society as a key partner: the Central Region Water Resources Project in Vietnam, and the Tonle Sap Water Supply and Sanitation Sector Project in Cambodia. ADB case presentations highlighted the key roles and contributions made by civil society to improve the design and implementation of ADB's water sector projects.

As the consultation got underway, around 35 protesters gathered outside ADB's main entrance, and called on ADB to review its water policy and its overall lending strategy that allegedly traps governments in poverty-inducing measures such as the privatization of water utilities. The protest rally was led by the Freedom from Debt Coalition, a member of the NGO Forum on ADB. Leaders of both organizations participated in the consultation. A copy of their press statement will be posted on the website.

C. Key Issues Discussed

1. PARTICIPATION AND GOVERNANCE: Participants raised several issues and concerns related to participation and governance, including negative project impacts, the issues underpinning lack of participation, lack of information on loan agreements, ADB practices in reforming governance, and inconsistencies in promoting decentralization.

- Negative project impacts and weaknesses in project design and implementation have resulted from a lack of participation and the disregard of community recommendations.

The NGO Forum on ADB emphasized that all failures and disasters in ADB's water projects have sprung from the absence and lack of meaningful people's participation. They cited specific cases, including the damages wrought on irrigation, groundwater quality, and the ecosystem by the Left Bank Outfall Drainage Project (LBOD) in Pakistan, implemented before the adoption of ADB's water policy; and, the destruction of traditional irrigation systems and the displacement of communities due to the flood brought about by the Chashma Right Bank Irrigation Project (CRBIP) in Pakistan. Lack of participation in project planning has also further marginalized indigenous knowledge and water management systems.

The NGO Forum also indicated that the Tonle Sap Environmental Management Project (TSEMP) in Cambodia has not succeeded in promoting integrated water resources management (IWRM) because of the failure of river basin organizations (RBOs) to secure community support and participation in project implementation and management.

- Weak processes for community and civil society engagement, lack of knowledge and skills in participatory approaches among executing agencies, and lack of community capacity to engage government and other key actors in the water sector have contributed to the lack of participation both in terms of quality and quantity.

WaterAid attributed low participation in the 11 ADB water supply and sanitation projects it studied in Bangladesh, India and Nepal to the weak processes that have been put in place for community and civil society engagement. The NGO Forum on ADB emphasized that project planning for the Karnataka Urban Infrastructure Development Project (KUIDP) in India was highly technical, non-participatory, non-inclusive, and removed from the realities on the ground. They also asserted that RBOs in the TSEMP have failed to secure community support and participation in the project because of their inability to relate to the needs of the people.

Participants emphasized the need to build local capacity, citing the negative impact on community sustainability of ADB's subcontracting of international NGOs (INGOs) in water resources projects. They questioned whether ADB had made sufficient efforts to engage community or village-level organizations instead of subcontracting INGOs. ADB indicated that lack of democratic experience has inhibited the growth of civil society and local NGOs in a number of countries. Nonetheless, ADB foresees the strengthening of the civil society sector, and greater grassroots involvement in these countries in the next five to ten years.

- Lack of information has deterred civil society from monitoring the implementation of loan agreements.

Participants inquired whether there is anything that prevents ADB from releasing information on loan agreements, indicating that lack of awareness and information has deterred civil society from monitoring the implementation of loan agreements. Participants asked if it is possible for ADB to include the people in project-affected areas as a third party to loan agreements.

In response, ADB staff emphasized that ADB's policy is to be as transparent as possible. The Public Communications Policy (PCP), adopted recently upholds the principle that all information is in the public domain unless there is a specific reason why it should not be. However, disclosure of loan agreements is not ADB's decision to make but is done at the discretion of sovereign country governments.

One participant questioned ADB's relationship with Pakistan's government, indicating that Pakistan's dictatorial regime conflicts with the principles of basic governance outlined in ADB's Charter with member countries. The participant asked that ADB clarify procedures and guidelines governing its relationships with member countries in all areas of lending, not just water sector operations.

- Government and civil society's relationship has not been smooth in many countries, and loan conditionalities have been invoked by some governments which are perceived to constrict democratic spaces.

Participants questioned ADB's intervention in formulating national policies and legislation. Concerns were also raised about the danger of promoting a "one size fits all" common policy, which does not acknowledge the diversity in culture, and social and economic conditions of the countries in the region.

