

**Capacity Building Workshop on
Partnerships for Improving the
Performance of Water Utilities in the
Asia and Pacific Region**

25--27 July 2006, Bangkok, Thailand



**United Nations
DESA / DSD**

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EXECUTIVE SUMMARY OF WORKSHOP PROCEEDINGS

BACKGROUND

A capacity building workshop on “Partnerships for Improving the Performance of Public Utilities in the Asia and Pacific Region” was organized by DSD/DESA at the UNESCAP headquarters in Bangkok from 25-27 July 2006. On the one hand, following the recommendations of CSD-13, it served as a forum for sharing country-specific knowledge and experiences about the nature and extent of policy and institutional reforms needed in the public water utilities, and how such reforms can help the water utilities in improving their performance efficiency. On the other hand, it contributed towards advancing the implementation of UNSGAB’s work program, especially the component on Water Operators Partnerships (WOPs).

PARTICIPANTS

A total of 65 people representing water utilities, international institutions, private sector, and global and regional networks attended the workshop (see Annex 1 for names and coordinates of workshop participants). About 70% of the participants were the CEOs of leading water utilities of 19 countries of the region. 14 international agencies (both within and outside the UN system) took part in the workshop proceedings. The workshop was opened by the Deputy Executive Secretary of UN ESCAP (Mr. Shigeru Mochida), and Mr. K.S. Jomo, ASG/DESA chaired the final session on WOPs.

THEMES AND SESSIONS

This three days workshop was conducted in five sessions covering the following thematic areas: issues and challenges in urban water supply; partnerships between regulators and operators; ensuring financial sustainability in water utilities; improving public water utilities’ performance; and launching the water operators’ partnership. Each session included key note presentations covering various aspects of the selected thematic area, followed by a brief discussion on key issues highlighted by the speakers. More detailed discussions followed in the working group sessions established under each thematic area. A total of 27 presentations were made, and 10 country/utility specific studies were presented. The final day of the workshop was devoted to the launching of the Water Operators Partnerships (WOPs). See Annex 2 for the detailed workshop agenda.

MAIN CONCLUSIONS AND RECOMMENDATIONS

Main conclusions and recommendations of the workshop are summarized below, details can be found in the full workshop reports.

1. Public water utilities will remain the leading player in the provision of water and sanitation services, but they must perform better if international goals on water and sanitation are to be met. Positive examples, in which utilities have been able to improve their services and attain cost effectiveness, are eminent.
2. The workshop recognized the need to promote the leadership role of Governments in the process of improving the performance of public water utilities, but providing due autonomy to the public utilities in the design and implementation of strategies leading to efficiency, effectiveness, transparency, accountability and sustainability. A number of case studies demonstrated that where such autonomy was promoted it yielded positive impacts in terms of cost recovery mechanisms, increasing the revenue water ratio, reducing non-development expenditures and reducing unaccounted for water.

3. Financing has to be increased to improve and extend safe and adequate access to water and sanitation to all members of the community, especially to improve and transform the living conditions of the poor. However, much can be achieved through better management, which is imperative to acquire funds and to make better use of the available budget.
4. Financial products are often not tailored to the needs of water utilities, especially smaller municipal and community operated utilities. Some of these needs include smaller loans, longer term pay back periods with better rates. Blending, pooling and co-financing of ODA and local resources, including commercial banks, microfinance institutions and capital markets need to be explored and accessible to the different organizational forms of water utilities.
5. A strong political commitment is needed to rationalize tariffs aiming towards a full cost recovery in the long run. Greater autonomy of water utilities from governmental authorities is needed to manage tariffs effectively and develop a long term financial vision to improve and extend services.
6. Rationalizing water tariffs and increasing the costs may be one way to conserve water. Perhaps more important to conserve water is community awareness through participation in the management of water.
7. Many countries in Asia have utilities which carry out the dual functions of regulatory and operational activities. This gives rise to a lack of accountability—ultimately leading to poor delivery of services. Therefore, separation of these functions is a must pre-requisite to improve the performance of public utilities. There is no single prescription or global solution to the regulatory dilemma. There are different set ups in different countries. What counts is the existence of a regulatory set up that is separate, but yet cooperative with the service provision level.
8. Measures to strengthen institutional governance, capacities and accountability are urgent priorities, so that public utilities could become more efficient, responsive to their clients, commercially astute and financially solvent.
9. In terms of the principles on capacity building and human resources development, the workshop emphasized the importance of leadership and commitment, the important roles of workers, roles of stakeholders and the importance of integrating the capacity building process into the overall development of water supply and sanitation.
10. Improving the Performance of Public Water Utilities is a process, which needs commitment and participation of all key stakeholders. Towards this aim, however, the importance of benchmarking and mechanisms to ensure accountability and transparency was considered crucial.
11. Upgrading of slums and their integration into urban plans in a participatory manner, taking into account marginalized groups of society, is imperative to achieve water and sanitation goals.
12. Managers of water utilities showed great interest in being connected to each other across the national boundaries (through WOPs), so that less efficient utilities can learn from the more competent on a not-for-profit basis. However, to advance the WOP concept, it is important that: (i) it should consolidate already existing networks and regional associations and data rather than building them from scratch; (ii) the working language of such a mechanism should be carefully considered; (iii) it should preserve the sensitivity and confidentiality of information revealed and exchanged through this network. There are municipalities and technical cooperation organizations which are already cooperating with operators. Champions should be identified to promote the implementation of WOP.

13. Service coverage or expansion targets set by the utilities are mainly influenced by the local or national circumstances and priorities and not by the MDG framework. This points out to a communication gap between high level policy makers (who attend international conferences) and practitioners on the ground (water utility managers).
14. Demand side management is viewed as key to improve and extend services linked to challenges of increased urbanization. Public awareness campaigns are needed to value and respect water. As examples have shown, this will also contribute to a more conscious use and better protection of the source.

RESULTS

With the organization of this workshop, UNDESA has achieved three strategic objectives. **First**, it truly has catered the capacity building needs of developing countries, thus advancing the implementation of global water and sanitation agenda. **Second**, an enabling environment has been created for building partnerships with a number of UN agencies and international associations in support of work of this nature. For the record, many institutions and participants have expressed their willingness to work jointly with DESA in organizing the next workshops planned for Africa and Latin America regions. **Third**, it enabled the DSD to introduce the work and agenda of CSD to real world practitioners (water utility managers) who often are not the ones nominated to attend international meetings such as CSD.

FEEDBACK AND NEXT STEPS

Participants representing water utilities and international institutions acknowledged great appreciation for DESA efforts to organize this event, and emphasized the need to follow up the recommendations emerging from this meeting. Feedback received from many countries indicated that they have already started thinking about creating national WOPs—considering it as the first and most important step towards creating more institutionalized or organized WOP.

The next steps include: (i) a regional meeting in the African region from 6-8 December 2006, with possible partnership with UNHABIT;(ii) a regional meeting in Latin America region in Spring 2007; and (iii) developing a project document, including resource mobilization, to support the global WOPs, including assistance to national water utilities in selected countries in forming national WOPs. All of this will be summed up in a report to the CSD in 2008 (reporting year for water and sanitation). Collaboration between DSD work on public water utilities and DPADM work on public policy and institutional governance can be of great help in positioning DESA to play its strategic role in advancing the implementation of overall global development agenda.

FIRST THEMATIC SESSION ISSUES AND CHALLENGES IN URBAN WATER SUPPLY

A total of six presentations were made in this session. These presentations focused on issues plaguing the efficiency and sustainability public water utilities, as well as the challenges Governments are facing in expanding the provision of water and sanitation services in the urban areas. Progress made in achieving the internationally agreed water and sanitation goals was reviewed. Relationship between provision of water services and poverty reduction was explored. Efficiency considerations for public water utilities and recommendations on how to improve and extend the service of utilities were discussed. Experiences of providing sustainable water services to mega cities in China was shared with the participants. A summary of each presentation is provided below, followed by the summary of discussions held during the session and subsequent working group session.

