



Annual Report of the Community of Practice on

Water

2009

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I. Introduction

A. The Water Community of Practice

1. The Water Community of Practice (CoP) consists of a group of volunteer ADB staff dedicated toward achieving ADB's vision of Water for All. Composed of 120 members (78 from HQ and 42 from RMs), most of the members are actively involved in the water sector.

2. The Water Committee serves as the think tank for the CoP. This small group within the CoP provides advice on the strategic direction of ADB's water operations. It is comprised of 16 members and jointly chaired by EASS Director (Amy Lueng) and PSIF1 Director (Michael Peter Barrow).

3. The Water CoP regularly conducts knowledge sharing and staff development programs for its members. Regular activities and outputs include: the Water CoP Catchment Series (monthly events); Blue Bag seminars; CoP thematic stream and working group meetings and seminars; water and sanitation conferences (in-country, regional and international); and knowledge products by ADB experts.

B. Organization and Methodology of Report

4. This report offers an assessment of the Water CoP in 2009. There are two main sections. The first reviews the accomplishments and performance of the CoP throughout the year. The second offers some recommendations for improving the CoP moving forward and is supplemented by the CoP's 2010 workplan, which is provided in Annex 3.

5. The assessment was conducted using four main methods:

- A *Water CoP Perception Survey* that was sent out by email to all members in December 2009. The survey asked members to rate their perceptions of the CoP by ten criteria.¹ Annex I provides the survey questionnaire and Annex II provides the survey results.
- One-on-one interviews with 8 members of the Water CoP² to gain more insight about perceptions of the CoP and to ask about specific recommendations for improvement.
- Selected results from the *2009 Survey of the COPs*, conducted by the Knowledge Management Center of the Regional Sustainable Development Department (RSDD-KM) in February-March 2009.³
- Supporting documents, including minutes of Water Committee meetings, attendance lists of CoP events, and workplans and accomplishments of the Water CoP's five thematic streams/working groups.

C. Summary of Findings

6. The general consensus among the members who were surveyed and interviewed is that the Water CoP is the most effective community in the ADB. The feedback received was positive for most aspects and credit was given to the Water CoP leadership and the support made

¹ For each of the ten criteria, members were given five choices (strongly disagree, disagree, neutral, agree, and strongly agree). 47 out of the 120 Water CoP members (or nearly 40%) responded.

² Interviewees included: Tatiana Gallego-Lizon, Qingfeng Zhang, Joanna Masic, Peter Smidt, Techie Villareal, Rudolf Frauendorfer, Hubert Jenny, and In-Ho Keum

³ The survey results that were used for this Water CoP assessment focused on the perceived role and value of CoPs (particularly questions 21, 22, 25, and 26) and included only responses from members of the Water CoP (26 in all). It should be noted that respondents were asked about CoPs *in general*, not specifically about the Water CoP, and many of the 26 respondents participate in more than one CoP.

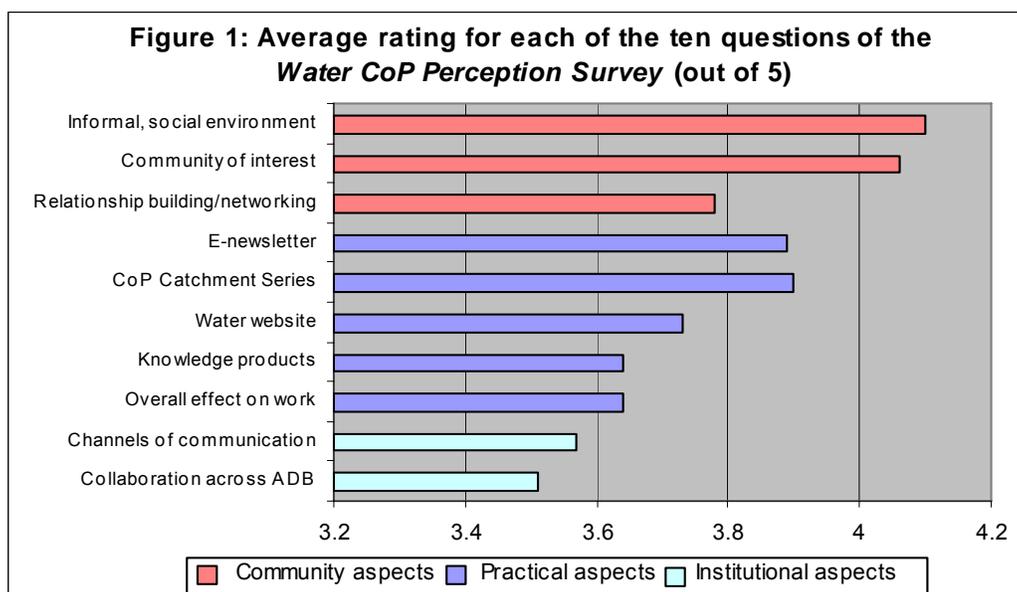
possible by funding from the Water Financing Partnership Facility and its predecessor—the Cooperation Fund for the Water Sector (see page 13).

7. There are, however, several areas where members perceived the CoP could do better. Most of the recommendations focused on three main areas: (i) making activities more relevant to the work of ADB staff, particularly those in the regional departments (RDs) operational departments and resident missions (RMs), (ii) expanding participation in the Water CoP, particularly to better involve existing members from RMs and also to enlist new members, both from inside and outside the ADB, and (iii) improving networking and participation with its current members.

II. Accomplishments and Performance of Water CoP

8. Through the methods described above, the Water CoP was assessed in three main areas—(1) Community, (2) Practice, and (3) Institutional/Operational—as defined and discussed in separate sections below. These areas are loosely based on the analytical framework presented by RSDD-KM in their April 2009 report *Strengthening Communities of Practice in ADB*.⁴

9. As shown in Figure 1, the 47 respondents of the *Water CoP Perception Survey* scored the Water CoP highest in community aspects. In practical aspects, the CoP performed relatively well, with some aspects showing room for improvement, while the two questions related to institutional aspects received the lowest scores.



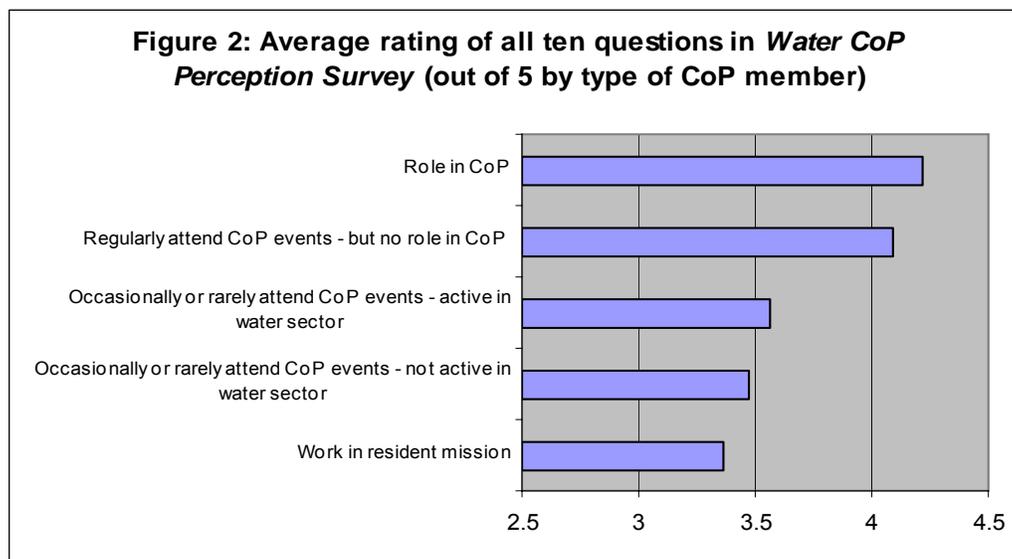
10. The assessment recognizes that perceptions of the Water CoP can vary significantly due in part to members' role in and proximity to the CoP. For instance, the 40+ members who work in Resident Missions (RMs) have different perceptions of the Water CoP than those members working in ADB headquarters. For that reason, throughout the report, the results of the *Water CoP Perception Survey* are broken down into five different types of members as follows:

- have a formal role in the CoP, e.g. member of CoP committee or one of the five thematic streams/working groups (10 respondents);
- regularly attend CoP events but with no formal role in the CoP (10);

⁴ Can be found at: <http://www.adb.org/Documents/Reports/Consultant/Strengthening-Communities-of-Practice.pdf>

- occasionally or rarely attend CoP events but are active in the water sector (8);
- occasionally or rarely attend CoP events and are not active in the water sector (8); and
- work in a resident mission (11)

11. As shown in Figure 2, these distinctions are important to consider when assessing the performance of the Water CoP. After the responses of the *Water CoP Perception Survey* were scored,⁵ the average rating of the 11 respondents with a formal role in the Water CoP was 4.22 out of 5, indicating a high level of satisfaction with the CoP. Meanwhile, the 11 respondents from RMs registered the lowest average rating of the five groups at just 3.36. Perception differences between these groups are explored in greater detail throughout the report.



A. Community Aspects

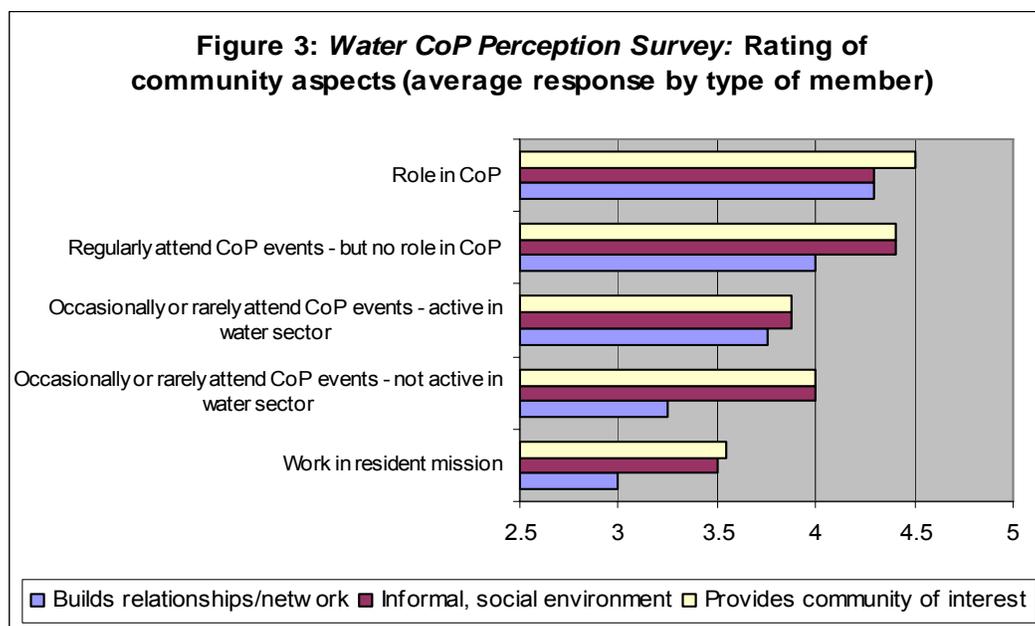
12. CoPs are peer-to-peer collaborative networks that can enlarge opportunities for people to interact. For some, the informal relationships established through CoPs offer more flexibility, dynamism, and freedom than formal work relations, while offering a strong sense of community within the ADB.

