

TECHNICAL ASSISTANCE COMPLETION REPORT

Division: RSID

TA No., Country and Name			Amount Approved: US\$500,000	
TA 6523-REG: Partnership for Good Governance and Knowledge on Urban Water Management			Revised Amount: 0	
Executing Agency	Source of Funding		Amount Undisbursed:	Amount Utilized:
ADB	Republic of Korea e-Asia and Knowledge Partnership Fund		0	US\$500,000
TA Approval Date:	TA Signing Date:	Fielding of First Consultant{s):	TA Completion Date	
19 January 2009	Not Applicable	Not Applicable	Original:	Actual:
			30 September 2010	30 September 2011
			Account Closing Date	
			Original:	Actual:
			30 September 2010	16 March 2012

Description

Urban water supply and sanitation (WSS) improvement has constantly been at the center of the international development agenda and will continue to be there in the context of rapidly urbanizing Asia. Needs are particularly urgent in South Asia, where achievements toward the Millennium Development Goals (MDGs) on WSS have been lower than elsewhere in Asia. Capacity development programs dealing with common problems in South Asian countries can be more efficiently provided if structured systematically and replicated widely. ADB initiatives such as the (i) non-revenue water (NRW) training workshop in June 2008, (ii) twinning program between expert and recipient water utilities through RETA 6396: Supporting Water Operators' Partnership (WOP) in Asia, and (iii) best practices on urban water management demonstration through a study tour in Manila for 12 delegations from Nepal and Bangladesh in September 2008, have demonstrated that strong demand exists in South Asia for knowledge of good practices to improve urban water management and governance.

In 2008, cooperation between Dhaka Water Supply and Sewerage Authority and Korea Water (K-Water) Resources Corporation was initiated and tested through a limited-scope twinning agreement. The twinning experience provided a good background for K-Water to design training programs which would enable organizational reform in utilities. This TA developed structured and sustainable WSS training programs for two WSS operators in South Asia as demonstration cases to facilitate replication to other WSS operators and organizations.

Expected Impact, Outcome and Outputs

In partnership with K-Water the TA aimed to improve capacity to manage and provide urban WSS services in South Asia by establishing a sustainable capacity building training program on WSS management and governance. The TA outputs included (i) diagnostic reports and refined training program conducted for the two cases, (ii) business plans of each case of water operators, and (iii) a final training program reflecting the experience and lessons from conducting two cases of water operators training.

Delivery of Inputs and Conduct of Activities

Inputs provided to the TA were adequate to achieve its objectives. ADB entered into a partnership agreement (PA) with K-Water on 11 February 2009 to support the implementation of the TA. The TA successfully conducted diagnostic assessments, and developed and implemented training programs.

Four pilot training cases for water utility operators (WUOs) were selected with one in Thimpu, Bhutan, two in Madhya Pradesh, India, and one in Luang Prabang, Lao People's Democratic Republic. The Thimphu City Corporation (TCC) Bhutan, and Bhopal Municipal Corporation (BMC) and Indore Municipal Corporation (IMC), Madhya Pradesh, India were the WUOs selected in South Asia. A minor change in scope was approved on 14 December 2009 to include the Luang Prabang Water Supply Corporation (LPWSC) pilot case in South East Asia. The inclusion of LPWSC sought to strengthen the development of a holistic framework for WSS training programs in both regions. Diagnostic assessments for TCC and LPWSC commenced immediately. In the BMC and IMC pilot training cases, the commitment letter from the Government of Madhya Pradesh was received on 1 April 2010 and the diagnostic assessment commenced after 5 months. The diagnostic assessments performed in each of the pilot cases formed the basis for the design of the training programs tailored specifically for each of the WUOs. The training programs

were designed for the entire organization of the WUOs and were given to technical field supervisors, mid-level administrative managers, and senior-level decision makers of the WUO by K-Water. Participants at the training programs were mentored into developing action plans based on their learning, and they subsequently reported on these to their management.

The administration of the TA was transferred from SAUW to RSID in 11 April 2011. All activities under the TA were completed prior to the transfer to RSID.

Evaluation of Outputs and Achievement of Outcome

TCC program. Twenty-two participants attended the TCC training program in July 2009. Participants developed 71 short-term business plans to be implemented over 1 year, and 68 mid- to long-term business plans to be implemented over 1 to 3 years. Fifty-nine short term business plans were successfully completed within 6 months, while 40 mid- to long term business plans are in progress. Through the implementation of the business plans, TCC raised the water tariff by 7%. This allowed TCC to finance improvements of facilities resulting to 2% reduction of non-revenue water (NRW) and a 10% increase in water supply ration (from 9 hours to 10 hours per day) in the pilot zone.

LPWSC program. Twenty-one participants attended the LPWSC training program in May 2010. A total of 144 business plans were developed, 60 short-term, and 84 mid- to long-term business plans. Thirty-eight of the short term business plans and 22 of the mid- to long-term business plans were completed. The implementation of the business plan resulted in a 37% increase in water supply in the pilot. The business plan also facilitated the reorganization of LPWSC which helped in strengthening its organizational efficiency. The expansion of the water treatment plant was also completed.

BMC and IMC diagnostic assessments. The diagnostic assessments for BMC and IMC were carried out in September and October 2010. The diagnostic assessments identified 60 key areas for improvement in both WUOs. Training programs specifically designed for BMC and IMC were developed. The pre-feasibility study for a Water Training Center in India was produced based on the diagnostic and training needs assessments of the WUOs.

Overall Assessment and Rating

The TA is rated successful. The TA exceeded its expected outcome. Within the TA's relatively short timeframe, a total of 119 business plans were completed for both TCC and LPWSC pilot cases. This resulted in a significant increase in water supply in both WUOs. Feedback was solicited and participants rated their involvement as valuable.

Major Lessons

The TA demonstrated that training programs designed specifically for WUOs help achieve organizational efficiency and increase capacities of both senior decision makers and technical managers in performing their functions. The cross-learning between the senior decision makers and technical managers allowed better understanding of critical issues at all organizational levels. The diagnostic assessments provided an overview on the issues and concerns that surround WUOs. The business plans developed and implemented by the staff of WUOs allowed the transition of their organizations into efficient and effective service providers with strong capable management and staff.

Water utility organizations can benefit from long term engagement and peer-to-peer learning to achieve financial and operational sustainability. Continuous training for improvement and the monitoring of action plans increases the chance of sustained growth and operational effectiveness.

Recommendations and Follow-Up Actions

Building on the good experience of the WUOs in the pilot cases, lessons learned must be shared with other existing WUOs in Bhutan and Lao PDR. The WOP program can provide support to continue peer-to-peer learning. Improvements to the training program can include (i) allowing adequate time for participants to have discussions (in their native language) to help overcome the barriers associated by the use of translators, (ii) a clearer focus on developing business and action plans, and (iii) a longer monitoring period to ensure sustainability.

Prepared by: Theresa Audrey O. Esteban Designation: Water Resources Officer

In preparing any country program or strategy, financing any project, or by making any designation of or reference to a particular territory or geographic area in this document, the Asian Development Bank does not intend to make any judgments as to the legal or other status of any territory or area.