Managing Public Water Utilities for Efficient Water Service Delivery

M. Aslam Chaudhry, UN DESA

The presentation started with a reference to decisions made during the CSD-13 to accelerate the implementation of global water and sanitation agenda. It was recognized that there is no-one-size fits all solution; meeting water and sanitation agenda would help in achieving the other MDGs; public sector has huge capacities, some of which remain untapped; increased financing is essential to meet the MDG on water and sanitation to the water sector; and that the debate on public-private partnerships must move beyond ideological considerations to practical solutions. Public utilities are the leading players in provision of water and sanitation services in the urban and peri-urban areas. But these utilities are confronted with problems such as low operational efficiency, high unaccounted for water, failure to recover O&M costs, slow collection rates, and intermittent services etc. One key reason behind low efficiency of public water utilities is that these are governed within the framework of fuzzy goals and objectives stemming from conflicting objectives of multiple principals. Reforming the external environment of public utilities is thus as important as inducing change in the internal environment.

Tracking the Progress on Water Supply Goals in Asia and the Pacific

Ti Le-Huu, UN ESCAP

Drawing on the sub-regional trends and analysis reported in the "Asia Water Watch 2015 Report", the presentation highlighted that in 2002, 82% of the region's population had gained access to improved water supplies, an increase of approximately 758 million people since 1990. The progress was impressive in urban areas where 368 million people, an overall increase of 35%, gained access to improved drinking water supplies. At the same time, approximately 669 million people in the region remained un-served, with nearly half of them in East and Northeast Asia. The data shows that several countries are actually showing a decline in coverage rates. Five countries which are regressing in urban coverage are: Bangladesh, Cook Islands, Indonesia, Nepal, and the People's Republic of China. However, it was pointed out that the regression could be due to the fact that coverage rates are not keeping in pace with the urban population growth. While the region is largely on track to meet both the water and sanitation MDG targets, the inequities that exist throughout the region in terms of access to both improved water and basic sanitation are a major concern.

Water for Asian Cities Programme: Issues and Challenges in Urban/Peri Urban Areas

Andre Dzikus, UN HABITAT

In 2001, urban population was 47% of the total population, and it is projected to increase to 56% in the year 2020. The urbanization gives rise to a lack of access to resources and services. There are close linkages between urbanization and feminization of poverty: two thirds of the world's poor live in the Asia-Pacific, and two thirds of them are women. For water and sanitation, difference between *improved* provision of services and *safe and adequate* provision of services was highlighted. Both these definitions have marked implications on the time line to achieve water and sanitation targets.

Meeting these challenges calls for a greater paradigm shift from supply management to demand management options. However, in general, there is a lack of awareness about the financial savings and environmental benefits that could be realized through demand management. An amount of \$8 billion annually is needed to meet the 2015 target. These resources could be generated through more reliance on domestic resources and sub-sovereign lending, enhancing credit worthiness and improving operational performance of local utilities. The speaker concluded by providing an overview of the activities being undertaken under the auspices of Water for Asian Cities Programmes 1 and 2.

Planning Framework for Disaster Prevention in Water and Sanitation Services under the HFA

Christel Rose, UN ISDR

This presentation started with an introduction of ISDR--its role and functions in advancing the global development agenda. The participants were briefed about the key outcomes of the Hyogo Framework for Action (HFA). The presentation touched upon five main priorities agreed under the HFA, and activities to be carried out under each priority were presented. The HFA is being implemented at international, regional and national levels, and a number of examples were cited as how it relates to or interfaces with other similar initiatives at different levels. The HFA places high priority to protection of water and sanitation infrastructures (like hospitals and schools), especially because W&S is a key sector in advancing the overall development goals. The water and sanitation sector is crucial for strengthening resilience and decreasing the vulnerability to disasters. Due to rapid population growth in disaster prone areas, the water and sanitation sector plays an important role to increase the quality of life and reduce vulnerability to disasters.

Sustainable Water and Sanitation Services and Poverty Reduction

Sergio Feld, UNDP Regional Center in Bangkok

Providing access to water contributes in poverty reduction through enhanced livelihoods, reduced health risks, pro-poor economic growth and reduced vulnerability. Various direct and indirect ways in which provision of water can help achieving different MDGs and targets therein were highlighted. It was argued that the relationship between investments in water services and poverty reduction is not as straightforward as usually considered. An analysis of water and sanitation in Poverty Reduction Strategy Papers of 12 countries shows that 11 countries included water and sanitation to different extent in their PRSPs. In general, however, in Asian PRSPs, water resources issues were often present in the analysis of issues, but were rarely reflected under priorities for investment. Fully public sector or fully private sector participation are two extreme options in service provision. Former is more common than the later. Partnerships between these two actors, varying in degree of involvement, can be developed to address the challenge of service provision in urban areas. Such partnerships may result in increased price of water provision. To enhance the provision of water services, following suggestions were made: make public utilities operationally and financially autonomous; increase capacities of municipalities; promote community management services; and increase public financing etc.

Providing Sustainable Water Services to Cities: The Chinese Experience

Tian Qi, Ministry of Water Resources, China

The presentation started with a historical overview of the urban water supply situation in China. Water supply infrastructure had grown from providing water supply to 58 cities in 1949 to 661 cities in 2004. Agriculture uses 64.8% of total water consumption followed by industry (22.2%), domestic use (11.76%), and ecosystems (1.5%). Per capita consumption is estimated to be around 211 l/d. Sources of supply include surface water (81.2%), groundwater (18.5%) and others (0.3%). Major challenges to provide water to cities include an increasing water supply and demand gap, insufficient infrastructure to meet the increasing demand, and lack of investments in new infrastructure. Increasing population and related urbanization trends place more pressure on the demand side, while supply side is affected by pollution and inadequate infrastructure development and rehabilitation. Urban growth rate has estimated to increase from 18% in 1979 to 43% in 2005. Limited management

capacities affect both sides of the equation. Seasonal variations and regional differences are quite common in China. China has introduced a number of strategies and policy reforms to enhance the provision of water services as well as the management of the resource.

SUMMARY OF SESSION AND WORKING GROUP DISCUSSIONS

1. The Asia and Pacific region is home to 65% of the 1.1 billion people worldwide without access to water services. The majority of countries in the region are on track to achieve the Millennium Development targets on water and sanitation. Given the importance of water and sanitation for achieving all Millennium Development Goals (MDGs), financing to the sector needs to be increased and greater priority to the topic needs to be given in Poverty Reduction Strategy Papers (PRSPs).
2. Public water utilities will remain the leading player in the provision of water and sanitation services, but their performance needs to be improved. There is no one-size fits all solutions and the set of challenges vary considerably throughout the region. Therefore, the solutions need to be country and utility specific.
3. In striving to attain an extension of services, a pro poor approach to reach the MDGs and ultimately universal access to water and sanitation is needed. Special attention has to be given to the challenges of providing services to slum dwellers. The upgrading of slums and their integration into urban plans in a participatory manner, which takes into account marginalized groups of society, is imperative to achieve the global goals. A rights-based approach should be the leading principle to ensure access to water for all groups of society.
4. A paradigm shift from supply to demand management needs to be put into practice. This means that the primary focus of management on increasing the extraction capacity needs to change towards improving the efficiency of water use and conserve the resource base. An important way of achieving this is by working together with the civil society and raising awareness of the limits of water supply and the value of the resource.
5. Water utilities are often not achieving their potential. Positive examples, in which utilities have been able to improve their services and attain cost effectiveness, are eminent. They include cost recovery mechanisms, increasing the revenue-water ratio, reducing non-development expenditures, minimizing unaccounted for water and striving to protect the source, by managing groundwater and upstream water resources.
6. The policy and regulatory framework in which water operators and water authorities are working needs to be conducive to achieve the water and sanitation goals. Support by national and local governments is needed through a clear commitment to reform existing policies. Awareness about the global water and sanitation agenda needs to be raised and must reflect into the operational plans of local water utilities and authorities.
7. Greater autonomy of water utilities from governmental authorities is needed to manage tariffs effectively and develop a long term financial vision to improve and expand the provision of services. A clear separation of functions between operators, regulators and government authorities is needed—opposite being the case of most utilities in the region. This will make the water utilities more accountable to its clients.
8. A one stop platform to share good practices among water utilities is needed to foster information exchange among practitioners in the water supply and sanitation sector. Networking among utilities is seen as an effective way to enhance their performance and contribute to capacity building of the staff.
9. Demand side management is viewed as key to improve and expand services with in the context of urbanization challenge. In addition to public awareness campaigns for valuing and conserving

