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DEVELOPMENT
BANK

~~BRUCE~~

~~UNWATER~~

BACK BOOK - ADB



FAX Transmittal Sheet

UNDP-World Bank Water & Sanitation Program
Regional Water and Sanitation Group
55, Lodi Estate, P. O. Box 416
New Delhi 110 003, India
FAX Number: (91-11) 462 8250
TEL: (91-11) 469 0488/9, TELEX: 31-61493 IBRD IN

To: Anthony Pellegrini, TWUDR, Washington
Fax No. 00202-5223227
cc: Brian Grover, TWUWS *BG*
Fax No. 001202-4770164/5223228
cc: Rick Pollard, Jakarta
Fax No. 006221-2520432
From: Robert A Boydell, RWSG-SA
Date: June 19, 1996
Sub: Mission to Philippines

Pages including this sheet (8)

¹Message No. 96/ 2584

Dear Mr Pellegrini,

Brian Grover suggested that I provide some information on our activities with the ADB before your forthcoming mission to the Philippines. Attached is a general briefing note on the ADB, which I prepared some time ago, which you may find useful.

The major focus for the Program's collaboration with ADB is the preparation of a joint regional consultation on the design and implementation of large scale rural water supply and sanitation projects, which is planned to take place in Manila in the second quarter of 1997. The activity will be funded from a RETA (ADB's regional TA funding channel described in my note). Also attached is a note on the consultation.

Brian has asked Rick Pollard from the RWSG-EAP to brief you on the collaboration with ADB in Indonesia.

Regards,

Bob Boydell

Transmission authorized by: Robert Boydell, Regional Manager, RWSG-SA

The Asian Development Bank - Briefing Note.

Background

The Asian Development Bank (ADB) operates in a similar way to the World Bank (WB) but is much smaller (approx 2,000 staff), see the attached data sheet. It has something of a reputation of being less rigorous than the WB. There has been some minor rivalry and conflicts of opinion in the past between ADB and the WB SODs for example on projects in Philippines and Nepal, tread carefully when playing the WB card.

Organization

The ADB was restructured in the early 1990s to form two separate regional operational vice presidencies - East and West. There is a third vice presidency for Finance and Administration. There are also separate "Offices" for audit, evaluation, policy and environment that report directly to the President. There is no equivalent of the WB central divisions. ADB have a special agreement with the World Bank regarding the division of responsibility for operations in the Pacific Islands, generally ADB take the lead. A separate division for Pacific operations has been established. An organization chart is attached as annex 3.

The Eastern Vice Presidency (VP) covers: Hong Kong, Mongolia, Indonesia, Malaysia, Singapore, Philippines, China, Korea, Kazakstan, Kyrgyz and the South Pacific.

The Western covers: India, Pakistan, Nepal, Bangladesh, Cambodia, Lao, Myanmar, Thailand, Vietnam, Bhutan, Afghanistan, Sri Lanka, Maldives.

Both regional VPs have Agriculture and Social Sector Departments in which are located our main contacts, the "Water Supply, Urban Development and Housing Divisions".

There are resident missions located in Indonesia and South Pacific (Vanuatu) in the Eastern region, and in Nepal, Pakistan, Bangladesh and India in the West. These are worth visiting for a local briefing when visiting a country.

Philosophy

ADB have recently published its Medium Term Strategic Framework. It specifies five strategic development objectives; promoting economic growth, reducing poverty, improving the status of women, supporting human development, and protecting the environment. These are translated into four operational strategies; policy support, capacity building, strengthening

producticecapacity infrastructure and services, and regional cooperation. ADB also apply a 50:50 criteria that ensures that 50% of all its projects should have clear social or environmental goals. Water supply and sanitation are seen as cental elements in these strategies.

People

Our main contacts are the Division Chiefs for Water Supply, Urban Development and Housing. In the West, James (Jim) Rockett and in the East, Asad Ali Shah, and their staff. Particularly good contacts have been made with the following:

Arthur McIntosh, who works on Sri Lanka and Pakistan and who attends the collaborative Council. He organized the Water for Mega Cities Consultation and put together the Water Utilities data Book.

Peter Wallum, who works on the Indonesia rural water supply and sanitation project. Gordon Fox, who coordinates Pacific Island infrastructure projects. A list of other contacts is attached as annex 2.

Like the WB, ADB make great use of consultants and ex. Program employees Rencie Padernal and Willie Barriero keep close contact with the action in ADB.

Resources

ADB publish a surprising number of books, manuals, guidelines and staff papers etc. Also ADB like the WB, undertake sector work and a number of good water and sanitation sector studies are available including for example Pakistan and Indonesia, see annex 2.

Opportunities

One of the major difference between the WB and ADB is that ADB have substantial funds allocated for "technical assistance projects" these are used for two areas of activity at country level, project preparation, and advisory and operational support. There are also funds for regional technical assistance projects (RETAs). A RETA was used to prepare for and fund the Mega Cities consultation and one is being processed for a joint rural water supply an sanitation consultation following on from to the Colombo workshop. These TA funds can provide a vehicle for joint activituies at regional and country level.

Miscellaneous.

Located in Metro Manila some way from down town. There

is a good hotel next door, the Edsel Plaza, if your business is only with the Bank.

The data sheet "ADB at a glance" is attached as annex 4.

Ex ADB staff now in the WB, who know the institution well are David Howarth and Tony van Vugt. Also Jerry Warford who was seconded to the ADB at one time. Ranjith Wirasinha also worked for them.

REGIONAL TECHNICAL ASSISTANCE ON BETTER IMPLEMENTATION OF LARGE-SCALE RURAL WATER SUPPLY AND SANITATION PROJECTS IN ASIA

Objective

The objective of the proposed Consultation, which is to include about 70 participants from The World Bank, ADB, bilateral aid agencies and national program and project managers from Asia, to be held in Asia during the Spring of 1997, is to improve the ability of ESA's, governments and field-level practitioners in Asia to better plan, manage and supervise the implementation of large-scale rural water supply and sanitation projects with specific focus on the scaling-up process and to enable staff involved in project supervision and evaluation to identify and develop better indicators by which to assess project performance.

The proposed Consultation is a follow-up to the Asian Regional Workshop on Planning and Implementing Large-scale Rural Water Supply and Sanitation Projects, held in Colombo in September 1994 and the National Workshop on ESA assisted Rural Water Supply and Environmental Sanitation Projects held in Cochin, India in May 1995, organized by the Regional Water and Sanitation Group for South Asia.

The Consultation will focus on a number of crucial thematic issues:

Improving Project Design and Implementation

- effective use of piloting and addressing problems involved in the scaling-up process
- capacity-building: models, tools and methodologies based on successful experiences and best practices
- roles of intermediaries such as NGO's, CBO's and informal institutions in project planning and implementation
- successful ways to employ project selection criteria, cost-sharing, choices of service levels and community management in demand-oriented settings
- identifying successful modalities for implementing rural sanitation components of large-scale investment projects based on the above principles

Sustainability

- identification and utilization of the capacity for community management inherent in rural societies toward implementing better rural water and sanitation projects, including harnessing political commitment and national and local resources, both financial and human
- approaches to the rehabilitation of the growing number of non-viable rural water schemes in the region
- assessing post-construction assistance requirements in improving community management

New Organizational Roles

- new roles for task managers and project engineers and governments in initiating, facilitating and guiding the progress of investments in large-scale rural water and sanitation projects

-identifying effective and efficient tools and methods for monitoring and supervising sustainable rural water and sanitation projects

-ways to achieve synergy of inter-agency networking and sharing of information

Case studies covering important large-scale RWSS projects and exceptionally innovative pilot projects will form the backbone of the Consultation.

Lessons emanating from the case studies will be presented in a theme paper.

A tentative list of projects for which case studies will be prepared are:

- * Community Water Supply and Sanitation Project - Sri Lanka (IDA)
- * Central Visayas Water Supply and Sanitation Project, The Philippines (AusAid)
- * Social Action Program (RWSS component), Pakistan (multi-donor)
- * Comparative Study of Rural Water Supply Projects, Indonesia
 - Water Supply and Sanitation for the Poor in Low-income Communities (IDA)
 - Village Infrastructure Project (IDA)
- * Comparative Study of RWSS Projects, Karnataka, India
 - Water Supply and Environmental Sanitation Project (IDA)
 - Integrated Rural Water and Sanitation Project (Danida)
 - Water and Sanitation Project (Dutch aid)
- * Pilot Rural Water Supply and Sanitation Fund (JAKPAS), Nepal (Japanese grant)
- * Second Water Supply and Sanitation Project, Sri Lanka, (ADB)

ADB has indicated a willingness to commit up to \$250,000 towards realizing the Consultation, and a sizeable contribution will be made in staff inputs, administrative and advisory support in the preparation of case studies from the Program.

Preparation of several case studies are already or soon will be underway with funding from the Program and the Bank (EA3IN).



ADB AT A GLANCE

(As of 30 June 1994)

2584/7

1. DATE OF FORMAL OPENING FOR BUSINESS 19 December 1966		E. (i) Estimated total cost of projects directly financed (\$ Million) 79,880.16	
2. ADDRESS ASIAN DEVELOPMENT BANK P.O. Box 789, 0980 Manila 6 ADB Avenue, Mandaluyong, Metro Manila, Philippines		(ii) Share of Bank loans in E (i) (per cent) 41.8	
3. MEMBERS		(iii) Cost of projects indirectly financed through National Development Finance Institutions (\$ Million) 17,177.20	
Total Membership	55	(iv) Share of Bank loans (based on subloans approved/credited) in E (iii) (per cent) 22.3	
(i) Regional	39	F. Co-Financing with other sources ^f	
Non-Regional	16	(i) Number of Projects	395
(ii)* Developing	35	(ii) Amount of Bank loans (\$ Million)	19,671.50
Developed	19	(iii) Amount of Co-financing (\$ Million)	18,336.31
4. RESOURCES		7. TECHNICAL ASSISTANCE ACTIVITIES	
A. Ordinary Capital Resources		A. Total T.A. Projects ^g	
(i) Authorized Capital	50,389.9 ^a	(i) T.A. to DMCs	2,653
(ii) Subscribed Capital	28,745.6 ^a	(ii) Regional Activities	578
(a) Callable	25,680.2 ^a	B. Countries Assisted	32
(b) Paid-in	3,065.4 ^a	C. T.A. by Type of Assistance to DMCs	
(iii) Borrowings Outstanding	13,993.5	Advisory & Operational	1,151 ^h
(iv) Reserves & Unallocated Net Income	5,254.8	Project Preparation	924
B. Special Funds Resources		Special T.A.	2
(i) Asian Development Fund (ADF)	18,884.1 ^b	D. Project Loans which have resulted from Bank T.A.	548
(ii) Technical Assistance Special Fund	528.1 ^c	E. Cumulative Sectoral Distribution of T.A. ⁱ	
5. BANK STAFF			% of Total Projects
A. Total	1,925 ^d		% Approved
(i) Professional Staff	648	Agriculture & Agro-Industry	36.3
(ii) Supporting Staff	1,277	Energy	11.3
B. Nationalities	42	Industry & Non-Fuel Minerals	4.5
6. LENDING ACTIVITIES			7.8
A. Total Loans Approved ^e	1,296	Finance	6.0
(i) Ordinary Loans	681	Transport & Communications	13.3
(ii) ADF Loans	615	Water Supply & Sanitation	6.0
B. Number of Projects Financed	1,187	Urban Development	3.5
C. Number of Countries Assisted	32	Education	5.4
D. Cumulative Lending by Sector		Health & Population	2.3
	% of Total Projects	Multisector	0.9
	Number	Others	8.7
Agriculture & Agro-Industry	32.2	F. T.A. Approvals funded from other sources (\$ Million)	192.44
Energy	16.9	8. PRIVATE SECTOR ACTIVITIES ^j	
Industry & Non-Fuel Minerals	5.5	A. Total Approvals	98 ^k
Finance	10.5	(i) Equity Facilities	78
Transport & Communications	15.9	(ii) Loans without Government Guarantee ^l	51
Water Supply & Sanitation	6.9	(iii) Syndications, complementary loans	15
Urban Development	2.6	B. Technical Assistance Approvals ^m	107
Education	5.2		24.28
Health & Population	2.0		
Multisector	2.2		
Others	0.1		

* Nauru has not been classified

a Valued in terms of SDR at the rate of US\$1.44837 per SDR.

b ADF resources consist principally of available ADF contributions of member countries, accumulated ADF net income and repayments, and amounts set aside in earlier years pursuant to Article 19.1 (i) of the Bank's Charter.

c TASF resources consist principally of contributions of member countries. As of 30 June 1994, unutilized resources amounted to \$219.7 million.

d Excludes Management. Supporting staff total includes 72 staff absorbed under special positions.

e Includes technical assistance loans later refinanced in subsequent loans.

f Comprising official sources, both bilateral and multilateral, and export credit and private sources.

g T.A. projects with project preparation and advisory and operational components are counted as one.

h Including projects financed from sources other than the Bank, with the Bank acting as executing agency.

i Excludes regional projects.

j Excludes cancellations.

k Double counting eliminated.

l Included in 6 above.

m Included in 7 above.

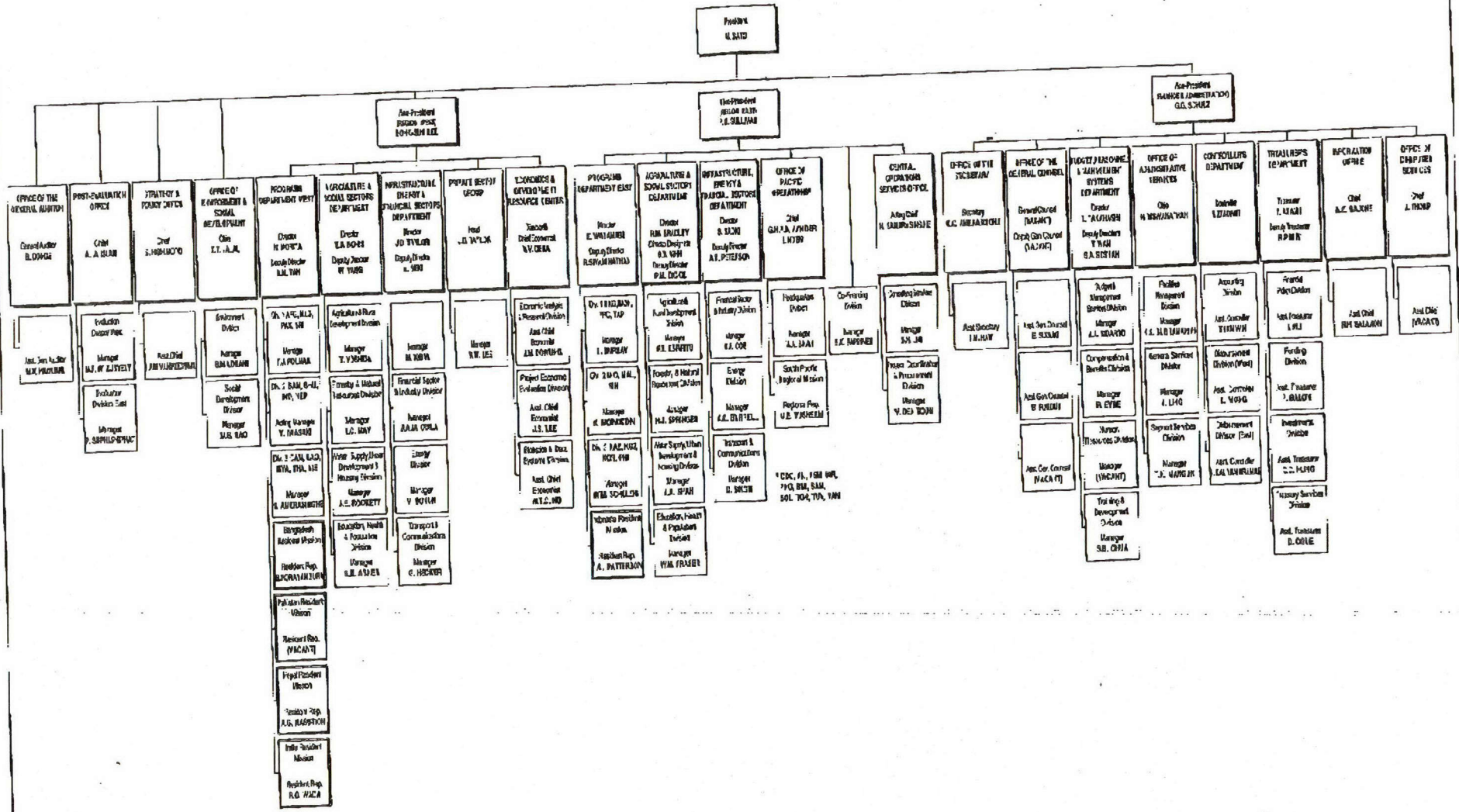


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John Briscoe
Susan Lee
David Streets



ASIAN DEVELOPMENT BANK
MANILA, PHILIPPINES

95 NOV 24 AM 9 44

FAX NO. (632) 636-2191

FACSIMILE TRANSMISSION COVER FORM

TO :	MR. BRIAN GROVER The World Bank	ATTENTION :	
FAX NO.:	(1-202) 622-3228 ⁵	COUNTRY :	WASHINGTON, D.C., USA
FROM :	WOUTER T. LINCKLAEN ARRIENS	DEPT./OFFICE:	OESD/OEOC
PHILIPPINE TIME:	HRS	APPROVED BY :	DIETER BUCHER <u>3</u> Senior Sector Specialist
DAY:	24 MONTH: NOVEMBER YR: 1995	PAGE ONE OF :	3

(NOTE: IF NOT RECEIVED CLEARLY, PLEASE CALL (63-2) 632-5531 or 632-5533, TLX 29066 ADBPH/42205 ADBPM)

MESSAGE:

Dear Brian,

Subject: Global Water Partnership

Thank you for your fax dated 22 November 1995 with attached background papers for the Global Water Partnership planning meeting in Stockholm on 4-6 December.

I am sending you attached a copy of our fax dated 21 November 1995 to Lisa Eisenman at SIDA in Stockholm, in which we conveyed that we will not be able to participate in the meeting because of personnel and budget constraints. We will, however, communicate our views and suggestions in writing in advance of the meeting, and hope that these will make a useful contribution to the proceedings.

We have noted from the documentation for the meeting that the regional development banks are expected to play a major role in the GWP. I am trying to ensure that the printing of the discussion paper *Towards a Policy for Water Resources Development and Management in the Asian and Pacific Region: Issues and Opportunities* will be finalized in time for a box to be couriered to the meeting in Stockholm, for the information of the participants. You will note that the Discussion Paper suggests the following in connection with the Global Water Partnership (in para. 37):

"The Bank's mandate and location will enable it to play a more instrumental role in supporting international exchange and cooperation in WRD&M among countries in the Asian and Pacific region, if its DMOs and other development partners so wish. The Bank is well situated and equipped to interface with institutions at the global and interregional level on WRD&M in the

region. Participation by the Bank in the proposed World Water Council and in the Global Water Partnership should also be considered on the basis of its role in WRD&M in the region."

Also, in para. 189

"The participatory and consultative process adopted by the Bank for its water resources policy formulation provides a good starting point for the gradual evolution of such a policy coordination and cooperation framework for WRD&M in the Asian and Pacific region, including the exchange of information and experience."

As you are aware, a regional consultation workshop on water resources development and management is planned on 10-14 May 1996 at the Bank's Headquarters in Manila, which we hope will be effective in canvassing the issues and opportunities in the Asian and Pacific region, and in stimulating the exchange of experience between countries and organizations. The Bank's policy will be formulated on the basis of the results of the workshop.

With best regards

Yours sincerely,


WOUTER T. LINCKLAEN ARRIËNS
Water Resources Specialist
Office of Environment and Social Development
(Secretary, Interdepartmental Water Resources Policy Group)

This message is copied to:


- Ms. Lisa Eisenman, SIDA, Stockholm, Fax No. (46-8) 612-0976
- Mr. Frank Hartweg, UNDP, New York, Fax No. (1-212) 906-6350
- Mr. Guy Le Moigne, World Bank, Washington DC, fax (1-202) 334-0568



ASIAN DEVELOPMENT BANK
MANILA, PHILIPPINES

FAX NO. (632) 636-2191

FACSIMILE TRANSMISSION COVER FORM

TO :	SIDA	ATTENTION :	MS. LISA EISENMAN
FAX NO.:	(46-) 612-0976	COUNTRY :	STOCKHOLM, SWEDEN
FROM :	WOUTER T. LINCKLAEN ARRIENS	DEPT./OFFICE:	OESD/OEOC
PHILIPPINE TIME:	HRS	APPROVED BY :	DIETER BUCHER  Senior Sector Specialist
DAY: 20	MONTH: NOVEMBER	YR: 1995	PAGE ONE OF : 1

(NOTE: IF NOT RECEIVED CLEARLY, PLEASE CALL (63-2) 632-5531 or 632-5533, TLX 29066 ADBPH/42205 ADBPM)

MESSAGE:

SUBJECT: CONSULTATION ON THE PROPOSED GLOBAL WATER PARTNERSHIP

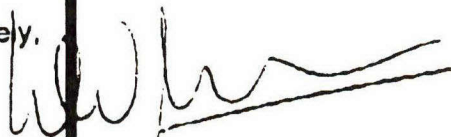
Dear Ms. Eisenman,

With reference to your fax dated 18 October 1995 to President Sato with attached copy of the invitation to the captioned meeting, I regret to inform you that we will not be able to participate in the meeting because of personnel and budget constraints.

We do intend, however, to communicate our views and suggestions to you in writing in advance of the meeting, and hope that these will make a useful contribution to the proceedings.

In this connection, it would be helpful if you could fax and/or courier the agenda and documents to us as soon as possible.

Yours sincerely,



WOUTER T. LINCKLAEN ARRIENS
 Water Resources Specialist
 Office of Environment and Social Development
 (Secretary, Interdepartmental Water Resources Policy Group)

bcc: B.N. Lohani, OIC, OESD
 L. Hay, Asst. Secretary



FAX Transmittal Sheet

ADB

UNDP-World Bank Water & Sanitation Program
Regional Water and Sanitation Group
53, Lodi Estate, P. O. Box 416
New Delhi 110 003, India
FAX Number: (91-11) 462 8250
TEL: (91-11) 469 0488/9, TELEX: 31-61493 IBRD IN

To: Mr Dinh Xuan Vinh, Director, Agriculture and Social Sectors Department
East, ADB, Manila, Philippines

Fax No. (632) 636-2400

Copy: ✓ Grover, TWUWS; Silvermann, RWSG-EAP ✓

From: Robert Boydell, RWSG-SA

Date: October 16, 1995

Subject: Follow up on our recent discussions

Pages including this sheet (2)

MSG # 95/1676

Dear Mr. Vinh,

1. I am forwarding herewith my letter of date as advance copy; the hardcopy is in post.

Best regards,

1676-2

**UNDP/WORLD BANK WATER & SANITATION PROGRAM**

(Executing Agency: The World Bank)

Regional Water & Sanitation Group - South Asia
P. O. Box 416
53 Lodi Estate
New Delhi 110 003
India

Telephone: 4690488, 4690489
Telex: 31-61493 IBRD IN
Fax: 462 8250

October 16, 1995

Mr. Dinh Xuan Vinh,
Director,
Agriculture and Social Sectors Department East,
Asian Development Bank,
6 ADB Avenue, Mandaluyong,
Post Box No: 789,
0980 Manila, Philippines

Dear Mr. Vinh,

It was a great pleasure to visit the Asian Development Bank once again during September together with my colleagues, Brian Grover Program Manager and Jerry Silverman the Program's new Regional Manager for East Asia. I am pleased to inform you that we had very productive discussions with your staff about future collaboration.

As you may recall during a previous visit we had discussed the possibility of jointly hosting and cofinancing a regional consultation on the implementation of large scale rural water supply and sanitation projects.

The proposed consultation is a follow up to a workshop held in Colombo a year ago which was attended by your staff member Mr. David Boggs and from which this idea evolved. The intention of the consultation is to bring a sharper focus on the problems and issues encountered in the scaling up of rural water supply and sanitation projects in order that we can increase our impact on coverage levels in the region.

We discussed the consultation at some length with both Mr. Shah and Mr. Rockett and the consensus was that the lead would be best be taken by the East Division as they are deeply involved in the rural water sub sector in Indonesia and the Philippines, and that the initiative could be funded through a Regional Technical Assistance (RETA) project for which we estimate the budget to be some \$100,000. The timing of the consultation would be late in 1996.

We are very aware that the processing of a RETA and the organization of a consultation is a consuming task and I would assure you that we are very willing to help carry this burden. I look forward to hearing from you in the near future and our future collaboration.

Yours sincerely,

Robert A Boydell
Regional Manager.

File
As DB

The World Bank/IFC/MIGA
O F F I C E M E M O R A N D U M

DATE: October 9, 1995 05:59am

TO: BRIAN GROVER (BRIAN GROVER@A1@WBHQB)

FROM: Jerry Silverman, RWSGEAP (JERRY SILVERMAN@A1@JKRTA)

EXT.:

SUBJECT: Collaboration With ADB -- Indonesia

Brian -- I had an exceptionally productive meeting with Mr. Alex Jorgensen, Project Engineer in the Water Supply, Urban Development and Housing Division (East) of the ADB, on Thursday, September 28th in Manila. That meeting was a follow-up to our discussions the day before with Mr. Asad A. Shah, Chief of that Division, during which he supported, in principle, the idea that we might collaborate in their preparation of a sector study re. Urban Environmental Sanitation in Indonesia.

The purpose of this EM is to inform you of the status of that potential collaboration based on the discussion of September 28th (I am CCing this EM to both Messrs. Shah and Jorgensen so that if I have misinterpreted that discussion, they will be able to respond with any qualifications, comments, etc. that they might have).

What follows is presented under the following headings: (i) ADB procedural context; (ii) purpose & substantive focus of the sector study; (iii) ADB's lead role; (iv) Government of Indonesia's (GOI's) participation; (v) participation of other Indonesian stakeholders; (vi) RWSGEAP's comparative advantage; (vii) RWSGEAP's support role/level of effort; (viii) timing; (ix) ADB/RWSGEAP co-financing; and (x) potential catalyst for broader ESA coordination/ participation.

ADB Procedural Context. As you recall, Mr. Shah suggested during our meeting on September 27th that the appropriate instrument for possible collaboration of RWSGEAP with ADB would be their Advisory Technical Assistance work (similar to what the World Bank would term "Sector Work"). I do not yet have a clear procedural map of the process ADB staff go through to prepare documentation and approval from ADB management for such work, but it is clear that a number of steps are required: (i) an exploratory visit is made by the responsible Project Officer (PO; in this case Mr. Jorgensen) to consult with Government, etc.; (ii) the ADB/PO drafts an initial concept paper (including objectives, substantive focus, and draft TORs for consultants, etc.); (iii) the concept paper is reviewed and (hopefully) approved by ADB Management; (iv) consultants are hired to do much of the

actual work (data collection and analyses); and (v) work is initiated under the direction/supervision of the ADB/PO.