ADB staff indicated that ADB recognizes the diversity that exists among and within countries, and has addressed this diversity in policy implementation. The first element of the water policy is there precisely to recognize the sovereignty of member countries to determine the policies that should govern their water sectors. There is quite a bit of knowledge about adapting policy to differing national and local contexts, and ADB has made use of this knowledge to improve its water operations. Current discussions focus on how ADB could effectively influence country actions in a way that is most appropriate and respects the country's sovereignty. Overall, ADB's efforts to promote national policy and water sector and sub-sector reforms are guided by the four key elements of its governance policy, i.e., transparency, accountability, participation and predictability.

- ADB has funded large water resources projects, and created parallel institutions and special purpose vehicles that could run counter to the water policy's thrust to promote decentralization.

One participant questioned ADB's funding of large water resources projects, indicating that the requirements for the implementation of these projects would run counter to the water policy's thrust to promote decentralization. The NGO Forum on ADB also asserted that ADB-funded projects have created parallel institutions and special purpose vehicles that threaten constitutionally-mandated local governments.

In response, ADB staff indicated that the Bank does not choose whether to work with national, central, or local government. However, recognizing that transbasin projects could pose a huge challenge to decentralization, ADB has approached transbasin projects with utmost caution.

2. **RESPONSIVENESS TO THE POOR:** Participants enumerated several factors compromising ADB's responsiveness to the needs of the poor, including the exclusion of the poor in ADB's water supply and sanitation projects, the greater impact on the poor of limited improvements in the coverage, efficiency and sustainability of water services, high interest loans for end-borrowers, and the inability of the poor to influence decisions.

- The poor have been excluded from the delivery of water services because of inadequate budgetary allocations, weaknesses in project design, and lack of capacity to pay.

WaterAid indicated that ADB's water supply and sanitation projects in Bangladesh, India and Nepal have helped improve access to water services. However, the poor continue to be excluded from water services because of inadequate project allocations for slum improvement, lack of provisions for people on non-tenured land, high connection charges, and high tariffs. Recovering capital costs in addition to O&M costs accounts for the high tariffs and unaffordable connection costs for the poor.

In the LBOD project in Pakistan, the NGO Forum pointed out that ADB's loan conditionalities have increased irrigation rates by 100 percent and led to the elimination of agricultural subsidies, which are detrimental to poor farmers.

ADB's perspective on cost recovery and how it affects the poor differs from civil society's viewpoint. Staff cited several studies, which show that the poor in many Asian cities have ended up paying less when they get connected to water services than when they avail of unsafe water from private vendors. However, ADB agreed that the issue of high connection fees and affordability is of great concern. ADB's water policy allows for subsidies, and debates are ongoing on how they can be applied particularly on one-time service connection fees. Various modalities are also being explored to improve the responsiveness of tariffs to the conditions of the poor, including cross-subsidization and the removal of flat fees. ADB has been a strong advocate in the 3rd World Water Forum of differential tariffs for the poor to address affordability issues.

- Private sector participation (PSP) has not increased the coverage nor improved the efficiency and sustainability of water services, exacerbating the plight of the poor.

The NGO Forum belied the supposed assumption of ADB that the private sector is more efficient than the public sector, citing the failure of the Metropolitan Manila Waterworks and Sewerage System (MWSS) privatization to lead to reduced tariffs, improved coverage, and the delivery of good quality and uninterrupted water supply.

ADB indicated that the Bank is willing to look at both public and private sectors in improving water services. Most water sector investments in the region have in fact been to support the public sector's delivery of water services. Moreover, ADB believes that there is an important role

to play for community providers to fill the gaps in water provision. ADB highlighted evidence that the private sector is the engine of growth in progressive economies and should not be ruled out as a viable option.

- On-lending at increasing interest rates has meant that end-borrowers have received relatively high interest loans.

WaterAid presented the following statistics to prove that on-lending at increasing interest rates has resulted in relatively high interest loans, not concessional loans for end-borrowers of ADB loans:

| Project | End-borrower | Interest Rate |
|---|---------------------|---------------|
| Urban Water Supply and Environment Project (India) | State/ municipality | 12% |
| Small Towns Water Supply and Sanitation Project (Nepal) | Users Committee | 8% |
| Secondary Water Sector Project (Bangladesh) | Poor Residents | 14% |

- The poor's inability to influence decisions and exclusion from ADB's project development processes have contributed to their continuing exclusion from water services.