13. In measuring "community", two distinctive aspects are emphasized:

- the loosely-defined social and psychological benefits that the CoP offers its members (e.g. represents an area of common interest, adds a shared sense of belonging, provides an informal environment that encourages participation).
- the extent to which the CoP allows its members to build working relationships through various channels.

14. In the first area, the Water CoP is performing well. As shown in Figure 3, members gave the CoP high marks in providing a community of interest at the ADB and offering a good balance of formality and informality.

⁵ For each of the ten questions in the email survey, answers of "strongly disagree" were given a score of "1", "disagree" a "2", "neutral" a "3", "agree" a "4", and "strongly agree" a "5".



15. The CoPs five thematic streams/working groups (Table 1), a feature unique to the Water CoP, help build interest and bolster engagement in the water community within the ADB.⁶ These groups allow the Water CoP to adequately support a number of sub-sectors, such as water supply, irrigation, hydropower, and water resources management.

Table 1: Streams/Working groups under the Water CoP

	Scope	Chair
Streams		
Rural Water	irrigation, drainage and rural water supply and sanitation	Thomas Panella
Urban Water	urban water supply, sanitation and wastewater management	Rudolf Frauendorfer
Basin Water	water resources development, hydropower, flood management, wetlands and watershed management	Ian Makin
Working groups		
Sanitation	urban and rural sanitation, wastewater management, and hygiene education	Anand Chiplunkar
Water and Climate Change	managing impacts of climate change on water	Wouter Arriens

16. The newest group, formed in early 2009, is on water and climate change. A regional technical assistance (RETA) titled *Supporting Investments in Water and Climate Change* is being processed. Meanwhile, a Water and Climate Change Expert (consultant) came on board towards the latter part of 2009 and was, among others, able to support the Water CoP's participation in the Copenhagen Meeting on Climate Change.

17. The five thematic streams/working groups allow the CoP to more effectively and comprehensively strengthen ADB's work in the sector in a way that is linked to country, sector,

⁶ Each of these is chaired by a Water Committee member. Any member of the CoP could be a member of these working groups, depending on their areas of expertise.

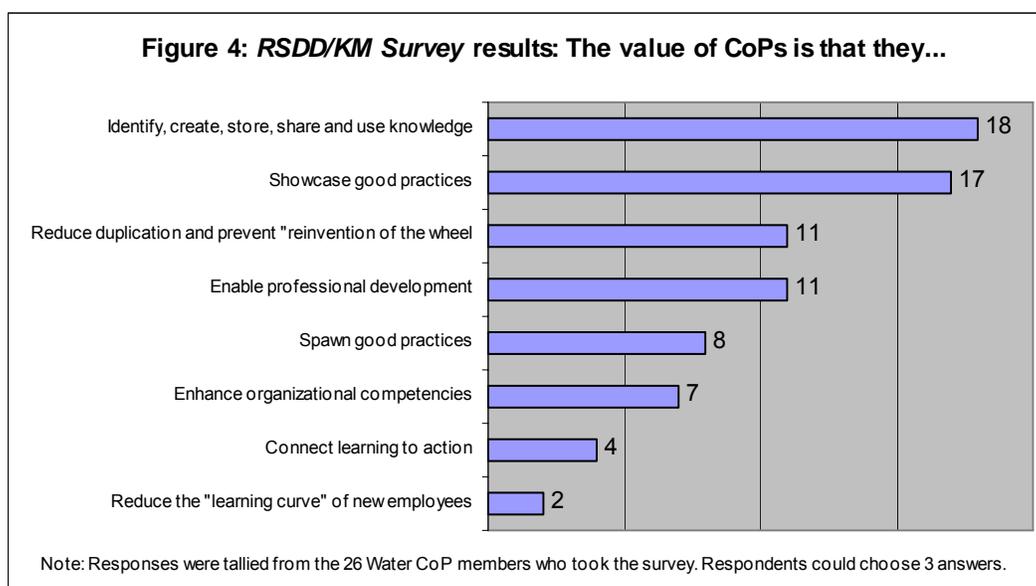
and thematic strategies. Each of these groups is required to submit an annual workplan, which offers a clear purpose for programs and activities, helps enlist participation in activities, and guides CoP strategies and partnerships (see Annex 3).

18. However, as discussed throughout this report (particularly on pages 17 and 18), the Water CoP could do more to link their activities to ADB's core business processes as carried out by the operations departments. In addition, as shown in Figure 3, the Water CoP could improve on its efforts to build relationships and networks. Perceptions of the CoP's performance in this area are somewhat divided. One member noted that the Water CoP has offered him a deeper understanding of the work, interests and focus of ADB colleagues, thus helping him deepen working relationships. Another commented that, through the Water CoP network, it is easy to find a focal point/person with the technical knowledge needed for certain responsibilities. However, another member does not find the CoP useful for this purpose. His belief is that real relationship-building at ADB happens through other networks/channels.

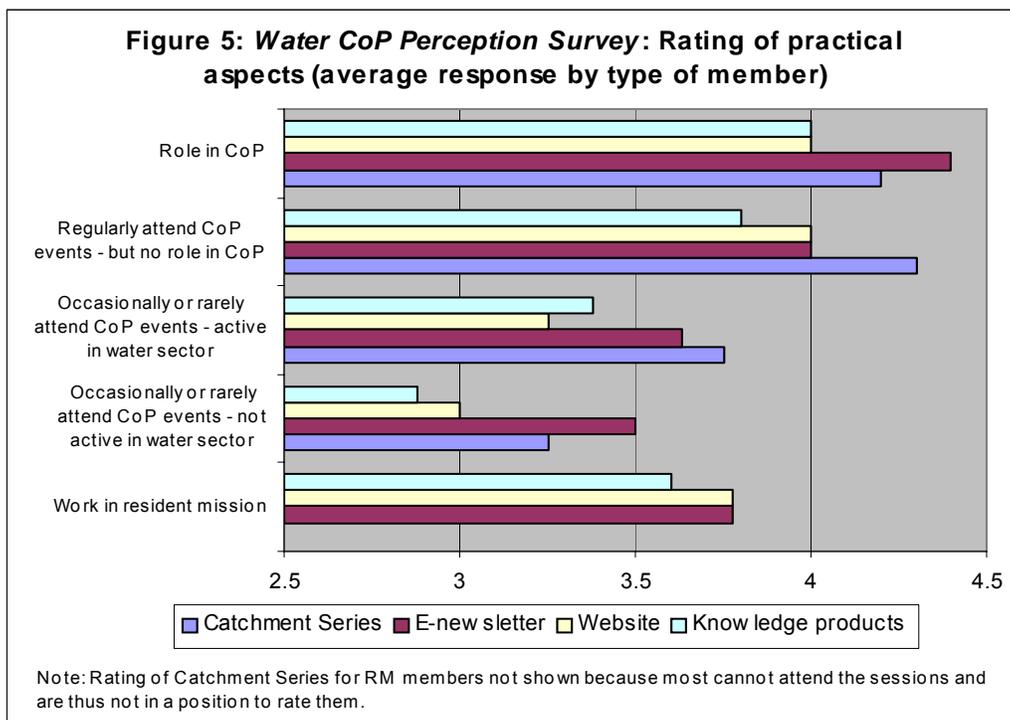
19. While these different perceptions are due in part to personal networking styles and views, there is a big difference in perceptions between those members based in headquarters and those in RMs. This, of course, is not surprising, given the lack of opportunities for the latter group to engage in face-to-face interaction. Still, a number of members noted that the community could be expanded and strengthened by taking steps to better involve staff from RMs (see page 19).

B. Practical Aspects

20. The "practice" of a CoP is the body of knowledge, methods, stories, cases, tools, and documents that constitute the main activities and outputs of members. To measure "practice", one can investigate the objective of CoP activities, the process by which members organize themselves, the results they produce, and the vehicles they use to capture, store, and share information. According to the results of the survey conducted by the RSDD-KM, these practical aspects are where members of the water community believe CoPs have the most value (Figure 4).



21. This section looks at a number of outputs and activities of the Water CoP. Four of these activities—the monthly CoP catchment series, e-newsletter, water website, and knowledge products—were assessed in the *Water CoP Perception Survey*. Figure 5 shows the average rating of each of these activities broken down by the five groups described on page 2 and 3. In addition, this section reviews the Water CoP performance in participating in national and international forums/dialogues and conducting trainings for ADB staff and external DMC candidates.



1. Monthly Catchment Series and Blue Bag Seminars

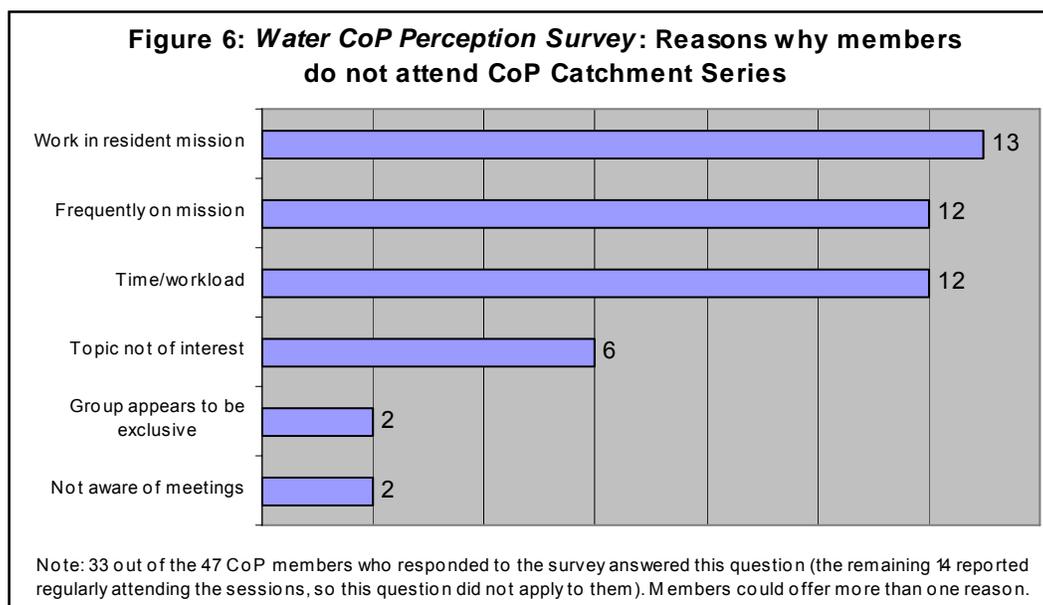
22. The success of CoPs at the ADB hinges in large part on their ability to facilitate face-to-face collective learning. To help accomplish this, the Water CoP relies on two main events. Perhaps the most well known activity of the Water CoP is its Catchment Series—a monthly event designed to provide a platform for ADB to share with their colleagues updates on their projects and in-country activities. The ambience is meant to be informal. In addition, the Water CoP offers periodic “Blue Bag” seminars on various topics where external partners can make presentations. From the surveys and interviews, these sessions are viewed as relaxed and informal, yet are well prepared and structured.

23. One member commented that Water CoP events allow a good place for staff to find out what the rest of the ADB is doing, as well as staying in touch with what is happening outside (e.g. trends, approaches). Another member lauded the events for offering several interesting presentations on urban water supply and wastewater. However, while the feedback on the 2009 sessions was generally positive, some CoP members from the operational departments used terms such as “generic” and “theoretical” to describe previous topics. Table 2 below provides the list of Water CoP catchment series events and blue bag seminars held during the reporting period.