water, community participation, especially women, in the decision making processes can contribute in improving the performance of water and sanitation sector.

10. Partnership options need to be explored with all stakeholders including the staff of the utility. To achieve this, feedback mechanisms need to be put in place to have a more direct communication with the workers and customers. Accountability mechanisms must be introduced in water utilities.

SECOND THEMATIC SESSION IMPROVING THE PERFORMANCE OF PUBLIC UTILITIES

The session included seven presentations which focused on various aspects of the process on improving the performance of public water utilities. It was recognized that “Improving the Performance of Public Water Utilities” is a process, which needs commitment and participation of all key stakeholders. Key recommendations of these presentations included (i) guidelines for the planning and management of the improvement process, (ii) principles on capacity building and human resources management, (iii) principles on planning for development and management of water supply expansion, including public-private partnership, and (iv) integration of the improvement process into socio-economic development and implementation of MDGs.

Institutional Framework for Improving the Performance of Water Operators

Antonio Miranda, Member SG Advisory Board on Water and Sanitation

An overview was provided of the steps necessary to direct and transform the operations of water utilities to achieve key performance goals, such as: efficiency, effectiveness, transparency and accountability. Various dimensions of sustainability were stressed within the context of these performance goals, while highlighting the crucial importance of the establishing sound relationship among operators and citizens. There is a growing awareness about the water and sanitation issues and their impact on health and environment. And the civil society has played an important role in enhancing this awareness, thus calling on operators to enter into a dialogue with the citizens. Six steps were highlighted to handle the challenges water operators are faced with. An accurate diagnosis of the financial challenges, by reviewing the goals and plans of the operator needs to build the basis for subsequent steps. Active citizen engagement and an openness to accept external suggestions and criticism should lead to collaborative spirit in formulating clear performance goals. The next step consists of evaluating alternative options and strategies to achieve these goals, for example through reforms, advocacy, and reconsidering investment priorities. This analysis should help in choosing the most appropriate option, together with the formulation of a work plan and constitution of a task force for implementation. Finally, during the implementation, a clear focus should be kept to resolve challenges which may have a negative influence on the reform agenda. Key factors to help ensure the success are internal willingness and commitment, the sharing of successful practices with other operators, democratization of the discussion and sustained government commitment and support.

Capacity Building Challenges and Opportunities in Urban Water Management

Kulwant Singh, UN-HABITAT

The speaker gave a briefing about four key areas of the Water for Asian Cities (WAC) Programme which are: pro-poor urban water and sanitation governance, integrated urban environmental sanitation, urban water demand management, and community based water and sanitation services. Capacity building activities under WAC are targeted towards mobilization of political will through advocacy and exchange of information, and enhancing water and sanitation management capacities at different levels. Capacity building hinges on the creation of an enabling environment with appropriate policy and legal frameworks, which needs to focus on institutional development striving for community participation. A success factor for capacity building is a sustained financial commitment. The approach taken by the WAC builds on an assessment of training needs to develop a curriculum and training materials and a training of trainers and water sector decision makers. On the decision making level the programme assists in preparing integrated water resource management plans and to develop the institutional and policy framework. WAC Programme works with various capacity building networks at three levels: local, regional and international. It was highlighted as how key instruments such as south-south cooperation, PPP, programme on wastewater treatment can help in strengthening the capacities of water utilities. Main areas identified for training and capacity building include: benchmarking for performance measurement, management information systems, GIS applications, and O&M of systems.

Partnership with the Workers: A Priority for Improving Performance of Water Operators

David Boys, Public Services International

The presentation underscored the importance of skills and knowledge of the human resource base. It was pointed out that the workers play a crucial role in improving the quality and efficiency of services provided by utilities. It was argued that *labour* is the most poorly understood factor in the water equation, thus workers remains an untapped potential towards meeting the global water and sanitation agenda. Workers bring forward the hidden knowledge, and can contribute to increasing productivity. Workers usually tend to have close contact with the citizens (consumers), and therefore are well positioned to identify needs and priorities in terms of service provision. Thus, engaging them in the planning process and especially at the design phase can help in avoiding problems at the later stage. Key steps to ensure a productive working environment are advocating efficiency, avoiding of labour conflicts through improved communication, putting an emphasis on health and safety and actively seeking to involve labour representatives in deliberations. Involving the workers and proposing incremental changes builds trust and ownership among the workers. The participation of workers leads to improved quality and increased efficiency—thus gains better reputation for all partners.

Improving PU Performance in Conflict Affected Areas: JWU Case Study

Nadim Mulhem, GTZ

The JWU is an independent, non-profit public owned water utility, based in Ramallah city, serving 250,000 people. The water supply has become part of the conflict as vital infrastructure for the water supply has been demolished. However, the JWU has maintained its services and since 1994 it receives support by the German government through the GTZ in the form of technical assistance and financial grants. Technical assistance focused on improving O&M and loss reduction etc. Active surveillance and monitoring has been introduced. The organization is managed on commercial basis. Public awareness campaigns using print and electronic media have been launched at the community and school level to enhance understanding about the need and approaches to water conservation. The focus on the current work is to develop the educational programme and to bring sound business-oriented reforms, which strive to integrate financial systems and procedures. An important aspect of the work is to effectively and timely respond to emergencies and crisis to ensure a sound operation of the water services. Despite continuous years of conflict efficiency indicators show a sound operation of the utility. The success factors are JWU's independence, competent and motivated employees, tariffs, which cover operating and maintenance costs, and a focus on cooperation internally and with external actors, especially the public.

Water Supply Services: The Poor and PPPs

Batdelger Luuzan, UNDP Regional Center in Bangkok

Access to water by the poor is characterized by high cost, poor standards and quality, and very limited quantities. Causes for the inadequate services are that the costs of providing and maintaining water supply are very high, costs for customer management are high and a range of difficulties associated to provide services to areas without secure land tenure. Public-Private Partnerships (PPP) may be part of the solution to improve services to the poor, as both public and private providers may benefit from such a partnership. However, the risks should be clearly identified and acknowledged. Involving all segments of the affected community is crucial. The government needs to establish a policy framework, which is conducive for the participation of both civil society and the private sector. The services established need to be flexible in adopting technical standards and also in the payment schemes for connections and services. Addressing land tenure issues and providing pro-poor subsidies can go a long way in providing access of water to the poor. The partnerships need to make provisions in the agreements as how to engage small scale providers to serve poor neighbourhoods and ensure that user forums and adequate customer care are established. Similarly, contractual arrangements need to ensure that all, and not only certain favourable, neighbourhoods are served. Furthermore they should ensure that the services are not only improved but also extended to poor

neighbourhoods. Moreover the legal arrangements need to include a meaningful division between legal, regulatory and risk sharing issues.