WaterAid emphasized that the poor have continued to be excluded in decision-making processes, which results in their exclusion from water services. Monitoring and evaluation (M&E) systems in ADB projects have failed to track progress on the delivery of services for the poor and the promotion of participation, earlier cited as a critical factor in improving the responsiveness of water sector interventions to community needs and conditions.

ADB cited DMCs' resistance and low prioritization of project monitoring as key factors making it difficult for the Bank to enforce or employ good M&E practices.

3. PROJECT IMPACTS AND WATER RESOURCES MANAGEMENT: Participants expressed concern about the promotion of integrated water resources management (IWRM) as a key element of ADB's water policy. Specifically, they highlighted the lack of consideration given to the impact of large water resources projects on water conservation, lack of efforts to promote synergy in the development of the water, fishery and forestry sectors, and lack of attention to the need to incorporate indigenous knowledge and water management systems in water resources projects.

- ADB has financed large water supply projects without fully taking into account their impact on water conservation.

Participants observed that ADB has continued to finance large water supply projects without considering impacts on the watersheds. Huge investments in water supply projects have also fostered corruption and caused undue distress among the poor because of high loan costs. Grassroots opposition to these water supply projects has continued. A participant observed that ADB water supply projects are creating a divide between urban and rural constituencies.

Participants also inquired about ADB's position on the recommendations of the World Commission on Dams (WCD).

In response, ADB staff indicated that ADB supports many of the WCD recommendations. However, it is not ADB's practice to adopt other organizations' recommendations as binding for its own operation. ADB has its own policies and procedures to follow while being responsive to the needs of member countries. Details of ADB's position on the WCD recommendations are posted on the web.

- ADB has not exerted conscientious efforts to promote synergy in the development of the water, fishery, and forestry sectors among DMCs.

A participant indicated that India has watered down its environmental laws, and cited a lack of necessary involvement by ADB to intervene to counteract this development. The NGO Forum asked about the status of ADB's forestry policy review, and requested to be informed regarding how the changes will be accounted for in ADB's water policy review.

- ADB has not adequately considered and incorporated indigenous knowledge and water management systems in the design and implementation of its water resources projects.

The NGO Forum claimed that a number of ADB water resources have failed to include, recognize and respect existing indigenous water management and irrigation systems. They asserted that the Flood Control, Drainage and Irrigation Project in Bangladesh oversimplified multiple water use and the role of flooding in the maintenance of the livelihood of communities; and, the Chashma Right Bank Irrigation Project in Pakistan destroyed the rowd-kohi (hill torrent) traditional systems and caused massive flooding that destroyed livelihoods and properties. The NGO Forum also indicated that ADB has promoted technocratic approaches to IWRM and the establishment of RBOs, undermining community knowledge and indigenous water management systems.

4. UNDERLYING PRINCIPLES OF ADB'S WATER POLICY: Participants raised concerns about the underlying principles of ADB's water policy specifically as they relate to the concepts of water as a human right, shared but differentiated responsibility in water resource management, and tradable water rights.

- The principles of water as a human right, and common but differentiated responsibility in water resource management are not emphasized in ADB's water policy.

A participant inquired about whether there is a problem in "putting upfront" in ADB's water policy the principles of water as a human right, and common but differentiated responsibility in water resource management.

ADB staff indicated that when the policy was approved in 2001, these concepts were articulated differently. ADB agrees with these principles, however, practical application of these concepts necessarily involves the DMCs' recognition and implementation in their own countries' respective water policies.

- ADB's water policy promotes private sector participation, which provides for tradable water rights allocating water along market-oriented principles. PSP benefits the rich, not the poor.

Participants also inquired about ADB's views on tradable water rights, the diverse resource tenure instruments of its member countries, and the implication that these instruments differently protect water resource groups.

ADB staff responded that ADB does not promote private interests in the water sector. The Bank recognizes that many countries are now considering developing diverse resource tenure instruments. When countries move in that direction, ADB wants to see that good systems are in place. ADB staff also emphasized that most governments, when they enter this area, see to it that the rights of existing users are protected.

D. Participant Recommendations to ADB

In line with the issues discussed, participants made several recommendations to improve the implementation of ADB's water policy in the following key areas: 1) participation and governance; 2) responsiveness to the poor; and, 3) water resources management. Participants also recommended that ADB strengthen its water policy by integrating the concept of water as a human right and promoting common but differentiated responsibility in water resource management and revisit its approach to promoting private sector participation in the water sector.