Table 2: Water CoP Catchment Series and Blue Bag Sessions 2009

Title of Presentation	Date
WATER COP CATCHMENT SERIES	
1. PRC's Lakes and Wetlands Protection Program	Jan 16
2. Exploring Potential Subsidies to Reach More Poor People	Jan 30
3. What's New in the Water World: Feedback on Outcomes of the 5 th World Water Week, Istanbul	March 27
4. Viet Nam Prioritizes Sanitation (Feedback on Outcomes of the In-Country Sanitation Dialogue-Viet Nam)	April 24
5. Aceh Farmers Back on the Land	May 13
6. Creating Smooth Water Operators (Waterlinks)	May 22
7. Where Are We on Water and Climate Change?	June 19
8. Prospects for New Partnerships	July 17
9. Why Should and How Can ADB Increase Rural Water Supply Lending	Aug 5
10. Understanding Sanitation Benefits and Costs	Sept 18
11. Financing Models for Small-Scale Water Providers	Oct 2
12. Top-Down and Bottom-up Approaches to Climate Change Adaptation	Dec 4
BLUE BAG SEMINARS	
1. Healthy Rivers and Water Sensitive Cities	April 7
2. Community-Led Sanitation	Aug 26
3. Learning from the Ondoy Flood	Oct 14
4. Water Safety Plans	Nov 5

24. Attendance in the Catchment Series and Blue Bags is fairly consistent, with an average of about 20 Water CoP members, but certainly could be improved, as average attendance at CoP events represents only 20% of the members in headquarters. Figure 6 shows the most common reasons that CoP members are unable to attend the sessions.



25. In the interviews conducted as part of this assessment, Water CoP members suggested three main ways the CoP could boost interest and participation: 1) select topics that are detailed, practical, and project-related; 2) expand participation (mainly from the RMs); and 3) slightly restructure the sessions to allow for more networking and active participation. These suggestions are discussed in Section III. In addition, the ADB could help foster a more supporting environment for CoPs so that time/workload limitations are lessened (see page 16).

2. CoP Knowledge products

26. The perception of the Water CoP knowledge products (KPs) varies more than any other CoP activity. While most members were relatively pleased with the KPs in 2009 (overall, they received a score of 3.64 out of 5 in the *Water CoP Perception Survey*), there were also quite a few ratings in the neutral category or below.

27. From the interviews of CoP members, the feedback also varied considerably. One member praised the CoP for “raising its game” and improving greatly over the past couple years in KP dissemination. Indeed, it appears that the Water CoP was successful in creating a number of demand-driven materials in different formats in 2009 (Table 3). For instance, many of the widely distributed KPs in 2009 are DVDs and CD-Roms. However, another member commented that the ADB still lags well behind the World Bank in disseminating high quality KPs.

28. This variance in perceptions might be partially explained by the relative performances of the different CoP thematic streams/working groups in completing KPs. The Sanitation Action Group, for instance, was able to develop a number of KPs in 2009. These included the *Asian Sanitation Data Book*, which was launched at the Citynet Conference in September. As the first data book on sanitation for the Asia and Pacific region, it features raw data and analyses on the sanitation situation in 27 cities.⁷

29. Another notable Sanitation KP was the DVD *Coming Clean on Sanitation*, which was one of the most widely distributed KPs of the Water CoP in 2009 (Table 3). This documentary film, produced by ADB in partnership with the Asia-Pacific Broadcasting Union, and with assistance from 5 national broadcasting companies in the region, showcases the difficulties experienced and actions undertaken by individuals, communities, organizations, and governments in six Asian countries.

30. The Rural Water Stream was also active in developing KPs. Among the many high-quality KPs developed by this group in 2009 was the report *Revitalizing Asia's Irrigation: To Sustainably Meet Tomorrow's Food Needs*. This report presents irrigation forecasts for Asia and outlines options for meeting the future food needs of Asia's growing population.⁸ The Basin Water Stream, on the other hand, completed the KP on *Water Rights and Water Allocation: Issues and Challenges for Asia*. As part of ADB's participation in Copenhagen conference, the Water and Climate Change Working Group produced a *Water Brief on Meeting the Water and Climate Change Challenge*.

31. Similar to feedback received on the Catchment Series, many CoP members are seeking more detailed and practical resources that will help them more in their day-to-day project work (e.g. processing loans). One member held up the CD-Rom *Smarter Sanitation* as a good example to follow for future KPs. Developed in 2006, this electronic toolkit was developed for planners and managers of sanitation and wastewater projects. It is loaded with links to websites,

⁷ A first joint effort of CITYNET, the ADB, the United Nations Human Settlements Programme (UN-HABITAT), and Veolia Environnement.

⁸ It is based on a comprehensive new study of irrigation in Asia carried out by International Water Management Institute (IWMI) and the United Nations Food and Agriculture Organization (FAO) along with researchers from partner organizations with funding from ADB.

resources, and case studies and also includes the SANEX™ software, useful in assessing and planning sanitation systems in developing countries. Even in 2009, this CD-Rom was one of the most requested KPs of the Water CoP.

Table 3: Examples of Water CoP Knowledge Products in 2009

Title
Water for All Publication Series
<ul style="list-style-type: none"> • Water Rights & Water Allocation: Issue and Challenges in Asia • India's Sanitation for All: How to Make it Happen
Brochures and Flyers
<ul style="list-style-type: none"> • Improving Results, Improving Lives: ADB's Water Financing Partnership Facility • Asia-Pacific Water Forum Knowledge Hubs • Climate, Water, Development: Asia Adapts through New Approaches and Investments
Multimedia, Video Documentaries
<ul style="list-style-type: none"> • Coming Clean on Sanitation [DVD] • Aceh Farmers: Back on the Land [DVD] • Water for All Publications [CD-Rom]
Papers
<ul style="list-style-type: none"> • Reviving Lakes and Wetlands: Lessons Learned from the People's Republic of China • Making Sanitation Everybody's Business: Highlights of the ADB-DMC Sanitation Dialogue (March 2009) • Asian Sanitation Databook

32. Fortunately, a number of KPs planned for 2009 but pushed back to 2010 appear to be in line with what the CoP members are requesting. These include the following:

- Urban Water: a toolkit for diagnosing utility performance; a policy brief on subsidies; a technical paper on tariff pathways; discussion papers on non-revenue water and desalination; and a paper on performance improvement of small utilities
- Sanitation: a "Sanitation Decision Support System" in partnership with UNESCO-IHE
- Basin Water: a manual on river basin performance benchmarking; a technical paper on groundwater management, study guidelines, TORs for preparing basin projects (through the basin stream forum); and a report on introducing IWRM in 25 focal basins
- Rural Water: a piece on irrigation benchmarking with application to ADB operations
- Water and Climate Change: a review of water in subregional climate change implementation plans (with approaches for adaptation); a comparative analysis of ADB's water and climate change needs and implementation approaches for projects of the Water Financing Program Climate Change; and a water toolkit for ADB Operations and staff (with an emphasis on resources and best practices).

3. Electronic knowledge dissemination: e-newsletter and water website

33. The Water CoP is far ahead of other ADB communities in using the internet to disseminate knowledge. It relies on two main methods (1) a regularly-updated and user-friendly website and (2) an e-newsletter that is sent out via email (and also posted on the website). There is also an internal catchment e-newsletter which is sent out on the same day of the

monthly CoP catchment series session to disseminate highlights of discussion. Together, these tools ensure that water-related information is readily available to ADB staff and clients.

34. The feedback from the email survey and interviews on the e-newsletter was consistently positive. Members commented that the e-newsletters are attractive, inviting and brief enough to quickly read through, while offering enough background information on the latest publications, events, workshops, and links to allow readers to explore more information if they want. One member was also impressed how quickly the e-newsletters come out after each Catchment Series session.

35. The feedback on the water website was more mixed. Mirroring the comments about the Catchment Series and knowledge products, one CoP member commented that information on the website seems quite general and does not provide much information that is useful for preparing and implementing projects. Another member noted that there is a lot of information on the website and the organization of site makes it difficult to find information. He commented that he “does not have the time to go through it all.”

4. Participation in international forum and conferences

36. The Water CoP is active in major international forums and enjoyed considerable success in this area in 2009. Perhaps the most visible accomplishment was the *Eye on Asia* event, which was held on August 18th as part of *World Water Week* in Stockholm, Sweden. The event offered partners and clients a fresh look into urban water, river basin management, and climate change issues in the Asia and Pacific region.

37. The whole-day event was attended by some 100 participants and featured ADB staff and several of the region’s experts from the private sector, academe, government, and civil society. The discussion provided critical perspectives that could prove useful in charting ADB’s future strategies in the sector.

38. In addition, at the 5th World Water Forum in Istanbul, Turkey, ADB elaborated its Water Financing Program’s midway milestones and recent advances in sanitation as concrete responses to the Camdessus Panel and the Gurria Task Force’s call for doubling of water investments. And in September, ADB participated in the *6th CITYNET Congress* in Yokohama, Japan to promote ADB’s ongoing work in sustainable cities, particularly in water supply, sanitation, wastewater management, and other emerging issues, such as disaster-preparedness and climate change adaptation.

39. Through participation in international/national forums, the Sanitation Action Group was particularly successful in building advocacy for improved sanitation measures. In March, the group organized the *ADB-DMC Sanitation Dialogue*. Its aim was twofold: 1) to prioritize meeting sanitation needs in matters of policy, planning, and investments; and 2) to enhance preparedness in conceiving, planning, and implementing sanitation policies, programs, and projects.

40. In close coordination with regional departments, the group then prepared for in-country activities to follow-up on the dialogue. This included the *ADB-Viet Nam Sanitation Dialogue* in April to immediately follow-up on Viet Nam’s proposed actions. Other in-country activities lined up in the coming months include: (i) a workshop for CWRD DMCs to discuss the economics of sanitation initiative, and (ii) training on rural sanitation in the PRC.

41. In October, the Sanitation Action Group supported the Philippine Ecosan Network (PEN) in organizing the *Philippine Symposium on Sustainable Sanitation*. The symposium’s expected policy and collaboration outputs will be adopted by the Department of Health as inputs into the

planning of the East Asia Ministerial Conference on Sanitation 2 (EASAN-2) in January 2010 to be hosted by the Philippine Government. The Sanitation group also helped organize the annual *World Toilet Summit*, held in December in Singapore. This included taking the lead in a plenary session on Financing Sanitation.

42. Finally, in the area of climate change, the Water CoP took part in a series of three workshops from December 2008 to May 2009 designed to develop a strategy and action plans for climate change projection and adaptation. Partners in this effort were the Network of Asian River Basin Organizations (NARBO), the Center for River Basin Organization and Management, and the National Hydraulic Research Institute of Malaysia (the water knowledge hub on climate change adaptation). Outputs included a matrix of in-country and regional projects and activities, working guidelines for adaptation strategies, and the status and options in developing hydroclimate modeling.

43. In 2010, the Water CoP is looking to surpass its achievements in this area by organizing a major ADB water event in October. Major focus areas will be IWRM, water quality, urban water management, and irrigation and food security. A detailed concept note will be developed for the event, which will also include the launching of a water strategy.