Mr. Jorgensen will (hopefully) be in Jakarta during the 1st week of November to initiate the process. During that visit, he will consult with us re. drafting of the concept paper (particularly with respect to the TORs for specific tasks which we are suggesting be included as part of this exercise). At that time, I will get a more precise description of ADB's procedural requirements and schedules re. work of this kind.

Purpose & Substantive Focus of the Sector Study. The purpose of this activity would be to assist the GOI to prepare an overall Country Urban Environmental Sanitation Strategy/Program (UESS/P) and develop its own capacity to update it on a recurrent, sustainable basis. The ADB/GOI study would be viewed as a primary input into the establishment of that UESS/P; as well as initiating a longer-term capacity building effort (to be carried forward, perhaps, by a subsequent ADB project).

The content of the study will be discussed further with Mr. Jorgensen during his November Mission. However, I think that it would probably include, among other topics:

- o A description of current demand, technologies in use, supply characteristics, and current policy & institutional framework;
- o Potential demand, alternative technologies available, and user willingness to pay;
- o Strategic options depending on available financing (including alternative arrangements re. sources of finance) and institutional arrangements; and
- o An outline of a proposed sector program for implementing the proposed strategic priorities.

ADB's Lead Role. I have assured Mr. Jorgensen that we view our role in this potential collaboration as SUPPORTIVE; ADB would in all matters retain the lead role. Given our proposed involvement in drafting the concept paper and specifying TORs, I foresee no significant problems re. compromising our own Program's objectives or principles.

Government of Indonesia's Participation. ADB views Cipta Karya (The DG within the Ministry of Public Works responsible for Water & Sanitation) as the lead agency for the proposed study. Our experience suggests, however, that if we were taking the lead in this work, we would prefer that BAPPENAS was the lead agency. Nevertheless, since ADB is in the lead, we will only suggest to them that they approach BAPPENAS to take the lead; we should not insist on that.

In any event, whichever GOI agency takes the lead, we see a need for VERY close collaboration between it and other

important GOI agencies. Thus, in addition to Cipta Karya and BAPPENAS, we would encourage involvement of Ministry of Health, BANGDA and BANGDES in Ministry of Home Affairs, and provincial and local municipal governments. Our view would be that collaboration among all of these public sector stakeholders could be fostered through participation in GOI working teams and action-planning workshops. The primary role of consultants would be to assist those working teams and prepare draft documents.

Participation of other Indonesian Stakeholders. There are several NGOs active in the W&S sector(s); including Dian Desa, CARE, Bina Swadaya, and Yayasan Indonesia Sejahtera. In addition, the Bandung Technology Institute has a Faculty of Sanitary Engineering which might have an interest in the study. Finally, there are the users themselves. We will suggest to ADB that some mechanism for participation be established for these various stakeholders' input to policy recommendations; perhaps through some form of advisory or review panel.

RWSGEAP's Comparative Advantage. I suggested to Mr. Jorgensen that RWSGEAP had a comparative advantage in four particular areas:

- o Substantive specialists in the areas of urban neighborhood-based sanitation systems, institutional development (especially re. decentralization and local government capacity issues), community sanitation & health education and participation, and willingness to pay surveys;
- o Already established close working relationships with BAPPENAS and Ministry of Health (as well as Cipta Karya) and NGOs active in the W&S sector in Indonesia;
- o Designing and nurturing participation processes to involve GOI and NGOs; and
- o In-country support for the field team (consultants, ADB staff, and ourselves).

RWSGEAP's Support Role/Level of Effort. We will need to agree on the specific role of RWSGEAP during Mr. Jorgensen's visit here in November. However, based on the comparative advantages outlined above, Mr. Jorgensen and I explored the possibility that we could support the ADB effort in the following ways (all under the ultimate responsibility of the ADB/PO):

- o Oversight of consultants (this would enable ADB to employ the best INDIVIDUAL consultants available for each task rather than employ a consulting firm which likely would have uneven resources across the full range of specializations desired -- this is particularly important re. our proposal that "Willingness to

- Pay" (CVM) surveys be undertaken in a sample of Indonesian cities a la Semarang);
- o Use of our Office and Equipment by consultants and ADB staff engaged in this specific activity;
- o Liaison with GOI re. organization and functioning of Working Groups;
- o Assistance to GOI for design, organization, and conduct of Action-Planning Workshops for various stakeholders and Working Groups;
- o Provision of Luis Claudio Tavares re. urban neighborhood-based sanitation systems;
- o Provision of my services re. institutional development issues (especially re. decentralization and local government capacity);
- o Provision of Rick Pollard, Alfred Lambertus, and myself (plus identification of appropriate consultant[s]) re. design and conduct of "Willingness to Pay" surveys; and
- o Provision of Indrawati re. community-based sanitation/health participation and education issues.

Further, my own view is that, internally, we would designate Luis Claudio as Task Manager (TM) for this work (with very close supervision -- at least initially -- by me). Thus, all of us within RWSGEAP (including me re. substantive work) would report to/be coordinated by Luis Claudio. Thus, our direct link to ADB through Mr. Jorgensen would be Luis Claudio (although I would also be available to Mr. Jorgensen if any issues arose re. the relationship among ADB and us).

Finally, the specific level of effort to be provided by our staff will need to be determined as we engage with ADB in drafting specific TORs during Mr. Jorgensen's November visit.

Timing. Mr. Shah indicated during our September 27th discussion that ADB's Advisory Technical Assistance normally takes only 8 months or so for them to complete. However, he suggested that -- given the proposed focus on direct Government participation and capacity-building re. their ability to conduct such work on a sustainable basis -- it might be appropriate to allow up to 18 months for completion of the proposed work in this case. My assumption is that this will need to be addressed and JUSTIFIED in the concept paper to be prepared by the ADB/PO during and following his November visit to Jakarta.

Further, it is not yet clear to me when the actual field work might commence. That also should be clear following Mr. Jorgensen's visit to Jakarta.

ADB/RWSGEAP Co-Financing. I made clear (or I hope I did) in my discussion with Mr. Jorgensen that we would not be able to provide any direct finance other than what we pay our own

staff and the recurrent costs we already pay re. support staff and facilities in our Jakarta Office. However, I also indicated that those are substantial costs and they would be provided to ADB for THIS EXERCISE as a "free good." ADB on its part would finance all consultants employed for this activity; including those engaged to carry-out work suggested by us (e.g., "willingness to pay" surveys).

It remains for me to make clear that the "co-financing" arrangements outlined above do NOT establish a precedent for future ADB/RWSGEAP collaboration; first, because we need to see how this initial collaboration works out and, second, because we do not know what the organizational and financial implications might be of the successor Global Water Partnership.

Potential Catalyst for Broader ESA Coordination/Participation. GOI's own UESS/P ought to "drive" ESA financing; rather than the reverse. Although ADB/RWSGEAP collaboration could be a major step toward eventually establishing broad ESA support for coherent/integrated STRATEGIC planning by the GOI, it might be even better if we could get other agencies active in the W&S sector in Indonesia (e.g., World Bank and DANIDA) to also collaborate at an early stage.

Fortuitously, one key World Bank HQs TM re. this sector in Indonesia has already informally suggested their collaboration with this work rather than undertaking a separate sector study of their own. I will discuss this with Mr. Jorgensen during his November visit here.

Nevertheless, we must keep in mind that the decision re. whether or not to broaden the scope of collaboration further at this point and, if so, the modalities of such collaboration is ultimately ADB's decision. We should not support anything that diminishes ADB's lead role in this specific work. They have initiated this study and invited us to collaborate. Therefore, I think that any participation by other ESAs must be at the sole discretion of ADB and should, if desired by ADB, be in a support role along the lines outlined above for RWSGEAP and clearly based on the respective comparative advantages/niche of each collaborating ESA in the sector.

Conclusion. The proposed collaboration with ADB in this activity is very ambitious; especially with respect to GOI participation. Indeed, we might not be able to get Cipta Kary's full commitment to all aspects of our proposed approach (especially re. involvement of BAPPENAS, other GOI agencies, and NGOs). It is important to be realistic and willing to be incremental; viewing this activity as the beginning of a process of dialogue and reinforcing action over the next ten years or so. The payoffs of such an approach could be significant; much of what had looked impossible from my perspective here in 1980 has already occurred or substantial

progress has been made in the right direction. Therefore, this should be a VERY HIGH PRIORITY for us; as indicated by our willingness to assign required management/staff time and logistical support (as outlined above).

Best Regards, Jerry

CC: BRUCE GROSS (BRUCE GROSS@A1@WBHQB)
CC: ROBERT BOYDELL (ROBERT BOYDELL@A1@DELHI)
CC: ashah@mail.asiandevbank.org@internet
CC: ajorgensen@mail.asiandevbank.org@internet
CC: Richard Pollard (RICHARD POLLARD@A1@JKRTA)
CC: Mary Judd (MARY JUDD@A1@JKRTA)
CC: Alfred Lambertus (ALFRED LAMBERTUS@A1@JKRTA)
CC: RWSG EAP (RWSG EAP@A1@JKRTA)
CC: JOHN BRISCOE (JOHN BRISCOE@A1@WBHQB)
CC: ASIA ISC FILES (ASIA ISC FILES@A1@WBHQB)

Rle

A L L - I N - 1 N O T E

DATE: 18-Sep-1995 12:20pm

TO: ROBERT BOYDELL (ROBERT BOYDELL@A1@DELHI)

FROM: Jerry Silverman, RWSGEAP (JERRY SILVERMAN@A1@JKRTA)

EXT.:

SUBJECT: ADB -- Sector Profiles

Bob -- Please forgive the tardiness of this EM recording my current (tentative/preliminary) thinking about what might be our approach to ADB re. "Sector Profiles." I hope you receive this before you leave Delhi for Jakarta (something to read on the 'plane).

In any event, Brian had asked in an August 16th EM to both of us to think about this and perhaps try and develop a COMMON APPROACH among the two of us; in the same EM he presented some of his own thoughts as well. Brian's request followed the initial exchange among many of us in response to Mary's notification of ADB's interest in early July. Unfortunately, my copies of all of that correspondence (including Brian's EM on the subject) was "wiped-out" when they closed my HQs All-In-One Account and opened my Jakarta Account. So please forgive me if my recollection of what has (or has not) been "said" is inaccurate.

With those qualifications in mind, my "opening-shot" in this current exchange follows (based in part on consultations with Alfred, Indrawati, Mary, and Rick) under the following headings:

- o Assumptions (2 of the 3 of which are my own and subject to disagreement);
- o Objectives/Substance (in part based on assumptions as foreshadowed in my July EMs);
- o Why RWSG SA/EAP? (my view of our comparative advantages);
- o Organizational Arrangements and Staffing (this is where I disagree substantially with Brian's EM dated August 16th, you might want to skip directly to that section first);
- o Time/Process;
- o Number of Countries (based on assumptions about cost and time required for each profile); and
- o Remaining Issue(s).

Assumptions:

- o We want to prepare for the 21st century approach to development generally and the water and sanitation (W&S) sector specifically, rather than preparing to "fight the previous [development]

- war," which, in turn, requires a focus on --
- o Sector Programs rather than discrete projects, and
 - o The management of water and sanitation facilities and services as an integrated resource/set of issues, not only within countries but increasingly among countries regionally (e.g., Ismail Serageldin's remarks in his CNN interview vis the importance of the proposed Global Water Partnership);
 - o We want to complement our historical emphasis on experimentation and demonstration with increased emphasis on influencing governments and External Assistance Agencies (EAAs) to apply and scale-up what we already know; and
 - o ADB funding will be approximately \$1.2 million per year (as reported by Mary in a July EM) distributed somehow among the 2 RWSGs.

Objectives/Substance. As indicated above, it makes little sense to me to focus on data requirements for preparing individual projects when the approach to public sector development finance will increasingly focus on overall Sector Programs. Thus, we ought to see the ADB initiative as a chance to get into the "upstream" formulation of such programs as the best way of mainstreaming the "lessons learned" by RWSG SA/EAP (rather than trying to influence approaches to developing the sector one discrete project at a time). Further, as also indicated above, we should position this proposed new activity (and all other new initiatives) squarely in the context of the emerging "Global Water Partnership" which, hopefully, will be established well before what we are discussing here is concluded.

Therefore, I think we should be interested in collaborating with the ADB to the extent that it serves the PURPOSE of:

Establishing the empirical and analytical foundation for an integrated sector program approach to investment in, and management of, water resources, water and sanitation facilities/technologies, and improved services.

There are four fundamental requirements for a transition from a "project" approach to a "sector-program" approach:

- o Government commitment and ownership;
- o An explicit and coherent sector strategy which places primary emphasis on appropriate policies, institutional arrangements, and establishment of priorities;
- o An organizational framework consistent with the sector strategy and the institutional capacity to implement the strategy; and
- o Agreement among EAAs with significant involvement in the sector to support such an

approach, backed up by coordinated finance in support of a specific country's overall sector program.

Therefore, the specific objectives of the proposed ADB-financed "Water & Sanitation Sector Profiles" (ADB/WSSP) should be to:

Assist client governments to prepare "Water & Sanitation Sector Strategies" and develop the capacity to do so on a recurrent and sustainable basis.

In practical operational terms, that should mean that:

- o Individual Country Sector Profiles would serve as governments' (and their partner EAAs') primary vehicle for DOCUMENTING their integrated Water and Sanitation sector strategy and the empirical and analytical basis for it, including --
 - o Baseline "Sector Reviews" which include descriptions of current policies, conditions, and organizational arrangements in the W&S sector and identification of key issues to be addressed by a specific country's sector strategy;
 - o Supporting technical and institutional data and analyses,
 - o Presentation of available options, and
 - o Subsequent DECISIONS concerning investment and O&M priorities within, and objectives and approaches to, integrated development of the Water and Sanitation sector;
- o RWSG's primary clients would be the governments of countries borrowing from the ADB (rather than the ADB itself); and
- o Priority would be given to client governments which express an interest in preparing integrated W&S sector programs which, in turn, have a significant focus on --
 - o Being demand-driven,
 - o Providing services to poor "communities" [or other user] groups, and
 - o At least some significant degree of local decision-making, management and co-financing.

Why RWSG SA/EAP? [Some of what follows is with reference to EAP, it needs to be supplemented by similar information regarding SA]

There are at least 6(?) reasons why RWSG SA/EAP have a comparative advantage with respect to the objectives of the

proposed ADB/WSSP activity:

- o RWSG EAP is already successfully engaged in assisting the governments of Indonesia, Laos, and Vietnam to prepare integrated W&S Sector strategies (including improving local capacity to do so on a sustainable basis);
- o The core features of our overall Program mandate is exactly as outlined above with respect to the proposed focus of the potential ADB-financed activity, i.e. --
 - o It is demand-driven,
 - o It focusses on appropriate approaches to providing services to poor "communities" [or other user] groups, and
 - o It emphasizes the importance of at least some significant degree of local decision-making, management and co-financing;
- o RWSG SA/EAP operates across (and, thus, reduces) artificial bureaucratic boundaries established by many governments and EAAs between health, public works, and agriculture ministries/agencies (as well as provincial, municipal, and other local governments) and we have well-established counterparts and relationships among governments and EAAs across such boundaries;
- o RWSG SA/EAP is financed by a broad-range of multi- and bi-lateral EAAs and is thus (correctly) perceived by both governments and EAAs as "un-tied;"
- o RWSG SA/EAP have experienced and highly qualified staff who, in aggregate within each Group, provide the full range of technical and institutional skills required by the approach outlined above; and
- o RWSG SA/EAP has established Regional management structures with offices and staff located and working in key countries likely to be involved.

Organizational Arrangements and Staffing. I have today once again read Brian's EM dated August 16th (luckily I had forwarded a copy to Rick) and am reinforced in my recollection that it was devoted primarily to this particular topic. The key points of Brian's EM are, I think, the following:

- o A small (new) team of program staffers would be hired on 2 or 3 year contracts;
- o The team would work continuously and exclusively on the profiles;
- o The team would be paid entirely by the ADB;
- o The team would be managed somehow by both RWSG SA/EAP Managers;
- o The team would follow a work program to be agreed and reviewed regularly with ADB;
- o The new Team Leader would direct each sector

- profile with a mix of core staff and local consultants;
- o The RWSGs would provide insights, limited logistical assistance (where we have field personnel) and quality control; and, as a result of the above,
 - o The production process would get easier, more routine, and require less of RWSG managers' time.

I confess to having very strong reservations to that proposed form of organization and management of the activity because I think that it provides very little (if any) incentive for the new Team Leader and the team itself to respond to any kind of input by our Program.

Further, I am not sure if Brian's idea is that this new activity should have only one Team Leader/staff serving both SA and EAP nor is it clear to me whether the proposal that the team would be paid entirely by the ADB means that Brian prefers that they be paid directly by ADB or only that there would be a dedicated line in the RWSGs' budgets financed by ADB through TWUWS. If we are thinking of having only one team serving both Regions, management complexity would be increased; especially with respect to the RWSG with which that one team would not be co-located (i.e., if there is only one team for both Regions and that team is based in Jakarta, the affect on its relationship with the Delhi RWSG [or vice verse] would likely be imbalanced). If we are thinking of having the Team(s) paid directly by ADB, our role would inevitably (I think) be reduced to consultants to either the Team or ADB (or both) at their initiative.

My more specific critique of the above follows hereunder:

- o A small (new) team of program staffers working "continuously and exclusively" on the ADB-financed Profiles can be expected to develop an identity separate from the two existing RWSGs;
- o Management complexity for the 2 RWSG Managers would be increased (not decreased) by the need to lead the activity exclusively through indirect influence; and
- o The Routinization of the "production process" is something we should avoid at all costs (rather we should want continuous creativity and freshness with respect to the unique characteristics of the W&S sector in each country and the application of "lessons learned" from the continuing, broader, experience of the RWSGs AS A WHOLE).

A Counter-Proposal. As much as management burdens might be increased if this activity is fully merged into the RWSGs' staff and work programs, I strongly believe that we should do

so or not engage in the proposed activity at all.

The increased management load would be off-set to a considerable degree by financing additional support staff and moving toward a "Task Management" and "Program Budgeting" approach to organization and responsibilities (something which I think we should do anyway and which RWSG EAP intends to accomplish with respect to other responsibilities by the beginning of FY97 in any event).

The main features of such an approach to management would be:

- o Establishment of one new staff position for Task Management of the ADB/WSSP program in each of the 2 RWSGs (the occupant would be directly responsible to the respective RWSG Manager and would be the ONLY staff person working exclusively on the profiles;
- o The TM for the ADB/WSSP would have day-to-day responsibility for managing staff and resources assigned to each individual country exercise and ensuring (with oversight provided by the RWSG Manager) that the Work Program annually agreed with the ADB is fulfilled;
- o Both the TM and one other staff "position-equivalent" would be financed entirely by the ADB, as would other operational costs of direct support provided by the RWSGs to client governments and such governments' own working teams;
- o Financing of the staff "position equivalent" would be used to off-set the costs of various combinations of regular RWSG staff, TWUWS (and other WB/HQs) staff, and/or consultants engaged, under the direction of the TM, in specific country ADB/WSSP activities (the aggregate involvement would sum to one full year of staff services each year);
- o Each RWSG would be fully responsible for providing, in partnership with the relevant client government, full logistical support for field activities (where the respective RWSG does not have residential field staff or facilities in the relevant country, such support will be sought from residential ADB, World Bank, or UNDP resident missions on a reimbursable basis); and
- o The respective RWSG Manager would be ultimately responsible for quality control.

The result of the alternative approach outlined above would, I believe, be substantially enhanced impact of our overall Program on the formulation of sector-wide strategies and programs based on the cross-fertilization of approaches that our staff, AS AN INTEGRATED TEAM, are best positioned to provide. This is no small thing and, I believe, would be much

more effective in terms of real, on-the-ground results, than any of the more conventional methods we now use to disseminate our "lessons-learned." The potential importance of the proposed ADB/WSSP program is such that I think we should do whatever is necessary to integrate and manage it WITHIN our overall Program; rather than as an appendage to it.

Time/Process. I think there are at least 7 distinct steps that each ADB/WSSP team would need to go through in each country engaged in this proposed new activity:

- o Identify a specific client-country;
- o Initiate a dialogue and negotiations with relevant Government and other important stakeholders
- o Identify the primary agency in each country to be responsible for implementation of the activity;
- o Form country-specific working group/team;
- o Train country-specific working group/team and develop immediate organizational capacities required to undertake the work;
- o Collect data and perform appropriate analyses;
- o Disseminate results in an EFFECTIVE manner (not primarily through written reports), especially among senior decision-makers; and
- o Facilitate Government's decision-making process.

My best "back-of-the-envelope" guess at this point is that completion of such a process would require, in each case, somewhere between 18 and 24 months to effectively complete, depending on conditions and prior work undertaken/available in each specific country (this assumes, of course, a real interest on the part of a client-government in the results of the process).

Number of Countries. If, in addition to the time/process assumptions outlined above, it is further assumed that initial ADB funding would be for a 4 year period and that 3 country Profiles could be efficiently initiated each year, a total of 18 countries could be involved in the program (9 in each Region).

Remaining Issue(s). As proposed above, the SCOPE of the ADB/WSSPs would encompass the entire W&S Sector, including main, secondary, and tertiary trunk infrastructure for drinking and irrigation water and all solid and liquid waste requirements. That fits well within the preliminary scope of the "Global Water Partnership," but less well within the scope of our Program as it currently exists. Do we want to expand our scope that far this soon or, alternatively, do we want to propose that the involvement of our current RWSGs should be limited to only that part of the proposed ADB/WSSP program as outlined above under the overall, more comprehensive, management of the ADB itself?

With that question, I leave the field until we have a chance to discuss further directly with Brian (and, I assume, others). I look forward to your response to the above and to seeing you again this coming Wednesday.

CC: BRIAN GROVER	(BRIAN GROVER@A1@WBHQB)
CC: Richard Pollard	(RICHARD POLLARD@A1@JKRTA)
CC: Mary Judd	(MARY JUDD@A1@JKRTA)
CC: BRUCE GROSS	(BRUCE GROSS@A1@WBHQB)
CC: Alfred Lambertus	(ALFRED LAMBERTUS@A1@JKRTA)

Briefing Note**UNDP-World Bank Water and Sanitation Program contact with the Asian Development Bank
August 1, 1995****Meeting on February 21, 1995 and Grover's follow-up letter:**

Recent efforts to foster collaboration between the Program and the ADB began at a meeting between Brian Grover, Robert Boydell (then Manager, RWSG-EAP), and Peter Lochery (then Manager, RWSG-SA) and representatives from the ADB on February 21, 1995. Brian Grover sent a follow-up letter to Eustace A. Nonis, Director, Agriculture and Social Sector Department (West), and Dinh X. Vinh, Director, Agriculture and Social Sector Department (East), summarizing the main points of the meeting. Based on the agreement reached among the participants, Grover suggested several areas for potential collaboration. These included: i) the establishment of communications between contacts in each organization and an exchange of information at all levels, regarding both projects and more general administration and management; ii) the pursuit of joint activities, such as joint participation in missions, project supervision, evaluation, applied research and technical assistance; iii) the staging of joint regional consultations; and iv) the secondment of staff to facilitate mutual understanding between the two organizations. In addition, Grover suggested that the Program could serve an interface between the ADB and the thematic groups of the World Bank's Water and Sanitation Division.

ADB's response to Grover's follow-up letter

The response to Grover's summary was quite positive regarding the potential for future collaboration, and significantly, suggested some additional opportunities. Mr. Nonis and Mr. Vinh agreed that regular communications and information exchanges would be useful to both groups, particularly since they share an interest in environmental and financial sustainability, utilities management (particularly privatization) and water resources management. In addition, although they thought that logistical difficulties would impede joint participation in missions, and that limited scope exists for the secondment of staff, they will encourage their staff to coordinate joint activities with the Program staff when possible.

They also proposed several specific technical assistance projects on which the Program and the ADB could collaborate, including a second regional consultation on rural water supply (following the Program's first regional consultation in Colombo in September 1994), currently being developed by the ADB's Water Supply and Urban Development Division (West), and sector reviews and updates in Indonesia, the Philippines and Viet Nam. In addition, they expressed interest in several ongoing Program efforts, including: i) participatory approaches in development of rural water supply projects; ii) adaptive project design; and iii) overall policies in the water supply sector.

Comments on the discussion paper regarding the Global Water Partnership (GWP)

Some dialogue has also occurred between the Program and the ADB regarding the Global Water Partnership, specifically regarding the March 3rd draft of the GWP paper. Constructive comments from the ADB perspective were provided by Kazi F. Jalal, Chief, Office of Environment and Sustainable Development, and are the most extensive to date from any organization that has been approached.

The ADB agrees with the guiding principles of the GWP, and believes that the current challenge is to implement the many 'rules' that have already been established at international conferences. Further, it argues that the coordination of sector strategies and activities among donors in each region is essential. Not only will this promote efficient sector development, but the development of national policies and investment projects in line with the Dublin/Rio principles as well. However, the ADB believes that cooperation at the regional level would be more effective than a global partnership, and that a GWP would be useful but not

essential if donors could collaborate better at the regional level. This could be facilitated by more collaboration among the development banks, and perhaps by the creation of an interagency working group at the interregional level. The ADB would be willing to participate in such a group in order to facilitate cooperation in water resources management in the Asia/Pacific region.

Overall, the ADB is interested in collaborating with the World Bank, UNDP and other donors to improve water resources management in the Asia/Pacific region, although the structure for collaboration has yet to be determined.

Meeting between Peter Lochery and ADB representatives

Peter Lochery met with ADB representatives in Manila on May 16, 1995, including Kazi Jalal. Lochery concluded that ADB funding for the GWP may be possible through a regional technical assistance (TA) grant, although this grant would be subject to approval by its Board and would mark a new use for TA funds. Lochery suggested that high-level contact between the World Bank and the ADB, at the vice-presidential or the director level, would encourage ADB's endorsement and participation in the partnership, and is probably essential for obtaining a TA grant.

Further, he concluded that there is potential for collaboration in Dhaka, Bangladesh, where ADB is at the project identification stage for a proposed \$30 million slum improvement project, and in Sri Lanka, where the ADB is financing rural water supply and sanitation efforts in one district under the CWSP.

Additional opportunities for collaboration -- sector profiles of ADB's developing member countries

Arthur MacIntosh, Senior Project Engineer, Water Supply, Urban Development and Housing Division (West), has suggested that the ADB would fund the Program for assistance in compiling water and sanitation sector profiles of its developing member countries. MacIntosh indicated that one of the objectives of this effort would be to promote better coordination among donors active in the region. Perhaps the most important component of this project would be the opportunity for the Program to make recommendations for future investment, enabling the Program to influence policy and activities in the sector to a large extent. Robert Boydell will pursue this matter further to obtain more details and to see how we might work with the ADB on this task. Following this, further discussion will probably occur during a meeting between Robert Boydell, Peter Lochery, Brian Grover and representatives of ADB during the week of September 25th in Manila, a previously-scheduled meeting to follow up on the February 1995 meeting.