Improving Participation and Governance

- ADB should help build the capacity of community organizations to increase and improve the quality of people's participation in projects and the implementation of ADB's water policy.
- ADB should improve project design and provide additional resources to support processes to ensure the participation of communities and civil society in projects.
- ADB should consider making use of its investments to promote democracy and governance reforms in the countries of the region.
- ADB should develop modalities to improve the transparency of loan agreements and procedures, and consider involving the people as a third party in loan agreements.
- ADB should promote the accountability of project implementation mechanisms among local governments.
- ADB should be more responsive to cultural differences and socio-economic conditions of countries in the region to ensure that national policies and water sector reforms are consistent with these norms.
- ADB should conduct a study on public utility performance and develop modalities to strengthen public water utilities, e.g., establishing a network of public water utilities.
- ADB should consider trade unions in the public water utilities as a major stakeholder and involve them in efforts to strengthen public water utilities.
- ADB should de-emphasize private sector participation (PSP) and strengthen the accountability of governments for public services delivery.

Improving Responsiveness to the Poor

- ADB should develop implementation strategies in each project on how to serve all the poor including poverty assessment/ mapping, and ability to pay studies, and train and

provide incentives for executing agencies and implementing partners to work with the poor.

- ADB should review its approach to full cost recovery to ensure affordability for the poor, and consider setting tariffs to recover only O&M costs, while providing safety nets for the poor. ADB should open up discussions with local governments and the public on tariff policies to get agreement and commitment.
- ADB should review the on-lending terms of its concessional loans to increase affordability, and “de-link” its loans from conditionalities that are detrimental to the poor.
- ADB should invest in sanitation and sewerage, and rural water supply as priority investment areas, including coverage of slums and poor populations.

Addressing Project Impacts and Improving Water Resources Management

- ADB should invest in IWRM as a priority area, and strengthen the linkages between its water, fishery and forestry policies to allow for more integrated approaches to be developed in the design and implementation of water resources projects.
- ADB should incorporate indigenous knowledge systems and water management practices in designing IWRM projects to improve community ownership of projects.
- ADB should give greater attention to O&M and sustainability issues when designing projects.
- ADB should assist executing agencies and implementing partners to improve M&E of water supply and sanitation projects specifically with regard to disaggregating data, tracking the impact of projects on the poor and vulnerable, and developing processes for community and local government certification of all M&E reports.
- ADB should regularly monitor the implementation of its water policy in all project evaluations, and assist with monitoring project outcomes and impacts to improve the sustainability of water sector projects.
- ADB should ensure that environmental laws and social safeguards are rigorously followed, and accept responsibility for failures.

Strengthening ADB's Water Policy

- ADB should integrate the principle of water as a human right into its water policy, and actively promote common but differentiated responsibility in water resource management.
- ADB should clarify the policy's approach to PSP, ensuring that its implementation is consistent with the pro-poor elements already outlined in its water policy.

ADB reiterated its interest to continually engage civil society in constructive dialogue, and invited the participants to propose follow-up actions to address issues raised during the consultation and in the case studies prepared by civil society groups. ADB's NGO and Civil Society Center will help to facilitate proposed follow up actions.

IV. FOR MORE INFORMATION ABOUT THE REVIEW AND THIS REPORT:

Throughout the course of the review, the Lead Facilitator, ADB Water Policy Implementation Review, will oversee and manage all activities to monitor progress and to ensure that the review is completed on schedule. A meeting facilitator and an international knowledge resource organization, Streams of Knowledge, were also enlisted to help organize this consultation. Their contact information is as follows:

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Throughout the review process, regular updates will be posted on ADB's website for comment: at <http://www.adb.org/water>

Appendix 1: Agenda for the Civil Society Consultation

ADB'S COMPREHENSIVE WATER POLICY IMPLEMENTATION REVIEW CIVIL SOCIETY CONSULTATION

ADB HQ, Philippines
17-18 November 2005

Final Agenda

OPTIONAL ORIENTATION SESSIONS WITH ADB

Thursday, 17 November 2005

- 10:00 – 12:00 Parallel Orientation Sessions
- NGO and Civil Society Center (NGOC)
Auditorium, Zone D
Chair: Jennifer Francis, NGO and Civil Society Specialist, NGOC, ADB

Content
Update on NGOC Medium-term Plan for 2006-2010
Initiatives on HIV-AIDS, and Anti-Corruption
Cooperation Issues
 - Knowledge Management Center (KM Center)
Conference Room, Rm. 4454S
Chair: Zuleikha Bisera, Knowledge Management Officer, KM Center, ADB