5. Training of ADB staff and external DMC candidates

44. In 2009, the Water CoP continued to offer formal technical trainings for ADB staff and external DMC candidates. For instance, the Basin Water Stream organized two trainings on integrated water resources management (IWRM) with NARBO in Viet Nam. Both trainings, the first in February and the second in December, used the Vu Gia–Thu Bon river basin as a case study to evaluate keys for success with IWRM. The trainings were conducted in collaboration with the International WaterCentre of Australia, one of the NARBO's knowledge partners and also the regional water knowledge hub on healthy rivers and aquatic ecosystems.

45. Also, the Sanitation Action Group offered a workshop for ADB staff in February 2009. The workshop – *Make Sanitation a Priority* – was held to provide participants with a common understanding of sanitation and to examine what can be done to improve sanitation. The workshop encouraged significant participation from attendees and the discussions reflected a large degree of interest. One observation was that specific solutions must be applied depending on different prevailing circumstances.

46. In 2010, ADB plans to continue offering trainings and utilizing both internal and external expertise, such as partnerships with other water-related organizations and development agencies. For instance, the Basin Water Stream is planning an in-house training on applying IWRM.

47. In addition, there is ongoing discussion about implementing a Coaching Program for Water CoP members. This would involve intensive one-on-one program between senior and more junior members. The CoP is currently in the process of disseminating information and promoting participation in the program. A proposed induction program for new staff is also being explored.

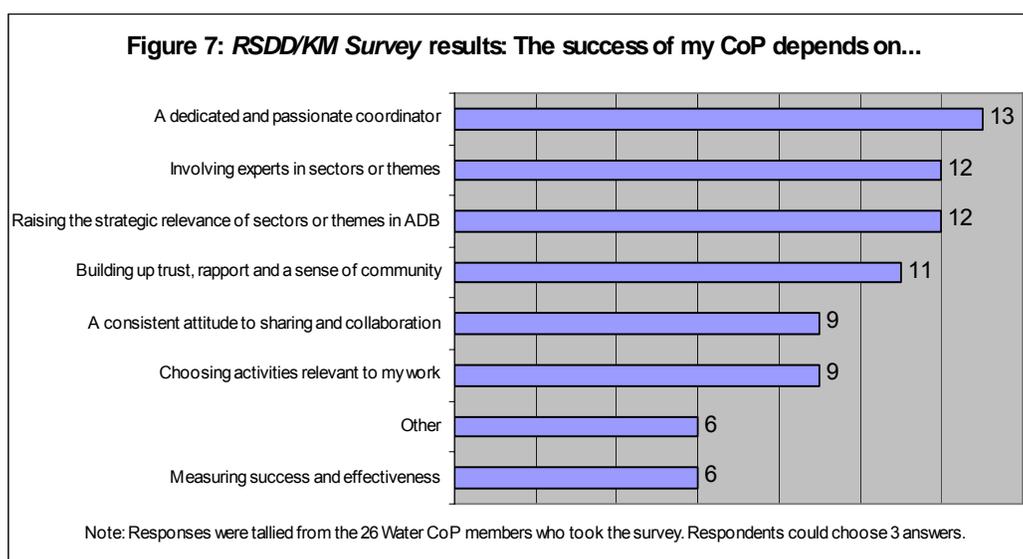
C. Institutional/Operational Aspects

48. The institutional/operational aspects are the foundation of CoP effectiveness. These aspects pertain to *how* the CoP pursues activities rather than *what* activities it implements. These include: CoP leadership, partnership building, coordination with the knowledge hubs, channels of communication within the CoP, and the enabling environment within which the CoP operates. In many of these areas, the Water CoP excels.

1. CoP leadership and support

49. As shown by the results of the *RSDD-KM Survey*, the Water CoP members identified "a dedicated and passionate coordinator" as the first-ranked success factor for CoPs (Figure 7). This affirms the importance of leadership and accountability in the CoPs. As one Water CoP member noted about CoPs in general:

There is need for greater leadership both at management and 'working' level. CoPs need staff dedicated time, not just as occasional contributors but to lead the day to day activities and ensure that CoPs meet all potential functions (identifying, creating, storing, sharing, and using knowledge). ADB does not recognize this requirement and therefore benefits gained are so far limited (in some CoPs scarce).



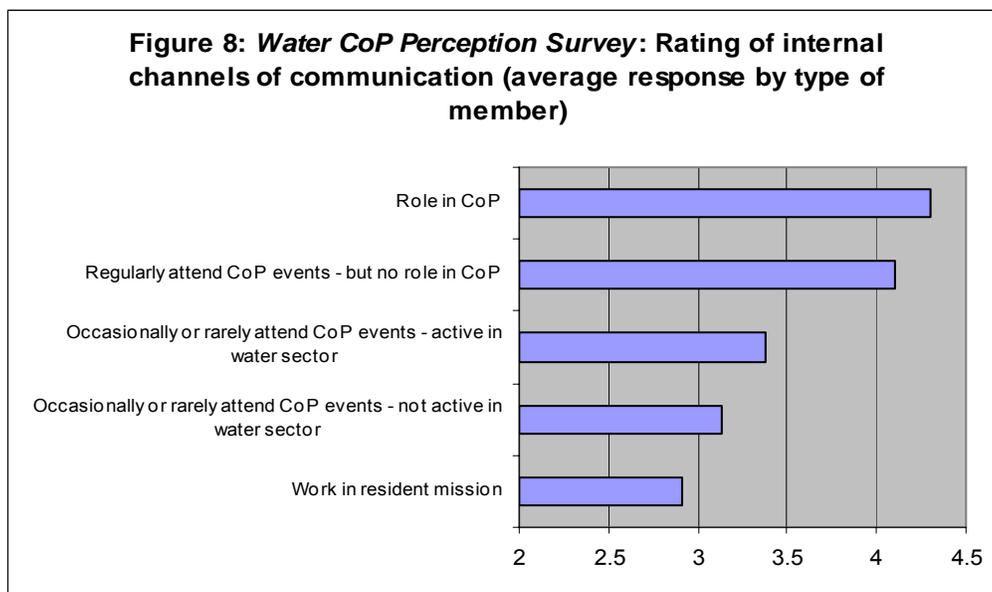
50. Fortunately, the feedback received about leadership in the Water CoP was overwhelmingly positive. Members praised the contributions of the Water Committee, the five thematic streams/working groups, and, most especially, the team at ADB headquarters that conducted the day-to-day activities of the CoP.

51. A big part of the success of the Water CoP is the support and resources that are made available through the Water Financing Partnership Facility (WFPF)⁹ and its predecessor—the Cooperation Fund for the Water Sector.¹⁰ Due to these resources, the Water CoP is able to call on dedicated secretariat support, full-time consultants in specific areas (e.g. sanitation, IWRM, climate change), web writers and maintenance, and assistance in developing knowledge products.

52. Despite the positive feedback about the Water Committee, it is apparent from Figure 8 that the further members are located from inner circle of the Water CoP, the less they feel like there are open channels of communication available to them to share their opinions about future CoP activities. This is particularly true with those members who work in RMs.

⁹ Established in 2006, the WFPF was established to provide additional financial and knowledge resources from development partners for the implementation of the Water Financing Program. With an initial target of \$100 million, the WFPF consists of the Netherlands Trust Fund and a Multi-Donor Trust Fund with contributions from Australia, Austria, Norway and Spain. It also supports in-country work for project preparation and implementation, as well as reforms and capacity development.

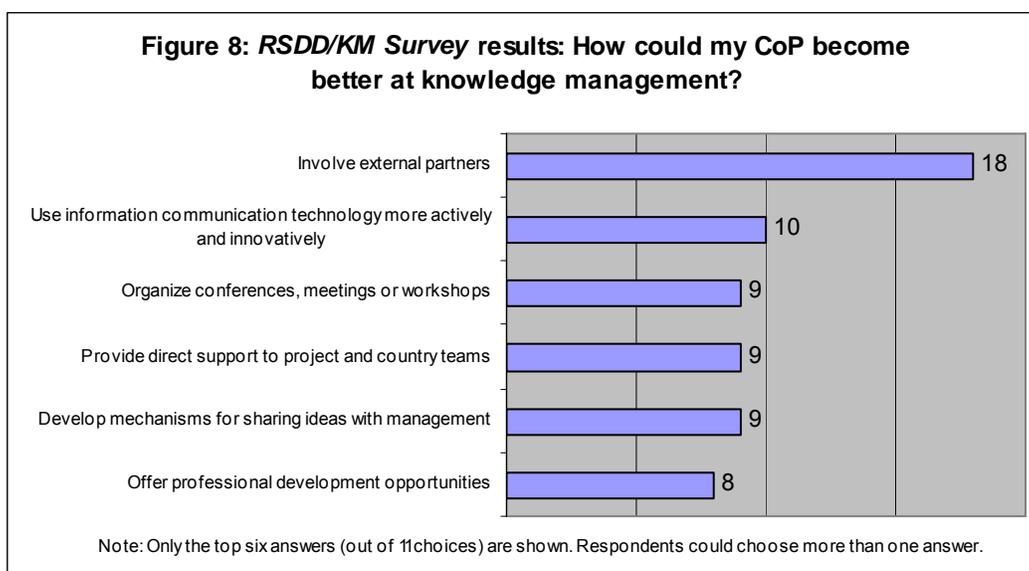
¹⁰ Established in December 2001 with funding from the Netherlands and Norway. The Fund has been closed on 31 December 2009.



2. Partnership building

53. In addition to fostering internal learning from operational experience and communities of practice, it is also important for CoPs to promote external learning from long-term strategic partnerships with other international finance institutions and world-class research institutions, including ADB's own regional knowledge hubs.

54. As shown in Figure 8, those Water CoP members who were surveyed by RSDD/KM identified involvement of external partners as by far the most important method that CoPs can take to improve knowledge management, more even than improved knowledge dissemination through the internet, CoP events, and direct support to projects.



55. As apparent by the recent activities described above (e.g. knowledge products, international forums, trainings), the Water CoP is excelling in the area of partnership building. Table 4 offers examples of current partnerships that are being fostered by the different thematic streams/working groups.

Table 4: Examples of Water CoP partnerships in 2009

Working Group/Stream	Partners	Areas of Cooperation
Rural Water	International Water Management Institute	Knowledge Product
Urban Water	International Water Association	Training and Capacity Building
Basin Water	Network of Asian River Basin Organizations (NARBO) Global Water Partnership	IWRM Training
Sanitation	Citynet- UN HABITAT	Knowledge Product
	Water and Sanitation Program	Economics of Sanitation Initiative
Water and Climate Change	NARBO, the Center for River Basin Organization and Management, and the National Hydraulic Research Institute of Malaysia	Climate change action planning

56. In 2010, the Water CoP is planning expanded partnerships in a number of areas. The River Basin stream, for instance, will continue its work with NARBO to identify and support candidate organizations for RBO performance benchmarking. It will also increase active membership in the stream, including persons outside ADB, and will expand cooperation with regional water knowledge hubs under the Asia-Pacific Water Forum and NARBO by providing expert services as resource speaker or trainers.

57. The Sanitation Action Group will also undertake many partnership initiatives as follows: 1) with UNESCO-IHE, will develop a sanitation decision support system; 2) with Plan International, will hold a workshop and PDA project on rural sanitation in PR China; 3) with UNEP, will undertake in-country sanitation dialogues on technology options (Uzbekistan/Central and West Asia); 4) with WHO, will coordinate on water safety plans in ADB's water supply projects and a possible pilot and demonstration activity (PDA); and 5) with JICA, conduct a follow-up to the International Year of Sanitation conference. The group will also work closely with the Japan Sanitation Consortium, which serves as the Sanitation Knowledge Hub.