Water Management in Beijing – A Case Study

Pan Anjun, Beijing Water Authority, China

The annual average precipitation in Beijing is around 585mm, but the maximum annual rainfall was 1070 mm in 1954 and minimum annual rainfall was only 384 mm in 1965. The rainfall produces 3.8 billion m³ of water resources annually including 1.4 billion m³ of surface water and 2.4 billion m³ of groundwater. The average per capita availability is only 248 m³/ year, which is less than one-eighth of the national average and one-thirtieth of the world average. Due to seasonally limited rainfall in the semi-arid region and a strong human pressure on the water resources, meeting existing and projected water demands is a great challenge. To cope with increasing water demands, development of water-related infrastructure received great attention in the national development plans over the past decades. However, these efforts were outpaced by the growing water demand resulting from population growth and other associated socioeconomic factors. It is therefore important that more water supply facilities are constructed in the future in combination with the “the South-to-north Water Diversion Project”. Water facilities in the rural areas need to be improved as well. In the short-term, the crisis of water scarcity is being addressed by taking measures such as: educating people about water conservation, diverting water from Yangtze River and promoting the use of reclaimed wastewater.

Improving the Performance of Public Water Utilities: A Case Study of Bangalore

N.C. Muniyappa, Bangalore Water Supply and Sewage Board, India

The speaker gave a comprehensive account of the functioning of Bangalore Water Supply and Sewerage Board (BWSSB). The Board is supplying potable water to 6 Million people from a distance of 100 km, against a head of 540 m for a per capita supply of 90-100 l/d. About 80% of the people living in the jurisdiction of the utility are having access to safe drinking water and improved sanitation. All connections are metered. Unaccounted for water is about 40%. Annual revenue is in the tune of Rs. 470 million as against the annual budget of Rs. 420 million. In an effort to improve utility's performance, several customer friendly initiatives have been introduced. However, the utility is facing the key issues of maintaining a sustainable self-financing service in terms of providing equitable access of safe water to all sections of society and reducing non-revenue water to a reasonable level that will allow meeting the sustainability criteria. The utility has examined various options to overcome the projected growth in water demand, and taken a number of steps to address this challenge. But specific attempts to improve efficiency through private sector participation (PSP) on the basis of a delegated-management contract for conducting water audits and reducing unaccounted-for-water, did not materialize. Currently PSP is limited to service contracts in specific aspects of the operation. Due to the success of the BWSSB, several Indian water utilities are liaising with the Board to benefit from its experiences and lessons learned, especially concerning the introduction of policy reforms and PSP.

SUMMARY OF SESSION AND WORKING GROUP DISCUSSIONS

1. Ownership of the improvement process, with special emphasis on the scope and level of participation of citizens, is vital for realizing improvements in the performance goals, such as: efficiency, effectiveness, transparency, accountability and financial as well as environmental sustainability. Autonomy of the public utilities should be considered an additional performance goal.
2. Governments need to play a leadership role in managing the capacity building process aimed at improving the performance of public water utilities. Sustained commitment in the form of financial support and policy guidance will be instrumental in achieving the sector goals.

3. The capacity building programs should duly recognize the importance and roles of utility workers and other stakeholders. It is important that the capacity building process is well integrated into the water supply and sanitation programs.
4. Achieving water and sanitation goals requires strong ownership and commitment of key stakeholders to the planning process and subsequent implementation of the expansion plans, while giving due attention to: benchmarking, mechanisms to ensure accountability of the expansion process, and promoting transparency and accountability.
5. Involving stakeholders in general, and citizens in particular can play an important role in the improvement and strengthening of public water utilities, since they can meaningfully contribute to refining of the expected goals and corresponding implementation strategies, especially the goal on accountability. In this regard, ownership of the process will be critical to ensure sustained impact.

THIRD THEMATIC SESSION MAKING WATER UTILITIES FINANCIALLY SUSTAINABLE

A total of seven presentations were made in this session which focused essentially on issues and challenges in increasing the flow of financial resources to meet the water and sanitation agenda, as well as how to make water utilities financially sustainable. Need for more donors' coordination at national level was expressed to effectively utilize the available resources. Similarly, enhancing internal government revenue generation through rationalized tariff structures and targeted subsidies programs could be instrumental in overcoming the financial constraints. Many speakers shared experiences gained and lessons learned about the effectiveness of various financing mechanisms in stimulating growth and expansion in the provision of water services.

Financial Framework for Water Utility Management

David O' Connor, UN DESA

Public water utilities are not just businesses, but instruments of public policy. The challenge of providing water services is very much dependent upon utility's degree of success in addressing the financial challenge. The later is linked to utility's financial solvency and providing services at an affordable rate. Water subsidies are often used to make water affordable to the poor, but studies have shown that these are not well targeted. Subsidies for *connections* are often targeted and explicit, while *consumption* subsidies are untargeted and implicit. Consumption subsidies are quite common, and often combined with generalized under-pricing of water. The connected poor benefit from consumption subsidy, while connection subsidy benefits the unconnected poor. Utilities are regulated monopolies, so financial viability is only partly attainable by managerial action. Thus regulatory frameworks are needed to permit better targeting of subsidies and to realize full cost recovery, as well as to leverage additional public resources and ODA. PPPs is one example of such leverage to private sector participation.

Financing Water for All: Enhancing Access to Finance for Local Governments

Gerard Payen, Member, UNSGAB and Gurria Task Force on Water

The presentation provided an overview of key recommendations coming out of various panels (Camdessus Panel, Gurria Panel and UNSGAB) and their relevance to meeting water and sanitation goals. Comdessus report emphasizes that water management is a local issue calling for doubling of all financing flows. The Gurria report calls for a shift from supply side to demand side. To improve access to finance by local governments/operators, five recommendations made in all three reports include: (i) central governments should have water action plans; (ii) should develop sustainable cost recovery policies; (iii) central governments to facilitate access to finance for local governments; (iv) develop local financial markets; and (v) develop pooling mechanisms.

Experiences and Lessons Learned in Financing Municipal Water Services

Sven-Erik Skogsfors, SIWI

Water utilities are monopolistic in nature, therefore it is important to have strong regulatory mechanisms in place. It is also necessary that access to water resources stays in public hands, regardless of whether utility operations are in public or private hands. Leadership, organization, and skilled and motivated personnel are fundamental for efficient running of the utility. A Swedish perspective, which evolved on the management of water utilities, was provided. Experiences from Latvia and Lithuania gained in turning around the performance of utilities were shared. The WOPs should not only focus on South-South cooperation, but equally encourage North-South partnerships. Network activities should be linked to practical projects that develop best practice, local knowledge and responsibility. Given the magnitude of the water problem, water industry must develop cost-effective sustainable technical solutions, and a dialogue should be promoted between public and private companies. Furthermore aid organization should commit support beyond institutional development.

Financing Mechanisms to Promote Water and Sanitation Sector Reforms

Meera Mehta, Water and Sanitation Programme

The financing challenge usually is presented in terms of doubling the flow of funds to the sector. In reality this challenge has many dimensions, for example: not only doubling the aid but leveraging additional local resources; not only investments for more infrastructure but financing improved services; and not only increased coverage but increased/affordable access for the poor. At the local level, national resources could be used to leverage local financing in the form of user contributions and market borrowing. In addition to additional financing, new business lines in water projects would come into existence. The speaker pointed out a number of key innovations which were tested in a pilot project in Kenya. For example, microfinance lending was directed to community projects instead of households. A regulatory framework was put in place to give legitimacy to small providers and to mitigate risks. Government resources could be targeted, for example, for lowering high initial transaction costs for micro-finance institutions. Addressing supply-side constraints can help local communities in developing bankable opportunities.