Note: All of the documents mentioned in this briefing are on file in the Program offices if additional information is required

A L L - I N - 1 N O T E

DATE: 01-Aug-1995 09:29am EST

TO: Bruce Gross (BRUCE GROSS)

FROM: John Briscoe, TWUWS (JOHN BRISCOE)

EXT.: 35557

SUBJECT: GWP -- Various

Bruce:

I just spoke to Roberto.

Could you please put together the following for him:

(a) a (short) briefing note on our contacts with the ADB, including their response to the discussion paper and including follow-ups which we have planned. We should draw Roberto in to discussions with the IDB since he knows many of the actors there.

(b) a short note -- perhaps from Curt's BTO -- on the contacts with Sweden and what you have planned for me on Sept 14. He and Steve L will have discussions with them post-Water Conference and it is essential that we all speak from the same page.

Many thanks

John

CC: Brian Grover (BRIAN GROVER)

CC: Stephen Lintner (STEPHEN LINTNER)

File

A L L - I N - 1 N O T E

DATE: 16-Jul-1995 02:10pm

TO: See Distribution Below

FROM: Jerry M. Silverman, AFTES (JERRY M. SILVERMAN@A1@WBWASH)

EXT.: 34460

SUBJECT: ADB Collaboration

I have been impressed by the both the substance and efficiency of the EM discussion over the last 2 days (a weekend after all). I think this bodes well for a truly collaborative effort among us all RWSG/HQs, RWSG/SA, and RWSG/EAP; what fun.

As they say, "keep the cards and letters coming folks." More seriously, I would like to propose that, in preparation for our meeting in Jakarta the week of September 18th (as a second priority to preparing for the tri-partite review) we all begin thinking seriously about two things (and recording our thoughts in written outline form if our work schedules permit):

- 1). What WE think are the most important SPECIFIC elements which should be contained in ADB's proposed country profiles in order to be in keeping with our W&SP's VISION, experience, and strategy (we have begun that already with the exchange of these various EMs); and
- 2). What are key lesson's learned from our various pilot experiences over the last several years which we can directly relate to #1) above (this in preparation for the "corporate capability" type statement we will need, I assume, for the proposal).

Finally, I assume that it is clear for all of us (a propos of one of Bruce's concerns) that we will propose to undertake such work for ADB's DMC governments, as financed by ADB (with agreement of those governments) primarily through our management and direction of CONSULTANTS. Nevertheless, our staff would also be involved:

- 1) in conceptualizing the work;
- 2) supervising CONSULTANTS [and occasionally being directly engaged when the substance of the work warrants it];
- 3) taking the lead re. policy dialogue with governments and the ADB; and
- 4) taking responsibility for the completed, substantive, quality of the work.

Excuse me for furthering burdening you with yet further

commentary on this issue (especially on a weekend). Just an indicator of how much I am looking toward getting "Out of Africa" and to Jakarta.

Cheers to all, Jerry

DISTRIBUTION:

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| TO: BRUCE GROSS | (BRUCE GROSS @A1@WBHQB) |
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| TO: Robert Boydell | (ROBERT BOYDELL @a1@delhi) |
| TO: MARY JUDD | (MARY JUDD @A1@JKRTA) |

Contact Report - ADB



UNDP-World Bank Water and Sanitation Program

The World Bank 1818 H Street, NW Washington, DC 20433 Tel.: (202) 477-1234 Fax: (202) 522-3228

May 2, 1995

Mr. Kazi F. Jalal, Chief
OESD/OEOC
Asian Development Bank
Manila, Philippines

Dear Mr. Jalal:

Thank you for your fax of April 18 to me on the Global Water Partnership. I have discussed your message with Messrs. Guy Le Moigne and Frank Hartvelt, who agree with the contents of this reply.

At the outset let me thank you and your colleagues for the very thoughtful comments provided on our discussion paper about the Global Water Partnership. It is clear that much thought has been given to the issues of collaboration at the country, regional and global levels. We are delighted at the constructive tone of the letter, as well as with the comments offered.

Our current thinking about the governance of the Global Water Partnership envisages a policy-making board comprising representation both from External Support Agencies providing assistance to the Partnership and from developing country partners. We would hope that the Asian Development Bank would be ready to support the Partnership and thus be represented on the board.

Of special interest in your letter is the suggestion for practical cooperation between our institutions in Asia. This reinforces the discussions we had when Bob Boydell, Peter Lochery and I visited your Bank in February.

I am pleased to note that Guy Le Moigne, our Senior Water Resource Adviser, and several other Bank water experts have accepted your invitation to join a consultation meeting in Manila in June of this year to discuss water programs in Asia. We believe that this occasion will also provide an excellent opportunity for more detailed discussions on the proposed Global Water Partnership.

One particular point in your fax warrants some immediate information. Guy Le Moigne, Frank Hartvelt and I were invited to participate in Montreal several weeks ago at the first meeting of the Founding Committee for the World Water Council, a meeting called by Dr. Mahmoud Abu Zeid (past-President of the International Water Resource Association), following the discussions in Cairo last November during the special session organized by the IWRA at their third World Water Congress. Participants at the Montreal meeting included Mr. Ranjith Wirasinha of the Water Supply and Sanitation Collaborative Council plus representatives from ten countries and several international and professional organizations. Good progress was made towards establishing the World Water Council, a non-profit, non-governmental, non-political organization which is intended to work synergistically with

existing institutions, organizations and associations. The World Water Council would basically provide a forum for existing views and information, for sharing experience and concerns, and for recommending appropriate actions. The Council would endeavor to rely on existing institutions to carry out specific tasks within their own areas of competence.

The Global Water Partnership, by contrast, would be focused on providing assistance from External Support Agencies to partners in the developing countries. We can therefore assure you that the proposed Global Water Partnership is being designed to complement, and in no way duplicate, The World Water Council and related professional and technical associations.

I am pleased to note that cooperation between our Banks in this field is becoming more active. As it happens, Mr. Peter Lochery (Manager of the South Asia Regional office of our Water and Sanitation Program) is presently in Washington for the annual planning meetings for the Program. As he plans to visit your Bank on May 9 - 10, I am asking him to contact you to try and set up a meeting so that he can provide you and your colleagues with some more detailed information on our current thinking about our Program and The Global Water Partnership.

In closing, let me again express my sincere appreciation to you and your colleagues for their thoughtful comments. We sincerely hope your Bank will consider becoming an active partner with us and the UNDP in the Global Water Partnership. We look forward to continuing to cooperate in water sector programs, for the benefit of our mutual constituencies.

Yours truly,



Brian Grover
Manager

UNDP/World Bank Water and Sanitation Program

cc: Mr. Guy Le Moigne, World Bank, Washington, D.C.
Mr. Frank Hartvelt, UNDP, New York

Mr. Kazi F. Jalal

-3-

May 2, 1995

bcc: Messrs. R. Boydell, Indonesia; P. Lochery, India; B. Gross, TWUWS

emphasize government commitment to implement the principle that water is a scarce economic good and that users should pay the cost of supply (objective of full cost recovery).

3. Following the recent series of international conferences, there is no lack of recommended policy principles and directions for water sector reform. The main problem is how to implement the "rules" rather than the "rules" themselves. This requires political support to allocate funds to implement protective and allocative measures in the field. "There is a clear need to bring the issues down to local levels." A major challenge is to involve the national and local officials, at senior and working level, in the process of improving water resources management projects.

4. In this connection, how can we influence local, provincial and national government levels to carry out some of the reforms they have agreed to as part of loan negotiations? We need to convince them of the real economic benefits, short, medium and long term. We need to ensure that conditionalities are properly coordinated and not undercut between different donors. There is an immediate and urgent need for coordination here. The issue of increasing private sector interest and involvement in water sector development also still needs to be systematically addressed.

On Actions at the Country Level

5. There is a need to generate investment projects which implement the Dublin-Rio principles, and this can only be done through the major donors operating on the same playing field with respect to policies. In this regard, the international banks are the only institutions with enough leverage to facilitate actual policy reform. National water sector policies must be developed as a priority and these should be agreed with all major donors in their lending programs.

6. Experience with capacity building in developing countries suggests that loan funds and a long implementation period are required, which means that this is not an activity that is compatible with the operations of the UNDP/World Bank cooperative programs, where there are limited human and financial resources. (Coordination to arrive at a common methodology for water sector assessments as a starting point for capacity building may be an exception in this regard. Design of effective monitoring systems to follow capacity building efforts in different countries, and exchange information based on common indicators, could be another exception.)

7. Comprehensive water sector assessments are important, and their planning and implementation needs to be coordinated between donors, e.g. through a joint action plan, methodology and coordination. This can be arranged easily through regular regional meetings and does not require a large global setup. The sector assessments should lead to Government commitment through an Action Plan on which consensus or approval is reached during the assessment. Carrying out sector assessments without facilitating a consensus among stakeholders on an Action Plan will not be very useful. This should be taken into account in their planning and budgeting.

8. Political support for policy reform and implementation is required. How to ensure commitment and actual implementation in countries? We may need to consider an approach similar to program loans, whereby funds are made available after progress is achieved on

conditionalities. This should be made applicable to new water sector loans and TAs including financing of capacity building programs, O&M programs, training, and also for priority investment projects. Donor coordination on conditionalities is essential.

On Actions at the Regional Level

9. Regional cooperation is considered by the Bank to be more effective than a global partnership. There is a need for the operational divisions of the World Bank and ADB to cooperate more closely to help formulate and endorse national water sector policies in DMCs. Bank loans remain the primary vehicle to help generate policy reform, and loan approval should be linked to this process. Regular coordination meetings could be held at the regional level between major donors to coordinate investment plans, sector assessments methodology and programs.

10. Promotion of a regional annual meeting on water resources management, perhaps with separate sessions on water supply, irrigation and other subsectors, would be useful. This would serve as a good "bridge" between the UNDP/World Bank cooperative programs, and the mainstream operations divisions of the World Bank and regional development banks like the ADB. Regional technical assistance projects will be necessary to help countries exchange experience gained from the sector assessments and action plans.

On Actions at the Global Level

11. The discussion paper on the Global Water Partnership has left out a number of key initiatives and existing institutions, including (i) the Water Supply and Sanitation Collaborative Council; (ii) the proposed World Water Council which would emulate the World Energy Council and would be much more modest than the Global Water Partnership but more useful at a global level; (iii) the International Water Supply Association; (iv) the International Water Resources Association; (v) the International Commission on Irrigation and Drainage, with its regional and national chapters; and (vi) the International Irrigation Management Institute. While several of these organizations could benefit from streamlined mandates and procedures to make them more effective, compatible and complementary in meeting the emerging needs of the water sector, they should be included in the efforts to improve global cooperation in water resources.

12. A small think tank / interagency working group at the global level may be useful to support the actions at regional and country level. It should have both experts/academics and planners/implementors. As one of the main regional organizations active in the water sector, ADB would be able to participate in regular meetings of such a group.

13. In view of the importance of water use and management in connection with world population growth, industrial development, and global food production and prices, some organizations not directly dealing with water may also have an interest to follow global level trends in water resources management.

On Actions by the UNDP/World Bank Cooperative Programs

14. We suggest that to effectively support the mainstream Bank investments in the sector, cooperative programs should focus on research and training rather than on policies. The

programs can usefully contribute to annual publication of training facilities, courses, conferences, and also on research on unit costs of various developments, annual publication of ongoing projects in the sector for each country, with contacts, research on new approaches and new materials. Publication of success stories in water resources management, reduction of unaccounted for water, etc. would also be a useful service to the developing world. An updated list of consultants employed in the sector would also be useful to both donors and recipient countries. The opportunities of Internet to facilitate dissemination and exchange of information between water sector institutions in developed and developing countries need also to be explored.

15. Regarding the possible merger of the RWSGs and IPTRID, we would expect to see a comprehensive review of their achievements rather than just their ability to attract funding outside of core support. The UNDP/World Bank cooperative programs should emphasize their comparative advantage — i.e. in inter-regional exchange of ideas, information, approaches, etc. Closer cooperation with the operational divisions of the World Bank and the regional development banks may be necessary to better respond to needs identified by recipient countries and donors.

In Conclusion

16. In conclusion, our view is that a Global Water Partnership as outlined would be useful but not essential if donors could collaborate better at the regional and country levels, and if the UNDP/World Bank cooperative programs could be directed towards providing better research and information exchange services to donors and recipient countries. For coordination, general facilitation and backstopping of regional programs, a small think tank/interagency working group at the inter-regional level may suffice for the time being pending the outcome of talks on the formation of a World Water Council or similar body. ADB would be interested to participate in the work of such an interagency group which would presumably have its secretariat in the World Bank. Our interest would be to promote and facilitate cooperation in water resources management in the Asian and Pacific region.

17. In ADB, we have now started the process of preparing a water resources policy paper for our Management's consideration, and we will be seeking the views of DMCs, the World Bank, UNDP and other agencies, and NGOs, on a draft working paper this year. We are particularly keen to link the policy formulation process to strategies in DMCs in the region and to promote exchange and cooperation among countries and donors with a view to implement a common set of policy principles and strategies, capacity building and a new generation of water sector projects. We will also be looking into the need for improved performance indicators for the water sector and individual projects to support national and regional monitoring of policy implementation. The Bank's directions for water sector investments and commitment to support regional and inter-regional coordination and technical assistance arrangements will depend on the outcome of this policy formulation process.

18. We would like to emphasize at this point that we are interested to increase coordination and cooperation with the World Bank, UNDP and other donors in the water sector, to improve water resources management in the Asian and Pacific region based on closely coordinated policies, strategies, and loan and TA projects. We suggest that ideas for regional and inter-regional cooperation in water resources management be given further careful consideration, and that the emphasis will be on the former.

5

19. In the meantime, we propose to take a step to improve coordination of water sector and subsector assessment studies and other policy and strategy issues in the Asian and Pacific region through regular consultation meetings in Manila with World Bank, UNDP and other agency staff responsible for planning and coordination of water sector programs in this region. We have in this connection already contacted Messrs. Guy Le Molgne and Frank Hartvelt with a suggestion to convene the first such meeting in June 1995 (suggested dates are 21-23 June).

Yours sincerely,



Kazi F. Jalal

Chief, Office of Environment and Social Development, and
Chairman of the Interdepartmental Water Resources Policy Group

cc: Mr. Guy Le Molgne, Senior Water Resources Adviser, World Bank
Fax (1-202) 334-0568
Mr. Frank Hartvelt, Deputy Director, Division of Global and Interregional Programs, UNDP,
Fax (1-212) 906-6350

The Asian Development Bank - Briefing Note.

BY BOB
BOTDELL
- APRIL 7/95
For ADB Black
Book

Background

The Asian Development Bank (ADB) operates in a similar way to the World Bank (WB) but is much smaller (approx 2,000 staff), see the attached data sheet. It has something of a reputation of being less rigorous than the WB. There has been some minor rivalry and conflicts of opinion in the past between ADB and the WB SODs for example on projects in Philippines and Nepal, tread carefully when playing the WB card.

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Both regional VPs have Agriculture and Social Sector Departments in which are located our main contacts, the "Water Supply, Housing and Urban Development Divisions".

There are resident missions located in Indonesia and South Pacific (Vanuatu) in the Eastern region, and in Nepal, Pakistan, Bangladesh and India in the West. These are worth visiting for a local briefing when visiting a country.

Philosophy

ADB have recently published its Medium Term Strategic Framework. It specifies five strategic development objectives; promoting economic growth, reducing poverty, improving the status of women, supporting human development, and protecting the environment. These are translated into four operational strategies; policy support, capacity building, strengthening productive capacity infrastructure and services, and regional cooperation. ADB also apply a 50:50 criteria that ensures that 50% of all its projects should have clear social or environmental

goals. Water supply and sanitation are seen as central elements in these strategies.

People

Our main contacts are the Division Chiefs for Water Supply, Housing and Urban Development. In the West, James (Jim) Rockett and in the East, Asad Ali Shah, and their staff. Particularly good contacts have been made with the following:

Arthur McIntosh, who works on Sri Lanka and Pakistan and who attends the collaborative Council. He organized the Water for Mega Cities Consultation and put together the Water Utilities data Book.

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Like the WB, ADB make great use of consultants and ex. Program employees Rencie Padernal and Willie Barriero keep close contact with the action in ADB.

Resources

ADB publish a surprising number of books, manuals, guidelines and staff papers etc. Also ADB like the WB, undertake sector work and a number of good water and sanitation sector studies are available including for example Pakistan and Indonesia, see annex 2.

Opportunities

One of the major difference between the WB and ADB is that ADB have substantial funds allocated for "technical assistance projects" these are used for two areas of activity at country level, project preparation, and advisory and operational support. There are also funds for regional technical assistance projects (RETAs). A RETA was used to prepare for and fund the Mega Cities consultation and one is being processed for a joint rural water supply and sanitation consultation following on from the Colombo workshop. These TA funds can provide a vehicle for joint activities at regional and country level.

Miscellaneous.

Located in Metro Manila some way from down town. There is a good hotel next door, the Edsel Plaza, if your business is only with the Bank.

The data sheet "ADB at a glance" is attached as annex 4.

Ex ADB staff now in the WB, who know the institution well are David Howarth and Tony van Vugt. Also Jerry Warford who was seconded to the ADB at one time. Ranjith Wirasinha also worked for them.

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Weimen Yang	Deputy Director, Agriculture & Social Sectors Dept.(West)	632-6901
Dinh Xuan Vinh	Director, Agriculture & Social Sectors Department (East)	632-6900
Paul M. Dickie	Deputy Director, Agriculture & Social Sectors Dept.(East)	632-6356
Shehzad M. Sadiq	Director, Infrastructure, Energy & Financial Sectors Dept. (East)	632-6420
John. B. Taylor	Director, Infrastructure, Energy & Financial Sectors Dept. (West)	632-6315
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Peter J. Wallum	Project Economist (east)	632-6846
Faten Hodroge	Financial Analyst (east)	632-6852
Arthur McIntosh	Senior Projects Officer (west)	632-6850

Annex 2.

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Asian Development Bank
P.O. Box 789, 1099 Manila
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10. Thailand Water Supply and Sanitation Sector Profile, 1988.
11. Bhutan Water Supply and Sanitation Sector Study, 1988.
12. Women and Water: Domestic Shallow Well Water Supplies, 1990.
13. Pakistan Water Supply and Sanitation Sector Study, 1990.
14. Indonesia Water Supply and Sanitation Sector Study, 1990.
15. Water Supply and Sanitation - Beyond the Decade Asia Regional Consultation, 1990.
16. South Pacific Region - Water Supply and Sanitation Sector Study, 1991.

(near) Black Book - A.S.D.B.

THE WORLD BANK GROUP
Headquarters: Washington, D.C. 20433 U.S.A.
Tel. No. (202) 477-1234 • Fax (202) 477-6391 • Telex No. RCA 248423

FACSIMILE COVER SHEET AND MESSAGE

DATE: April 14, 1995 NO. OF PAGES: 1 MESSAGE NO.:
(including cover sheet)

TO: MESSRS. E.A. NONNIS AND D.X. VINH DESTINATION FAX NO.: (63-2) 741-7961
Title: DIRECTORS
Organization: ASIAN DEVELOPMENT BANK
City/Country: MANILA, PHILIPPINES

FROM: Brian Grover DIVISIONAL FAX NO.: (202) 522-3228
Title: MANAGER Dept./Div. No.:
Dept/Div: WATER AND SANITATION PROGRAM (TWUWS)
Room No.: S4-143 Telephone: (202) 473-0693

SUBJECT: POTENTIAL FUTURE COLLABORATION

MESSAGE: Gentlemen,

Thanks for your fax of 29 March, which arrived when I was on an extended mission in Africa.

My colleagues (Bob Boydell from Jakarta and Peter Lochery from Delhi) and I greatly appreciated our meetings with you in Manila in February and I am pleased to note the continuing cooperation outlined in your fax.

It so happens that our annual meeting of Regional Managers of our Program commences here very soon, on April 24. At that time I intend to discuss your detailed suggestions with Messrs. Boydell and Lochery so that we can follow up appropriately.

I believe that the most efficient future collaboration will be that developed between our respective Managers. In that light, and in accordance with your suggestion, I will suggest that Messrs. Boydell and Lochery pursue specific future actions with your Bank in May, immediately after our Washington meetings. I am particularly interested in the proposed regional consultation on rural water supply.

Thanks again for your cooperation, which I am sure will benefit our common clients.

Yours truly,

Brian Grover

*Done
04/18/95
BN
Boydell, Lochery*

Transmission authorized by: BRIAN GROVER

If you experience any problem in receiving this transmission, inform the sender at the telephone or fax no. listed above.

**ASIAN DEVELOPMENT BANK
MANILA, PHILIPPINES
FAX NO. (63-2) 632-6816 OR (63-2) 741-7961 CCITT GROUP 3 & 2 AUTO**

FACSIMILE TRANSMISSION COVER FORM

TO: UNDP-World Bank Water and Sanitation Program 1818 H Street, NW Washington DC, 20433 U.S.A.	ATTENTION:	Mr. Brian Grover Manager
FAX NO: 202 522 3228	COUNTRY:	U.S.A.
DEPT/OFFICE: AED/AWD	APPROVED BY:	E.A. NONIS, Director, AWD D.X. VINH, Director, AED
DATE: 29 March 1995	Page 1 of:	2

(NOTE: IF NOT RECEIVED CLEARLY, PLEASE CALL (63-2) 632-4444, TELEX 29066 ADB PH 405/3 ADB PM or 63587 ADB PN)

REF: AEWJ/ 288 /95

4/3/95
B Grover

Answered: _____
Copied to: _____
Response by: _____

Dear Mr. Grover,

SUBJECT: POTENTIAL FUTURE COLLABORATION

1. Further to our meeting on 21 February 1995 and your follow-on fax of the same date, we also wish to express our appreciation for the informative nature of your visit and to advise that we fully endorse and support your ideas on increased future collaboration.
2. Based on discussion with the two Divisions most directly involved, we suggest that initially, this increased collaboration be focused on Indonesia and the Philippines in the Bank's East Region and Viet Nam and India in the West Region, our four most active or most promising Developing Member Countries (DMCs) in the Social Infrastructure sectors.
3. In response to the specific modalities of collaboration, we suggest as follows:
 - (i) Our official contact persons in the Bank's East and West Regions would be the Managers of the respective Water Supply, Urban Development and Housing Divisions (Messrs. Asad A. Shah, AEWU and James E. Rockett, AWWU). We suggest that you remain in contact with our mission leaders and staff through them.
 - (ii) While some sharing of information between the Bank and the Program are already being carried out, mostly at the project level, we agree that this should be strengthened. Accordingly, we will provide you with copies of social infrastructure related documents; country strategies, sector review and statistics and specific projects, related to water supply and sanitation.
 - (iii) While participation in each other's missions is an interesting idea, it may be difficult, logistically. However, we will encourage our staff to coordinate missions of specific mutual interest with your staff.
 - (iv) There is scope for joint consultations and workshops. The proposed small scale TA: Regional Consultation — Rural Water Supply being developed by AWWU offers an excellent opportunity to further our collaboration. Our staff will contact you to explore further modalities of your involvement.

2

- (v) There appears to be limited scope for secondment of Bank staff to the Program. The findings of the ongoing evaluation on exchange or secondment of staff with the World Bank would need to be taken into account to develop such a program.
- (vi) We will encourage our staff to consult with the Program and share information on all aspects related to environmental and financial sustainability, utility management with special emphasis on privatization and water resource management. All of these areas are of prime interests to the Bank, as well.
3. Examples of specific ongoing or about to begin TAs by the Bank, that would benefit from your collaboration include:

Indonesia:

- Water Supply and Sanitation Sector Review
- Water Supply Sector Update
- Rural Water Supply and Sanitation Sector Project

Philippines:

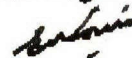
- Qualitative Improvements in Project Design
- Third Island Provinces Water Supply Project

Viet Nam:

- Ho Chi Minh City Water Supply Master Plan

4. Studies which you mentioned you are undertaking in which we are interested include:
- Participatory Approaches in Development of Rural Water Supply Projects
 - Adaptive Project Design
 - Overall Policies in the Water Supply Sector
5. As our goals are the same, our mutual collaboration will strengthen our individual efforts and help our institutions deliver better quality projects to our mutual clients. We look forward to receiving more information on these studies and others that you feel may be of interest of us.
6. Please contact our staff, through our two Managers, directly to further our collaboration.

Best regards,



E.A. NONIS
Director

Agriculture & Social Sectors Department (West)



D.X. VINH
Director

Agriculture & Social Sectors Department (East)

UNDP/World Bank Water & Sanitation Program

(Executing Agency : The World Bank)

With Compliments

Brian Grover
TWUWS

Please find attached.

*Original to As DB black book,
- ~~Copies to Gross & Grover~~*

*Done
04/19/95
BN*

Regards,

Bob Boydell

Regional Water & Sanitation Group - East Asia & Pacific
Lippo Life Building, Suite 705

Jl. H.R. Rasuna Said, Kav. B-10, Jakarta 12940, Indonesia

Mailing Address : P.O. Box 1324/JKT

Phone : (62-21) 2520606, 2522313, 2523210. Facsimile : 2520432. Telex : 62141 IBRD IA

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10. Thailand Water Supply and Sanitation Sector Profile, 1988.
11. Bhutan Water Supply and Sanitation Sector Study, 1988.
12. Women and Water: Domestic Shallow Well Water Supplies, 1990.
13. Pakistan Water Supply and Sanitation Sector Study, 1990.
14. Indonesia Water Supply and Sanitation Sector Study, 1990.
15. Water Supply and Sanitation - Beyond the Decade Asia Regional Consultation, 1990.
16. South Pacific Region - Water Supply and Sanitation Sector Study, 1991.