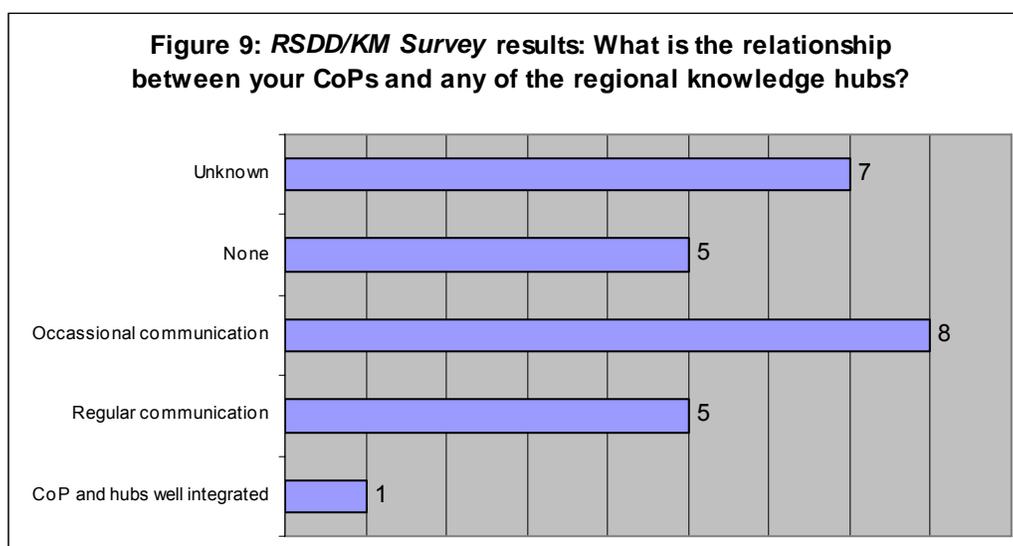
3. Water knowledge hubs

58. The ADB, along with Singapore Public Utilities Board (PUB) and UNESCO-IHE Institute for Water Education, launched the Asia-Pacific Water Forum's (APWF) *KnowledgeHubs* network in 2008. In 2009, ADB was involved in launching three new hubs—Water Quality Management in River Basins, Healthy Rivers and Aquatic Ecosystems, and River Basin Organization and Management—bringing the total number of hubs to 17 (Table 5). Each of these hubs serves as a center of excellence for a specific water knowledge field and facilitates regional knowledge networking among the hubs and their clients and partners. All water organizations in the region are encouraged to join the hubs' knowledge networks as partners and clients, in the process benefiting from better knowledge or contributing their own.

Table 5: Knowledge Hubs Network (as of 2009)

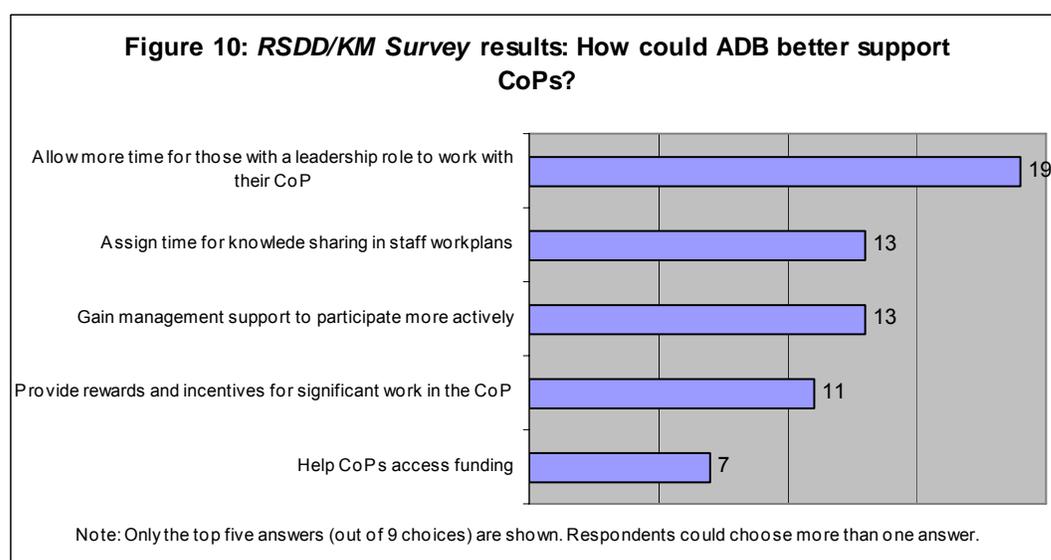
Water Knowledge Hub	Host Organization	Location
Decision Support Systems for River Basin Management	Center for Hydroinformatics in River Basins	People's Republic of China
Disaster Risk Reduction and Flood Management:	International Centre for Water Hazard and Risk Management	Japan
Erosion and Sedimentation in River Basins	International Research and Training Center on Erosion and Sedimentation	People's Republic of China
Groundwater Management	Institute for Global Environmental Strategies	Japan
Healthy Rivers and Aquatic Ecosystems	International WaterCentre	Australia
Integrated Water Resources Management in Central Asia	Central Asia IWRM Resource Center	Uzbekistan
Integrated Water Resources Management in the Pacific	Pacific IWRM Resource Centre	Fiji Islands
Irrigation Service Reform	International Water Management Institute	Sri Lanka
River Basin Organizations and Management	Center for River Basin Organizations and Management	Indonesia
Sanitation	Japan Sanitation Consortium	Japan
Transboundary Water Resources Management	Mekong River Commission Secretariat	Lao People's Democratic Republic
Urban Water Management	PUB WaterHub	Singapore
Water and Climate Change Adaptation in Southeast Asia	National Hydraulic Research Institute of Malaysia	Malaysia
Water and Climate Change Adaptation in South Asia	The Energy and Resources Institute	India
Water Governance	Institute of Water Policy at the Lee Kuan Yew School of Public Policy	Singapore
Water Quality Management in River Basins	Korea Water Resources Corporation	Republic of Korea
Water Resources Management in Mountainous Areas	International Centre of Integrated Mountain Development	Nepal
Candidate hubs to be identified: Coastal Zone Management; Water and Energy; Watershed Management; Water Supply for Rural Areas and Small Towns		

59. Despite the importance placed on establishing these knowledge hubs within ADB, there does not seem to be a clear or strong relationship between CoP activities and those of the hubs. Of the 26 Water CoP members who participated in the *RSDD-KM Survey*, only 6 (or 23%) believe that there is regular communication between the CoP and the hubs or that the activities of the CoP (or ADB's operations departments) are well integrated with those of the hubs (Figure 9).

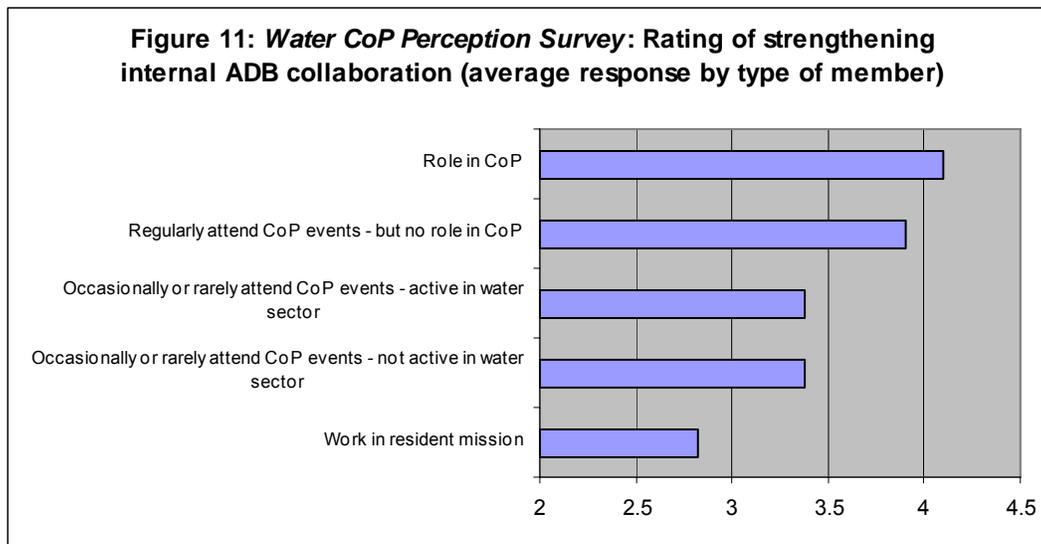


4. Enabling environment

60. In order to create an enabling environment for CoP success, ADB needs to permit CoPs to develop a consistent strategic direction, allow flexibility in governance, and allocate requisite resources, e.g., budgets, time, staff, and accompanying incentives. According to the 26 Water CoP members who participated in the RSDD-KM Survey, the first four initiatives through which "ADB could better support CoPs" are: (i) allow leaders more time to work on CoPs, (ii) assign time for knowledge sharing, (iii) management support of participation, and (iv) reward significant CoP work (Figure 10).



61. Due in large part to the lack of adequate institutional support for CoPs at the ADB, many Water CoP members gave a relatively low score for the Water CoP's ability to strengthen collaboration across ADB departments, offices, and units (Figure 11). One member noted that participation in the Water CoPs, including the thematic streams/working groups, is not included in the workplans of operational staff. Loans and TAs are still the overwhelming priority in the operational departments, not knowledge management



62. In order to address this problem, the Water Committee is conducting dialogues with the regional departments to encourage them to provide support to Water CoP activities and initiatives. In addition, the CoP will strive to improve linkages between the Water CoP and other COPs (e.g. Urban, Health, Environment), as water is a cross-cutting issue involving these other areas of operation

III. Recommendations for CoP Focus and Activities

63. In light of past performance and based on the analysis of the aspects highlighted above, this section summarizes some of the key recommendations for the Water CoP's future activities. Much of this is based on feedback gathered during the interviews of Water CoP members, as well as comments gathered during both the surveys described on page 1.

Recommendation #1: Focus of CoP activities should be detailed, practical, and project-related

64. This recommendation is applicable to all knowledge management activities, including events and KPs. Members of the Water CoP, and particularly those in operational departments, are requesting topics that are "detailed" and "practical", specifically those that relate **directly** to the numerous considerations that project officers must face in preparing, implementing and monitoring loan and TA projects.

65. For future KPs and sessions of the Catchment Series, a number of members suggested presenting lessons learned/best practices based on previous or ongoing projects. One CoP member suggested initiating a series of coordinated papers and presentations that cover different aspects of project preparation and implementation. The idea is to document lessons learned from past projects to help ADB from continually "reinventing the wheel."

66. Many of the topics requested by members pertain to urban water/wastewater and specifically to water utilities (i.e. helping them improve their management practices). These include: asset management and inventory; ISO certification for water companies; interpreting

benchmarking data; rating water companies; willingness-to-pay assessment; and how to request for tariff increases.¹¹

67. Other project-related suggestions for topics include: permanent versus temporary resettlement; type of loan covenant needed; use of geographic information systems; planning projects that affect underserved populations (e.g. ethnic minorities); environmental regulations; and institutional strengthening. For KPs, a couple CoP members stressed that clients often benefit from simple guides and toolkits. These must not be too technical. Some suggestions included cost/benefit spreadsheets and technology guides (e.g. sanitation models for rural areas).