Content
What is KM?
What is ADB doing in KM?
Where does ADB intend to bring KM?
What is there for you in ADB's KM?
- 12:00 – 1:30 Lunch
Executive Dining Room (EDR) Coffee Lounge
- 1:30 – 3:00 Individual Meetings with ADB Staff (arranged at request)
or Knowledge Game
Conference Room, Rm. 4454S
- 3:00 - 5:00 Discussion of ADB's Technical Background Paper, "Asia Water Watch 2015:
Are Countries in Asia on Track to Meet Target 10 of the Millennium
Development Goals?"
Auditorium, Zone C
- 5:00 - 7:00 RECEPTION
*Hosted by Bindu Lohani, Director General, Regional and Sustainable
Development Department (RSDD), ADB
Private Dining Room (PDR) 2, 3 and 3a*

**ADB'S COMPREHENSIVE WATER POLICY IMPLEMENTATION REVIEW
CIVIL SOCIETY CONSULTATION**

ADB HQ, Philippines
17-18 November 2005

Final Agenda

Friday, 18 November 2005

Introductions and Overviews

- 8:30 – 9:15 Opening and Welcome Remarks
- Robert J. Dobias, Director, Gender, Social Development and Civil Society Division (RSGS), Regional and Sustainable Development Department (RSDD), ADB*
- Nafisa Barot, Regional Coordinator for South Asia, Water Supply and Sanitation Collaborative Council (WSSCC)*
- Ravi Narayanan, Review Panel Member for ADB's Water Policy Implementation Review and Chief Executive Officer, Water Aid*
- 9:15 – 9:45 “Water Voices” Film Viewing
The Connection: The Story of Phnom Penh's Water Supply Authority
- 9:45 – 10:00 Overview of ADB's Water Policy
Wouter Lincklaen Arriens, Lead Water Resources Specialist, ADB
- 10:00 – 10:15 Overview of the Comprehensive Review of ADB's Water Policy Implementation and Client Stakeholder Survey Distribution
Kathryn E. Nelson, Lead Facilitator, Water Policy Implementation Review, ADB
- Introduction of Consultation Agenda and Civil Society Participants
Rosario L. Villaluna, Executive Secretary, Streams of Knowledge: Global Coalition of Water and Sanitation Resource Centers
- 10:15 - 10:30 Questions
- 10:30 - 10:45 TEA BREAK
- 10:45 – 11:15 Civil Society's Feedback on ADB's Water Projects
- Civil Society's Perspective on Select ADB Water Projects
Arturo Nuera, Research and Publications Coordinator, NGO Forum on ADB
- Findings from Water Aid Assessment of ADB's Water Supply and Sanitation Projects in India, Nepal, and Bangladesh
James Wicken, Research Coordinator, Water Aid Asia

| | |
|---------------|--|
| 11:15 – 11:45 | Questions and Discussion |
| 11:45 – 12:15 | <p>Civil Society's Role in ADB Water Projects</p> <p>Central Region Water Resources Project, Vietnam <i>Manoshi Mitra, Senior Social Development Specialist, Agriculture, Environment, and Natural Resources Division, (MKAE), Mekong Department (MKRD), ADB</i></p> <p>Tonle Sap Water Supply and Sanitation Sector Project, Cambodia <i>Anupma Jain, Social Sector Specialist, Social Sectors Division (MKSS), Mekong Department (MKRD), ADB</i></p> |
| 12:15 – 12:30 | Questions and Discussion |
| 12:15 – 1:30 | <p><i>LUNCH</i></p> <p><i>Private Dining Room (PDR) 2, 3 and 3a</i></p> |
| 1:30 – 3:30 | Continuation of Questions and Discussion |
| 3:30 – 3:45 | TEA BREAK |
| 3:45 – 4:30 | <p>Panel Discussion: Investment Priorities, Partnerships and Empowerment of Civil Society, and Strategies to Improve Responsiveness to the Poor <i>Facilitated by Jennifer Francis, NGO and Civil Society Specialist, NGO and Civil Society Center, (NGOC), ADB</i></p> <p>Panel Members:</p> <ul style="list-style-type: none"> ▪ <i>Robert J. Dobias, Director, Gender, Social Development and Civil Society Division (RSGS), ADB</i> ▪ <i>Annelie Hubach, Review Panel Member for ADB's Water Policy Implementation Review and Division for Environment and Water Resources Management, Ministry of Foreign Affairs, The Netherlands</i> ▪ <i>Kenichi Yokoyama, Senior Water Resources Specialist, South Asia Department (SARD), ADB</i> ▪ <i>NGO Case Presenters</i> |
| 4:30 – 5:00 | <p>Synthesis of Consultation Discussions <i>Rosario Villaluna, Executive Secretary, Streams of Knowledge: Global Coalition of Water and Sanitation Resource Centers</i></p> |
| 5:00 – 5:30 | Participants Reflections and Closing Remarks by ADB |
| 5:30 – 7:30 | <p>RECEPTION <i>Hosted by WooChong Um, Director (RSID), ADB</i> <i>Private Dining Room (PDR) 2, 3 and 3a</i></p> |