ADB AT A GLANCE

(As of 30 June 1994)

1. DATE OF FORMAL OPENING FOR BUSINESS	19 December 1966		E. (i) Estimated total cost of projects directly financed (\$ Million)	79,880.16		
2. ADDRESS	ASIAN DEVELOPMENT BANK P.O. Box 789, 0980 Manila 6 ADB Avenue, Mandaluyong, Metro Manila, Philippines		(ii) Share of Bank loans in E (i) (per cent)	41.8		
3. MEMBERS	Total Membership 55		(iii) Cost of projects indirectly financed through National Development Finance Institutions (\$ Million)	17,177.20		
(i) Regional	39	(ii)* Developing	35	(iv) Share of Bank loans (based on subloans approved/credited) in E (iii) (per cent)	22.3	
Non-Regional	16	Developed	19	F. Co-Financing with other sources ^f		
4. RESOURCES	Amount (US\$ Million)		(i) Number of Projects	395	(ii) Amount of Bank loans (\$ Million)	19,671.50
A. Ordinary Capital Resources			(iii) Amount of Co-financing (\$ Million)	18,336.31		
(i) Authorized Capital	50,389.9 ^a		7. TECHNICAL ASSISTANCE ACTIVITIES	Amount (US\$ Million)		
(ii) Subscribed Capital	28,745.6 ^a		A. Total T.A. Projects ^g	Number	879.9	
(a) Callable	25,680.2 ^a		(i) T.A. to DMCs	2,075	741.9	
(b) Paid-in	3,065.4 ^a		(ii) Regional Activities	578	138.0	
(iii) Borrowings Outstanding	13,993.5		B. Countries Assisted	32		
(iv) Reserves & Unallocated Net Income	5,254.8		C. T.A. by Type of Assistance to DMCs	Number ^h		
B. Special Funds Resources			Advisory & Operational	1,151		
(i) Asian Development Fund (ADF)	18,884.1 ^b		Project Preparation	924		
(ii) Technical Assistance Special Fund	528.1 ^c		Special T.A.	2		
5. BANK STAFF	Number		D. Project Loans which have resulted from Bank T.A.	548	23.7 billion	
A. Total	1,925 ^d		E. Cumulative Sectoral Distribution of T.A. ⁱ	% of Total Projects % Approved		
(i) Professional Staff	648			Number	Amount	
(ii) Supporting Staff	1,277		Agriculture & Agro-Industry	36.3	39.97	
B. Nationalities	42		Energy	11.3	11.31	
6. LENDING ACTIVITIES	Amount (US\$ Million)		Industry & Non-Fuel Minerals	4.5	3.33	
A. Total Loans Approved ^e	Number	48,347.6	Finance	7.8	5.41	
(i) Ordinary Loans	681	33,015.4	Transport & Communications	13.3	13.48	
(ii) ADF Loans	615	15,332.2	Water Supply & Sanitation	6.0	4.95	
B. Number of Projects Financed	1,187		Urban Development	3.5	3.93	
C. Number of Countries Assisted	32		Education	5.4	5.75	
D. Cumulative Lending by Sector	% of Total Projects	% Approved	Health & Population	2.3	1.68	
	Number	Amount	Multisector	0.9	1.41	
Agriculture & Agro-Industry	32.2	24.38	Others	8.7	8.78	
Energy	16.9	25.06	F. T.A. Approvals funded from other sources (\$ Million)		192.44	
Industry & Non-Fuel Minerals	5.5	4.18	8. PRIVATE SECTOR ACTIVITIES ^j	Amount (US\$ Million)		
Finance	10.5	10.77	A. Total Approvals	Number	1,104.68	
Transport & Communications	15.9	19.02	(i) Equity Facilities	93 ^k		
Water Supply & Sanitation	6.9	4.75	(ii) Loans without Government Guarantee	78	266.37	
Urban Development	2.6	3.53	(iii) Syndications, complementary loans	51	657.41	
Education	5.2	5.00	B. Technical Assistance Approvals ^m	15	180.90	
Health & Population	2.0	1.52		107	24.28	
Multisector	2.2	1.77				
Others	0.1	0.02				

* Nauru has not been classified.

a Valued in terms of SDR at the rate of US\$1.44837 per SDR.

b ADF resources consist principally of available ADF contributions of member countries, accumulated ADF net income and repayments, and amounts set aside in earlier years pursuant to Article 19.1 (i) of the Bank's Charter.

c TASF resources consist principally of contributions of member countries. As of 30 June 1994, unutilized resources amounted to \$219.7 million.

d Excludes Management. Supporting staff total includes 72 staff absorbed under special positions.

e Includes technical assistance loans later refinanced in subsequent loans.

f Comprising official sources, both bilateral and multilateral, and export credit and private sources.

g T.A. projects with project preparation and advisory and operational components are counted as one.

h Including projects financed from sources other than the Bank, with the Bank acting as executing agency.

i Excludes regional projects.

j Excludes cancellations.

k Double counting eliminated.

l Included in 6 above.

m Included in 7 above.

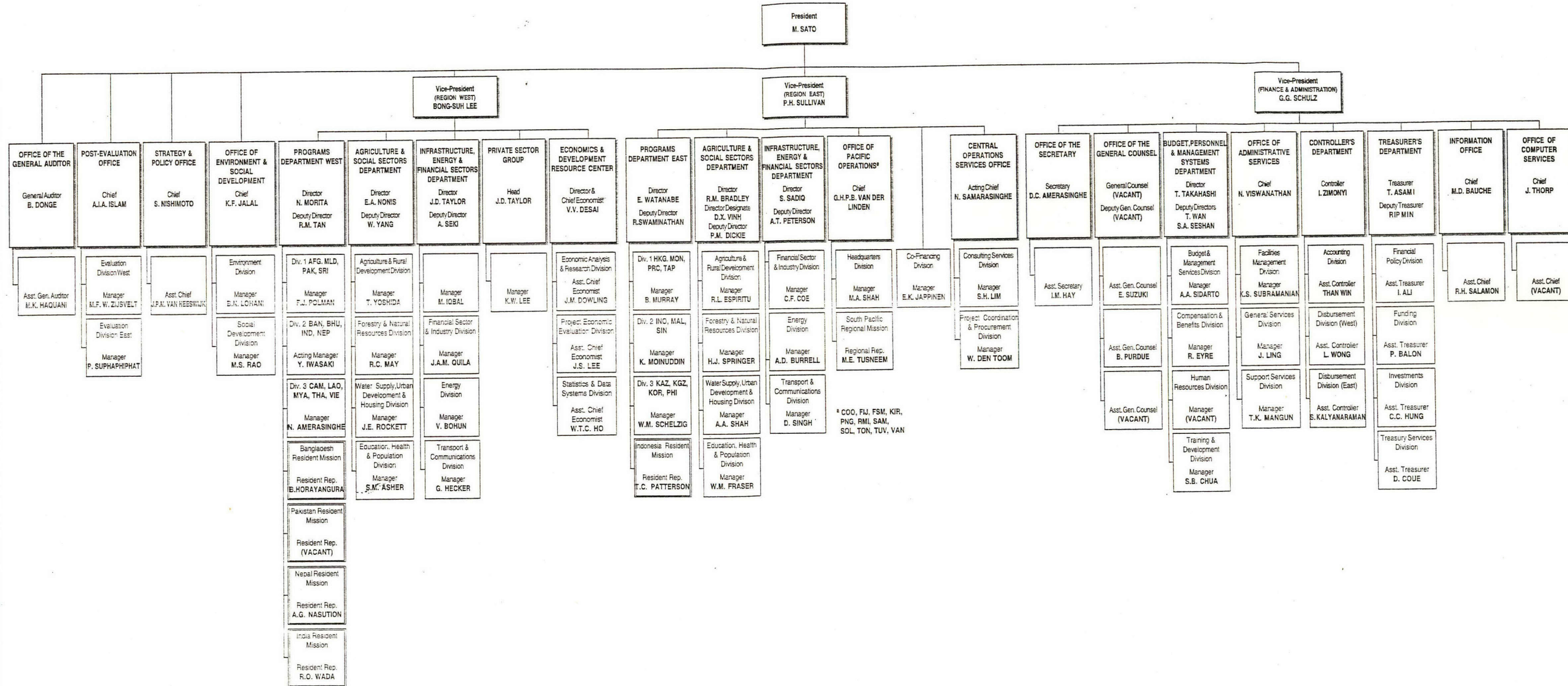


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Issued by the INFORMATION OFFICE



ORGANIZATION CHART



File Brian Dev Bank

sent 2/28/95
B. Grover

THE WORLD BANK GROUP
Headquarters: Washington, D.C. 20433 U.S.A.
Tel. No. (202) 477-1234 • Fax (202) 477-6391 • Telex No. RCA 248423

FACSIMILE COVER SHEET AND MESSAGE

DATE: February 27, 1995 **NO. OF PAGES:** 9 **MESSAGE NO.:** 95/
(including cover sheet)

TO: Mr Ranjith Wirasinha **DESTINATION FAX NO.:** 41-22-788-0054
Title: Executive Secretary
Organization: WSS Collaborative Council
City/Country: Geneva 27, Switzerland

FROM: Brian Grover **DIVISIONAL FAX NO.:** (202) 522-3228
Title: Program Manager Dept./Div. No.: 658/30
Dept/Div: TWUWS
Room No.: S4-139 Telephone: (202) 473-0693

SUBJECT: UNDP/WORLD BANK WATER AND SANITATION PROGRAM

MESSAGE:

Dear Ranjith:

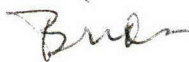
Thanks to your very practical assistance, colleagues Bob Boydell, Peter Lochery and I had a productive series of meetings at the Asian Development Bank on February 21, 1995.

In an effort to operationalize pragmatic future collaboration soon, we agreed to prepare a Discussion Note immediately after our meetings. Because of your vital role in setting up these meetings, I am enclosing a copy of this note for your information.

Any comments?


Thanks again for your help.

Sincerely,



Brian Grover
Program Manager

cc: Messrs. Bob Boydell, Jakarta, Indonesia. (Fax only)
Peter Lochery, New Delhi, India (Fax only)

Transmission authorized by: 

If you experience any problem in receiving this transmission, inform the sender at the telephone or fax no. listed above.

UNDP-WORLD BANK WATER AND SANITATION PROGRAM
1818 H Street NW. Washington DC 20433 USA
Telephone 202 473 6917. Fax 202 522 3228.

Manila
February 21, 1995

Mr. Eustace A Nonis, Director
Agriculture and Social Sector Department (West)
Asian Development Bank

Mr. Dinh X. Vinh, Director
Agriculture and Social Sector Department (East)
Asian Development Bank

Gentlemen,

Potential Future Collaboration

On behalf of my Program colleagues and myself, thank you for receiving us and sharing ideas and information in our meetings today.

As discussed, we have prepared the attached note, with a view to stimulating our mutual thinking and subsequent actions. We hope you will share it with your colleagues, whom we enjoyed meeting. The ideas in this note are necessarily preliminary and tentative at this stage.

Your comments on how we might best collaborate in the future will be welcome. You could contact me or our Regional Managers in Asia (Robert Boydell in Jakarta or Peter Lochery in Delhi) as appropriate.

We are now preparing our work plan for the year commencing July 1, 1995. In this regard it would be helpful if you could share with us the Bank's tentative pipeline of future loans and technical assistance in our sector, which we understand may be available in a few weeks.

Our Regional Managers will join me in Washington DC for meetings commencing April 24, at which time we will finalize our work plan for the year ahead. Ideas or suggestions received before then will be particularly welcome. Afterwards, probably in mid-May (in coordination with his work in the Philippines), Mr. Boydell could return to the Bank for more operational discussions. Of course, he would contact you in advance to suggest a possible meeting.

May I reiterate that future visits by Bank staff to our regional and country offices would be most welcome and useful.

Thanks again for your interest and cooperation. I sincerely hope that today's discussions will soon lead to more active collaboration between the Bank and our Program.

Yours truly,



Brian Grover
Manager
UNDP/World Bank Water and Sanitation Program

cc: Mr. James E. Rockett, Manager
Water Supply & Urban Development Division (West)

Mr. Asad A. Shah, Manager
Water Supply Urban Development Division (East)

Mr. Ohene Owusu Nyanin
Deputy Resident Representative
World Bank, Manila

NOTE ON DISCUSSIONS OF FEBRUARY 21, 1995

A. INTRODUCTION

Members of the UNDP/World Bank Water and Sanitation Program (the Program) visited the Asian Development Bank (the Bank) in Manila on February 21. The meetings were arranged with the help of Mr. Ranjith Wirasinha, Executive Secretary of the Water Supply and Sanitation Collaborative Council. Participants in the meetings are listed in Annex 1.

The meetings were requested by the Program management, with the objective of discussing Program and Bank activities in the water and sanitation sector and exploring prospects for future collaboration.

This note, prepared by the Program managers, is intended to summarize the discussions and to encourage consideration, by the Bank and by the Program, of follow-up actions.

To facilitate future communications, contact points for the Program in Asia are attached as Annex 2.

B. PROGRAM DESCRIPTION AND TYPICAL ACTIVITIES

The UNDP/World Bank Water and Program is a partnership which began with pilot initiatives in the late 1970s, and has evolved into a worldwide network dedicated to improving the access of poor people to safe water and sanitation on a sustainable basis. Together with governments, donor agencies and nongovernmental and private partners, the Program promotes and supports innovative solutions tailored to meet local needs and conditions. Most of the Program's more than 70 professional staff are located in five regional offices and a number of country offices.

In Asia, there are regional offices in Jakarta (Regional Water and Sanitation Group for East Asia and Pacific) and Delhi (RWSG for South Asia). The field offices are supported by a management group in the Water and Sanitation Division of the World Bank's Vice Presidency for Environmentally Sustainable Development in Washington, DC.

The Program has contributed to the strong consensus that has emerged among governments, donor agencies, and nongovernmental organizations on effective policies in the water and sanitation sector. At global consultations in Delhi, Delft, Dublin and Rio de Janeiro, the key principles of a comprehensive framework have emerged:

- water must be managed as an economic good. This will lead to proper pricing and greater efficiency, and generate funds to extend services to the poor.
- sector institutions must become responsive to consumer demand;

- participation gives people the opportunity to make choices and contributes to their ownership of new facilities; and
- government should be a promoter rather than a provider of services.

Together with its partner institutions, the Program is translating these principles into concrete actions that improve services. There are no blueprints: the key watchwords are adaptive design and systematic learning. The Program's work reflects these concerns in three main areas:

- **supporting sustainable investments** (preinvestment support, willingness-to-pay studies, pilot projects, implementation assistance, and monitoring and evaluation);
- **building capacities at the national and local levels** (sector reform initiatives, training and education, and participatory development methods); and
- **disseminating lessons and knowledge** (national networks, workshops, reports, and studies).

Typical examples of World Bank / Program collaboration in South and East Asia are given below.

- i. RWSG-SA has assisted the sector operations division of the World Bank responsible for Nepal in the production of a sector issues paper; participated in the conceptual design of an innovative rural water supply and sanitation project for financing by IDA; and designed and implemented a pilot project with Japanese funding to test service delivery options for the IDA project.
- ii. In Pakistan, RWSG-SA has chaired the rural water supply and sanitation technical group of the Multi-donor Support Unit for the Social Action Program; obtained UNDP funding for support from the Orangi Pilot Project in piloting a demand led approach within the IDA rural water supply and sanitation project in Sindh; participated in the preparation and appraisal of the IDA Community Infrastructure Project (CIP) in NWFP; and started to develop a strategic monitoring system with the government agency responsible for the CIP in order to document information on successes and failures for future adaptation and refinement of project implementation procedures.
- iii. In Indonesia, RWSG-EAP has been involved in the preparation and strategic supervision of the World Bank-funded "Water and Sanitation Project for Low Income Communities". This is the first World Bank investment in the rural sub sector and is based on a programmatic or adaptive project design and demand based approach using NGOs as intermediaries and

village action plans as the "contract" between the community and government. This innovative project is proving to be a useful model for future decentralized sector development.

C. PROSPECTS FOR FUTURE COLLABORATION BETWEEN THE ADB AND THE PROGRAM

During the meeting there was strong agreement that establishing good collaboration between the ADB and the Program would be mutually beneficial and should be vigorously pursued. It was recognized that partnerships and collaboration bring synergy to our activities and a complementarity of approach, and also counteract overlapping, competition and fragmentation. This in turn leads to better practices and projects that contribute to improved service levels for the client beneficiaries. It was recognized however that such collaboration would have to serve the strategic goals and be subject to the available resources of both sides. Areas in which collaboration could be pursued include:

- * establishing a structure for communications by identifying contact persons in ADB's East and West Divisions who would liaise with the Regional Managers of the South and East Asia RWSGs.
- * sharing of information from project/country, regional and global levels including mission reports and project documents, sector strategies and other sector information of mutual interest. Also more general management and administrative information on country assistance strategies, project pipelines, organization and staffing, and travel schedules etc.
- * joint activities including: participation in each other's missions for sector reviews and strategic planning, for project identification and preparation, for project supervision and evaluation; and also applied research and technical assistance.
- * joint regional consultations, workshops and training activities addressing sector issues and needs.
- * exchange or secondment of staff between ADB and the Program in order to facilitate a better understanding of each other's strategies and operations and to enhance collaboration in future joint activities.
- * the Program, which is based in the Water and Sanitation Division of the World Bank's Environmentally Sustainable Development Vice Presidency, can also provide an interface between the ADB and the Division's thematic groups on Informal Institutions, Utility Management (and privatization) and Water Resources Management.

Annex 1. Participants in meetings

Asian Development Bank:

Charoen Bunchandranon	Senior Project Engineer, AWWU
Paul M. Dickie	Deputy Director, AEOD
Akira Endo	Urban Development Specialist, AWWU
E. Gordon Fox	Project Engineer, POHQ
Jelle van Gyn	Staff Consultant, O'Sullivan & Graham
Wouter Lincklaen Arriens	Water Resources Specialist, SOCD
Arthur C. McIntosh	Senior Project Engineer (WS), AWWU
Adelaida Mortell	Assistant, Project Admin., AWWU
Eustace A. Nonis	Director, AWOD
Carmen Ricerra	Sr. Project Admin. Staff, AWWU
James E. Rockett	Manager, AWWU
Nick Semeniuk	Project Engineer, AEWU
Asad A. Shah	Manager, AEWU
Arjun Thapan	Financial Analyst, AWWU
D.X. Vinh	Director, AEOD
Carmelita S. Vita	Sr. Project Admin. Staff, AWWU
Peter Wallum	Project Economist, AEWU

UNDP-World Bank Water and Sanitation Program:

Brian Grover	Program Manager
Robert Boydell	Regional Manager for East Asia and Pacific
Peter Lochery	Regional Manager for South Asia

Annex 2. UNDP-World Bank Water and Sanitation Program - Contact points

Bangladesh Syed Zahir Sadeque, Team Leader
Regional Water and Sanitation Group for South Asia
Flat No. 01-01
Building No. C, Plot No. 2
Priyo Prangan
2 Paribagh
Dhaka

Telephone: (880-2) 504472
Telefax: (880-2) 865351

China Vladimir Lipsky, Chief Technical Adviser
UNDP-World Bank Water and Sanitation Program
No. 1 Bei Sha Tan
De Sheng Men Wai
Beijing 100083

Telephone: (86-1) 2010558
Telefax: (86-1) 2010558

India Peter Lochery, Regional Manager
Panneer Selvam, India Team Leader
Regional Water and Sanitation Group for South Asia
53, Lodi Estate
PO Box 416
New Delhi 110 003

Telephone: (91-11) 4690488
Telefax: (91-11) 4628250

Indonesia Robert Boydell, Regional Manager
Regional Water and Sanitation Group for East Asia
and the Pacific
Lippo Life Building Suite 705
Jl. Rasuna Said Kav. B-10, Kuningan
Jakarta 12940

Telephone: (62-21) 2520606
Telefax: (62-21) 2520432

Lao Michael Seager
Chief Technical Adviser
c/o UNDP Resident Mission
PO Box 345
Vientiane
Lao PDR.

Tel and Telefax: 856 21 413710

Mongolia Mary Judd (c/o RWSGEAP Jakarta).
Water Supply and Sanitation Technical Assistance
and Capacity Building Project
c/o UNDP

7 Erhuu Street
Sukhbaatar Region
PO Box 49/207
Ulan Bataar

Telephone: (976-1) 327585
Telefax: (976-1) 326221

Nepal

Jeremy Notley, Chief Technical Adviser
JAKPAS
Baluwatar - 4
Kathmandu

Telephone: (977-1) 410983
Telefax: (977-1) 413113

Pakistan

K. Minnatullah, Team Leader
Regional Water and Sanitation Group for South Asia
c/o World Bank
20-A Shahrah-e-Jamuriat, G-5/1
PO Box 1025
Islamabad

Telephone: (92-51) 819781
Telefax: (92-51) 824807

Philippines

Ceasar Yniguez
National Country Officer
c/o UNDP Resident Mission
106 Amorsolo Street.
Makarti
Metro Manila.

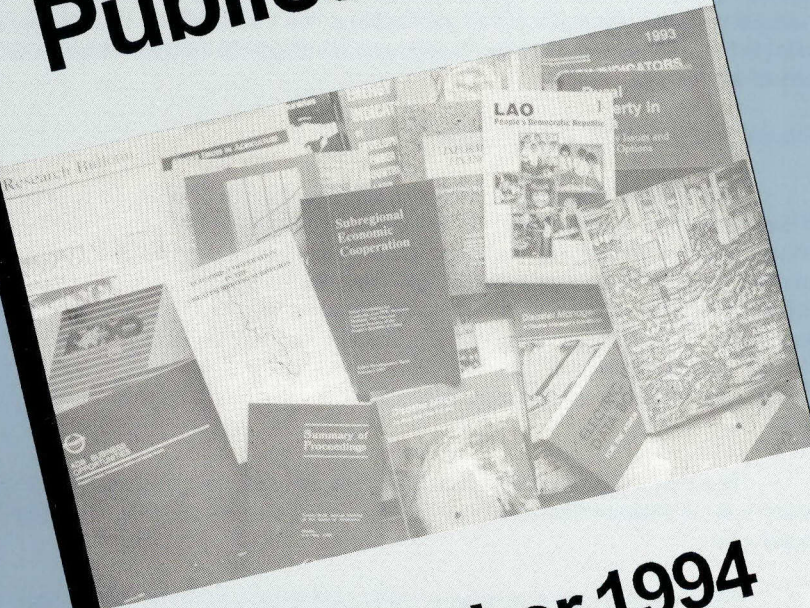
Tel: 78 05 15
Telefax: 79 13 52.

Vietnam

Nguyen Cong Thanh
National Country Adviser
c/o UNDP, Hanoi, Vietnam
PO Box 618
Bangkok 10501, Thailand

Telephone: (84-4) 352421
Telefax: (84-4) 236927 c/o UNDP office
("for RAS/92/001)

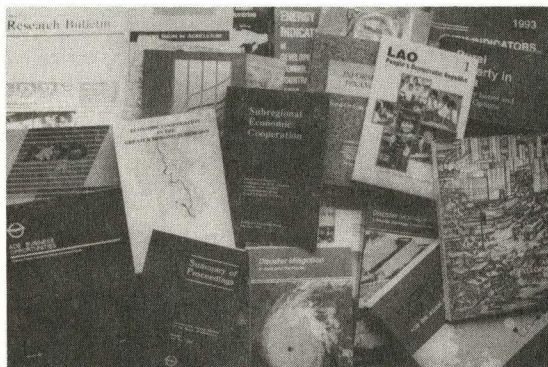
ADB Publications



September 1994

ASIAN DEVELOPMENT BANK

The Information Office of the Asian Development Bank is responsible for information activities which help create a better awareness of the Bank's role and operations in member countries. Its primary functions are to disseminate information about the Bank's activities and stimulate interest in economic development in the Bank's area of operations. It promotes readership interest in Bank studies and publications and



replies to queries from the public about the Bank and its activities. In view of the increasing public interest in Bank publications, the Publications Unit of the Office was established in early 1993 to cater to requests coming from individuals and organizations based worldwide.

Where to Find ADB Publications:

- The Publications Unit of the ADB Information Office coordinates with the other departments and offices of the Bank in handling requests for priced and non-priced Bank publications, including procurement and consultants' handbooks and sample bidding documents which can also be procured directly from the **Central Projects Services Office**. It handles paid subscriptions to *ADB Business Opportunities* and *Asian Development Review*, and maintains mailing lists for the Bank's *Annual Report*, *News Releases* and the *ADB Review* (formerly *ADB Quarterly Review*). Copies of the Bank's audio-visual presentations can now also be ordered through this Unit.
- The **Oxford University Press (OUP)** co-publishes about six titles for the Bank which can be ordered directly from its offices, associated companies and agents based worldwide.
- Bank visitors can purchase priced publications from the **Bookshop** located at Room G166 of the Bank's Headquarters in Manila.
- *Adbox Book Distributors*, the Bank's commercial distributor in the Philippines, sells Bank publications through a number of bookstores in Metro Manila and the provinces.
- The **ADB Depository Library Program** commenced in January 1994 and currently has a membership of about 80 libraries in 34 member countries of the Bank.

The following listing has been compiled with the objective of providing as much information as possible on the publications produced by the Asian Development Bank. Detailed ordering information can be found on page 1. For your convenience, an order form has also been provided in this brochure.



ASIAN DEVELOPMENT BANK
Agriculture & Social Sectors Department (East)
Water Supply, Urban Development & Housing Div.

From the desk of:

Tel. No.: 632-6846

Fax No.: 632-6816

Peter Wallum

P.O. Box 789

Project Economist

0980 Manila, Philippines

Mr. B. Grover 2/2/95

Brian! Pleasure to have met you again!

- ①. Regarding your presentation you will note that the attached RRP (Loan approved on 2 Feb. 95) has covered most of the same items i.e. institutional review, demand-oriented, process (or programatic) approach, donor coordination, least-cost appropriate technology (various options), community based approach, NGOs, site selection (poverty), cost sharing, decentralized implementation arrangements, and large-scale intervention - 3,000 communities.
- ②. Proposed coordination (i) implementation of WB-WSS-LIC/ADB-RWSSSP in Indonesia;
(ii) preparation of PHI: Third Ist. Prov. RWSS coordinated w. your pilot study in six provinces for capacity building of CGUs in Philippines;
(iii) general sharing of documents, MOUs, Aide-Memo and participate in each others missions. Peter

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Economic Staff Papers	18
EDRC Occasional Papers	21
EDRC Report Series	22
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Ordering Information

This brochure lists all publications currently available from the Asian Development Bank and identifies their source department or office in the Bank. All ADB publications are issued in English; editions in other languages are indicated where appropriate. In responding to orders placed, the English language edition will be sent unless otherwise specified.

Nonpriced publications are sent free of charge *by surface mail*. Air mail rates and courier service charges are for the account of requestors requiring faster delivery.

Prices and relevant postage costs are indicated, where applicable. These are reviewed from time to time, and may change without prior notice. All orders are subject to stock availability.

Inquiries on Bank publications and orders for non-priced as well as for some priced publications listed in this brochure may be addressed to:

Publications Unit	Tel. Nos.	632-4444
Information Office		(632) 711-3851 (International Calls)
Asian Development Bank	Facsimile:	(632) 632-5122; 632-5841
P.O. Box 789	Telex:	63587 ADB PN (ETPI)
0980 Manila		42205 ADB PM (ITT)
Philippines		29066 ADB PH (RCA)

Procurement and consultants' handbooks and sample bidding documents may be obtained directly from the Bank's **Central Projects Services Office**.

The following publications are available directly from any **Oxford University Press** office, associated company and agent in your locality: (i) *Asian Development Outlook*, (ii) *Economic Analysis of Investment Projects*, (iii) *Informal Finance: Some Findings from Asia*, (iv) *Key Indicators of Developing Asian and Pacific Countries*, (v) *Mongolia: A Centrally Planned Economy in Transition*, and (vi) *Rural Poverty in Asia: Priority Issues and Policy Options*. The local price may vary from the international price.