68. Another set of suggestions for topics can be classified as more general and cross-cutting. Climate change considerations (both mitigation and adaptation) in the water sector were mentioned several times as an area of interest. Other areas mentioned include: energy savings/efficiency in the water sector; water financing issues; urban/rural integration of water systems; desalination; coastal zone management; and comprehensive water management in a river basin context (including environmental protection and payment for environmental services).

Recommendation #2: Collect, store and share information internally in a more systematic way

69. Some members suggested that the Water CoP should focus more on *internal* knowledge creation and management in order to help the operational departments in their work. To accomplish this, the CoP requires improved organization and structure to help create, sort and organize information.

70. In this role, the Water CoP could continually update water-related information for each country (e.g. overall trends, urban/rural issues, strategies, regulations, resources, financing, institutions, social and environmental aspects). This information could then be stored on the intranet or internet (water website) and then used by operational staff to help develop project documents and other outputs, such as the first section of the RRP¹², the water chapter of country partnership strategies, and terms of reference. This would save the operational departments a lot of time and effort, although it would also require significant CoP resources.

71. The Water CoP could take this work a step further by analyzing common issues and success factors across different countries and regions. This might help a project officer in, say, the East Asia Department learn some of the water strategies being implemented in countries in Central and Western Asia. In this way, the Water CoP could play a more active role in guiding the strategic direction of ADB's operational departments in the water sector, such as possible reforms that could be promoted for water utilities.

72. Another way that the Water CoP could help operational departments is develop more tools and resources targeted directly at project officers, such as those that can facilitate their work while on mission. Such materials could include step-by-step practical guides and checklists (e.g. how to assess financial sustainability of utilities). These could be based on existing tools and practices or could involve new tools and techniques that could be piloted in the field.

¹¹ However, while many of the suggestions focused on urban water, one CoP member believes more attention should be given to rural water and commented that the ADB sometimes does not pay enough attention to equity issues.

¹² Report and Recommendations to the President. This document sets out the terms and conditions proposed for the loan project, and seeks approval from ADB's Board of Directors. When the RRP is circulated to the Board, the loan, grant, or other legal agreement is attached.

73. As is the case with KPs for an external audience (see page 9), the Water CoP appears to be headed in the right direction with its knowledge creation for its internal audience. For instance, in November, the Water CoP began a review of sector activities of development partners on key water-related topics. This review will involve a compilation of key research, studies, and reports.

74. The Sanitation Action Group has also undertaken initial data gathering to develop a sanitation profile in key countries (India, Indonesia, Pakistan, Philippines, PRC and Viet Nam) and will also conduct research on the low investments in sanitation and low sanitation coverage. This group has also compiled a library of recent (2004–2009) sanitation references and related web pages for ADB staff.

Recommendation #3: Expand participation in the CoP

75. Several CoP members mentioned the need to expand the audience for CoP events, particularly the Catchment Series. One member commented that the CoP was not capturing “on the ground” knowledge in the RMs and that more needed to be done to include RM staff into the community. Such efforts, he believes, should extend to national staff members (although he recognized the potential language limitations).

76. The most common suggestion to accomplish this was to connect RMs through video-conferencing. To address the high costs and other limitations of a videolink, one member suggested including only one or two RMs per session, depending on the topic. Inviting staff from RMs to speak, either in person or through videolink, might also be an option. Another suggestion was to change up the times of the sessions to account for time differences between headquarters and the RMs to allow staff from RMs to participate.

77. Another suggestion to get RMs more involved in the water community is to include a “What’s New in the RMs” section in the e-newsletter. This would help increase interest in RM activities, get the RMs more involved in developing newsletter content, and ultimately expand the water community to include more RM staff.

78. Finally, while the Water CoP has been very successful in building partnerships (pages 13 and 14), partners only infrequently take part in CoP events. Thus, an important consideration is to open up CoP events to partner organizations and even to clients. However, this will require a fundamental review and redesign of how the CoP might work, so it must be carefully discussed. The Water CoP plans to address this challenge and opportunity in 2010.

79. One obvious place to start would be to expand the circle of the water community to include the water knowledge hubs. As described on page 15, there is already a need to clarify and expand the Water CoP’s relationship with them.

Recommendation #4: Encourage more networking and active participation in CoP activities

80. A number of the CoP members mentioned the lack of informal discussion at the morning Catchment Series sessions, thus limiting their opportunities to network and build relationships. The simple solution to rectify this problem is to leave more open time either at the beginning or end of the sessions to allow participants to mingle and drink coffee.

81. One member also commented that the sessions often lacked a lot of interaction between speakers and participants. While there are opportunities for participants to comment at the end, these comments often do not illicit an active dialogue. Thus, the Water CoP should consider finding a way to structure the sessions to encourage more interaction and also make sure that

the e-newsletter better captures the comments of participants (rather than just summarizing the main presentation). In 2010, there will be at least one CoP event along these lines. The Urban Water Stream is planning a participatory seminar for staff to share good practices, experiences, and innovations in urban water utility performance.

82. Another suggestion was to initiate electronic discussion threads to solicit specific help or discuss trends. This is practiced often in academia, as well as in many other places and could also count as a CoP work. Such discussions could lead to collective knowledge gathering and KPs. For instance, there is a plan in 2010 to develop the *Basin Stream Forum* to facilitate threaded discussions on important basin water topics.

Recommendation #5: Facilitate more interactive and broader discussion to plan future Water CoP activities, as well as to discuss ADB's water-related policies and strategies.

83. The role of the Water Committee vis-à-vis the larger CoP is a matter of negotiation among members. It can potentially be a source of confusion due to ambiguous delegation and can reveal tensions between CoP leadership and participation. The danger is that the Committee will become more like a working group, consequently crowding out voluntary and informal commitment of the majority of CoP members. While there are no clear signs this is happening with the Water CoP, there seems to be some room to expand the current channels of communication.

84. One CoP member suggested using CoP events to discuss issues related to operationalizing ADB policies and strategies in the water sector, particularly the *Water for All* policy. For instance, more than one CoP member mentioned the difficulty in promoting full cost recovery, which is stressed in the policy. As the phased elimination of subsidies and enhancement of tariffs have been increasingly incorporated into almost all loan and TA project designs, project officers are grappling with how to do this while also serving slum settlements, which often cannot even cover operation and maintenance costs. Thus, the Water CoP could act as a forum for ADB staff to discuss what works and what does not work in the water sector at the ADB, thereby helping the Bank make adjustments to its strategies and practices.

Annex 1: Water CoP Perception Survey Form

Communities of practice (COPs) are groups of like-minded, interacting people who convene to build a community around an area of common interest, build relationships, and create and share knowledge. COPs define themselves along three dimensions: what they are about, how they function, and what capabilities they produce. This survey attempts to measure the effectiveness of the Water CoP in each of these dimensions.

Section I: Background

1. Which describes you best in terms of your connection with the Water CoP? Check more than one if applicable
 - I have a particular role or function within the Water CoP in ADB
 - I regularly attend CoP events (e.g. the monthly Water CoP catchment series), and my primary role is as a participant
 - I occasionally attend CoP events, and my primary role is as a participant
 - I am aware of the Water CoP but do not generally participate in CoP activities
 - I work in a Resident Mission and keep track of Water CoP activities (e.g. through the Water CoP catchment e-newsletter, water website)

2. How many years of direct experience do you have in the water sector (not confined to ADB)?
 - None
 - Less than two years
 - 2–5 years
 - 5–10 years
 - 10–20 years
 - Over 20 years

3. Are you currently working actively in the sector?
 - Yes
 - No

4. If you do not regularly attend the monthly Water CoP catchment series, what are the main reasons why? Pick as many as two.
 - I work in a Resident Mission
 - I am frequently on mission
 - Time/workload
 - Topic not of interest/not relevant to my work
 - Not aware of meetings
 - Group appears to be exclusive
 - Other _____

Section II: Perceptions of the Water CoP

The Water CoP....

5. provides me with a community of interest at the ADB.

strongly disagree
 disagree
 neutral
 agree
 strongly agree

6. provides an informal, welcoming social environment.

strongly disagree disagree neutral agree strongly agree not applicable to my situation

6. helps me build relationships and network with others through the monthly CoP Catchment Series, Blue Bags, and other face-to-face activities.

strongly disagree disagree neutral agree strongly agree not applicable to my situation

7. through the monthly CoP Catchment Series, provides information that is relevant/useful to my work.

strongly disagree disagree neutral agree strongly agree do not attend/rarely attend

8. through the Water CoP catchment e-newsletter, keeps me informed about the discussion in the CoP Catchment Series when I cannot attend, as well as provides additional relevant/useful information:

strongly disagree disagree neutral agree strongly agree do not receive or read e-newsletter

9. on the water website, provides information (e.g. success stories, information on ADB water programs and operations, knowledge products) that is relevant/helpful to my work.

strongly disagree disagree neutral agree strongly agree do not use website

10. provides high-quality and timely knowledge products that are relevant/helpful to my work.

strongly disagree disagree neutral agree strongly agree do not read or are not aware of knowledge products

11. overall, helps me achieve better results in my work (e.g. projects, sector work, country partnership strategy development).

strongly disagree disagree neutral agree strongly agree

12. provides open channels of communication so that I am able/feel comfortable sharing my opinions on future CoP activities (e.g. topics, speakers, participants).

strongly disagree disagree neutral agree strongly agree

13. strengthens collaboration across ADB departments, offices, and units.

strongly disagree disagree neutral agree strongly agree

14. Please provide comments on any of the items above, including ideas for potential improvements

Annex 2: Water CoP Perception Survey Results

No.	Department	Q1 Which describe you					Q2 Experience						Q3 Active		Q4 Why not attending?						
		1	2	3	4	5	1	2	3	4	5	6	Y	N	1	2	3	4	5	6	7
Group 1: Members with a formal role in the CoP																					
1	PSOD	1							1			1									
2	PSOD	1					1					1					1				
3	RSDD	1	1					1				1									
4	SERD	1	1								1	1				1					
5	OCO	1	1						1			1									
6	EARD	1	1							1		1									
7	SERD	1	1								1	1				1	1				
8	URM	1		1		1			1			1			1						
9	VRM	1				1						1			1						
10	CWRD	1	1								1	1				1					
Subtotal		10	6	1	0	2	0	1	1	3	1	4	10	0	2	3	2	0	0	0	0
Group 2: Member who regularly attend CoP events but with no formal role in the CoP																					
11	RSDD		1								1	1			1						
12	EARD		1					1				1									
13	SARD		1							1			1								
14	EARD		1								1	1			1						
15	EARD		1							1		1									
16	RSDD		1							1		1									
17	SERD		1								1	1									
18	CWRD		1								1	1									
19	CWRD		1							1		1									
20	EARD		1								1	1									
Subtotal		0	10	0	0	0	0	0	1	0	4	5	9	1	0	2	0	0	0	0	0
Group 3: Members who occasionally or rarely attend CoP events but are active in the water sector																					
21	SARD			1				1				1			1	1					
22	EARD			1							1	1			1						
23	RSDD			1						1		1			1			1			
24	SARD				1					1		1					1				
25	RSDD			1						1		1									1
26	CWRD			1						1		1			1		1				
27	SARD				1					1		1			1	1	1				
28	SERD			1						1		1			1	1					
Subtotal		0	0	6	2	0	0	0	1	1	5	1	8	0	0	5	4	3	1	0	1
Group 4: Members who occasionally or rarely attend CoP events and are not active in the water sector																					
29	IED			1				1				1			1	1					
30	SPD			1						1		1			1	1					
31	IED			1					1			1									
32	BPMS			1						1		1					1				
33	OIST				1				1			1				1					
34	SARD			1						1		1				1					
35	CWRD			1							1	1									1
36	RSDD			1				1				1					1				
Subtotal		0	0	7	1	0	1	1	2	2	1	1	0	8	0	1	4	3	0	0	1
Group 5: Members who work in a resident mission																					
37	VRM					1			1			1		1							1
38	VRM					1			1			1		1							
39	URM				1	1			1			1		1		1					
40	VRM					1					1	1		1							
41	BRM					1			1			1		1							
42	MNRM					1			1			1		1							
43	KARM					1				1		1		1							
44	PRM					1				1		1		1							
45	VRM					1				1		1	1	1							
46	PRCM					1				1		1		1	1	1		1	1		1
47	INRM					1				1		1		1							
Subtotal		0	0	0	1	11	0	0	1	4	6	0	10	1	11	1	2	0	1	2	0
Totals		10	16	14	4	13	1	2	6	10	17	11	37	10	13	12	12	6	2	2	2