Innovative Financing Approaches to Water and Sanitation Infrastructure

Niels van Dijk, USAID

Provision of sustainable water and sanitation services facilitates local economic growth and improving livelihoods of all, but requires sustained investments. In the absence of required funding, assets deteriorate and expansion is difficult. Three main sources of mobilizing resources to meet investment requirements include: access to debt finance, increased local revenues, and private equity and PPP. Major obstacles to mobilize additional financing for the water and sanitation sector include: (i) water projects are capital intensive, with long pay back period and low returns; (ii) returns are not guaranteed; (iii) weak regulation gives rise to lack of transparency; (iv) lack of credit rating system makes finances difficult to access; (v) poor collection and heavy dependence on subsidies affects creditworthiness. Many water utilities are facing with a dilemma: financing requires reforms—but WSS reforms require financing. Introducing measures of good governance enhances bankability of water utility/project.

ADB New Financing Instruments for Provision of Water and Sanitation Services

Hubert Jenny, Asian Development Bank

Key principles underlying the ADB water strategy were presented. It was argued that PPPs help in relieving local and provincial governments from operational responsibilities of utilities, lower cost of service, and improve level of service. Possible PPP/PSP options include: public autonomous water, service contracts, management contracts, leases, concessions, build-operate-transfer, and full or partial divestiture. Each of these options has its own merits and limitations. Many combinations of these options could be developed based on specific conditions and objectives of the utility. Institutional reforms in the utilities must ensure that all planning, goal setting, operations, tariff development, capital planning, and financing are under the complete control of utility management. Providing an overview of the ADB new financing instruments (multi-tranche financing facility, subsovereign lending, refinancing and local currency lending), the speaker mentioned the requirements utilities will have to meet to access funds from these windows.

Water ODA Policy of JICA and its Implementation in Asia

Mikio Ishiwatari, JICA

Drawing on the experiences gained in implementing two water projects in the Lao PDR and Cambodia, the speaker mentioned that collaboration with other on-going projects is essential in implementing capacity development programs. Utilizing local and regional resources in providing training to staff yield better results as compared to using international training facilities, with due exceptions. Training programs should be designed to match local needs and be linked to actual works in the field. Moreover, capacity development cannot be achieved in a few years, but requires

sustained involvement over a long period of time. JICA will be glad to share lessons learned about good practices under its projects with other organizations through the WOP mechanism.

SUMMARY OF SESSION AND WORKING GROUP DISCUSSIONS

1. Utilities can do much on their own to improve their performance. This includes reducing non-revenue water, improvement of bill collection and rehabilitating the existing supply network. Managing staff effectively by providing capacity building opportunities coupled with incentives to improve performance along clearly defined targets. The improvement of the utility is also a prerequisite for attracting financing on favorable terms. This may include forming partnerships among utilities.
2. A strong political commitment is needed to rationalize tariffs aiming towards a full cost recovery in the long run. The political commitment to the MDGs and eventually to provide universal service needs to be promoted.
3. Tariffs and subsidies are in the center of the discussion for water utilities. A key question is how to target subsidies effectively to reach the poor. These considerations also include the predictability and rationalization of tariffs in order to benefit all water users. Rationalizing water tariffs and increasing the costs may be one way to conserve water. Perhaps more important to conserve water is community awareness through participation in the management of water.
4. Financial products are often not tailored to the needs of water utilities, especially smaller municipal and community operated utilities. Some of these needs include smaller loans, longer term pay back periods with better rates. Blending, pooling and co-financing of ODA and local resources, including commercial banks, microfinance institutions and capital markets need to be explored and accessible to the different organizational forms of water utilities.
5. Long term supply costs may rise steeply, however local water utilities have often only limited control over them. Water resources need to be managed on a watershed level, regional and interregional scale. Furthermore the limited availability of the resources must be better appreciated.
6. Government owned water utilities face a number of challenges. These include fiscal constraints in face of large investment needs, a need for regulatory reforms and difficulties in focusing investments on sustainable service delivery. Empowering local utilities and communities, and rationalizing tariff structures with due attention to the poor are advocated to overcome these challenges.
7. Underlying these considerations is a need to improve governance of public utilities by ensuring to strive towards more transparency, accountability and participation.

FOURTH THEMATIC SESSION STRENGTHENING COOPERATION BETWEEN REGULATORS AND OPERATORS

A total of five presentations were made in this thematic session, followed by four country case studies. In many instances, regulatory functions are entrusted in the hands of different state authorities, local governments and/or the operators/service providers themselves, including the small community based organizations (CBOs). This often results in a lack of accountability, which is a contributing factor to inefficient service delivery. The discussion also underscored the need for a real change--that ensures not only the strengthening of public utilities, but establishing an effective communication and cooperation mechanisms for the operators and the regulatory bodies in the region. This however needs to be based on the existing realities regarding regulatory functions/arrangements.

Experiences/Lesson Learned in Connecting Regulators/Operators to the Urban Poor

John Pasch, USAID, Bangkok

Many utilities and service providers often resist extending services to poor communities because of factors such as: unclear property rights and unplanned settlements; the poor are perceived as high risk clients; utility lacks understanding of poor (and vice-versa); high connection charges and inflexible technical/legal standards. Drawing on the experiences of various case studies, key elements of successful pro-poor service delivery included: political will and a vision for a pro-poor agenda, community engagement and ownership, accessible financing alternatives, appropriate technology and a supportive policy and regulatory environment. Experiences of some innovative service models from different parts of Asia region in reaching the poor were also shared. It was concluded that tools and approaches are available to transform vulnerable communities into viable utility clients. However, poor governance and weak regulations are key obstacles. Strong leadership and vision supported by pro-poor policy and regulations are required to have a widespread impact on the poor. There is a particular high need for action on this front as servicing the poor directly or indirectly benefits all strata of society.

Providing Water and Sanitation Services to Urban Poor in Africa Region

Abdelali Zerouali, African Water Association (AfWA)

The speaker provided an overview of the activities of the organisation. In 1996, the AfWA initiated a regional capacity building program, focusing on urban water utilities. It was aimed at improving the efficiency of service delivery by instigating institutional and policy reforms, promoting operational efficiency and increasing the coverage of low-income urban communities. These objectives were intended to be achieved through private sector participation, sharing experiences and best practices and facilitating communication and contacts between the African water providers. Such efforts seem to have been contributing towards improving the service delivery to the poor in the Africa region. Yet, a lot needs to be done to overcome the challenge of providing service to 30 % of the African population remaining un-served. Many utilities still need to be hooked up to this regional network. Key issues which concern urban public operators include efficiency improvement, institutional reforms, organisation development, customer satisfaction and cost recovery rates.

SEAWUN Program and Its Impact on Regional Water Utilities

Kumala Siregar, South East Asian Water Utility Network (SEAWUN)

The speaker provided insights about how a regional network like SEAWUN could have a positive impact on the performance of regional water utilities. SEAWUN was established in 2002 with the support of the Asian Development Bank (ADB). It is a regional, non-profit and self-sustainable organization, which is demand driven, by focusing its activities on the key issues agreed upon by its members. Currently SEAWUN comprises 6 members from Southeast Asia and headquarters in Hanoi, Vietnam. Among other objectives, SEAWUN aims to establish a regional and self-sufficient platform for performance improvement, staff certification, accreditation and regional

networking/twinning. SEAWUN has been helping its members in improving their performance in the delivery of water supply and sanitation services, including operation and management efficiency, achieving financial viability, and advocating for sector reforms for improved policy environment, contributing to realize the goal “Water for All”.