Payment for priced publications, audio-visual presentations and postage costs should be made (i) by check/draft or international money order drawn on a bank in the United States in US dollars, and payable to the *Asian Development Bank*, or (ii) by international money order in US dollars drawn on a bank elsewhere and payable to the *Asian Development Bank*.

(Discounts will be considered for bulk orders and for educational institutions.)

Please note that we do not accept payments made through credit cards.

Statutory Reports and Official Records

Agreement Establishing the Asian Development Bank

The Articles of Agreement, comprising (i) Purpose, Functions and Membership; (ii) Capital; (iii) Operations; (iv) Borrowing and Other Miscellaneous Powers; (v) Currencies; (vi) Organization and Management; (vii) Withdrawal and Suspension of Members, Temporary Suspension and Termination of Operations of the Bank; (viii) Status, Immunities, Exemptions and Privileges; (ix) Amendments, Interpretation, Arbitration; and (x) Final Provisions. 47 pages. *Office of the Secretary.*

Price: Free of charge.

Annual Report of the Bank

The Annual Report of the Board of Directors to the Board of Governors reviews the Bank's operations, project and internal administration and financial management and includes a separate report on the activities of the Special Funds of the Bank. The report also contains chapters on economic developments and, occasionally, special themes of particular interest or topicality. The report includes the complete financial statements and opinions of the independent auditors, a statistical annex and appendixes. Usually published in April. Approximately 200 pages. *Information Office.*

Price: Free of charge, via surface mail.
For airmail/courier service charges, see next column.

Airmail/Courier Service Charges:

Hong Kong/Indonesia/Japan/Korea/ Malaysia/Singapore/Taipei,China/Thailand	\$6.00
Other Asian Countries	19.00
Australia/New Zealand/PNG	16.00
South Pacific Countries	18.00
U. S. A.	10.00
Canada, Europe and other countries	24.00

By-Laws of the Asian Development Bank

By-Laws adopted under the authority of, and complementary to, the Agreement. 7 pages. *Office of the Secretary.*

Price: Free of charge.

Borrowing Regulation. 1992. 8 pages. *Office of the General Counsel.*

Price: Free of charge.

Ordinary Operations Loan Regulations. 1986. 20 pages. *Office of the General Counsel.*

Price: Free of charge.

Regulations of the Asian Development Fund. 1986. 14 pages. *Office of the General Counsel.*

Price: Free of charge.

Regulations of the Technical Assistance Special Fund. 1981. 8 pages. *Office of the General Counsel.*

Price: Free of charge.

Special Operations Loan Regulations. 1982. 20 pages. *Office of the General Counsel.*

Price: Free of charge.

Summary of Proceedings

An annual publication recording the Bank's Annual Meeting and containing the opening and closing addresses of the President of the Bank and the Chairman of the Board of Governors, Statements of Governors, Reports of the Board of Directors Presented at the Meeting, Report of the Procedures Committee, Resolutions Adopted at the Meeting, Election of Directors, a List of Delegates, Officers of the Board of Governors and the Procedures Committees, and a List of Principal Topics Discussed at the Meeting. Usually published in May. Approximately 250 pages. *Office of the Secretary.*

Price: Free of charge.

Books, Periodicals, Studies and Reports

ADB Business Opportunities (Proposed Projects, Procurement Notices and Contract Awards)

ISSN 0115-6209

This monthly publication has four sections, i.e., (a) Proposed Projects which describes loan and technical assistance projects in developing member countries and gives the following details: (i) country/borrower/executing agency, (ii) proposed loan or technical assistance amount, (iii) brief project description, (iv) information on procurement and status of consulting services, and (v) latest status of each project and the name of the Project Officer concerned; (b) Advance Action on Procurement, Consultant Recruitment and Retroactive Financing; (c) Procurement Notices; and (d) Contract Awards for goods,

related services, civil works and consulting services. About 120 pages in English. *Co-financing and Coordination Unit.*

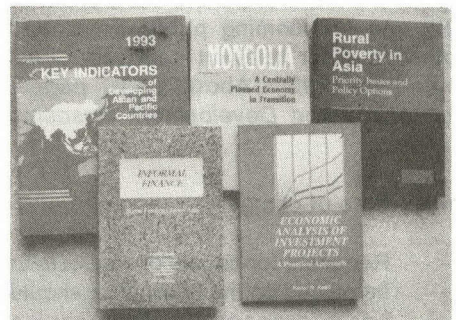
Price: \$30 per annum
(12 issues; airmail)

ADB Review

Formerly called the *ADB Quarterly Review*, this publication now appears every other month. It carries regular news features, including loan and technical assistance approvals, borrowings, contributions to the Technical Assistance Special Fund, senior appointments, etc., as well as special feature articles on Bank-financed projects and topics of regional or country-specific interest. About 20 pages. *Information Office.*

Price: Free of charge (air mail).

Available in: English, French, German and Japanese.



Agriculture Sector Study of Mongolia

The study provides a comprehensive analysis of the agriculture sector in Mongolia. It contains information on the natural resources and macroeconomic setting, the role of agriculture in the Mongolian economy, the institutional framework and policy issues, statistical data and analysis of subsectors, development constraints and potential, and a suggested strategy for the Bank's future operations in the agriculture sector. February 1994. 133 pages. *Agriculture Department*.

Price: Free of charge.

Asian Development Bank Research Bulletin

ISSN 0117-6064

A digest of the findings of economic research and policy analysis undertaken by the Bank. Its purpose is to disseminate these research and policy analysis findings to member governments, the development community and the interested public. Also included in the *Research Bulletin* are summaries of the discussions and conclusions of Bank conferences and seminars, descriptions of new and forthcoming publications, and notes on other relevant activities. First issued in 1993. About 12-20 pages. *Economics and Development Resource Center*.

Price: Free of charge.

Requests for copies or requests to be placed on the mailing list should be addressed to the Bank's *Economics and Development Resource Center*.

Asian Development Outlook

ISBN 0-19-585742-9

ISSN 0117-0481

Published for the Asian Development Bank by Oxford University Press (OUP), the *Asian Development Outlook* is the Bank's annual survey of economic progress in its developing member countries in Asia and the Pacific.

First published in 1989, the *Outlook* provides an assessment of global economic trends and traces recent growth experiences in the developing economies of Asia and the Pacific, presenting detailed profiles of developing Asian and Pacific countries, including analyses of their recent growth performance.

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Price: \$28 per copy
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Can also be ordered directly from OUP offices, associated companies and agents worldwide.

Asian Development Review

ISSN 0116-1105

Published twice a year, this publication is aimed at encouraging economic research and analysis to bring about a deeper understanding of the dynamics of the development process. It contains discussions on major development issues, the results of research carried out by Bank

staff, and contributions from scholars and specialists concerned with Asian and Pacific affairs. Approximately 150 pages. *Economics and Development Resource Center.*

Price: \$8.00 a year (2 issues, airmail)
Single issue: \$5.00 (airmail)

Bangladesh Health and Population Sector Profile

The Profile reviews past developments in Bangladesh's health and population sector, describes the constraints encountered, identifies opportunities for further improvements, points out the major sector policy issues, and proposes directions for priority programs in the medium term. Published in November 1989. 104 pages, including appendixes. *Infrastructure Department.*

Price: Free of charge.

A Bank for Half the World, the Story of the Asian Development Bank 1966-1986, by Dick Wilson

ISBN 971-124-002-5

Noted British author Dick Wilson traces the first two decades of the Bank's history, focusing on its role and past achievements, and touching on the challenges ahead. Published in 1987. 292 pages. *Information Office.*

Price: Free of charge, via surface mail.



Disaster Management: A Disaster Manager's Handbook by W. Nick Carter

ISBN 971-561-004-8

A ready reference handbook targeted at all disaster management officials, whether within government or outside. The handbook focuses on Southeast Asia and the Pacific covering natural calamities ranging from earthquakes to volcanic eruptions and from cyclones to floods; it also describes principles and practices that are applicable to other areas and circumstances. 1991. 417 pages, including appendixes. *Development Policy Office.*

Price: \$18 per copy
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Disaster Mitigation in Asia and the Pacific

ISBN 971-561-004-8

A companion volume to *Disaster Management*, this presents the results of a Bank study which represents a pioneering effort in the disaster mitigation field in the Asia-Pacific region, with the objective of widening and deepening the pace of disaster mitigation in the region and thus contributing to the welfare of its people. Published in 1991. 392 pages. *Development Policy Office.*

Price: \$18 per copy
(paperback; including postage)

**Economic Analysis of Investment
Projects: A Practical Approach**
by Kedar N. Kohli

ISBN 0195859367 (HB)
ISBN 0195859375 (PB)

Published for the Asian Development Bank by Oxford University Press (OUP) in 1993, this book explains in non-technical terms the meaning, purpose and methodology of economic analysis, and how economic analysis of projects differs from financial analysis. The book also focuses on areas which are essential in making a sound assessment of the economic viability of projects. 198 pages. *Economics and Development Resource Center.*

Price: \$11 per copy (paperback);
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**Economic Cooperation in the Greater
Mekong Subregion: Toward
Implementation**

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pages. *Programs Department.*

Price: To be determined.

**Education and Development
in Asia and the Pacific**

This publication reviews the status of
education in the region, evaluates the work
of the Bank in the sector and provides a
framework for future Bank assistance.
Second edition, 1991. 97 pages.
Infrastructure Department.

Price: Free of charge.

**Electric Utilities Data Book
for the Asian and Pacific Region**

ISBN 971-561-041-2

Provides extensive data pertaining to
electric power utilities in the Bank's DMCs.
The book is divided into three parts: a
regional profile for the power sector, country
profiles for the power sector, and utility
profiles. The fourth edition covers 32 DMCs,
compared with 22 for the third edition,
published in 1989. Data were gathered
mainly through questionnaires completed
by the utilities operating in the region.
January 1993. 899 pages. *Energy and
Industry Department.*

Price: \$55 per copy
(paperback; including postage)

Note: Out of stock; updated edition
to be issued late in 1995.

**Energy End Use: An Environmentally
Sound Development Pathway**

This volume presents preliminary analysis
of the implications of an end-use-oriented
strategy for sustainable development in an
Asian developing country. The analysis is
illustrated with a case study of India.
Published in 1993. 220 pages. *Office of the
Environment.*

Price: \$20 per copy
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**Energy Indicators of Developing
Member Countries of ADB**

ISBN 971-561-039-0

Provides time-series energy data covering
the Bank's DMCs. The publication is in two

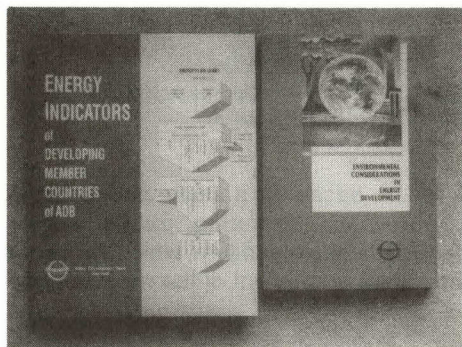
parts: A Regional Energy Profile and Country Energy Profiles. July 1992 (Updated edition for release in November 1994). 504 pages. *Energy and Industry Department*.

Price: \$50 per copy
(paperback; including postage)

Environment and Development: A Pacific Island Perspective

ISBN 971-561-007-2

The supporting technical document to the Pacific Island Developing Countries' Report to the United Nations Conference on Environment and Development, *The Pacific Way*, which reflects the concerns and recent consensus decisions of island developing countries in the region. Published in 1992, this 334-page document contains three parts: Part I summarizes sustainable development prospects of 14 South Pacific Regional Environment Programme (SPREP) members; Part II synthesizes the national reports and other relevant material and highlights major issues that concern both economic development and environmental management; and Part III discusses the various follow-up actions that SPREP and its members have initiated,



and some suggestions for improving development prospects and strengthening mechanisms for sustainable management of regional resources. *Office of the Environment*.

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Price: Free of charge.

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ISBN 971-561-038-2

Published in May 1991, this 415-page report is designed to sensitize government energy planners to environmental issues. It is also aimed at helping the Bank's DMCs devise strategies to meet their energy needs at minimum total cost. The report includes energy surveys on Bangladesh, People's Republic of China, India, Indonesia, Republic of Korea, Myanmar and Viet Nam. *Energy and Industry Department*.

Price: Free of charge.

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This volume is a product of the Bank's technical assistance and research directed specifically to poverty reduction in both rural and urban Asia. It comprises three sections: (i) an overview of poverty in developing Asia, (ii) a discussion of concerns particular to rural poverty in Asia, and (iii) urban poverty. 1994. 91 pages. *Economics and Development Resource Center*.

Price: Free of charge.

An Estimate and Analysis of National Government Subsidies in Papua New Guinea

Part of the operational and policy studies series of the Bank's Programs Department which was first initiated in 1990, this study attempts to provide a clearer and deeper understanding of subsidy flows from the National Government to the various sectors of the economy of Papua New Guinea. January 1993. 79 pages. *Programs Department (East)*.

Price: Free of charge.

Evaluating Rice Market Intervention Policies: Some Asian Examples

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A book stemming from a 1986 Bank-financed technical assistance study "An Inter-Country Evaluation of Rice Market Intervention Systems", consisting of six papers: the Overview, four Country Studies and a Concluding Review of Principles, Themes, Issues and Lessons. The book is expected to contribute to the formulation of an appropriate framework for the evaluation of policy options, taking due account of

both economic and non-economic considerations. 368 pages. *Economics and Development Resource Center*.

Price: Free of charge.

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This book is the result of a study carried out in 1988-1989 to develop a comprehensive report on the organization and operation of the existing export finance schemes in India, Indonesia, Pakistan, Philippines and Thailand and to evaluate the limitations of this scheme. 295 pages. *Economics and Development Resource Center*.

Price: Free of charge.

Financing Environmentally Sound Development

To be published late in 1994. Approx. 250 pages. *Office of the Environment*.

Price: \$12 a copy.

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ISBN 971-124-011-4(Philippines)-out of print

ISBN 971-124-012-2(Thailand)

A report, based on a study carried out in 1986/87, of financing public sector development expenditure, which spells out the nature and extent of the resource gap

in the public and private sectors of Bangladesh, India, Indonesia, Nepal, Pakistan, Philippines and Thailand. Provides an analysis of the government budgets and reviews the saving performance of public sector enterprises. Overview: 97 pages. Country Reports: 90-196 pages. *Economics and Development Resource Center.*

Price: Free of charge.

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Price: Free of charge.

Fisheries Sector Profile of the Philippines

This publication contains a compilation of materials which provides a quick reference on the present situation, problems and issues confronting the sector as well as statistical data; the Bank's operations in the sector; and useful information on operational matters. June 1993. 88 pages. *Agriculture Department.*

Price: Free of charge.

Forestry Sector Study of the Philippines

This publication provides a comprehensive analysis of the forestry sector in the Philippines. It provides statistical data and information on the role of forestry in the economy, institutional framework and policy issues, development constraints and potential, and a suggested strategy for the

Bank's future operations in the forestry sector in the Philippines. June 1994. 72 pages. *Agriculture Department.*

Price: Free of charge.

Gender Indicators of Developing Asian and Pacific Countries

ISBN 971-561-043-9

Prepared for ADB by the Center for International Research of the United States Bureau of Census, this publication is intended as a statistical portrait of the situation of women in the developing member countries of the Bank. Both demographic and socioeconomic indicators are presented, including indicators for individual DMCs. 1993. 350 pages. *Economics and Development Resource Center.*

Price: \$25 per copy
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ISBN 971-561-008-0

Published to mark the Bank's 25th anniversary, this book is divided into three parts. The first section traces the Bank's development as an institution. The second focuses on how the Bank's sectoral and crosssectoral strategies have shifted in response to the changing needs and priorities of its developing member countries and outlines the course the Bank is charting for the future. The third section briefly profiles each of the Bank's DMCs. 1992. 97 pages. *Information Office.*

Price: Free of charge.

Health, Population and Development in Asia and the Pacific

This paper, published in 1991, reviews the health and population sector's situation and needs, takes stock of the ADB's past assistance to the sector and indicates those priority areas on which such assistance should focus in the future. 102 pages. *Infrastructure Department.*

Price: Free of charge.

Human Resource Policy and Economic Development: Selected Country Studies

ISBN 971-561-000-5

The studies contained in this volume (published in 1990) dwell on human resource development in relation to economic growth in Bangladesh, Indonesia, Republic of Korea, Philippines and Thailand. 369 pages. *Economics and Development Resource Center.*

Price: Free of charge.

Improving Domestic Resource Mobilization Through Financial Development (Overview and Country Reports)

A report, based on a study of domestic resource mobilization and financial development, which examines the saving behavior of Asian developing countries as a group. The savings performance and process of financial development of six DMCs Bangladesh (July 1986), India (December 1987), Republic of Korea, Nepal (November 1988), Pakistan and Sri Lanka (April 1987) were examined in detail in country reports. Overview: 50 pages. Country Reports: 50-200 pages. *Economics and Development Resource Center.*

Price: Free of charge.

Indonesia: Economic Policies for Sustainable Development

ISBN 971-561-010-2

This report, which the Bank took the initiative to organize in 1989, examines the ways economic policies affect sustainability. It is an in-depth study of a limited, but very important, geographic area -- the Brantas River Basin. 1992. 104 pages. *Office of the Environment.*

Price: Free of charge.

Informal Finance: Some Findings from Asia

ISBN 0-19-585767-4 (cloth)

ISBN 0-19-585757-7 (limp)

Published for the Asian Development Bank by Oxford University Press (OUP) in 1992, this book is based on a research project that examined informal finance in Bangladesh, India, Indonesia, Philippines and Thailand. Issues such as regional diversity within countries and differences between rural and urban areas are discussed. Rather than summarizing the five country studies on which it is based, *Informal Finance* presents a synthesis based on a common framework that permits cross-country comparisons. 250 pages. *Economics and Development Resource Center.*

Price: \$11 per copy (paperback);

\$27 per copy (hardbound).

Direct orders to OUP offices, associated companies and agents worldwide.

Key Indicators of Developing Asian and Pacific Countries

ISBN 0-19-585873-5
ISSN 0116-3000

Published for the Asian Development Bank by Oxford University Press (OUP), this is an annual statistical publication, presenting the most current statistical data and socioeconomic indicators from the Bank's developing member countries.

Key Indicators comprises three parts. The first part presents data that provide a broad perspective on the situation and performance of the Asian and Pacific region in relation to industrialized countries and other developing regions; the second part presents standard socioeconomic data comparable among developing member countries; and the third part presents detailed data for each country, 1994. 413 pages. *Economics and Development Resource Center.*

Price: \$35 per copy
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Can also be ordered directly from OUP offices, associated companies and agents worldwide.

Lao People's Democratic Republic (Education in Asia and Pacific Series 1)

This volume is the first in a series of projected sector studies by the ADB's Education Division (West), intended to be an essay in information and resource sharing to encourage participation by interested organizations in countries where the outreach of education is still a matter of concern. March 1993. 96 pages. *Infrastructure Department.*

Price: Free of charge.

Managing Financial Sector Distress and Industrial Adjustment: Lessons for Developing Countries

A report containing the recommendations of senior policymakers in Asia, drawn from lessons of distressed financial and industrial sectors in a number of Asian countries and proposed during a seminar in Seoul from 18 to 21 September 1990. Their analyses of complex issues linking the status of finance and industry are outlined in this report published in May 1992. 90 pages. *Energy and Industry Department.*

Price: Free of charge.

Mongolia: A Centrally Planned Economy in Transition

ISBN 0-19-585893-X (Hbk)
ISBN 0-19058594-8 (Pbk)

Published for the Asian Development Bank by Oxford University Press (OUP) in 1992, this book is based on the findings of the Bank's first economic mission to Mongolia. The book provides a comprehensive review and analysis of the country's economy over several decades, then focuses on the economic reforms undertaken since the mid-1980s to transform the economy from a centrally planned system to a market-driven system. Detailed time-series data on economic and social indicators are included. 250 pages. *Economics and Development Resource Center.*

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National Accounts of Vanuatu: 1983-1987

ISBN 971-124-026-2

National Accounts of Western Samoa: 1984-1986

ISBN 971-124-021-1

Published in January, February and September 1990, respectively, these volumes are compilations of relevant aspects of the national accounts of Cook Islands, Vanuatu and Western Samoa. 102 pages each. *Economics and Development Resource Center.*

Price: Free of charge.

Nepal: Economic Policies for Sustainable Development

ISBN 971-561-014-5

This report presents the results of one of the studies which the Bank took the initiative to organize in 1989 in seven member countries. Moving from a general overview to a discussion of the most critical sectors in the country, this study outlines the major policy failures in the past. It also raises important issues such as population policy, agricultural development programs, energy development and pricing policies, and the continuing depletion of the country's forest resources. 1992. 186 pages. *Office of the Environment.*

Price: Free of charge.

Papua New Guinea Urban Sector Profile

The Profile documents the trends in urbanization in Papua New Guinea, the urban policies of the Government and the institutional arrangements for the sector. It also makes an assessment of the plans and programs for future development. Finally, it outlines the major issues to be addressed and identifies potential areas that may call for Bank assistance. April 1992. 144 pages, including appendixes. *Infrastructure Department.*

Price: Free of charge.

People's Republic of China Port Sector Review

A 144-page staff working paper published in February 1988 to provide the basic background information on the transport sector in general and on the port sector in particular. *Infrastructure Department.*

Price: Free of charge.

Power Plant Maintenance Management (Volume I and II)

Published in October 1988, Volume I (242 pages) of this report presents the findings of a study and recommendation for improving power plant maintenance management in the electric power utilities of the DMCs. Volume II (323 pages) contains the papers prepared for and a resumé of the proceedings of the Workshop for Improving Power Plant Maintenance Management held in Oslo and Helsinki on 28 August - 6 September 1988. *Energy and Industry Department.*

Price: Free of charge.

Review of the Scope for Bank Assistance to Urban Transport

A report based on an in-house study to examine and establish the rationale for possible Bank involvement in the urban transport sector and the mechanisms by which this would most likely be effective. Published in October 1989. Total 103 pages. *Infrastructure Department.*

Price: Free of charge.

Review of Bank Operations in the Irrigation Sector 1966-1985

This review examines the following aspects of irrigation as it relates to increased agricultural production: (i) the role of irrigation in Asian agricultural development; (ii) the Bank's performance in the irrigation sector; and (iii) the outlook for irrigation sector policy and possible Bank assistance. 92 pages. *Agriculture Department.*

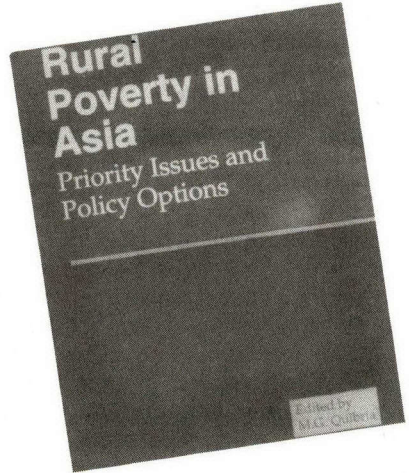
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The Role of Small and Medium-Scale Manufacturing Industries in Industrial Development: The Experience of Selected Asian Countries

ISBN 971-124-019-X

This volume presents the results of a long-term study undertaken to review and analyze specific aspects of the SMI sector of developing Asian countries. Part I is an overview of issues, survey findings, and recommendations. Part II consists of country studies. January 1990. 423 pages. *Economics and Development Resource Center.*

Price: Free of charge.



**Rural Poverty in Asia:
Priority Issues and Policy Options
Edited by M.G. Quibria**

ISBN 0-19-586003-9(Hbk)
ISBN 0-19-586004-7(Pbk)

Published for the Asian Development Bank by Oxford University Press (OUP), this book is the first volume to emerge from an Asian Development Bank study on rural poverty in selected Asian countries. It is devoted essentially to the issues papers of the study which highlight conceptual and measurement problems, macroeconomic and economywide policies and problems, the role of institutions, land ownership and tenurial arrangements, rural credit, women and rural poverty, and rural poverty and the environment. 1993. 433 pages. *Economics and Development Resource Center.*

Price: \$17 per copy (paperback);
\$40 per copy (hardbound).

Direct orders to OUP offices, associated companies and agents worldwide.

**Rural Poverty in Developing Asia
Volume I: Bangladesh, India
and Sri Lanka**
Edited by M.G. Quibria

ISBN 971-561-046-3

(Publication Stock No. 010294)

This volume is a sequel to an earlier volume, *Rural Poverty in Asia: Priority Issues and Policy Options*. The book is the outcome of the research project, *Priority Issues and Policy Measures to Alleviate Rural Poverty*, jointly sponsored by the ADB and the Ministry of Development Cooperation of the Kingdom of Norway. The book is devoted to a set of in-depth country studies, which are preceded by an Introduction that provides a short synthesis of the country studies. 1994. 556 pages. *Economics and Development Resource Center*.

Price: US\$35 per copy
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Sri Lanka Urban Sector Profile

The Profile documents the trends in urbanization in Sri Lanka, the urban policies of the Government and the institutional arrangements for the sector. It also makes an assessment of the plans and programs for future development. Finally, it outlines the major issues to be addressed and identifies potential areas that may call for Bank assistance. January 1991. 154 pages, including appendixes. *Infrastructure Department*.

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Study of Selected Industries: A Brief Report

Published in April 1988, this consists of five industry reports (semiconductors, machine

tools, fine chemicals, computer software, and steel pipes and tubes) and an executive summary based on a technical assistance study intended to provide DMC governments and businessmen with basic information on future global and regional trends in marketing, production and technology in selected key industries. 33 pages. *Economics and Development Resource Center*.

Price: Free of charge.

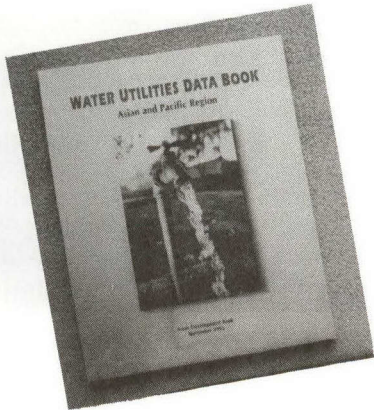
**Subregional Economic Cooperation:
Initial Possibilities for Cambodia,
Lao PDR, Myanmar, Thailand, Viet
Nam and Yunnan Province of the
People's Republic of China**

This 178-page publication published in February 1993 is the outcome of recent dialogue among some of the Bank's partners in development and the governments of Cambodia, People's Republic of China, Lao PDR, Myanmar, Thailand and Viet Nam to help these countries maintain the momentum toward increased economic cooperation and to stimulate efforts to provide the financial support needed for the next phase of the initiative. *Programs Department*.

Price: \$18 per copy
(paperback; including postage)

**Water Resources Management
in Sri Lanka (Volume 1 and 2)**

This report presents the output of a technical assistance entitled *Institutional Assessment for Comprehensive Water Resources Management* in Sri Lanka. Volume 1 (29 pages) presents the draft Strategic Framework and Action Plan which has been adopted by the project's Steering



Committee. Volume 2 (about 150 pages) contains working papers, topic papers and other annexes to serve as a comprehensive reference and background to the subject. January 1994. *Agriculture Department*.