Appendix 2: List of Participants

ADB'S COMPREHENSIVE WATER POLICY IMPLEMENTATION REVIEW CIVIL SOCIETY CONSULTATION

ADB HQ, Philippines
17-18 November 2005

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Appendix 3a: Summary of Survey Responses

ADB Water Policy Implementation Review Client and Stakeholder Survey Initial Tabulations November 2005

Total Respondents: 39

| | | | | | |
|------------------------|------------------|----------------------|--|---------------|------------------------------|
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- | | |
|--|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> Central Government=1 <input type="checkbox"/> Sub-National Government (Region/State/District/Local)=0 <input type="checkbox"/> International NGO/Civil Society Organization=5 <input type="checkbox"/> National NGO/Civil Society Organization=15 <input type="checkbox"/> Local NGO/Civil Society Organization=9 <input type="checkbox"/> Trade Union=0 <input type="checkbox"/> Private Sector/Business Association=1 <input type="checkbox"/> Private Citizen=0 <input type="checkbox"/> Multilateral/Intergovernmental Agency=2 <input type="checkbox"/> University/Educational Institution=1 <input type="checkbox"/> Research Institute/"Think Tank"=5 <input type="checkbox"/> Other (specify):=1 (Political Party) | <ul style="list-style-type: none"> <input type="checkbox"/> Hydropower=0 <input type="checkbox"/> Flood management & urban drainage=0 <input type="checkbox"/> Disaster response & mitigation=2 <input type="checkbox"/> Watershed management=8 <input type="checkbox"/> Environment improvement=8 <input type="checkbox"/> Wastewater control & treatment=2 <input type="checkbox"/> Marine & coastal management=1 <input type="checkbox"/> Others (specify: related field in health, education, environment, public governance)=18 (public health and hygiene education, promotion and advocacy=1; IWRM=1; No Response=3; gender and development=1; public governance/financing=1; public governance, energy sector=1; water management in agriculture (rice)=1; education=3; capacity building=1; health, environment; oversight (BOD)=1; governance=1; cso capacity building, advocacy, community development, transboundary waters=1; political parties' involvement in water rights advocacy=1; capacity building in watsan=1) <input type="checkbox"/> No Response =5 |
|--|---|

My Work:

- Water resources management=13
- Urban water supply & sanitation=7
- Rural water supply & sanitation =11
- Bulk water supply=1
- Irrigation & drainage=4

Please take 10 minutes to answer the following 7 questions. Your response refers to:

- Asia Pacific Region, = 17
- Specific Country: Bangladesh=2; India=10; Kazakhstan=2; Nepal=1; Pakistan=1; Philippines=2; Sri Lanka=1
- No Response = 5

1. **ADB's water policy aims to support its clients in the Asia Pacific region in the following seven areas. In which of these has progress been highest?** *Please select up to 3 areas where progress has been highest.*

- | | |
|---|--|
| <input type="checkbox"/> National water sector reforms=13 | <input type="checkbox"/> Stakeholder consultation and participation=15 |
| <input type="checkbox"/> Integrated water resources management=4 | <input type="checkbox"/> Good governance and capacity building=3 |
| <input type="checkbox"/> Expansion and improvement of water services=17 | <input type="checkbox"/> No Response=7 |
| <input type="checkbox"/> Water conservation and water use efficiency=5 | |
| <input type="checkbox"/> Regional cooperation=11 | |

2. **Where should ADB concentrate its water investments over the next 5 years (through 2010)?** *Please select up to 3 areas for priority investments.*