Guidelines for Managing Drinking Water and Wastewater Services

Jean-Luc Redaud, ISO/TC224 Secretariat

An introduction to the ISO-TC224 Standards was provided, which are complementary to the existing ISO 9001 and 14001 Standards. However, the objective of the TC224 Standards is to serve the users, while at the same time protect the environment. In this context, 3 Standards currently under preparation are: (1) ISO 24510 guidelines for the improvement and for the assessment of the service to users (service oriented standard); (2) ISO 24511 guidelines for the management of wastewater utilities and for the assessment of wastewater services (management oriented); and (3) ISO 24512 guidelines for the management of drinking water utilities and for the assessment of drinking water services (management oriented). These standards will be useful for improving governance and quality of services as it is in line with other prominent standards on social responsibility and corporate behaviour. 46 countries and 8 international organizations are involved in the development of these standards. The speaker recognized the difficulties arising from different terminologies currently in use with regard to management of water and wastewater services. Draft of the ISO-TC224 Standards is ready and each country is being asked to vote on them; autumn 2006 is the target date for finalisation.

Adaptation of Guidelines for Provision of Water Services: A Japanese Experience

Kenei Ishi, Japan Water Works Association

It was pointed out that the Japanese Guidelines are almost identical to the ISO-TC224 Standards. These guidelines were finalized as a result of extensive consultations among the stakeholders. The standards introduced foster a spirit of excellence and accountability in service provision on the account of benchmarking i.e. the induced competition for better service reliability and sustainability without compromising the principles of sound environment management. Although some service providers are not providing performance indicators, the guidelines established seem to have been contributing to an improved efficiency and transparency in the provision of water services.

Country/Utility Case Studies

Mr. Arasu Sivaraman of the Public Utilities Board, **Singapore**, presented the Ulu Pandan NEWater Design- Build-Own-Operate (DBOO) projects aiming at provision of water for all in full partnership with the private sector. The desalination plant of Singapore water utility was built on build-operate-transfer (BOT) basis with trilateral financing arrangements (public utility, lenders and the private sector). The BOT mechanism was confronted with complex issues such as procurement and legal complications. Hence and in order to maintain the level of services and achieve cost recovery, the need for performance monitoring and assessment of remedial actions by carrying out sporadic and comprehensive audits on the work being delivered by the private sector was highlighted.

Mr. K. Prasertsirivatna of **Bangkok's** Metropolitan Waterworks Authority discussed the operations of the Authority. Future plans for rapid expansion and improving the service delivery were unveiled. Participants were briefed about the institutional reforms and incentives that have gradually been introduced to realize delivery of efficient services. The public service obligations for the Authority to ensure 100% coverage were noted.

Mr. S.R.J.R Senanayake of the National Water Supply and Drainage Board, **Sri Lanka** shared the unsuccessful experiences of involving private sector in the service provision. The government's approach and the voice of Trade Unions have stopped all private sector participation initiatives including outsourcing. Alternative ways to improve productivity and raise customer satisfaction are

being considered and implemented. These are articulated in the participation of employees in a comprehensive institutional development programme. Challenges are being met through enhanced productivity, resulting from customer oriented management changes--started with senior-level managers setting an example for fellow employees towards excellence and customer oriented water services.

Mr. Mazhar Ali Khan briefed about the efforts of the **Punjab** (Pakistan) Government in improving the delivery of water and sanitation services to the poor. He pointed out key elements that have been included in: (1) the poverty reduction investment strategy, (2) the 3-year Medium Term Development Plan (MTDP) and (3) the Punjab Water Supply and Sanitation policy. Providing an overview of the lessons learned, following actions were pointed out to be most successful in providing water and sanitation services to the poor. (1) Community-based financing and ownership with self regulation and monitoring, (2) flexible tariffs towards sustainability and coverage, (3) optimising labour input (time and distance), and (4) promoting female participation and their capacity building in water management.

SUMMARY OF SESSION AND WORKING GROUP DISCUSSIONS

1. Most of the utilities in the region deal with both regulatory functions and operational activities. Separating these functions under two independent bodies is a big challenge. Considerable awareness needs to be raised among the policy makers as to why and how separating these functions could contribute to efficient service delivery. A related challenge is to create a policy environment for promoting cooperation between operators and regulators.
2. There is no single prescription or global solution to the regulatory dilemma. There are different arrangements in different countries, each having its own merits and limitations. What counts is to take an important first step--that is to create a separate regulatory body.
3. Separating regulatory functions from those of operational activities is very much guided and influenced by the overall institutional environment and macroeconomic governance policies exiting that particular country. In other words, success of institutional reforms in the water sector needs to be seen with in the context of overall institutional environment.
4. Regulation of service provision in fact benefits both the public (consumers) and the operators. Therefore, it is imperative to have good laws/ legislations for fair and affordable regulation. In this regard, interfacing with the international and regional networks is crucial to learn from experiences of others.
5. Bad governance, ineffective regulation and/or masked regulatory functions can impede efforts towards achieving the global water and sanitation agenda. Thus transparent and effective regulatory bodies are required to enhance accountability within water utilities.

FIFTH THEMATIC SESSION LAUNCHING OF THE WATER OPERATORS PARTNERSHIP

The session started with opening remarks by Mr. K.S. Jomo, Assistant Secretary-General of UN DESA in which he highlighted the importance of Water Operators Partnership (WOP) in meeting the water and sanitation goals. Three presentations were made. The session focused on, how WOPs can be implemented and best used in Asia, where achieving the water and sanitation goals in terms of absolute number of people to be served is a big challenge. Publicly owned and managed water operators currently provide more than 90 percent of the world's piped water, and even small managerial improvements could yield major benefits. Various case studies demonstrated that improvement through partnership arrangement is a progressive and constant learning process. Given the preponderance of public sector undertakings, it is envisaged that most operating partnerships will be between public operators. But also other stakeholders such as private sector operators, NGOs or those who can contribute to the performance of public water undertakings on a not-for-profit basis are encouraged to participate.

Overview of the Compendium of Action (Hashimoto Action Plan)

Kenzo Hiroki, UN DESA

The speaker presented an overview of the Compendium of Actions (COA) announced by the United Nations Secretary-General's Advisory Board on Water and Sanitation (UNSGAB) at the Mexico World Water Forum in March 2006. The COA consists of a number of recommendations clustered under six thematic areas, aiming at achieving the internationally agreed water and sanitation goals. One thematic area dealing with WOP calls for the creation and implementation of a global mechanism to promote partnerships among water operators. Participants were briefed as how WOP is positioned in broader strategy of realizing breakthrough in achieving internationally agreed targets on water and sanitation.

WOP's Operational Mechanism

Antonio Miranda, Member of the UNSG Advisory Board

WOP is a structured program of cooperation between water operators based on mutual support and on a not-for-profit basis. The main thrust of this proposal is a twinning arrangement between water operators, i.e., mutual support from more to less efficient water operators, on a not-for-profit basis in technical, managerial, financing and other aspects of water services. It will serve as a useful mechanism to provide support for capacity building of public water operators. This partnership arrangement mechanism consists of providing a platform based in the internet to establish, of their own volition and initiative, the bases for partnerships. Operators will register on the internet site, using set information screens which will allow them to describe their situation. This system will use database software to create matches among the registrants according to the general descriptions of the problems (demands) and expertise (offers). Then, a list of possible partner(s) will be sent to the demander, who will be able to contact the offerer(s) for details, and will then be able to select the most appropriate partner(s). WOPs management team should be hosted by a credible, broadly accepted body - transparency and accountability are essential. The current proposal is to house a small WOPs management team within the UN system.