No.	Dept	Perceptions*										Avg.
		Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	
Group 1: Members with a formal role in the CoP												
1	PSOD	5	5	5	5	4	4	4	4	5	5	
2	PSOD	4	5	4	4	4	4	4	4	5	5	
3	RSDD	4	4	4	4	4	4	4	4	4	4	
4	SERD	4	5	5	5	5	4	4	5	5	4	
5	OCO	5	4	5	4	5	4	3	4	4	4	
6	EARD	5	4	4	4	4	5	4	4	4	5	
7	SERD	5	5	5	4	5	4	4	4	5	4	
8	URM	4	3	4	4	4	4	4	4	3	3	
9	VRM	5	4	3	4	5	3	5	4	4	4	
10	CWRD	4	4	4	4	4	4	4	4	4	3	
Average		4.50	4.30	4.30	4.20	4.40	4.00	4.00	4.10	4.30	4.10	4.22
Group 2: Member who regularly attend CoP events but with no formal role in the CoP												
11	RSDD	4	4	5	5	5	5	4	4	4	4	
12	EARD	5	5	4	5	4	4	4	5	5	5	
13	SARD	4	5	4	4	4	4	4	4	5	5	
14	EARD	5	4	4	5	5	5	5	5	4	4	
15	EARD	5	5	4	4	4	4	4	4	4	3	
16	RSDD	4	4	4	4	3	4	4	4	4	4	
17	SERD	4	4	4	4	4	4	3	3	4	4	
18	CWRD	5	4	4	3	3	3	3	3	4	4	
19	CWRD	4	5	4	5	4	4	4	4	3	3	
20	EARD	4	4	3	4	4	3	3	4	4	3	
Average		4.40	4.40	4.00	4.30	4.00	4.00	3.80	4.00	4.10	3.90	4.09
Group 3: Members who occasionally or rarely attend CoP events but are active in the water sector												
21	SARD	4	5	5	5	3	3	5	4	4	4	
22	EARD	4	4	3	3	3	3	3	3	3	3	
23	RSDD	4	4	3	4	3	3	3	3	3	3	
24	SARD	2	2	3	2	3	2	2	2	3	2	
25	RSDD	4	4	4	4	5	4	2	4	4	4	
26	CWRD	4	4	4	4	4	4	4	3	3	4	
27	SARD	4	3	4	4	4	4	4	4	4	4	
28	SERD	5	5	4	4	4	3	4	4	3	3	
Average		3.88	3.88	3.75	3.75	3.63	3.25	3.38	3.38	3.38	3.38	3.56
Group 4: Members who occasionally or rarely attend CoP events and are not active in the sector												
29	IED	4	3	3	4	4	4	4	3	3	4	
30	SPD	3	4	4	4	4	0	0	3	4	4	
31	IED	4	5	3	4	4	3	3	4	4	4	
32	BPMS	4	4	4	3	3	4	4	3	3	3	
33	OIST	4	5	4	3	4	4	3	4	3	4	
34	SARD	5	5	3	4	4	4	4	3	3	3	
35	CWRD	4	1	1	1	1	1	1	4	1	1	
36	RSDD	4	5	4	3	4	4	4	4	4	4	
Average		4.00	4.00	3.25	3.25	3.50	3.00	2.88	3.50	3.13	3.38	3.47
Group 5: Members who work in a resident mission												
37	VRM	3	4	3	4	4	0	4	3	3	3	
38	VRM	4	0	0	4	4	4	4	3	3	3	
39	URM	4	4	3	4	3	4	4	4	3	2	
40	VRM	4	0	0	0	4	4	4	3	3	3	
41	BRM	4	0	0	0	4	4	3	4	3	3	
42	MNRM	4	0	0	0	4	4	4	4	3	4	
43	KARM	3	0	0	0	0	0	0	2	2	1	
44	PRM	4	3	3	4	5	5	4	3	3	3	
45	VRM	3	3	3	3	3	3	3	3	3	3	
46	PRCM	3	0	0	0	0	3	3	3	3	3	
47	INRM	3	0	0	0	3	3	3	3	3	3	
Average		3.55	3.50	3.00	3.80	3.78	3.78	3.60	3.18	2.91	2.82	3.36
Averages		4.06	4.10	3.78	3.90	3.89	3.73	3.64	3.64	3.57	3.51	3.78

1 = "strongly disagree", 2 = "disagree", 3 = "neutral", 4 = "agree", 5 = "strongly agree"

0 = not applicable (i.e. if member does not partake in activity); not included in the average.

Annex 3: Water CoP Workplan for 2010

I. Knowledge Products		Target Completion Date/ Period	Stream				
			U	R	B	S	CC
1	Annotated review of new scientific literature on water and climate change	Quarterly					•
2	Regular knowledge contributions to the CoP Catchment and Water for All website and e-News featuring case studies with good practices in ADB-funded projects	Throughout the year					•
3	Discussion Note: Wastewater Management in Metro Manila, Philippines (large-scale investment financed solely by private sector; use of interceptors, combined sewerage and drainage system, septage management and decentralized wastewater treatment)	January				•	
4	Sanitation Policy, Strategies and Actions: Case of VietNam (outcomes of the ADB-DMC Sanitation Dialogue and in-country dialogue, formation of focus group, projects in Thah Hoa and HCMC)	January				•	
5	Review of water in subregional climate change implementation plans with approaches for adaptation	January					•
6	Comparative analysis of ADB's water and climate change needs and implementation approaches for projects of the Water Financing Program	1 st quarter					•
7	Costs and Benefits of Sanitation for selected countries (WSP ESI-Phase 2)	1 st quarter				•	
8	Discussion paper: Urban water supply subsidies	April 30	•				
9	Discussion paper: Tariff pathways	April 30	•				
10	Discussion paper: NRW reduction	April 30	•				
11	Sanitation Decision Support System (with UNESCO-IHE) Phase 1 (technology and technical options and corresponding costs)	May				•	
12	Climate Change and Water toolkit for ADB Operations and staff (emphasis on resources and best practices)	May					•
13	Toolkit for diagnosing utility performance	June 30	•				
14	Discussion paper: Energy efficiency of water utilities	June 30	•				
15	Template and checklist for climate-ready water sector investments	2 nd quarter					•
16	Review of international best practices and innovative approaches to water security and climate change	2 nd quarter					•
17	Economics of Sanitation in Central and West Asia (to be initiated after the ADB-CW Asia regional sanitation workshop)	2 nd quarter				•	
18	Water safety plan: Hue water supply project- to be presented in SIWW	2 nd quarter				•	
19	Cost Recovery in Irrigation: Case Study of Kyrgyz (to be expanded to larger lessons learned); Note: for confirmation whether this is still possible	2 nd quarter		•			
20	Study Guidelines, TORs for basin projects- through Basin Stream Forum	1 st half			•		
21	Report on introducing IWRM in 25 focal basins identified in WFP	1 st half			•		
22	Performance benchmarking paper	1 st half			•		
23	Technical paper on water quality management in river basins	1 st half			•		

24	Concept note re TA and loan review of basin project	1 st half			•		
25	Discussion paper on groundwater management	1 st half			•		
26	Discussion paper on water security	1 st half			•		
27	Internal document highlighting the review of ADB's Irrigation portfolio	2 nd / 3 rd quarter			•		
28	Support piece for the irrigation section of ADB's operational plan	2 nd / 3 rd quarter			•		
29	Three background papers to be commissioned for the ADB Water event for October 2010 to include: a) Less Water and More Food (which may include much of the work from the Revitalizing Asia's Irrigation by IWMI); b) Technologies in Irrigated Agriculture: Costs and Benefits; and c) Redefining Public Sector Irrigation Management: the Role of the State, Water Users and Private Service Providers	3 rd quarter			•		
30	Climate Change Adaptation for Irrigation: Issues, Options and ADB Engagement	3 rd / 4 th quarter			•		
31	Possible piece on irrigation benchmarking with application to ADB operations	3 rd / 4 th quarter			•		
32	Paper on water and climate change for the water event in October	Before October					•
33	ADB's long-term strategy for basin water	October			•		
34	ADB-IUCN report on charting IWRM progress and facilitating investments	October			•		
35	Sanitation Decision Support System (with UNESCO-IHE) Phase 2 (refinements of Phase 1 to include additional options and more details)	Nov/ December					•
36	Regional Index for Disaster-Preparedness and Flood Alert System under RETA 7276	December			•		
38	Small Publications on IWRM in river basins under RETA 6470	December			•		
39	Guidelines on Roadmap Advisory Service under RETA 6470	December			•		
40	IWRM Investment Roadmaps and river basin profiles for the following river basins under RETA 6470: Bengawan Solo in Indonesia, Baitarani in India, 4Ps in Cambodia, Vu Gia Thu Bon in VietNam, and Mananga-Kotkot-Lusaran (Central Cebu), Philippines	December			•		
41	Basin profiles for the Bagmati and Syr Darya river basins under proposed RETA on water security	December			•		
42	Identification of priority projects on water security for the Bagmati, Bengawan Solo and Syr Darya river basins under proposed RETA on water security	December			•		
43	Improved river management plans on water security for the Bengawan Solo and Syr Darrya river basins under proposed RETA on water security	December			•		
44	Sanitation solutions for communities and peri-urban areas (results of PDA projects in Viet Nam, and possibly, Chongqing)	4 th quarter					•
45	Water governance paper	2 nd half			•		
46	Manual of river basin performance benchmarking	2 nd half			•		
47	AWDO 2010	2 nd half			•		
48	Water Risk Disaster Management Discussion Paper	2 nd half			•		
49	Annual status report on Water and Climate Change in Asia-Pacific region prepared by APWF Steering Group on Water and Climate Change	2 nd half					•
50	Sanitation photo essay	TBC					•
51	Updated guidelines for regional water knowledge hubs and networking	Not indicated			•		
52	Publication on rural water supply	TBD			•		