- | | |
|--|---|
| <input type="checkbox"/> Urban water supply=13 | <input type="checkbox"/> Transboundary rivers management=6 |
| <input type="checkbox"/> Rural water supply=14 | <input type="checkbox"/> Regional exchange of experience=4 |
| <input type="checkbox"/> Sanitation=18 | <input type="checkbox"/> Regional networking for capacity development=9 |
| <input type="checkbox"/> Wastewater management=11 | <input type="checkbox"/> Other: 7 |
| <input type="checkbox"/> Integrated water resources management in river basins (IWRM)=17 | <input type="checkbox"/> No Response = 1 |
| <input type="checkbox"/> Irrigation and drainage=5 | |
| <input type="checkbox"/> Flood management=11 | |
| <input type="checkbox"/> Hydropower=2 | |

3. **What should ADB include in its water investment packages?** *Please select up to 3 options to be included.*

- | | |
|---|--|
| <input type="checkbox"/> Sector assessments and analyses of issues= 9 | <input type="checkbox"/> Capacity development=24 |
| <input type="checkbox"/> Policy dialogue=12 | <input type="checkbox"/> Development partnerships=15 |
| <input type="checkbox"/> Technical assistance=11 | <input type="checkbox"/> Regional cooperation=6 |
| <input type="checkbox"/> Infrastructure (new and rehabilitation)=19 | <input type="checkbox"/> Other=8 |
| | <input type="checkbox"/> No Response=2 |

4. **How could ADB become more responsive to client needs and increase its water investments?** *Please select up to 3 approaches to increase investments.*

- | | |
|---|---|
| <input type="checkbox"/> Program approach (multi-donor budget support to government)=11 | <input type="checkbox"/> Lending to national ministries and agencies =0 |
| <input type="checkbox"/> Sector approach (financing subprojects selected by government) =10 | <input type="checkbox"/> Lending to local government =18 |
| <input type="checkbox"/> Project approach (financing of projects designed in advance) =15 | <input type="checkbox"/> Private sector participation (without government guarantees) =14 |
| | <input type="checkbox"/> Other=12 |

5. **Which of these changes (suggested by participants of ADB's Water Week 2004) are the most important?** *Please select up to 3 changes.*

- | | |
|--|--|
| <input type="checkbox"/> Working more selectively with the right information, organizations, and leaders =22 | <input type="checkbox"/> Empowering civil society organizations as catalysts for water sector reform =25 |
|--|--|

- Promoting credible water regulatory bodies for water services =14
- Linking formal and informal water service providers =8
- Catalyzing water investments to the rural poor =15
- Investing more in nonstructural interventions =8
- Lending more to subsovereign partners =6
- Other=2

6. **Which of the following options would be most effective in promoting community ownership of water infrastructure and services in poor rural areas?** *Please select up to 3 options.*

- Small private water networks =4
- Community-managed water networks =32
- Handover of management to water user organizations =12
- Service agreements between water providers and water user organizations =8
- Participation of NGOs/CBOs in projects implemented by local government =20
- Water awareness campaigns by local government and service providers =14
- Water education in schools =15

7. **Which of the following groups or organizations could be the most effective partners for ADB over the next 5 years?** *Please select up to 3 partners or partnerships that ADB should pursue.*

Advocacy:

- Media and journalists=9
- Civil society organizations =29
- International advocacy NGOs =8
- United Nations organizations =3
- World Water Council =0

Co-financing:

- Public-private partnerships =13
- Bilateral funding agencies =5

Knowledge:

- Universities and institutes =18
- Multilateral development banks =1
- Global Water Partnership =5
- International organizations e.g. IWMI, IFPRI, IUCN, WWF =3

- International professional associations=3

Capacity:

- Networks among national water apex bodies, river basin organizations, water utilities, and regulatory bodies =17
- Regional water partnerships =3
- Country water partnerships =5
- Professional associations =2
- Research organizations =6

Other:

- Other=7

Please submit your completed survey to ADB staff at the event you are attending. You may also fax your responses to ADB's Water Team at +63 2 636 2381/2356 or visit ADB's water website at <http://www.adb.org/water> to complete this survey online.

Thank you for your time and interest!