Role of International Water Association (IWA) in Institutionalizing WOPs

Darren Saywell, IWA

The potential and opportunity that IWA can provide in this support role has been explicitly recognized by the UNSGAB. IWA's general approach to this role is governed by several guiding principles - IWA will seek to add value and not duplicate the work of others; it will support and facilitate; maximize the diversity of inputs to the WOPs and focus on process learning and international experience exchange. IWAs support can be categorized in the following areas - brokering, events, groups, publishing and membership. Each of these areas offers distinct comparative advantages. IWA's convening power is a good example, organizing events roughly

every 10 days during the calendar year. The core remit through these events is to network local experience into the wider international discourse on utility management practices. These events are disaggregate into seminars, fora and congresses, all of which have opportunities to provide a platform for WOPs (one such example being the IWA Utilities fora which have taken place in recent years).

Performances Improvement - Phnom Penh's Experience

Visoth Chea, Phnom Penh Water Supply Authority (PPWSA)

Until 1993, PPWSA was still operating under heavy subsidies from the Government. After receiving autonomy in 1996, PPWSA is continuing to counter all the negative elements and operating inefficiencies by *Changing the Culture* based on principles of education, motivation and discipline among the staff and consumers. The organization has been restructured, senior management has been entrusted with increased responsibilities, performance based incentives were introduced for staff at all levels, and regular staff training programs are implemented. As a result, the number of staff per 1,000 connections has been reduced from 20 in 1993 to 4 since the end of 2003. The most difficult task for PPWSA was to increase the water tariff to cover its cost. To avoid a single drastic jump in the water tariff, PPWSA proposed to have a 3-step increase in the water tariff over a period of 7 years. Key lessons learned during the course of improvement process include: (i) the access to water does not need to be subsidized by the government; (ii) unless made financially viable, the services can't be expanded; (iii) public utilities with fully autonomous status can be as good as private sector companies--sometimes even better; (iv) maintaining good relationship with the customers is essential for improving revenue collection and checking illegal connections; and (v) external assistance is necessary to cover initial investment.

Waterworks System in Korea and Seoul: Making Customers Happy

Kevin Young-June Choi, Waterworks Research Institute, Seoul, Korea

Seoul is the 7th largest city in the world with a population of 10 million (14 million including the commuters from nearby cities). The capacity of drinking water production utilities is 5.4 million m³/day with six water treatment plants (average production of 3.5 million m³/day). The total length of pipe lines for distribution system is 15,774 km. 100% of the population of Seoul uses tap water everyday, but concerns remain about the quality of water. The Waterworks Office started to consider building network for international cooperation on drinking water production and supply. The Waterworks Office already started to make its effort to build software for high quality drinking water production and distribution, domestically. The city is examining various approaches to achieve the ultimate goal, "Water for all", through international partnership with water operators/regulators. In this regard, the WOP mechanism proposed offers a great opportunity for water operator/regulator to be connected to each other and contribute to achieving water-related MDG targets.

Change Management: Tamil Nadu's Endeavour to Secure Sustainable Service Delivery

Vibhu Nayar, Project Director, Tamil Nadu Rural Water Supply Project

Faced with an acute water crisis and the need to put in place a sustainable service delivery system, the Tamil Nadu Water Supply and Drainage (TWAD) Board in 2004 embarked upon a process to reorient attitudes and perspectives of its engineers, which lead to institutional transformation. The *change process* was felt to be essential in the context of improving service delivery through larger participation of the user community especially the disadvantaged. The *change process* was based on serious introspection and prolonged discussions on the nature of the individual and the board's functioning, its roles and relations with the community along with the willingness of individual engineers to critically re-examine their perspectives, attitudes and personal values, ethics and behaviour. An attempt to change from within, by appealing to both the minds (analyses) and hearts (Koodam) of the workers. The process was structured around intervention at three levels: (i) Workshop as the Space (Koodam) for exploration where engineers could critically examine, explore and debate issues; (ii) village and community as the site where the engineers would apply their new

learning; (iii) work place as the sphere where they would internalise the new learning and perspectives into the formal system. The outcomes marked radical shifts in perspectives, roles and approaches, the very things the *change process* had set out to achieve. The democratization of water management process has led to the evolution of a new paradigm of service delivery, which rests on three important pillars: reaching the un-reached, sustainability, and equity.

SUMMARY OF DISCUSSIONS

1. WOPs is a new initiative in the sense that partnership arrangements will be organized in a well structured and integrated manner at a global level. It places emphasis on better governance, transparency, and participatory process of water users.
2. WOPs can be a useful tool in surpassing obstacles operators are facing in day-to-day management and operation. WOPs can also be an innovative tool in facilitating utilities to speak to each other that tends to have been isolated when facing troubles. It can fill an existing gap between demand and supply for performance improvement of water operators which has not been addressed before at such a large scale.
3. Since partnership arrangements between water utilities are already in place in some parts of Asia, such as SEAWUN, the WOP should consolidate and build upon these arrangements rather than developing everything from scratch. Similarly, there are municipalities and technical cooperation organizations which are already engaged in promoting cooperation among operators. These organizations can be further synergized for effective implementation of WOP.
4. The working language of WOP needs to be given due attention, since it will be a decisive factor in expanding its membership and coverage. Equally important is the involvement of all stakeholders (such as unions and professional water associations) in making this mechanism more effective and enhancing its transparency.
5. Sometimes information exchange across utilities beyond national borders may be politically sensitive. It will therefore be important to devise mechanisms under this initiative to maintain information security.
6. Identifying existing networks within and outside the region can be an important step forward in advancing the implementation of WOP concept. In this regard, more sub-regional networks such as SEAWUN in Asia will have to be formed. In terms of moving ahead, an important starting point could be to identify national focal points (individuals and/or institutions) to mobilize country level support.

ANNEX 1

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ANNEX 2

WORKSHOP AGENDA

Day 1: 25 July 2006 (Tuesday)

08:30--09:00	Registration
	Opening Session
09:00--09:10	Welcome Remarks by Mr Shigeru Mochida, Deputy Executive Secretary, UNESCAP
09:10--09:20	Opening Remarks by UNDESA Mr. Manuel B. Dengo, Chief, Water, Natural Resources and SIDS Branch, UNDESA
	First Thematic Session: Issues and Challenges in Urban Water Supply
	Chair: Manuel B. Dengo, UNDESA
	Rapporteur: Frederik Pischke, UNDESA
09:20--09:40	Managing Public Water Utilities for Efficient Service Delivery (M. Aslam Chaudhry, UNDESA)
09:40--10:00	Tracking the Progress on W&S Goals in the Asia and Pacific Region (Le Huu Ti, UNESCAP)
10:00--10:20	Water for Asian Cities: Issues and Challenges in Urban and Peri-Urban Areas (Andre Dzikus, UN HABITAT)
10:20--10:40	Coffee/Tea Break
10:40--11:00	Planning Framework for Disaster Prevention in Water and Sanitation Services under the Hyogo Framework for Action (Christel Rose, ISDR)
11:00--11:20	Impact of Sustainable Water and Sanitation Services on Poverty Reduction (Sergio Feld, UNDP Regional Center, Bangkok)
11:20--11:40	Providing Sustainable Water Services to Cities: The Chinese Experience (Tian Qi, Ministry of Water Resources)
11:40--12:15	Question and Answer Session
12:15--13:30	Lunch Break
	Second Thematic Session: Improving the Performance of Public Water Utilities
	Chair: David O'Connor, UNDESA
	Rapporteur: Le Huu Ti, UNESCAP
13:30--13:50	Institutional Framework for Improving the Performance of Water Operators (Antonio Miranda)
13:50--14:10	Capacity Building Challenges and Opportunities in Urban Water Management (Kulwant Singh, UN HABITAT)
14:10--14:30	Partnership with the Workers; A Priority for Improving Performance (David Boys)
14:30--14:50	Improving PU Performance in Conflict Affected Areas--JWU Case Study (Nadim Mulhem, GTZ)
14:50--15:10	Water Supply Services, the Poor and PPPs (Batdelger Luuzan, UNDP)
15:10--15:40	Country/Utility Case Studies <ul style="list-style-type: none"> - China (Pan Anjun, Beijing Water Authority) - India (N.C. Muniyappa, Bangalore Water Supply and Sewerage Board)
15:40--16:20	Question and Answer Session
16:20--16:40	Coffee/Tea Break
16:40--18:00	Working Groups Session
	Working Group 1:
	Moderator/ Facilitator: David O'Connor, M. Aslam Chaudhry Issues and Challenges in Urban Water Supply
	Working Group 2:
	Moderator/ Facilitator: Antonio Miranda, Andre Dzikus Improving the Performance of Public Water Utilities