II. Events		Target Completion Date/ Period	U	R	B	S	CC
A. Specific for the Stream							
1	Series of basin stakeholder workshops, training and seminars in five river basins under RETA 6470 to pilot the roadmap advisory service and to finalize the IWRM investment roadmap	Throughout the year			•		
2	Series of training and workshops on water-related disaster management under RETA 7276	Throughout the year			•		
3	IGES groundwater knowledge hub regional launch workshop, Japan	January			•		
4	International Year of Sanitation (IYS) Follow-up Conference, Japan	Jan 26-27				•	
5	East Asian Ministerial Conference on Sanitation (EASAN 2) Philippines	Jan 27-28				•	
6	4 th NARBO General Meeting	February			•		
7	6 th Asian Water Development Outlook (AWDO) 2010 Team Meeting	February			•		
8	IWA Conference and Exhibition on Decentralized Wastewater Treatment Solutions in Developing Countries, Surabaya, Indonesia	March 23-25				•	
9	Regional workshop at ADB Headquarters on water and climate change guidelines for projections, impact assessments and framework for adaptation strategies	March					•
10	1 st Meeting of the APWF Steering Group on Water and Climate Change back to back with the workshop	March					•
11	Other in-country sanitation dialogues (Uzbekistan/ Central and West Asia, and Chongqing/PRC)	1 st quarter				•	
12	Participation in the Learning Week at ADB HQ for knowledge management and networking, targeted at regional knowledge hubs and their partners	April					•
13	Knowledge Hubs Learning Week	April			•		
14	NARBO Study visit to Spain on river basin management	May			•		
15	Asia-Pacific Water Ministers Forum (during SIWW)	June			•		
16	UNSGAB Meeting (during SIWW)	June			•		
17	2 nd Annual Progress Review Meeting of the APWF Water Knowledge Hubs	June			•		
18	Regional Workshop on Economics of Sanitation Initiative- Phase 2 (cost-benefit and cost-effectiveness analysis of options)	2 nd quarter				•	
19	13 th International River Symposium, Brisbane, Australia (International Water Centre)	September			•		
20	ADB Workshop on irrigation benchmarking and staff discussion for development of ADB operational plan. Note: to be done in cooperation with the Knowledge Hub for Irrigation	3 rd / 4 th quarter		•			

	Service Reform and CoP consultant						
21	2 nd Meeting of the APWF Steering Group on Water and Climate Change during or back to back with the water event at ADB	October					•
22	7 th NARBO Training on IWRM	November			•		
23	Facilitated debriefing following water week to review findings, discuss implications for our water activities	Not indicated	•				
B. Several/ All Streams							
24	Singapore International Water Week (and) Participation in the the Asia-Pacific Water Ministers Forum which will review the first report of the APWF Steering Group on Water and Climate Change	June	•	•	•	•	•
25	Stockholm World Water Week - Participation in the presentation of ADB's new water program and operational plan	September	•	•	•	•	•
26	Water Crisis and Choices: 12 presentations, 4 keynote presentations and 1 field visit or multiple workshops	October	•	•	•	•	•
27	4 th South East Asia Water Forum	October	•	•	•	•	•

III. Catchment Series and Blue Bag Presentations		Target Completion Date/ Period	U	R	B	S	CC
A. Catchment Series							
1	PPP in Sewerage Projects in RO Korea	1 st quarter				•	
2	Economics of Sanitation Initiative- Phase 2 Results and Feedback from regional workshop (WSP)	2 nd quarter				•	
3	Two presentations on the IWMI outputs: One on the overall background paper and one on the findings from the review of IMT and PIM studies. Perhaps have an IWMI staff member make one of the presentations	1 st and 2 nd quarter		•			
4	ADB's Irrigation Operational Plan for Irrigation and Supporting Portfolio Review	2 nd or 3 rd quarter		•			
5	Sludge Treatment and Solid Waste Management (in collaboration with Environment and Urban CoP)	3 rd quarter				•	
6	Irrigation Benchmarking and Applications for ADB Projects	3 rd quarter		•			
7	Rural water supply – Topic TBD	3 rd / 4 th quarter		•			
8	Climate Change Adaptation for Irrigation: Issues, Options and ADB Engagement	3 rd / 4 th quarter		•			
9	Conduct at least one (1) CoP catchment session on water and climate change	TBD					•
10	1 Catchment series session on basin water with contributions from RDs	<i>Not indicated</i>			•		
B. Blue Bag Presentations							
1	Philippine National Sewerage and Septage Management Program (DPWH) (Sanitation and	TBC				•	

	Urban Water Streams)						
2	Social Financing and Enterprise (Dureen Shahnaz, LKYSPP)	TBC				•	
3	Regular meetings or blue bag seminars to share experience, lessons learned on basin water initiatives in the region	Every 2 months			•		
4	Conduct regular monthly working group meetings, blue bag seminars to share experience, lessons learned and water and climate change initiatives in the region	Every 2 months					•

IV. Skills Development		Target Completion Date/ Period	U	R	B	S	CC
1	Support Water CoP members' participation in regional water and climate change training programs and workshops as participant or resource speaker, including programs organized by NAHRIM, and the Master Classes being prepared in VietNam in collaboration with the Cooperative Program on Water and Climate and the Netherlands Water Partnership	Throughout the year					•
2	Provide training for ADB staff on integrating water and climate change into project feasibility, design, monitoring and evaluation activities, as part of ADB-wide training program coordinated by RSDD's CC unit	January					•
3	UNESCO-IHE Workshop on Sanitation Decision Support System-Phase 1	June				•	
4	Conduct in-house staff training on the application of IWRM	1 st half			•		
5	Workshop on Output-based Aid, Microfinancing and Revolving Fund for Sanitation – with projects in Viet Nam and Nepal as cases	3 rd quarter				•	
6	UNESCO-IHE Workshop on Sanitation Decision Support System—Phase 2	Dec/ Jan 2011				•	
7	Staff participation in regional water events as participants or resource persons	<i>As demanded</i>			•		
8	K-Water: training on sanitation	TBD				•	

V. Research		Target Completion Date/ Period	U	R	B	S	CC
1	Through the proposed R-CDTA "Supporting Investments in Water and Climate Change": applying climate science in improving climate change projections to river basins and cities in Asia, in collaboration with the regional knowledge hubs and research partners in DMCs	Starting February 2010 after TA approval					•
2	Through RETA 7276 for "Supporting Investments in Water-related Disaster Management": research into "no regret" investments in flood management to accommodate climate change impact	2 nd half					•

3	Through RETA 6470 "Managing Water in Asia's River Basins: Charting Progress and Facilitating Investment": support practical research into pilot river basins in 5 countries	Starting 2 nd half						•
4	Demonstration projects to improve flood forecasting and warning RETA 7276	2 nd half			•			
5	Action research on community-managed flood preparedness and disaster risk management practices RETA 7276	2 nd half			•			
6	"No regret" investments in flood management to accommodate climate change impact RETA 7276	2 nd half			•			
7	Citynet/Om Prakash Mathur: paper on urban infrastructure (sanitation/ wastewater treatment) financing issues	TBD					•	
8	Explore further research collaboration with international partners with a view to shifting the center of gravity of such research knowledge centers in Asia	TBD						•
9	Innovations in IWRM in 25 focal basins identified in WFP	<i>As appropriate</i>			•			
10	Pilot and demonstration activities for IWRM	<i>As demanded</i>			•			

VI. Partnerships		Target Completion Date/ Period	U	R	B	S	CC
1	Expand cooperation with regional knowledge hubs supporting water and climate change (NAHRIM, ICHARM, ICIMOD, IWRM Central Asia, IWRM Pacirif, CRBOM and others) by providing expert services as resource speaker or trainers and to facilitate services to ADB project clients	Throughout the year					•
2	Approval of the R-CDTA Supporting Investments in Water and Climate Change will start regional work to support the demonstration of projection and impact assessment methodologies, provide capacity development through regional training, and prepare guidelines and facilitate regional coordination through the APWF Steering Group on Water and Climate Change	January					•
3	Facilitate the launch of TERI as regional knowledge hub for water and climate change in South Asia through ADB's participation in the Delhi Sustainable Development Summit	February					•
4	Partnerships to support ADB's successor Water Financing Program for basin water operations; expected to include NARBO, GWP, IUCN, WWF, Spain, Australia, others	1 st quarter			•		
5	UN-Habitat – explore areas for future collaboration: workshops; DP publication and dissemination; awareness-raising and community-based activity	1 st quarter				•	
6	Based on results from the conference in Tokyo in December 2009, collaboration will be explored with the Global Earth Observation System of Systems (GEOSS) Asian Water Cycles Initiative (AWCI)	1 st half					•
7	Identify and support candidate organizations for RBO performance benchmarking under	1 st half			•		

	NARBO 2 nd phase						
8	Expand cooperation with regional water knowledge hubs under the Asia-Pacific Water Forum and NARBO by providing expert services as resource speaker or trainers	<i>As demanded</i>			•		
9	Increase active membership in Basin stream including persons outside ADB	<i>Not indicated</i>			•		
10	Encourage use of Basin Stream Forum to facilitate threaded discussions on important basin water topics	<i>Not indicated</i>			•		
11	For possible PDA: 1) Plan International: Community-based sanitation for rural and peri-urban areas in Chongqing, PRC (after the in-country sanitation workshop); 2) WHO/AusAid: Water Safety Plan (Sanitation and Urban Water Streams)					•	
12	UNEP—explore areas for future collaboration; workshops on technology options; contribution to the sanitation decision support system	TBD				•	

VII. ADB Participation		Target Completion Date/ Period	U	R	B	S	CC
1	Promote active participation in the Working Group by members of the Water CoP and by climate change focal points in RDs and RSDD	Monthly					•
2	Participate in climate change adaptation events organized by RDs and RSDD	Throughout the year					•
3	Collaborate closely with RSDD's CC team and with the adaptation focal point in RSES and the ALUWG group it convenes	Throughout the year					•
4	Contribute to peer reviews for the incorporation of water and climate change into newly formulated TAs and loans as part of quality support processes in ADB (note: per agreement in Dec 17, 2009 meeting, for deletion from workplan of CC group)	Throughout the year					•
5	IYS Follow up Conference, Japan	January 26-27				•	
6	EASAN 2, Philippines	January 27-28				•	
7	Expand the scope and budget of R-CDTA "Supporting Investments in Water and Climate Change" when additional WFPF funding has been mobilized	3 rd quarter					•
8	Identify role of Basin CoP in quality support of project design in processing of loan and grant projects under new ADB Business Processes	<i>Not indicated</i>			•		
9	Facilitate peer review of loan and grant project design where basin management is involved (note: per agreement in Dec 17, 2009 meeting, for deletion from workplan of Basin group)				•		

VIII. Others		Target Completion Date/ Period	U	R	B	S	CC
Meetings							
1	Series of basin water stream meetings with summary of meeting highlights shared with members leading to the October water event. Core team and technical working groups to have separate meetings	January, March, May, August			•		
2	Participate in regular preparatory meetings for the October water event, to integrate water and climate change into the agenda and program, to arrange suitable sessions and/or side events, and to report on the preparation of the knowledge product to be presented at the event	Monthly					•
Membership							
1	Try to strengthen irrigation group for CoP. Look for options and ADB engagement	January		•			
2	Recruit consultant for irrigation work	January		•			
3	Finalize working group for 2010 ADB Water for Food theme for ADB October water event. To date, Yasmin Siddiqi will take one session	January		•			
4	Recruit leadership for the rural water supply portion. Hire consultant to work on a new program for this	February		•			

Fn: water committee 2010 workplan (revised) 7Jan2010