Price: Free of charge.

Water Utilities Data Book - Asian and Pacific Region

ISBN 971-561-042-0

This Data Book is published for the first time by the ADB and presents data from 38 water utilities in 23 developing member countries. It comprises three parts: Part I is an executive summary of the findings and comments thereon; Part II consists of regional profiles of a number of important performance parameters; and Part III gives the utility and city profiles. November 1993. 156 pages. *Infrastructure Department*.

Price: \$20 per copy
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Women's Role in Malaysia's Rural Development

A multipurpose report documenting for the Bank as a donor agency the outcomes of Gender-Sensitization seminars conducted

in Malaysia in 1990. Also intended to be a reference for the participating rural development agencies. The report is also expected to be used as a basis on which to plan necessary follow-up activities for rural development agencies and to operationalize the rural development component of Malaysia's National Policy on Women. 1991. 219 pages. *Programs Department (East)*.

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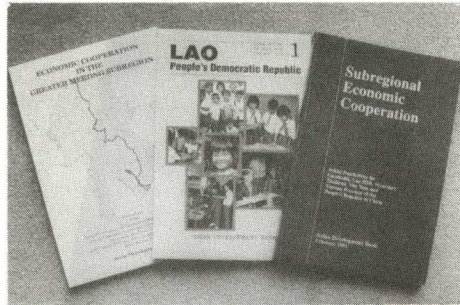
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Agricultural Development in Papua New Guinea: Policies and Issues. Port Moresby, December 1991. 309 pages. *Agriculture Department.*

Coal, The Environment and Development: Technologies to Reduce Greenhouse Gas Emissions, International Conference on. Sydney, November 1991. 902 pages. *Energy and Industry Department.*

Costing and Pricing Electricity in Developing Countries (ADB Regional Power Utility Tariff Symposium). Manila, August 1982. 648 pages. ISBN 971-124-000-9(PBD). *Energy and Industry Department.*



Distance Education in Asia and the Pacific. Volume I & II. Bangkok, December 1986. A total of 1,291 pages. *Infrastructure Department.*

Economic Cooperation in the Greater Mekong Subregion (Proceedings). Manila, August 1993. 145 pages. ISBN 971-561-045-5. *Programs Department (West).* Price: \$10 per copy (paperback; including postage).

Economic-cum-Environmental Planning, Workshop Proceedings on. Kuala Lumpur, August 1988. 172 pages. *Office of the Environment.*

Economic Policies for Sustainable Development. Bangkok, October 1990. 253 pages. *Office of the Environment.*

Energy Data Training Program and Workshop. Manila, June 1989. 372 pages. *Energy and Industry Department.*

Environmental Planning and Management. Manila, February 1986. 282 pages. *Office of the Environment.*

Foreign Direct Investment in the Asian and Pacific Region. Manila, January 1988. 275 pages. *Private Sector Department.*

Gender Issues in Agriculture. Manila, December 1990. 336 pages. *Agriculture Department.*

Leasing in Developing Asia. Manila, October 1987. 319 pages. *Private Sector Department.*

Policies and Strategies for Livestock Development (Proceedings of the Regional Seminar). Manila, January 1993. 251 pages. *Agriculture Department.*

Rainfed Agriculture in Asia and the Pacific. Manila, November 1988. 644 pages. *Agriculture Department.*

Regional Cooperation in Technology Ventures in Small and Medium Industry. Seoul, September 1989. 265 pages. *Private Sector Department.*

Rural Development in Asia and the Pacific. Volume I & II. Manila, October 1984. A total of 284 pages. *Agriculture Department.*

Rural Employment Creation in Asia and the Pacific. Manila, November 1986. 296 pages. *Agriculture Department.*

Sustainable Agricultural Development, Proceedings of the Regional Workshop on. Manila and Los Baños, June 1992. 191 pages. *Agriculture Department.*

Technical and Vocational Education and Training. Manila, January 1990. 707 pages. *Infrastructure Department.*

Transport Policy, Regional Seminar on. Volume I & II. Manila, February 1989. A total of 855 pages. *Infrastructure Department.*

The Urban Poor and Basic Infrastructure Services in Asia and the Pacific. Volume I-III. Manila, January 1991. A total of 804 pages. *Infrastructure Department.*

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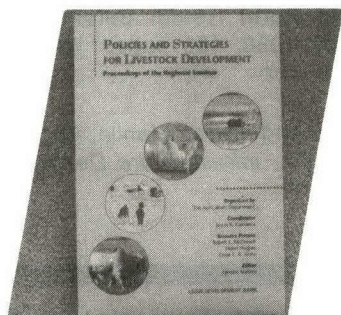
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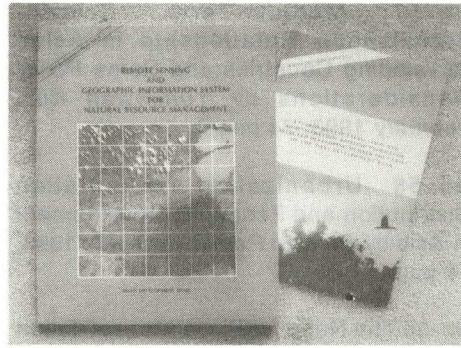
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Headquarters

6 ADB Avenue
Mandaluyong City
0401 Metro Manila
Philippines

Postal Address

P.O. Box 789
0980 Manila, Philippines

Telephone Numbers

632-4444
(63-2) 711-3851 (International Calls)

Facsimile

(63-2) 741-7961
(63-2) 632-6816
(63-2) 631-7961
(63-2) 631-6818

Cable Address

ASIANBANK Manila

Telex Numbers

29066 ADB PH RCA
42205 ADB PM ITT
63587 ADB PN ETPI



Asian Development Bank
Publications Unit
Information Office

6 ADB Avenue
Mandaluyong City
0401 Metro Manila
Philippines

P.O. Box 789
0980 Manila
Philippines

Tel. Nos. 632-4444
(632) 711-3851 (International Calls)

Facsimile: (632) 632-5122; 632-5841
Telex: 63587 ADB PN (ETPI)
42205 ADB PM (ITT)
29066 ADB PH (RCA)

~~MANILA~~ MANILA

No. FEB. 20-21/95

Tanggal :

People met during mission :

a) World Bank:

1. Thomas Allen , Resident Representative
2. Oluce Nyamir , Deputy Resident Representative

b) WHO

1. Stephen Tamplin , Regional Advisor in Environmental Health

[c) UNICEF (w/ Bab / Digby)]

1. Hernan Jaramillo , Deputy Representative

d) UNDP

1. Kevin McGrath , Resident Representative
2. Jana Ricasio , Senior Program Manager

e) DILG

1. Asst. Secretary ^{ms} Yolanda de Leon
2. Ellen I. Pascoa , Asst. Project Manager
3. Orville M. Roque , Project Manager

f) ADB.

1. F. Norris
2. J. Rockett
3. AC McIntosh

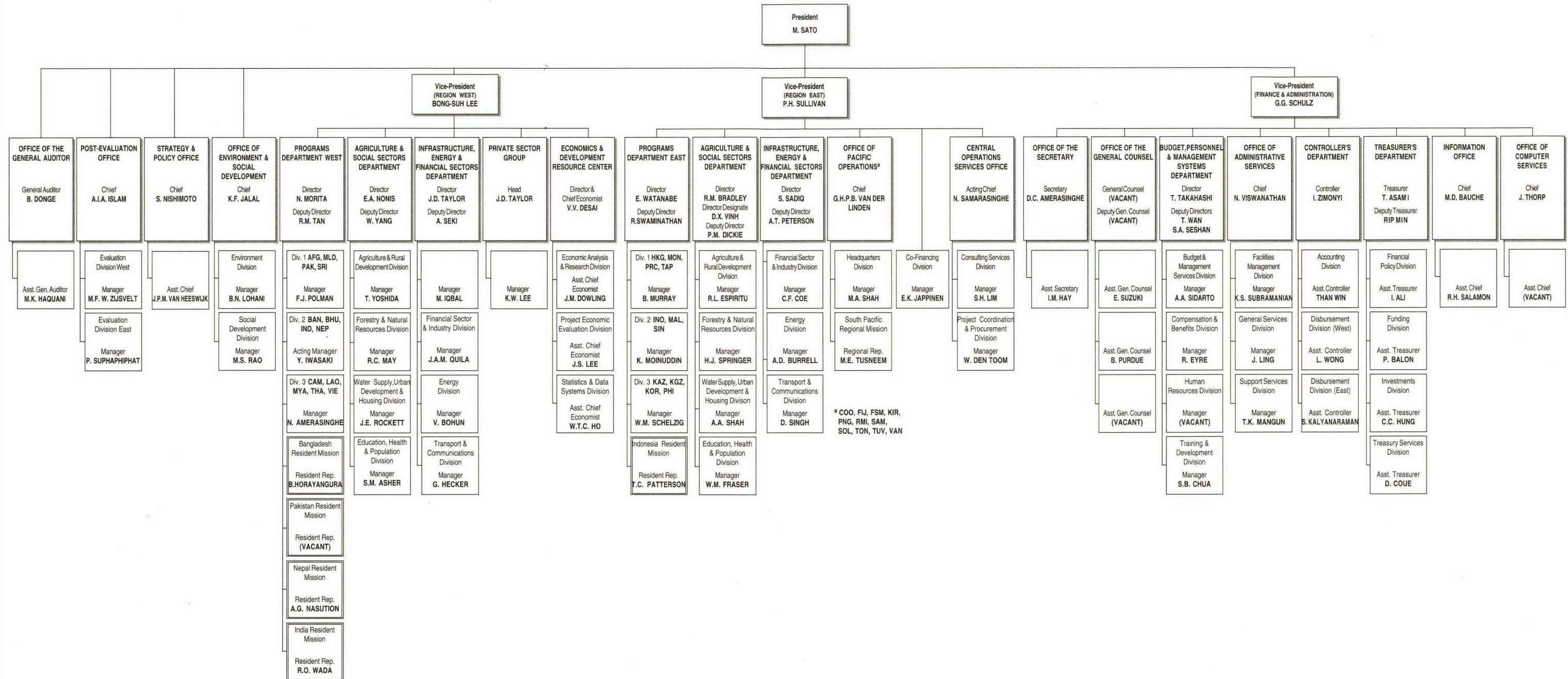
(List)

4. D. Vinh
5. P. Dickie
6. A. Shah





ORGANIZATION CHART



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DATE: 19-Mar-1997 00:46am

TO: See Distribution Below

FROM: Jerry Silverman, RWSGEAP

(JERRY SILVERMAN@A1@JKRTA)

EXT.:

SUBJECT: FYI (All) -- ADB Cooperation
Mike -- See info. re. Lao PDR.

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(PRIYA TULI@A1@JKRTA)
(MIKE SEAGER@A1@THAILD)
(JOHAN ARVLING@A1@THAILD)
(THANH NGUYEN CONG@A1@HANOI)
(THANH NGUYEN CONG@A1@HANOI)

A L L - I N - 1 N O T E

DATE: 17-Mar-1997 04:31am EST

TO: Jerry Silverman (JERRY SILVERMAN@A1@JKRTA)

FROM: KAREN JACOB, TWUWS (KAREN JACOB@A1@MANILA)

EXT.: 3015

SUBJECT: Meeting with Wouter Arriens

Hi Jerry,

Just had a wonderful meeting with Walter (Wouter Arriens) this morning at his office at ADB. We talked of several items such as: the ADB Policy document--"Towards Effective Water Policy in the Asian and Pacific Region"; ADB Organizational Structure; Feedback about RWSG-EAP's collaboration with ADB; ADB Initiatives in Laos and Global Water Partnership.

1) Towards Effective Water Policy in the Asian and Pacific Region. The policy document consists of 3 volumes. The document is basically an output of the proceedings of the Manila Consultation Workshop last May 1996. Volume 1 is an overview of issues and recommendations raised during the consultation workshop. Volume 2 are the country papers. Among the country papers are those from East Asia: Cambodia, China, Indonesia, Laos Mongolia, Philippines, Thailand, Vietnam, Malaysia, etc. Volume 3 are theme papers and comments.

I was able to secure for us 5 copies of Volume 1 for free. Volumes 2 and 3 are still being printed out. The 5 copies will be given to Indonesia, Vietnam, Laos, Philippines and China. If we need additional copies, we have to buy. One document/book costs US\$15.

2) Another reference material which was shown to me by Wouter when we were talking about Urban Sanitation which we might be interested in is "Mega City Management in the Asian and Pacific Regions". It consists of 3 volumes. Wouter will set a meeting for me next time to meet the lead person handling the mega cities and urban policies of ADB--Jeff Stubbs. I think Asad Ali Shah also mentioned his name during our meeting last March 7.

3) Wouter gave me a briefing on ADB's organization chart so that we can have effective collaboration with them. He identified in the chart who should we be talking to and what are the sectoral activities being undertaken. He also pointed out that we should not just look at proposed projects which were mentioned by Asad Ali Shah but also on-going projects. I cited the large scale rural water supply project ADB has just started which is being implemented thru DPWH. (This is a FW4SP type of rural water supply project.)

4) Wouter mentioned that Asad Ali Shah had circulated a note around ADB about our (RWSG-EAP's) collaboration with them particularly for the Philippines. In his note, according to Wouter, Asad stated that RWSG-EAP will be joining some of the missions of the Bank (ADB) in the water sector.

5) ADB has started initiating to set-up a Water Resources Council in Laos as the regulatory body for the water sector. Last February, ADB in coordination with the Lao Government thru Vice Minister Sitaheng Rasphone (He is the person who invited me to bring the participatory approach to Laos) conducted a consultation attended by 25 organizations (including The Party) to set up the Water Resources Council. Wouter mentioned that he met Mike Seager. I mentioned that we are also setting-up National Advisory Groups to provide advice to RWSG-EAP's country program. Then I discussed the process of how I am doing it in the Philippines. Wouter suggested that I work more with the National Water Resources Board (NWRB) and I said that the Presidential Task Force for Water Resources Management is more strategic because NWRB is a member of this umbrella set-up.

6) The Global Water Partnership will be held at ADB on June 8-12. Sessions open to interested stakeholders will be on June 10-11. On other days, the Technical Advisory Council will be meeting. I was informed that the only Asian member of the TAC is a good colleague--Romana de los Reyes. Romana is the head of the Institute of Philippine Culture of Ateneo de Manila University. She is also a (very) close friend of the Kortens especially Fran. Our circle of friendship revolves around the NIA participatory approach program.

Cheers,
karen

OFFICE MEMORANDUM

DATE: March 9, 1997

TO: Brian Grover, Program Manager, UNDP/World Bank Water & Sanitation Program --
TWUWS

FROM: Jerry Silverman, Regional Manager, RWSG-EAP

EXTENSION: (62-21) 252-0606

SUBJECT: Meetings with ADB #1 (March 7, 1997)

Karen Jacob and I met with *Asad Ali Shah* (Division Chief/East) from 9:00 a.m. until 11:00 a.m., Friday, March 7th. No other ADB staff were present. During that time we discussed current/potential collaborative activities; as well as general approaches to development in the Region. The meeting with Asad was followed by another meeting with *Alex Jorgensen* (ADB Project Officer for the Indonesia Urban Waste Management Strategy Study) from 3:30 p.m. - 4:30 p.m. the same day.

My agenda for these meetings included the following items:

- Current status of ADB/RWSG-EAP collaboration re. *Indonesia Urban Waste Management Strategy Study* (ADB Advisory Technical Assistance);
- Current status & The Program's proposal re. the proposed *Asia Regional RWSS Conference* (ADB-RETA);
- Consequences of postponing RWSS Conference re. ADB financing of *Indonesia RWSS Case Study/Phase 2*;
- Possible future collaboration in The Philippines & China; and
- RWSG-EAP *Regional Advisory Group*.

Before providing *Executive Summary* of the agreements reached on each of these items below, I summarize Mr. Shah's opening remarks. A fuller report on the nature and outcome of those discussions is also provided following the *Executive Summary*, which you can read if interested in the details and "atmospherics" (which I think at this point are as important).

Opening Remarks by Asad Ali Shah

Mr. Shah immediately opened our meeting by making the following points:

- He believes strongly that RWSG-EAP (representing The Program) can substantially improve ADB's "quality of entry," especially re. participation, capacity-building, client leadership, and learning as they impact on sustainability (ADB has an emerging concern for these new approaches but does not have experience re. how to do it);
- He believes that if it was not for our recurrent questioning and reminders re. scheduling/progress (especially re. our joint collaboration in Indonesia), his Division would have fallen even further behind than it now is);
- He pointed out that they are substantially understaffed and hoped to rely increasingly on our joint collaboration so as to avoid having to abdicate their own responsibilities to consultants (his view is that consultants can do substantive work under the direction

- of ADB staff but they cannot represent the ADB nor supervise themselves on behalf of ADB the way that RWSG-EAP, because of its status as a partner ESA, can); and
- He hopes that RWSG-EAP does not think too badly about the difficulties and delays experienced re. our collaborative plans for the RWSS/RETA and commencement of the Indonesia Urban Waster Management Study; and, therefore,
 - He strongly invites RWSG-EAP "criticism" of his Division's approaches and performance (we should not be shy, rather we should engage him and his staff in a spirit of openness and collegiality).

My Response

I was taken aback by the substance and length of that opening, but managed to say that we did not think at all badly about ADB's performance re. this initial stage of our collaboration. Much to the contrary, we were pleased by the his openness and commitment; as well as that of his staff. I suggested that difficulties of the sort he had mentioned in his remarks were to be expected during the initial stages of as important a collaboration as we are attempting; both parties needed to "feel each other out" and become informed about each others' organizational structures, procedures, and approaches. I assured him that I thought we had come a long way together and that I expected that to "payoff" soon in effective and efficient partnership "on the ground." He agreed and concluded this part of the discussion by saying how much he valued our relationship and that he expected that to have positive consequences for the ADB as a whole as we demonstrated a model of how they might work with other organizations in future.

I then introduced the above items on my agenda and asked him for any others that might be on his mind. He concurred with my list of items and we began to discuss them in turn.

RWSG-EAP - ADB MEETINGS (MARCH 7, 1997): Executive Summary

The results of RWSG-EAP' meetings with both *Asad Ali Shah* and *Alex Jorgensen* were exceptionally positive (or at least potentially so). This *Executive Summary* is limited to specific outcomes from the meetings (for a fuller description, see the *Full Report*).

INDONESIA -- Urban Waste Management Strategy Study

Agreements reached:

- *Asad Ali Shah* will reschedule his planned trip to Indonesia so as to visit RWSG-EAP between April 1st - 4th so as to be in Jakarta while Jerry Silverman is also there;
- *Alex Jorgensen* will FAX the *draft* Project Document, as cleared by ADB Management, to *Rick Pollard* for RWSG-EAP comment *re.* formulation of the detailed TORs to be included in the RFP to consultant firms (by NLT Monday, March 10th);
- *Alex Jorgensen* will FAX to *Richard Pollard* a copy of ADB's FAX to GOI which will forth the terms of ADB's new policy which requires an increase in GOI's counterpart contribution to this and all other ADB TA in Indonesia (the FAXes will be sent to both GOI and RWSG-EAP simultaneously);
- Following receipt by RWSG-EAP of a copy of the above FAX to GOI, *Richard Pollard* will arrange a meeting with *BAPPENAS* to -- (i) discuss/clarify ADB's new policy with *specific reference to this Advisory TA* and seek a positive response by GOI to ADB and (ii) arrange a meeting with *BAPPENAS*, *Asad Ali Shah*, and RWSG-EAP during Mr. Shah's early April visit to Jakarta (Mr. Shah explicitly authorized RWSG-EAP "to speak for ADB" on this specific Advisory TA);
- Following a positive response from GOI (either before or at the April Meeting), *Asad Ali Shah* will have the Advisory TA re-included in ADB's CY97 Indonesia Work Program.

Asia Regional RWSS Conference (ADB-RETA)

Agreements reached:

- The RWSS Conference originally proposed as an ADB/RETA should be postponed to CY98;
- *Asad Ali Shah* will definitely attend the *Planning Session* to be convened by RWSG-SA & RWSG-EAP during November 1997 in Manila (he liked the idea that other ESAs would also attend that planning meeting);
- *Asad Ali Shah* will also strongly urge his new counterpart Division Chief/West to attend the November 1997 planning session; and
- *Asad Ali Shah* has the intention to propose to ADB management at least partial financial support for a CY98 RWSS Conference/RETA (the details of which will depend on the outcome of the planning session in November).

Indonesia RWSS Case Study/Phase 2

Agreements reached:

- *Asad Ali Shah* will instruct *Peter Wallum* (previous Project Officer) to send an Email message to the new responsible Project Officer in ADB's Resident Mission/Jakarta endorsing RWSG-EAP's

request that US\$30 thousand be allocated from the budget of the ADB-financed Sumatra-Kalimantan RWSS Project for Phase 2 of the RWSS Case Study in Indonesia (contingent on GOI approval since these are loan funds);

- *Peter Wallum* will send a copy of the above Email to *Rick Pollard*; and
- *Rick Pollard* will follow-up with the new responsible Project Officer in Jakarta.

Future Collaboration re. The Philippines & China

Agreements reached:

- *The Philippines* --
 - * In response to *Asad Ali Shah*'s specific request, Jerry Silverman agreed (in principle) that RWSG-EAP would be interested (in principle) in a partnership with ADB for the conduct of a *Philippines Water Supply & Sanitation Sector Study* (current CY97 Advisory TA) along the same lines as the *Indonesia Urban Waste Management Strategy Study*,
 - * *Karen Jacob* and I will meet with Shah's Project Officer (*Peter Wallum*) and Philippines' Country Coordinator (*Allen Williams*) at 10:00 a.m. Tuesday, March 11th to discuss the specific modalities of collaboration *re.* the above Advisory TA, and
 - * *Asad Ali Shah* agreed that direct RWSG-EAP involvement in future ADB *project preparation* (as distinguished from collaboration *re.* ADB Advisory TA) would require ADB to cover salary/benefit & travel/subsistence costs of involved RWSG-EAP staff (he had suggested that he would like RWSG-EAP support for the preparation of 3 planned investment projects in The Philippines); and
- *China* -- *Asad Ali Shah* accepted Jerry Silverman's offer, with thanks, that his staff working on China could use RWSG-EAP's new Country Office in Beijing as their informal office (ADB does not have a Resident Office in China).

RWSG-EAP Regional Advisory Group

Jerry Silverman invited *Asad Ali Shah* to represent ADB on RWSG-EAP's Regional Advisory Group and he accepted with thanks.

**RWSG-EAP - ADB MEETINGS (MARCH 7, 1997):
Full Report**

Karen Jacob and Jerry Silverman met with *Asad Ali Shah* (Division Chief/East) from 9:00 a.m. until 11:00 a.m., Friday, March 7th.¹ No other ADB staff were present. During that time we discussed current/potential collaborative activities; as well as general approaches to development in the Region. The meeting with Mr. Shah was followed by another meeting with *Alex Jorgensen* (ADB Project Officer for the *Indonesia Urban Waste Management Strategy Study*) from 3:30 p.m. - 4:30 p.m. the same day.²

My agenda for these meetings included the following items:

- Current status of ADB/RWSG-EAP collaboration re. *Indonesia Urban Waste Management Strategy Study* (ADB Advisory Technical Assistance);
- Current status & The Program's proposal re. the proposed *Asia Regional RWSS Conference* (ADB-RETA);
- Consequences of postponing RWSS Conference re. ADB financing of *Indonesia RWSS Case Study/Phase 2*;
- Possible future collaboration in The Philippines & China; and
- RWSG-EAP *Regional Advisory Group*.

Mr. Shah agreed with that agenda for the meeting (and subsequent meetings with his staff). The results of those meetings were exceptionally positive (or at least potentially so).

INDONESIA -- Urban Waste Management Strategy Study

Background

The week prior to this meeting, RWSG-EAP was unofficially/informally informed in Jakarta that ADB's Programming Mission to Indonesia had recently postponed the joint Advisory TA³ from CY97 to CY98; primarily because there is internal opposition within ADB to financing this activity as *Advisory TA* rather than *Investment Project Preparation TA*.

Discussion

Mr. Shah advised *Jerry Silverman* and *Karen Jacob* that the opposition to the ADB/RWSG-EAP joint activity as *Advisory TA* had been overcome at ADB's internal Review Meeting the previous week; thus the *Advisory TA* had been approved.⁴ However, it was approved as a CY98 activity pending GOI's acceptance of ADB's new policy which requires an increase of GOI's counterpart contribution to this and all other ADB *Advisory TA* in

1 The length of this 2 hour, 40 minute meeting was due to the variety of topics discussed and the shared belief that the potential for an evolving collaboration between RWSG-EAP & ADB should be nurtured through this type of in-depth consultation.

2 A further meeting is scheduled with *Jerry Silverman*, *Karen Jacob*, *Peter Wallum*, and *Allen Williams* (ADB) Tuesday, March 11th, at 10:00 a.m. to discuss further *Asad's* desires re. collaboration in The Philippines -- I will report further following that meeting.

3 This Advisory TA was agreed as a joint effort by ADB & RWSG-EAP during a meeting with *Asad Ali Shah*, *Brian Grover*, *Robert Boydell*, and *Jerry Silverman* in October 1995.

4 The draft ADB Project Proposal cleared by ADB Management was based entirely on the *Memorandum of Understanding of Fact Finding Mission* to which RWSG-EAP provided substantial input.

Indonesia. *Mr. Shah* stated his intention to seek reinstatement of the activity in ADB's CY97 Work Program if GOI's clearance of the increased counterpart contribution is received within a reasonable time.

Jerry Silverman responded that RWSG-EAP was comfortable with whatever schedule is established by ADB. However, RWSG-EAP is available to assist ADB to move the process forward. In any event, RWSG-EAP would appreciate receiving a copy of the approved *draft* Project Document and future drafts of specific, detailed, TORs to be included in ADB's RFP to consultant firms.

Agreements

- *Asad Ali Shah* will reschedule his planned trip to Indonesia so as to visit RWSG-EAP between April 1st - 4th so as to be in Jakarta while *Jerry Silverman* is also there;
- *Alex Jorgensen* will FAX the *draft* Project Document, as cleared by ADB Management, to *Rick Pollard* for RWSG-EAP comment *re.* formulation of the detailed TORs to be included in the RFP to consultant firms (by NLT Monday, March 10th);
- *Alex Jorgensen* will FAX to *Richard Pollard* a copy of ADB's FAX to GOI which will forth the terms of ADB's new policy which requires an increase in GOI's counterpart contribution to this and all other ADB TA in Indonesia (the FAXes will be sent to both GOI and RWSG-EAP simultaneously);
- Following receipt by RWSG-EAP of a copy of the above FAX to GOI, *Richard Pollard* will arrange a meeting with *BAPPENAS* to -- (i) discuss/clarify ADB's new policy with *specific reference to this Advisory TA* and seek a positive response by GOI to ADB and (ii) arrange a meeting with *BAPPENAS*, *Asad Ali Shah*, and RWSG-EAP during *Mr. Shah's* early April visit to Jakarta (*Mr. Shah* explicitly authorized RWSG-EAP "to speak for ADB" on this specific Advisory TA);
- Following a positive response from GOI (either before or at the April Meeting), *Asad Ali Shah* will endeavor to have the Advisory TA re-instated in ADB's CY97 Indonesia Work Program.