Day 2: 26 July 2006 (Wednesday)

	Third Thematic Session: Making Water Utilities Financially Sustainable	
	Chair: Manuel B. Dengo, UNDESA	
	Rapporteur: Kulwant Singh, UN HABITAT	
09:00--09:20	Financial Framework for Providing Sustainable Water Services (David O' Connor, UNDESA)	
09:20--09:40	Financing Water for All: Enhancing Access to Finance for Local Governments (Gerard Payen, Member of the "Gurria Task Force" on Water Financing)	
09:40--10:00	Experiences and Lessons Learned in Financing Municipal Water Services (Sven-Erik Skogsfors SIWI)	
10:00--10:20	Financing Mechanisms to Promote Water and Sanitation Sector Reforms (Meera Mehta, Water and Sanitation Programme, World Bank)	
10:20--10:40	Coffee/Tea Break	
10:40--11:00	Innovative Financing Approaches to Water and Sanitation Infrastructure (Niels van Dijk, USAID)	
11:00--11:20	ADB New Financing Instruments for Provision of Water and Sanitation Services (Hubert Jenny, ADB)	
11:20--11:40	Water ODA Policy of JICA and its Implementation in Asia (Mikio Ishiwatari, JICA)	
11:40--12:15	Question and Answer Session	
12:15--13:30	Lunch Break	
	Fourth Thematic Session: Strengthening Cooperation between Regulators and Operators	
	Chair: Manuel B. Dengo, UNDESA	
	Rapporteur: Nadim Mulhem, GTZ	
13:30--13:50	Experiences/Lessons Learned in Connecting Regulators/Operators to the Urban Poor (John Pasch, USAID)	
13:50--14:10	Providing Water and Sanitation Services to Urban Poor in Africa Region (Abdelali Zerouali, African Water Association)	
14:10--14:30	SEAWUN Program and its Impact on Regional Water Utilities (Kumala Siregar, SEAWUN President)	
14:30--14:45	Guidelines for Managing Drinking Water and Waste Water Services (Jean-Luc Redaud, ISO/TC224 Secretariat)	
15:00--15:15	Adaptation of Guidelines for Provision of Water Services: A Japanese Experience (Kenei Ishi, JWWA)	
15:15--15:35	Coffee/Tea Break	
15:35--16:35	Country/Utility Case Studies	
	<ul style="list-style-type: none"> - Singapore (Arasu Sivaraman, Public Utilities Board) - Thailand (K. Prasertsirivatna, Metropolitan Waterworks Authority, Bangkok) - Sri Lanka (S.R.J.R. Senanayake, National Water Supply & Drainage Board, Sri Lanka) - Pakistan (Mazhar Ali Khan, Department of Public Health, Punjab) 	
16:40--18:00	Working Groups Session	
	Working Group 3:	Working Group 4:
	Moderator/ Facilitator:	Moderator/ Facilitator:
	Gerard Payen, Sven-Erik Skogsfors	Hubert Jenny, Niels van Dijk
	Making Water Utilities Financially Sustainable	Strengthening Cooperation Between Regulators and Operators
18:00 – 20:00	Cocktail Reception hosted by UN DESA at Dining Lounge	

Day 3: 27 July 2006 (Thursday)

	<p>Fifth Thematic Session: Launching of the Water Operators Partnerships</p> <p>Chair: Mr. K.S. Jomo, Assistant-Secretary-General, UNDESA</p> <p>Rapporteur: Mr. Kenzo Hiroki, UNDESA</p>
09:00--09:10	Opening Remarks on WOPs (K.S. Jomo, UN DESA)
09:10--09:25	Overview of the Compendium of Actions (Hashimoto Action Plan) (Kenzo Hiroki, UN DESA)
09:25--09:55	WOPs Operational Mechanism (Antonio Miranda)
09:55--10:10	Role of IWA in Institutionalizing WOPs (Darren Saywell, IWA)
10:10--10:20	Introduction of the CSD Partnerships Database (Manuel B. Dengo, UNDESA)
10:20--10:40	Coffee/Tea Break
10:40--11:40	WOP Experiences In Asia
	Case Study 1: Malaysia (Mohd Zin Othman, Ranhill Water Services)
	Case Study 2: Cambodia (Visoth Chea, Phnom Penh Water Supply Authority)
	Case Study 3: India (Vibhu Nayar, Tamil Nadu Water Supply Programme)
	Case Study 4: Republic of Korea (Young-June Choi, Office of Waterworks, Seoul Metropolitan Government)
11:40--12:15	Moderated Discussion on WOPs (Moderator: David Boys)
12:15--13:30	Lunch
13:30--15:00	Discussion on Elements of the WOPs Framework (Moderator: Antonio Miranda)
	a) What type of Network would you like for WOPs?
	b) What can your Utility provide/share? What would your Utility like to gain from others?
	c) What kind of support should be provided by the UN?
15:00--15:20	Coffee/Tea Break
	Closing Session
15:20--15:50	Reports of Working Groups and Thematic Sessions
	Session and Working Group Reports by Rapporteurs
	Session 1: Frederik Pischke, UNDESA
	Session 2: Le Huu Ti, UNESCAP
	Session 3: David O'Connor, UNDESA
	Session 4: Nadim Mulhem, GTZ
	Session 5: Kenzo Hiroki, UNDESA
15:50--16:20	Final Discussion
16:20--16:30	Next Steps (M. Aslam Chaudhry, UNDESA)
16:30--17:00	Closing Remarks (Manuel B. Dengo, UNDESA)

ANNEX 3

LIST OF ABBREVIATIONS

ADB	-	Asian Development Bank
ASG	-	Assistant Secretary General
CSD	-	Commission for Sustainable Development
DPADM	-	Division for Public Administration and Development Management
DSD	-	Division for Sustainable Development
GIS	-	Geographic Information Systems
HFA	-	Hyogo Framework for Action
ISDR	-	International Strategy for Disaster Reduction
MDGs	-	Millennium Development Goals
O&M	-	Operations and Management
ODA	-	Official Development Assistance
PPP	-	Public Private Partnership
PRC	-	People's Republic of China
PRSP	-	Poverty Reduction Strategy Papers
		Sanitation
UNDESA	-	United Nations Department of Economic and Social Affairs
UNDP	-	United Nation Development Programme
UNESCAP	-	United Nations Economic and Social Commission for Asia and the Pacific
UNSGAB	-	United Nations Secretary-General's Advisory Board on Water and
W&S	-	Water and Sanitation
WAC	-	Water for Asian Cities
WOPs	-	Water Operators Partnerships
WSS	-	Water Supply and Sanitation