WATER for ALL

**Appendix 4: Summary Timeline of Key Events
ADB 2005 Water Policy Implementation Review
Summary Timeline of Key Events
2005**

| Month | Major Activities (dates) |
|---------------|---|
| 2005 | |
| January-March | PLANNING AND INCEPTION PHASE: <ul style="list-style-type: none"> ▪ Interview ADB operations directors and staff to secure initial feedback on the review design and Review Panel selection process ▪ Finalize Review Panel and Special Advisors recruitment and schedule ▪ Finalize schedule for in-country consultations and regional meetings ▪ Finalize communications strategy & schedule: coordinate with Water Awareness Program (WAP) ▪ Finalize design of review process and submit inception report presenting work plan |
| April | <ul style="list-style-type: none"> ▪ ADB Staff Workshop: Water Sector Network (WSN) and ADB water operations staff (12) ▪ Training Workshop for National River Basin Management Organizations (NARBO) Colombo, Sri Lanka (24-29) ▪ 2nd Regional Meeting of Apex Bodies in Bangkok, Thailand (27-29) |
| May | <ul style="list-style-type: none"> ▪ Review Panel Work Session #1: ADB HQ (9-13) |
| June | <ul style="list-style-type: none"> ▪ SEAWUN Convention on Water and Wastewater in Southeast Asia in Hanoi, Vietnam (7-9) ▪ Roundtable on Private Sector Participation in Urban Water Supply, Bangalore, India (15-16) ▪ In-country Consultation #1: Phnom Penh, CAMBODIA (23-24) |
| July | |
| August | <ul style="list-style-type: none"> ▪ In-country Consultation #2: Suva, FIJI (9-10) ▪ Review Panel Work Session #2: Jakarta/Nusa Dua, Indonesia (4 days) (26, 27, 30-31) ▪ In-country Consultation #3: Jakarta, INDONESIA (25/27) ▪ 2nd Southeast Asia Water Forum in Nusa Dua, Indonesia (29-2) |
| September | <ul style="list-style-type: none"> ▪ In-country Consultation #4: Almaty, KAZAKHSTAN (15-16) ▪ In-country Consultation #5: New Delhi, INDIA (28) |
| October | <ul style="list-style-type: none"> ▪ 2nd International Yellow River Forum, Zhengzhou, PRC (17-21) ▪ Private Sector Regional Consultation, ADB HQ (18) ▪ Review Panel Work Session #3: ADB HQ (18-20) |
| November | <ul style="list-style-type: none"> ▪ Civil Society Regional Consultation at ADB HQ (18) |
| December | <ul style="list-style-type: none"> ▪ FINAL Review Panel Work Session: ADB HQ (2-6) ▪ ADB Staff Workshop #2 at ADB HQ (2) |
| 2006 | |
| January | FINAL STEPS OF REVIEW PROCESS: <ul style="list-style-type: none"> ▪ DG RSDD and Panel Chair discuss interdepartmental comments and finalize the Panel Report ▪ DG RSDD submits report to ADB's Management for endorsement to circulate to ADB's Board of Directors as a Board Information Paper (as stipulated in the policy) ▪ RSDD posts Panel Report on ADB website |
| February | <ul style="list-style-type: none"> ▪ ADB initiates follow up actions in response to the Panel Report |

Appendix 5: Scope of the Comprehensive Review

7 Key Areas Outlined in the Water Policy

- National Water Policies and Water Sector and Sub-sector Reforms
- Water Resource Management: Integrated management of water resources (IWRM)
- Water Service Delivery (both water supply and sanitation and irrigation and drainage)
- Water Conservation (increasing system efficiencies)
- Regional Cooperation (increasing the mutually beneficial use of shared water resources within and between countries)
- Participation and Partnerships (expanding participation and facilitating the exchange of water sector information and experience through partnerships)
- Governance and Capacity Building

11 Internal Drivers and Issues at ADB

- Investment partnerships with DMCs
- Internal water policy actions (development of skills mix, resources, use of available knowledge)
- Innovation and Efficiency Initiative
- Managing for Development Results Initiative
- Capacity Development Program
- Gender and Development Program
- Poverty Reduction Strategy (pro-poor sustainable growth, social development, good governance)
- NGO Framework: empowerment of and interactions with civil society
- Cooperation Fund for the Water Sector
- ADB's Financing Water Program
- Agenda for Change (from ADB Water Week 2004)

8 Broader Drivers and Issues

- Millennium Development Goals (MDGs)
- harmonization with MDBs and other donors
- dams and development (what is possible)
- public awareness and information
- knowledge management and partnerships
- private sector participation
- urban & rural linkages (balancing urban & rural development through water sector investments)
- disaster management with a pro-poor focus