Asia Regional RWSS Conference (ADB-RETA)

Background

During an October 1996 meeting at ADB with *Charles Pendley*, *Jerry Silverman*, *Peter Wallum*, and *Alex Jorgensen*, *Asad Ali Shah* informed RWSG-SA & RWSG-EAP that the RETA proposed for the Conference⁵ (scheduled for November 1997) had just that morning been rejected at a meeting of ADB management. According to *Mr. Shah*, that decision had been taken in his absence and without anyone from his Division present to argue in its favor. *Mr. Shah* expressed his disappointment and embarrassment at that turn of events.

Mr. Silverman and *Mr. Pendley* responded by commiserating with *Mr. Shah* and indicating that they fully understood that such things sometimes happen. They followed with an impromptu suggestion that perhaps RWSG-SA could take the lead in trying to "patch together" financing from each project from which participants would be invited and those which were scheduled to be the subject of case-studies for the Conference *en lieu* of a RETA. *Mr. Shah* agreed with that approach.

5 This Advisory TA was also agreed as a joint effort by ADB & both RWSG-SA & RWSG-EAP (with RWSG-SA in the Lead on behalf of the UNDP/World Bank Water & Sanitation Program) during the same meeting with *Asad Ali Shah*, *Brian Grover*, *Robert Boydell*, and *Jerry Silverman* in October 1995.

Subsequently, *Mr. Silverman* and *Karen Jacob* secured AusAID's agreement to finance the case study of their *Central Visayas Development Project* and the participation of GoP staff involved in that project at the Conference. Some progress was also made by *Messrs. Pendley* and *Pollard* in securing similar funding.

However, during meetings among *Brian Grover*, *Robert Boydell*, and *Charles Pendley* in New Delhi (February 1997), it was decided that: (i) the November schedule in Manila was already too crowded with *World Water Supply & Sanitation Collaborative Council's* meeting and the *UNDP/World Bank Water & Sanitation Program's* Program Advisory Committee and Managers' meetings and (ii) the current projected transaction costs for RWSG-SA & RWSG-EAP are too high. Therefore, following telephone consultations with *Jerry Silverman*, it was further decided to suggest to ADB that: (i) the previously proposed RWSS conference should be postponed to CY98 and (ii) a short meeting to plan for the proposed conference among all potential ESA supporters should be convened by RWSG-SA & RWSG-EAP during November 1997 in Manila.

Discussion

Mr. Silverman introduced the subject of the proposed *Asia Regional RWSS Conference* by recalling the October 1996 discussion with *Asad Ali Shah* and suggesting that the November schedule of meetings in Manila was already very crowded. Therefore, he recommended that the RWSS conference should be postponed to CY98. *Mr. Silverman* further proposed that a planning meeting among all potential ESA supporters should be convened in Manila during November 1997.

Mr. Shah thanked *Mr. Silverman* for that proposal and expressed wholehearted support for the proposed process. Agreements reached are outlined below.

Agreements

- The RWSS Conference originally proposed as an ADB/RETA should be postponed to CY98;
- *Asad Ali Shah* will definitely attend the *Planning Session* to be convened by RWSG-SA & RWSG-EAP during November 1997 in Manila (he liked the idea that other ESAs would also attend that planning meeting);
- *Asad Ali Shah* will also strongly urge his new counterpart Division Chief/West to attend the November 1997 planning session; and
- *Asad Ali Shah* intends to propose to ADB management at least partial financial support for a CY98 RWSS Conference/RETA (the details of which will depend on the outcome of the planning session in November).

Indonesia RWSS Case Study/Phase 2

Background

Originally, it was RWSG-EAP's expectation that the *Indonesia RWSS Case Study* would be used as a key background paper at the ADB/RETA-financed *RWSS Conference* discussed above. Therefore, agreement had been reached with ADB's Project Officer (*Peter Wallum*) that the RETA would finance approximately US\$30 thousand of the study's Phase 2 costs. However, given the postponement of the RETA, that financing would no longer be available; at least not during 1997 (which would be an unacceptable delay).

Given that situation, RWSG-EAP's Task Leader for the *Indonesia RWSS Case Study* (*Rick Pollard*) asked *Jerry Silverman* to inquire of *Mr. Shah* if it would be possible for ADB to provide US\$30 thousand to RWSG-EAP directly from the budget of the ADB-financed *Sumatra-Kalimantan RWSS Project* for the Phase 2 study.

Discussion

The discussion of possible ADB-financing of the Phase 2 study followed naturally from the immediately prior discussion of the ADB/RETA. *Mr. Shah* was sympathetic and agreed to endorse the possibility of financing from the ADB-financed *Sumatra-Kalimantan RWSS Project* (see below).

Agreements

- *Asad Ali Shah* will instruct *Peter Wallum* (previous Project Officer) to send an Email message to the new responsible Project Officer in ADB's Resident Mission/Jakarta endorsing RWSG-EAP's request that US\$30 thousand be allocated from the budget of the ADB-financed *Sumatra-Kalimantan RWSS Project* for Phase 2 of the RWSS Case Study in Indonesia (contingent on GOI approval since these are loan funds);
- *Peter Wallum* will send a copy of the above Email to *Rick Pollard*;
- *Karen Jacob* and *Jerry Silverman* will follow-up with *Peter Wallum* at the meeting Tuesday morning, March 11th; and
- *Rick Pollard* will follow-up with the new responsible Project Officer in Jakarta.

Future Collaboration re. The Philippines & China

Discussion

The Philippines. *Asad Ali Shah* was the first to suggest further collaboration among ADB and RWSG-EAP in The Philippines. After apologizing for the delay re. implementing the *Indonesia Urban Waste Management Strategy Study*, *Mr. Shah* said that he thought RWSG-EAP could provide substantial added-value to an already approved (but not yet underway) CY97 Advisory TA re. a *Water Supply & Sanitation Sector Study* in The Philippines. His view is that rather than conduct a comprehensive sector study, the ADB Advisory TA should address gaps in the previous World Bank Sector Review; especially re. decentralization, local government capacity, private sector participation, and hygiene education issues.

Mr. Silverman agreed that RWSG-EAP would be interested in such collaboration and a discussion ensued, with the significant participation of *Karen Jacob*, about the 1991 *Local Government Code* and generic decentralization issues (including lessons learned from both Asian and global experience).

Mr. Shah also identified three specific ADB urban development projects to be prepared during CY97 that he thought would benefit from direct support by RWSG-EAP: (i) *Pasig River Environment Project*; (ii) *Subic Bay Development Project*; and (iii) *Second Municipalities Development Project*. He is particularly concerned about "quality of entry" issues about which he thinks RWSG-EAP is more knowledgeable than most ADB project officers and consultants; e.g., participation, capacity-building, client leadership, and learning as they impact on sustainability.

Mr. Silverman responded by indicating RWSG-EAP's interest in such direct support, but took the opportunity to point out that RWSG-EAP has limited core/discretionary finance and must limit its *own-financed* collaboration with ADB to the two Advisory TA efforts re. *Indonesia Urban Waste Management Strategy Study* and the proposed *Water Supply & Sanitation Sector Study* in The Philippines. Therefore, he indicated that any such *direct* support to the ADB for specific *investment-project preparation* would need to be on a cost-recovery basis; i.e., the costs of salaries/benefits & travel/subsistence of involved RWSG-EAP staff would need to be reimbursed to RWSG-EAP.

Mr. Shah indicated that he was, in principle, agreeable with such an arrangement and pointed out that such reimbursement could be financed under ADB regulations from project preparation consultant budgets.

Finally, *Jerry Silverman* offered the use of RWSG-EAP's new Country Office in Beijing as his staffs' informal office there (ADB does not have a Resident Office in China) and *Asad Ali Shah* accepted with thanks.⁶

Agreements

- In response to *Asad Ali Shah's* specific request, *Jerry Silverman* agreed (in principle) that RWSG-EAP would be interested (in principle) in a partnership with ADB for the conduct of a *Philippines Water Supply & Sanitation Sector Study* (current CY97 Advisory TA) along the same lines as the *Indonesia Urban Waste Management Strategy Study*,
- *Karen Jacob* and *Jerry Silverman* will meet with *Shah's* Project Officer (*Peter Wallum*) and Philippines' Country Coordinator (*Allen Williams*) at 10:00 a.m. Tuesday, March 11th to discuss the specific modalities of collaboration re. the above Advisory TA,
- *Karen Jacob* will provide *Asad Ali Shah* with a confidential note reviewing learning from the UNDP-financed Community Water Supply and Sanitation Project with DILG: and
- Both *Jerry Silverman* and *Asad Ali Shah* will follow-up on potential RWSG-EAP direct support for the preparation of one or more of the three planned investment projects in The Philippines.

RWSG-EAP Regional Advisory Group

Jerry Silverman invited *Asad Ali Shah* to represent ADB on RWSG-EAP's Regional Advisory Group and he accepted with thanks.

⁶ ADB does not have a Field Office in China because its policy requires that such offices must be financed from local currency funds generated from ADB project investments and GoC policy requires that such offices (*e.g.*, The World Bank's) be financed with foreign currency.

A L L - I N - 1 N O T E

File - African Development Bank

DATE: 05-Mar-1997 09:52am

TO: JEAN DOYEN

(JEAN DOYEN@A1@KENYA)

FROM: Mathewos Woldu, RWSG

(MATHEWOS WOLDU@A1@IVOIRE)

EXT.: Network: 575-412

SUBJECT: collaboration with ADB

Jean,

Many thanks for your em. I will also be equally happy to arrange your visit to Abidjan at a later date.

Re: African Development Bank (ADB)

1. Actually, we do not intend to look at each others eyes and talk about the obvious. We are more serious than that, Jean !

2. Just to give you an update: about two weeks ago, during Hans Binswanger's visit to Abidjan, I attended the meeting he had with the ADB senior management consisting of the V.P. for operations and couple of directors and chiefs responsible for rural development. He talked about the new networks and the Bank's new strategy for collaboration with partner organizations-multilateral (FAO, IFAD, etc.) and regional Banks (ADB) for Africa in the field of rural development.

3. Subject to official communication between the senior management of the World Bank and the ADB, Hans suggested the following areas for collaboration between the two organizations:

- (a) Joint strategy and programming in focus countries FY98-99;
- (b) ADB participation in further preparation of Rural Development hubs, starting immediately;
- (c) ADB participation in WB core training for Rural Development (RD) and Rural week;
- (d) ADB interns to come to WB for a month or so;
- (e) WB lead specialists visit Abidjan for 1-2 days seminar on rural finance, decentralization, fiscal systems, agr. sector investment project, food security, environment etc.; and
- (f) joint brain storming on new business such markets and agro-industry and rural infrastructure (?)

The reaction he got could be characterized as cautious optimism.

4. On February 25, the RWSG-WCA visited and met staff of the ADB responsible for West Africa to introduce the program and explore possibilities for possible collaboration. Whereas they indicated interest in working together with us in areas of common interest, (i.e. water supply and sanitation in rural and peri-urban areas), they would like to know more about the program's work and activities. We agreed to send them documentation and meet again during which we will make a brief presentation to a large group of ADB staff. This meeting is now

scheduled for March 20.

5. As you know, the ADB had just gone through a major reorganization; although the dust seems to have settled down, there are still indications that it is not quite that. Several managers are either in acting positions, some are new to the post, and other divisions are new structures. Therefore, by and large, they are unable to make decisions on meaningful collaboration - the type we are seeking.

6. In terms of contact points, the rural and urban sectors seem to be in different organizational boxes. The urban sector is under Infrastructure, Industry and Energy Division and the rural water supply sector is under the Agricultural division. We are scheduled to meet with both managers.

7. Tomorrow, Mukami and Sylvie are scheduled to meet the Infrastructure division chiefs for and Southern Africa. I have talked to both division chiefs, explained program objectives and areas of possible collaboration. They were very excited about the possibility of working with us. Depending on the degree of readiness and commitment on their part, we will then be able to discuss with them the possibility of an operational compact.

Best regards, and cheers back to you

I have passed on your em to Mukami per your request.

Mathewos

CC: BRIAN GROVER	(BRIAN GROVER@A1@WBHQB)
CC: VINCENT GOUARNE	(VINCENT GOUARNE@A1@WBWASH)
CC: BRUCE GROSS	(BRUCE GROSS@A1@WBHQB)
CC: Sylvie Debomy	(SYLVIE DEBOMY@A1@IVOIRE)
CC: Mukami Mwiraria - Ivoire Visitor	(MUKAMI MWIRARIA@A1@IVOIRE)

File
Asian Dev Bank

The World Bank/IFC/MIGA
O F F I C E M E M O R A N D U M

DATE: March 5, 1997 04:30am EST

TO: BRIAN GROVER (BRIAN GROVER@A1@WBHQB)

FROM: ROBERT BOYDELL, (ROBERT BOYDELL@A1@DELHI)

EXT.:

SUBJECT: Manila Visit

Brian,

As requested this is a brief note to clarify our position on the ADB Reta collaboration.

The Reta proposal for this year was not approved, I understand this was mainly because ADB management wanted to avoid distractions from the flagging lending program. Asad Ali Shah promised to find the funds from elsewhere, however he has not been able to confirm this. Funds can be cobbled together from various sources, but it will be messy with lots of transactions costs and we get away from the core idea of collaboration.

ADB (Peter Wallum) have also suggested we run the consultation in parallel with the WSSCC meeting to save money, which we feel is not acceptable. The other issue we face is that a number of other activities will take place associated with the WSSCC meeting, our PAC and managers meetings and a utilities data book meeting organized by Arthur McIntosh.

Ranjith discussed all this in his recent visit to ADB and strongly believes a RETA could be approved next year and he would like to see the Program/ ADB collaboration take place at some point in time.

Given the above Jerry and I feel that we should postpone the consultation but take the opportunity of the WSSCC meeting to hold a consultation planning meeting with ADB to which we would invite other ESA who could provide supplemental funding (or replacement funding) if ADB don't come good. This meeting could take place on Monday morning before the WSSCC meeting, or Thursday the day of the field trip.

Jerry's mission timing is fortunate as he can take this up with Asad.

Regards

Bob.

PS. We are meeting with WHO SEARO tomorrow morning to discuss the use of their windfall funds as an alternative to ADB, but let's pursue both angles for the time being. In any event I begin to think it is not a good idea to have the consultation back to back with the WSSCC Meeting.

CC: JERRY SILVERMAN

(JERRY SILVERMAN@A1@JKRTA)

The World Bank/IFC/MIGA
O F F I C E M E M O R A N D U M

DATE: March 5, 1997 08:31am EST

TO: ROBERT BOYDELL (ROBERT BOYDELL @A1@DELHI)

FROM: Brian Grover, TWUWS (BRIAN GROVER)

EXT.: 30693

SUBJECT: RE: Manila Visit

Bob (and Jerry),

Thanks for the note re ADB.

I agree with this strategy. Jerry's feedback, perhaps including an assessment of prospects for getting the RETA in question in CY98, will be interesting.

But I do hope we can concurrently keep up the momentum in strengthening our working relationships on country-specific activities. No doubt Jerry's visit will reinforce linkages re RWSG-EAP.

Cheers,

Brian

CC: JERRY SILVERMAN (JERRY SILVERMAN @A1@JKRTA)

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Original - Black Book
for A.D.B.

Copied To: (FOR INFO ONLY)

ALEXANDER MCCALLA
ANDREW STEER
ANTHONY PELLEGRINI
CHRISTINE A. STOVER
ISMAIL SERAGELDIN
JOAN MARTIN-BROWN
MICHAEL COHEN
MICHEL PETIT
ULLI WIESNER

#11-087

Re-Assigned:

File Title: S. Sandstrom

Correspondence Date: 11/12/96

Reference: ESD-96-10954

Date Received: 11/13/96

Date Transmitted:

Subject: African Development Bank

Action Required:

Prepare Reply for
Mr. Ismail Serageldin

Due Out :

Reply Directly

Attend Meeting

Appropriate Disposition

Comments:

Note: Please return this Green Sheet with a copy of the incoming and the reply/action taken to DORY (S 7035). The original copy of the incoming should be filed in your office, as appropriate.

The World Bank
Washington, D.C. 20433
U.S.A.

VEN SANDSTRÖM
Managing Director

VP'S OFFICE

RECEIVED
05 NOV 13 PM 11

November 12, 1996

To: Vice Presidents

African Development Bank

As you may be aware, the World Bank is supporting the ongoing renewal program of the African Development Bank (ADB) through a program of assistance agreed between our Africa Region and the ADB. The ADB has expressed interest in expanding this program, and they are exploring additional secondments, missions and other forms of World Bank Group assistance. You may be approached about specific candidates or programs in your vice presidency. In that context I would like to advise you of the guidelines which should be followed in considering any such requests:

- a) In all cases please ensure coordination with the Africa Region through Mr. Ohene Nyanin, Technical Manager, Regional Initiatives, who has the responsibility for managing our partnership with the ADB;
- b) Concerning financial arrangements for assistance (over and above what has been agreed upon), the understanding we have with the ADB is that all costs, including salary and benefits, would be borne by the ADB.

For your information, the Africa Region is providing a comprehensive program of assistance in FY97 with a financial contribution of about \$175,000. The program includes secondments and missions by World Bank staff to assist on Portfolio Management, Treasury Operations and Risk Assessment and Management.



CONTACT REPORT - AFRICAN DEVELOPMENT BANK

Contact by: Brian Grover and Alain Mathys

Date and Location: March 23, 1995 - Abidjan

A. INTRODUCTION

Alain Mathys and I visited the African Development Bank (ADB) during my first visit to the RWSG-WA. I had requested that we meet with the managers responsible for the water supply divisions, but in the event we actually met the following technical staff:

Ms. Helene Guessan Ouedraogo - Chief of the Infrastructure and Industry Division (CEPR2) under the Vice - President for Central Operations

Mr. Hospice H.D. Alves, Sanitary Engineer, North Region

Mr. Peter E. Njuguna - Sanitary Engineer, South Region

Mr. Burkhard Mohlinger, Sanitary Engineer, North Region

The meeting had been organized by HGO, who explained that ADB is currently in a state of flux as it is being reorganized and awaits the selection of its next President. Hence much of the organizational and quantitative information we were seeking is hardly available at this stage.

Later I had an informal meeting with HA, who has been on secondment to ADB since 1991 and is a former colleague from CIDA. He was much more candid privately than in the formal meeting.

As Alain Mathys previously worked for ADB (his position was effectively taken over by HA), both the Program and the Abidjan-based ADB are well known to one another. Nevertheless I note little evidence of substantive prior collaboration.

During our meeting I used our standard presentation to explain the proposed evolution of our Program into the Global Water Partnership and left a copy of the March 3/95 version of the proposal.

B. HIGHLIGHTS OF MEETINGS

1. ADB is organized into two regions - North and South. The North Region comprises 26 countries: Algeria, Benin, Burkina Faso, Cape Verde, Chad, Cote d'Ivoire, Djibouti, Egypt, Ethiopia, Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Libya, Mali, Mauritania, Morocco, Niger, Nigeria, Senegal, Sierra Leone, Somalia, Sudan, Togo and Tunisia. The South Region comprises the other 25 countries

in Africa, excluding South Africa, according to the latest (1993) annual report.

2. Water supply and wastewater operations are supported by technical staff in the operating regions: some 6 engineers, 2 financial analysts and 1 economist in the North and a comparable number in the South. The analysts and economists also work in other sectors. The Central Operations Dept. where HGO works has two sector experts and relies extensively on consultants.

3. ADB has been relatively active in our sector in the past. Between 1970 and 1989 ADB financed 11 projects with some \$1,107.5 million. In the following three years sector support increased: \$961.6 million from 1989 to 1992. In 1992 sector operations worth \$338.6 million represented some 10% of all ADB operations.

4. The ADB group has two windows: commercial loans from African Development Bank to more developed countries; and concessional loans and grants from the African Development Fund (ADF) to poorer countries. In 1993 there were 28 loans from the ADB window worth \$1,613.6 million, and 103 loans and grants from ADF worth \$893.8 million.

5. ADF operations depend on grants from the non-regional countries. But these members are apparently so unhappy with ADB management that the current ADF replenishment has been refused until satisfactory reforms are implemented. The result is that the ADB is effectively paralyzed at present. There are no grant funds for operations in the majority of the countries which depend on ADF. And the election of the President, scheduled soon, means that no serious management reforms can be implemented in the present leadership vacuum.

6. There have apparently been ongoing internal investigations into irregularities within Bank operations, resulting in the departure of several high level staff and the hunkering down of almost everyone else. Morale is awful, predictably, as there are no funds for new operations.

C. CONCLUSIONS AND FOLLOWUP

1. The ADB is in such a mess at present that there is no real prospect for meaningful collaboration with our Program in the near term.

2. RWSG-EA should continue to maintain low level contacts with the ADB so that we can be aware if and when that Bank becomes healthy enough to be a potential future partner.

DISTRIBUTION:

April 11/95

RWSG Managers

John Briscoe

Bruce Gross

Jean Doyen - AFTES



UNDP-World Bank Water and Sanitation Program

The World Bank 1818 H Street, NW Washington, DC 20433 Tel.: (202) 473-9785 Fax: (202) 522-3228

22 March, 1996

Mr. Andre Liebaert
European Commission
DG VIII Development
200 rue de la Loi
1049 Brussels
BELGIUM

Dear Mr. Liebaert,

Andre

I am writing to thank you formally for convening the meeting with you and Mr. Schmitz on Monday, March 11, and for our very enjoyable luncheon discussion. It was a pleasure to learn more about the water task force, and about EC water activities in support of the Lomé convention.

In light of the substantial involvement of the European Commission in the water and sanitation sector, I hope that we can continue to explore ways in which our respective organizations might cooperate in the future. I would welcome your comments and suggestions in this regard.

In the meantime, I have enclosed a copy of our newest Program telephone directory. I hope that you find it useful.

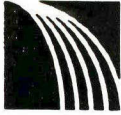
Thank you again for a very productive discussion. I look forward to collaborating with you in the future.

Best regards,

A handwritten signature in black ink, appearing to read 'Brian Grover', written in a cursive style.

Brian Grover
Program Manager

cc: Mr. Bruno Schmitz, DG XII, European Commission



UNDP-World Bank Water and Sanitation Program

OFFICE MEMORANDUM

DATE: March 22, 1996
TO: See Distribution
FROM: *B. Grover*
Brian Grover, Program Manager
TELEPHONE: 473-0693
SUBJECT: CONTACTS WITH PROGRAM SUPPORTERS

Colleagues,

As you know, and as summarized in the March issue of "Newslines", Bruce Gross and I have completed an intensive round of discussions with our bilateral donors. Also Jack Titsworth visited CIDA on behalf of the Program. Attached for your information and followup (where appropriate) are contact reports from the following visits:

Belgium, European Commission, Germany, Holland and Luxembourg - by me;

Canada - by Jack Titsworth.

We should also recall our meetings with UNDP on February 14/96, which are summarized in my memo of February 26 (also attached).

Reports on Denmark, Italy, Norway, Sweden and Switzerland will be provided soon by Bruce Gross.

Detailed information in these contact reports should influence our overall strategy and future proposals.

DISTRIBUTION:

TWUWS : John Briscoe, Mike Garn, Gayle Gibbons, Alexandra Gross, Bruce Gross, Susan Lee,
Jennifer Sara, Wendy Wakeman

RWSG-ESA: Tore Lium

RWSG-WAF: Annie Manou Savina, Mathewos Woldu

RWSG-AND: Alain Mathys

RWSG-EAP: Jerry Silverman

RWSG-SAS: Robert Boydell

UNDP: Frank Hartvelt

William Cosgrove

CONTACT REPORT-BELGIUM
GENERAL ADMINISTRATION FOR DEVELOPMENT
CORPORATION

Report by: Brian Grover *BG*

Re: Brussels - March 11, 1996

SUMMARY

Prospects for Belgian support for our Program remain unclear. Belgian aid totals in excess of \$500 million yearly and has favored African countries (Zaire, Rwanda and Burundi) with limited absorptive capacity. Hence their apparent interest in support for our Program. However, we await a response to a proposal for \$430,000 for RWSG-EAF which was submitted in September/95.

A. Context and Key Points

In Brussels, after a meeting at the European Commission (separate report), I met for about two hours with Guy Schorochoff and Jean-Louis de Gerloche. They are two of the three members of the Development Bank Service of the International Organizations Directorate of l'Administration Générale de la Coopération au Développement (AGCD), or in English, the Belgian Administration for Development Cooperation-BADC. Their boss, Dany Ghekiere, had intended to be with us but was called to another meeting with senior officials.

This small group knows the World Bank very well but nevertheless seemed pleased to receive my briefing about our Water and Sanitation Program. They manage Belgian contributions totaling some BF 50 million (\$1.7 million) annually of technical assistance activities carried out by the World Bank-including the ESMAP program in energy, SSATP in transport in Africa, EDI and the trust fund for Belgian consultants.

Although they had received information sent recently (including our Annual Report, Evaluation Report and the Sida report on the Global Water Partnership), they appreciated my explanations.

In turn they explained aspects of Belgian aid and provided their latest annual report (1993-1994). Table 1 gives budget highlights.

Table 1

**BELGIAN ADMINISTRATION FOR DEVELOPMENT COOPERATION
KEY FINANCIAL DATA**

	1990	1991	1992	1993	1994 (7)
Expenditures	-----	million	Belgian	Francs	----
Direct Bilateral Aid	7,864	6,552	7,383	5,069	4,957
- of which Technical Assistance	4,463	3,901	3,584	3,168	2,141
Indirect Bilateral Aid	7,146	6,257	7,188	8,040	5,699
-of which NGOs	2,136	2,167	2,858	3,151	2,213
Multilateral Cooperation	4,220	3,523	3,668	7,042	3,841
Administrative Costs	1,105	770	953	1,037	1,065
TOTAL-million Belgian Francs	20,335	17,102	19,192	21,188	15,563
TOTAL-million \$ (at US \$1.00=BF 30)	678.	570.	639	706.	519.
TOTAL as % of GDP	0.45	0.42	0.39	n/a	n/a

Two thirds of Belgian aid has gone to Africa (particularly Rwanda, Burundi, Tanzania and Zaire). Asia (including the Middle East) and Latin America (particularly Bolivia) each receive from 15% to 20% of the aid. Political troubles in the former Belgian colonies of Zaire, Rwanda and Burundi have apparently encouraged BADC to seek other bilateral partners.

Hence the proposal from our East Africa RWSG which was submitted with my letter of September 14/95 to Mr. Gekhiere and a possible proposal from the Lao National Water Supply and Environmental Health Programme. It was explained to me that WSP should continue to focus our dialogue with the multilateral sector of BADC, despite the fact that funding and decisions for such country-specific regional activities would have to come from their bilateral colleagues, due to limited discretionary multilateral resources. However (despite several weeks of advance planning), their bilateral colleagues had not been able to attend our meeting. A confusing conclusion.....

After some polite discussion about follow up action, we agreed that Mr. Schorochoff and Mr. de Gerloche would seek reaction from their bilateral colleagues to our existing RWSG-EAF request before any further discussions about potential future collaboration.

My sense is that WSP and GWP seem attractive in principle to these multilateral colleagues in BADC. Whether or not they can interest their bilateral colleagues in cooperating with us remains to be seen.

B. Conclusions and Follow up Actions

1. I will send a polite note to BADC in appreciation of our meeting and encourage a reply to our RWSG-EAF proposal.
2. If we do not receive a positive reply soon, we should ensure that any future contact with BADC includes a meeting with bilateral decision-makers there, as well as our multilateral interlocutors.
3. Alternatively, we may wish to submit to BADC a more modest proposal (of the order of BF 5 million, or less than \$200,000), to which our multilateral colleagues may be able to respond with their own resources.
4. RWSG managers may also wish to continue to dialogue with Belgian embassies in order to discern whether or not there are real prospects for WSP collaboration with BADC at the country or regional level.

CONTACT REPORT - EUROPEAN COMMISSION

By: Brian Grover

Re: Brussels - March 11, 1996

SUMMARY

The European Commission is a large, complex, multilateral bureaucracy. Although the EC certainly has plenty of funds for development assistance, our Program seems an unlikely candidate for their support. We are probably seen as a creature of other multilaterals, despite the reality that much of our funding comes from EC members. In the short term there is little prospect for direct assistance. In the longer term, with much work, we might have some prospects. But transaction costs would be high.

A. CONTEXT

At the Barbados meeting of the WSS Collaborative Council in November/95, Bob Boydell and I had discussed the European Commission with Jan Janssens (AF5IN) and Prof. Andre Van der Beken of Brussels, who is also active in Techware, a sectoral technical association.

At the Stockholm meeting on the Global Water Partnership the EC was represented by Andre Liebaert, so we asked him to arrange my meeting. Present were two Belgian staff members of the EC:

Bruno Schmitz - Head of Unit, Directorate A: Strategy and Accompanying Measures;
Directorate General XII - Science, Research and Development
Phone (32-2) 295 05 14; fax (32-2) 296 31 93

Andre Liebaert - Principal Administrator, Water and Sanitation Sector;
Directorate General VIII - Development
Phone (32-2) 299 27 53; Fax (32-2) 296 98 40

For those (like me) not familiar with the EC, the Directorate Generals (D.G.s) operate like conventional ministries within national governments. Each is headed by a Commissioner (politician) and the barriers between the D.G.s are reinforced by national politics.

B. KEY POINTS AND POSSIBLE ACTIONS

1. The EC is setting up a Water Task Force. The initiative may come bureaucratically from Bruno Schmitz, who had previously orchestrated a task force in transport and who had led an earlier research initiative titled "Research and Technological Development for the Supply and Use of Freshwater Resources", which produced copious documentation. (I collected several of these 1992 reports). There is apparently strong political support for the Water Task Force from Commissioners from France and Germany. The objectives will include:

- linking water research in D.G. XII to other EC activities related to water. An "inter-service group" including representatives of ten D.G.s will serve as a staff steering committee in this regard. Sachets will assist the nominal leader, Jean Marie Martin, and Liebaert is also involved;

- improving the interface with EC and external partners interested in water, including industry, utilities, NGOs, international organizations, etc.;

- concentrating and focusing EC research activities in water, to achieve more coherence.

There were some 400 research projects related to water over the past decade, without such coherence.

The Water Task Force will have no dedicated staff but is intended to act through a network of relevant people. It will be officially announced soon and is apparently expected to complete its work before the end of 1996 (????).

Schmitz told me I would be included in the mailing list of those who will be keep informed of progress.

2. The European water industry is well aware of the new task force. Four water industry associations had already met with Schmitz: EUREAU, European Wastewater group; EURAQUA; and Techware. (Additional information is available from Andre van der Beken, who attended some of these meetings.)

3. D.G.VIII of the EC deals with development assistance to countries who are part of their Lomé Convention (apparently including parts of Africa, and Caribbean and Pacific island states). Some ECU 12 billion (US\$9.5 billion) of development assistance is available over the present five year period, of which some 3-5 percent is used in the water supply and sanitation sector. Liebaert is the main (only?) water specialist there, and he concentrates on southern Africa.

4. According to Liebaert, with whom I had a pleasant lunch after our meeting with Schmitz, the EC cannot place its development funds in international organizations like our Water and Sanitation Program. Instead they have to respond to the choices made by their developing country partners, who could elect to allocate some of their EC funding to us. An alternative possible way

of cooperation would be for our Program to work at the country level and to have the country attract EC funds for specific activities which could be coordinated with Program activities. To me both channels seem likely to involve high transaction costs for the Program, and do not serve to help overcome our immediate concerns about funding for RWSG activities and Program staff. So I believe such prospective future cooperation should be considered only in specific countries, after we have planned our near term financial strategy.

5. I mentioned the planned regional workshop on urban sanitation taking place in Jakarta from March 25-27. Liebaert gave me the name of the relevant EC contact (M.E.Fossati, Director South and South-East Asia, D.G.IB) and I asked Jerry Silverman to inform him of the workshop. Interestingly, D.G.I deals with foreign affairs, and hence with all EC development assistance to countries not included in the Lomé Convention.

6. Should the Program decide to make more intensive efforts to collaborate with the EC, we should coordinate future contacts with the recently established Bank office in Brussels, which must certainly understand the EC better than we do. We should also consider enlisting support from EC member countries, those who already endorse and support our Program.

CONTACT REPORT - GERMANY

By: Brian Grover

Re: Germany: March 15, 1996

SUMMARY

The German Ministry for Economic Cooperation and Development (BMZ) has apparently discovered some DM1.8 million (\$1.24m) of uncommitted funds which it wishes to make available quickly to the Program, through the German Agency for Technical Cooperation (GTZ). We are accordingly encouraged to submit a suitable proposal promptly. We will do so!

A. CONTEXT

Germany supported the Program strongly in earlier times but very little lately. We arranged a meeting in order to explore whether German support might again be possible. Present in the BMZ office in Bonn were:

Dr. Rainer Lotz, Senior Water Adviser, BMZ, Bonn

Dr. Klaus Erbel, Head of Division, Hydraulic Engineers, Water Resource Development, GTZ, Eschborn

Mr. Michael Schlenken - Water Supply and Sanitation Officer, GTZ, Eschborn

Mr. Rudiger Hartmann - Sector Economist, Sector Policy Department, KfW, Frankfurt

An unexpected fax from GTZ on March 3 had requested Program information to permit GTZ to make a proposal to BMZ for continued cooperation with the Program. It is important to note that all German funding for international development - whether for technical assistance by GTZ or capital project assistance by KfW - must be approved by BMZ. Hence the critical importance, for our Program, of understanding the views of BMZ, particularly of Dr. Lotz.

In previous years Dr. Lotz has explained the general principal that BMZ does not like the trust fund type of arrangements by which the Program seeks German cooperation. His expressed view has consistently been that German multilateral assistance to the UN agencies and development banks should permit such organizations to favor our Program, if it meets their priorities. He also believes that German bilateral assistance should be concentrated on specific countries, not on hybrid programs like WSP. A further complication that Lotz mentioned is that German support to an earlier stage of our Program was judged, by them, to have been badly managed by the Program. Hence we have a negative image to overcome with BMZ.

It is a reality that German aid in our sector is very large - about 10% of their bilateral aid goes for water and sanitation projects. In 1995, for example KfW committed some DM 900 million (\$620

m) for water and sanitation projects (roughly DM 700 m for water supply and DM 200 for sanitation). Each of three organization involved in German aid (BMZ, GTZ and KfW) have their own experts, policies and programs - which they attempt to coordinate, with some success. For instance, the people I met at BMZ had been in a meeting earlier that day to discuss the new German policy in our sector. We need to appreciate that our Water and Sanitation Program is nearly marginal to the overall activities of German development assistance in our sector, at least in financial terms. But our German colleagues nevertheless value the synergistic affect that donor coordination can achieve in sectoral policy reform in a given country.

B. KEY POINTS

1. Dr. Lotz explained that he had unfortunately been unable to attend recent sectoral meetings (WSS Collaborative Council in Barbados and Global Water Partnership in Stockholm) because of administrative budget constraints. Germany had sent Dr. Erbel to Barbados and a representative of their implementation agency in environmental matters (Dr. C. Markard from Berlin) to Stockholm. Her internal report on the Stockholm meeting was not complementary to the GWP concept. So Dr. Lotz was interested to learn about the background and current status of GWP, which I willingly provided - including a copy of the Serageldin speech in Stockholm in August/95 which first publicly explained the GWP concept and rationale.
2. I also explained, briefly, our evolving strategy for helping poor people through the WSP, in light of the recent evaluation, and our intention to focus on national policies, strategies and programs. This emphasis was well received, as was our concentration on rural water programs and urban environmental sanitation.
3. Dr. Lotz recently led a German mission that evaluated their extensive sector support in Indonesia. He expressed frustration that the Indonesian authorities (particularly Public Works) seemed disinterested in using German support for urban sanitation, where German policy requires attention to this sub-sector whenever German aid provided for water supply. So Dr. Lotz has set aside DM 700,000 (almost \$0.5 million) for a future conference as a means to try and build Indonesian support for urban sanitation. When I explained the regional urban sanitation workshop planned by our Program in Jakarta soon (March 25 - 27), Dr. Lotz suggested that their Jakarta representative (Mr. Werner Knipschild, who formerly held Lotz' position in BMZ) would be interested. Dr. Lotz also suggested possible collaboration between WSP and German aid, for follow up activities either in Indonesia or on a regional basis, following our sanitation workshop.
4. I explained the financial dilemma currently facing WSP and suggested that Germany might be interested in future cooperation concerning urban environmental sanitation. Then came the interesting surprise! BMZ had recently discovered several unspent sums of sectoral money that they are reluctant to return to the Ministry of Finance. Instead they wish to allocate such funds to our Program, through GTZ, in the very near future. Hence, the recent exchange of faxes. The money available totals some DM 1.8 million, about \$1.24

million. This is essentially money for sectoral pilot projects or interregional projects that Dr. Lotz controls. However, he was quite explicit that the funds were for a unique, one-time contribution to our Program and should not be considered as renewed German cooperation with WSP. (My view, unspoken, in that we should gladly accept such a contribution. And, in fact, it will create a valuable precedent for future discussion.)

5. Dr. Klaus Erbel had already prepared an outline of four possible activities (attached) that can be summarized as follows:

	<u>DM million</u>
1. Advice to partner organizations in conjunction with World Bank and UNDP	0.6
2. Processing and dissemination of lessons learned	0.2
3. Co-financing the identification of water supply utility efficiency criteria	0.45
4. Co-financing training, workshops and seminars	<u>0.55</u>
Total	1.80

6. Both inside and outside our BMZ meeting I was given supplementary advice by Dr. Erbel on how to construct a suitable WSP proposal, which we will submit to GTZ so that they, in turn, can negotiate it with BMZ. In principle we should try to:

- emphasize projects and specific activities rather than propose core funding;
- suggest topics/countries that offer prospects for synergy with German initiatives and priorities;
- be as specific as possible about expected outputs as results;
- clarify what we mean by urban environmental sanitation; and
- submit the proposal very soon, so that BMZ does not lose the funding. The actual expenditure can proceed at a relaxed pace (in 1997 and 1998 for example), but the proposal is needed urgently.

7. Typically very well organized, Dr. Erbel had scanned our FY95 annual report and prepared a list of countries in which both GTZ and our Program are active. These include:

Africa: Ethiopia, Kenya, Tanzania, Uganda (RWSG-EAF),
Benin, Ghana (RWSG-WAF)

Asia: India, Sri Lanka (RWSG-SAS), Indonesia,
Philippines (RWSG - EAP)

Latin America: Ecuador (RWSG-AND)

Other: Morocco, Near East (Sudan, Syria, Lebanon, Palestine)

8. Dr. Erbel also asked us to see whether a separate initiative from our colleague Frank Hartvelt in UNDP could be reconciled with our request. On March 1, Mr. Hartvelt passed GTZ an International Water and Sanitation Centre (IRC) proposal for \$20,000 titled "Promising Approaches in Drinking Water Supply Related to Water Resources Management". Interestingly, neither Hartvelt/UNDP nor IRC had mentioned this initiative to me, despite regular communications in the recent past.
9. Dr. Lotz mentioned that one of his infrequent trips to Washington is now planned. He will be there from April 29 to May 3, primarily to attend some meetings regarding their support to ESMAP (the technical assistance program in the energy sector). I suggested we would welcome a chance to discuss our evolving Program strategy with him then, but that we would be in the midst of our annual managers' meeting. However, we should try to capitalize on his visit to try and improve future German cooperation with our Program.
10. Aware of Dr. Lotz' long-standing reluctance to allow German aid to support the central and regional core expenses of our Program, I explained our current dilemma and sought his advice. Interestingly, he explained that the solution they have adopted in ESMAP is to allow German aid to be allocated against specific activities/outputs by the core team, rather than simply contributing to core costs. This example may be of interest to WSP for other bilaterals, as well as for Germany!
11. Our two hour meeting was dominated by Dr. Lotz. I learned how dependent both GTZ and KfW seem to be on BMZ direction. I also think that our German colleagues better appreciate the desirability of closer cooperation, both with WSP and GWP. In my opinion, 1996 may be a testing period in which BMZ, GTZ and KfW determine whether or not their agenda will be better served if they return to a mode of closer cooperation with us. In other words, it is time for us to influence their future strategies and interventions in the water and sanitation sector. In view of the very large scale of German aid in this sector, we should concentrate on having them share our goals and strategy.

C. FOLLOW UP ACTIONS

1. RWSG-EAP, if they have not already done so, should immediately contact the German aid representative in Jakarta to participate in the urban environmental sanitation workshop in Jakarta from March 25 - 27.
2. The WSP team in Washington will soon submit a specific proposal to GTZ to utilize the DM 1.8 million currently available.
3. I will thank Dr. Lotz for hosting our meeting in Bonn and invite him to meet with us during our managers meeting in the week of April 29.
4. Program managers, meeting in Washington in May, should discuss a longer term strategy for closer involvement with German aid in our sector.

DRAFT

UNDP/WB Cooperation, in continuation of the former Demonstration Project

Low cost water supply (new PN: 95.2563.5)

Possible cooperation activities in 1997 and 1998

Nr.	Activities	Volume	Cost estimate
1	Financing of appraisal activities in coordination with UNDP (ToR proposals from WB) in the field of advising partner organisations on matters of - decentralisation, - commercialisation, - (part)-privatisation, - demand management, - promotion of NGOs, people's participation - self-help and poverty alleviation	17 EM (Expert Months)	600 TDM
2	Processing and dissemination of lessons learnt (documentation, editing according to principles discussed at Coll. Council meeting in Barbados, printing and distribution; evaluation of feedback received)		200 TDM
3	Co-financing the identification of water supply utility efficiency-criteria (goal:improving cost-recovery situation to facilitate cross subsidy possibilities for poor population groups)	13 EM	450 TDM
4	Co-financing international training workshops and seminars on the subjects mentioned under 1 above		550 TDM
	Total		<hr/> 1,800 TDM

(plus general administration costs, direct GTZ costs, value added tax etc)

CONTRACT REPORT - THE NETHERLANDS

By: Brian Grover

Re: The Hague: March 1 and March 12-13, 1996

SUMMARY

At present our Program receives very little support from Directorate General for International Cooperation (DGIS), which continues to have large budgets and major interests in water projects. But we have plenty of common interests and much goodwill exists. DGIS is being reorganized and cannot respond well to ambitious new proposals now. So I suggest that we clarify our thinking and submit a concept proposal for comprehensive future support. Thereafter we should discuss temporary or bridging support, pending DGIS decisions (probably in 1997) on future relationships with the Program.

A. Context

On the afternoon of Friday, March 1, I joined Jean Doyen (AFTES) and Jan Janssens (AF5IN) to discuss a series of preliminary requests for Dutch assistance for Bank-related activities in water in Africa. We met with a variety of individuals from DGIS who have interests/activities in Africa. Contacts are listed in Annex 1. The specific topics we discussed were:

1. Doyen requested funding for two African specialists in water resources to work in AFTES in Bank headquarters.
2. Jan Janssens, in the company of Mr. Abdel Fillali (of ONEP, Morocco, serving as consultant to UADE, the African Union of Water Suppliers) discussed possible support to the African Water Utilities Partnership, which the Bank has also agreed to support.
3. My intention was to discuss possible future Dutch support for Water and Sanitation Program (WSP) activities in Africa. However, as I planned to be at the retreat of our Africa RWSGs in Abidjan in the following week, and as I has previously planned for meetings in DGIS on March 12-13, my inputs on March 1 were limited to discussions of:
 - Bank internal coordination on technical assistance activities related to water topics in Africa (as demonstrated by our joint visit);

- Future Global Water Partnership (GWP) programs in Africa, particularly on WSP and the embryonic activities of the African Water Utilities Partnership, involving International Training Network (ITN) centers in Africa.
- Bank colleagues Doyen and Janssens will follow-up on the matters of principal interest to them, which are not discussed further within this report. However we will continue to coordinate our approaches to donors (in Holland, and elsewhere) and our technical assistance programs within Africa.
- On March 12 and 13, after participating in the week-long retreat of our RWSGs from East Africa and West Africa, I returned to The Hague for a series of meetings with DGIS, International Water and Sanitation Centre (IRC) and the Ministry of Housing, Physical Planning and Environment (VROM). Many of my contacts work with one another on various topics, and several also are members (like me) on the Board of Directors of IRC. People I met were, without exception, cooperative and genuinely interested in the possibility of closer collaboration with our Program. The unfortunate reality, however, is that the Dutch bureaucracy for foreign assistance is highly compartmentalized and therefore complicated, for WSP to elicit practical support. A more fundamental problem for our Program is that DGIS is rearranging the way in which it plans and administers aid, as discussed hereafter.

B. Key Points

1. As I reported after my previous visit to The Hague on December 7-8, 1995, Dutch aid is being reorganized, in accordance with two documents issued in English in September, 1995:

- "Aid in Progress"
- "Budget 1996 and Review of Foreign Policy"

Meanwhile their aid budget is large and growing, totaling 7,109 million guilders (US\$4,443 million) in 1996, of which 20% is for country programs. Dutch embassies will become increasingly responsible for planning and supervising specific projects. In the evolving matrix model at DGIS, sectoral units in The Hague will be strengthened and will have increased budgets, including funds for preparatory work.

2. Water supply and sanitation activities, unfortunately, do not fit neatly into any of the new sectoral units. Three future Directorates are likely to have interests in this field:
 - Social and Institutional Development, which will combine health, population and drinking water supply and sanitation. Interestingly, budgets for this sector unit will probably increase, in keeping with the Dutch pledge at the 1995 Copenhagen summit which adopted the 20/20 goal (20% of official development assistance

from developed country partners and 20% of national budgets of developing country partners be targeted to basic social programs)

- Environment and Development, which will expand its interests and become more involved in environmental programs in each country receiving Dutch aid. This Directorate will also become responsible for water resource management; and
 - Rural and Urban Development (an interesting contribution!) which will apparently concentrate on productive sectors but may also consider infrastructure services.
3. Sectoral specialists within DGIS will be reassigned to the new sectoral units. There are only four water specialists within DGIS at present: Willem Ankersmit and Joep Blom in The Hague, and decentralized specialists in embassies in Cairo and New Delhi. Although future assignments are undecided (for the next few months), Ankersmit expects to work in the Social Directorate and Blom in that for environmental matters. Our Program's most obvious ally in the future organization will likely be the Social Directorate, whose future leader has yet to be determined.
 4. Meanwhile, and predictably in the reorganization period, DGIS has plenty of money to spend and is probably ready to support relevant new initiatives - both at the country level, and along sectoral lines, but is ill prepared to take decisions. I was assured by several, senior people in DGIS that our Program is likely to benefit eventually from ongoing changes, after they become reality later in 1996. But at present, paradoxically, DGIS is in poor shape, organizationally, to discuss our Program's longer term strategy for cooperation with Dutch aid. Although this definitely complicates our WSP ability to request and obtain thematic core funding, DGIS seems ready and willing to entertain specific proposals relating to their existing country and regional organization. Within the five regions where our RWSGs currently operate, DGIS countries of concentration are organized in the following groups:

East Africa (MF): Kenya (large regional office), Tanzania, Uganda and Burundi

Southern Africa (SF): Angola (new), Mozambique, Namibia, South Africa, Zambia and Zimbabwe

West Africa (WF): Benin, Burkina Faso (large regional office), Cameroon, Cap Verde, Côte d'Ivoire, Ghana, Guinea Bissau, Mali, Niger and Senegal

Nile/Red Sea (NF): Egypt, Eritrea, Ethiopia, Palestine, Sudan and Yemen.

Sub-Continent (ZZ): India and Sri Lanka

South Asia (CO): Afghanistan, China and Pakistan

East Asia (ZO): Bangladesh, Cambodia, Laos, Mekong Basin, Thailand and Vietnam

Andes: Bolivia, Ecuador and Peru.

5. When I mentioned our explicit interest in urban environmental sanitation, I was told that DGIS currently has a project identification mission in Bolivia, led by the head of their Urban Poverty group, Mr. Theo Kolstee. Apparently a Dutch minister has decided that DGIS intends to target future assistance to the Bolivian city of Santa Cruz, so I alerted Alain Mathys to this news so that he can discuss whether or not our Program has a future role there.
6. Dutch aid has been playing a leading role in the water sector in Yemen for some fifteen years. The current desk officer, Dick Van Ginhoven, is an engineer who formerly worked on water supply programs in India with UNICEF. He was interested to discuss whether our Program could assist implementing rural water supply programs in Yemen, a topic discussed recently in The Hague at a donor's meeting convened by the Dutch on the water sector in Yemen. Apparently our Program has already been mentioned as possible participating in a Yemen mission in June/96. I will continue this dialogue with Bank colleagues including Chris Ward and John Hayward, who contributed background papers to the recent meetings in Yemen. Van Ginhoven expressed willingness to consider a Program proposal for future cooperation in Yemen - an intriguing challenge!.
7. With Patrick Brandt (formerly in charge of the DGIS Yemen Program, now head of their field personnel section) I inquired about prospects for individual Dutch experts being assigned to our Program. This is feasible for "associate experts" (such as Piet Klop and Arienne Naber with UNDP), who by definition must have less than four years of relevant work experience. More experienced specialists, referred to as "supplementary experts," can be assigned to specified roles in developing country organizations, but not to international programs like WSP. Although I see little prospect for accessing either type of expert, the conversation was nevertheless helpful in meeting the people we might work with if we succeed in getting Dutch bilateral or sectoral funding for international experts to work with our Program in the future.
8. At a luncheon meeting with key people at IRC, I learned that they, like WSP, are:
 - recipients of a recent report by external evaluators;
 - planning their own future strategy.

They appreciated receiving the documents we provided. Senior staff (particularly Ms. Cornelia van Waegeningh, formerly with DGIS and now designated as "Chief Executive Officer" of IRC) were interested to exchange views, particularly about

prospects for possible future cooperation between our groups. Although no conclusions were possible, we briefly explored the possibility of collaboration through our ITN centers, in new learning initiatives, and in information/communication activities. IRC will soon be conducting an internal retreat, following which they may have more specific proposals to discuss.

9. Dutch Environment (VROM) officials had organized the 1994 Noordwijk meeting of Ministers of Environment and are now interested in follow-up. As Prof. Kakabeeke explained, VROM intends to arrange a report on drinking water and sanitation progress for the 1997 meeting of the Commission on Sustainable Development, the UN mechanism set up to monitor progress after the UNCED conference in 1992 in Rio de Janeiro. The Dutch are working with France, Tunisia and Morocco in their effort, which they will explain further in Beijing on March 22. Prospects for specific cooperation between VROM and our Program seem remote.

C. Conclusions and Follow-up Actions

1. DGIS officials are very well aware of our Program philosophy and strategy, which complements their own aid policy. They have a large aid budget, strong interest and experience in water, and few technical staff within DGIS. Potential synergy between DGIS and our Program is obvious and we have developed a very positive climate with current leaders at DGIS.
2. Later in 1996 - after about September - would be a good time to submit a comprehensive WSP proposal to the newly formed Directorate for Social and Institutional Development. But even then, DGIS internal procedures would require some six to twelve months before they could approve such a proposal.
3. DGIS clearly understands that our Program must obtain new financial commitments in 1996. So I suggest an interim strategy for requesting WSP support for DGIS:
 - a) Country or region - specific proposals for consideration by geographic desks could be submitted as soon as our own thinking is clear. In this context, RWSG managers should contact Dutch embassies in their region promptly to try and develop appropriate local support for new initiatives. Specific suggestions should be discussed with me as soon as possible.
 - b) Concurrently Washington staff will discern where DGIS support best fits in our matrix of regional activities and donor funding.
 - c) I believe that WSP should submit an omnibus concept proposal to DGIS within the next two months. This should be an ambitious, coherent, large (multimillion dollar) proposal, comprising an overview and a series of individual proposals, for consideration by various parts of the DGIS bureaucracy.

4. It seems to me, for reasons explained above, unlikely that DGIS can make the kind of financial commitment we need in 1996. In fact their procedures would probably mean that firm financial commitments would be unavailable much before the end of 1997. In these circumstances I think we should seek transition or bridging funding from DGIS which would permit them to support the continuation of our Program, pending DGIS decisions on longer term financial support.

ANNEX 1PEOPLE CONTACTEDTHE NETHERLANDS - PEOPLE MET: MARCH 1, 12, 13, 1996

Name	Position	Room	Telephone (31-70)	Fax (31-70)
A. <u>Ministry of Foreign Affairs</u> <u>Directorate General for International Cooperation (DGIS)</u>				
Mr. Joan Boer	Head, Technical Advice Sections (DST)	8A5	348-4295	348-5956
Mr. Willem Ankersmit	Technical Advisor, Water Supply & Sanitation (DST)	8A17	348-5518	348-5956
Mr. Joep Blom	Technical Adviser, Water Resource (DST)	8A20	n/a	348-5956
Mr. Ad Koekkoek	Chief, Environment Programme (DST/ML)	8C68	n/a	348-4303
Mr. Fon van Oosterhout	Programme Officer, Urban Poverty Alleviation Programme (DST/UR)		348-4413	348-4848
Mr. Wim Oltoff	Programme Officer, Africa and Middle East Directorate (DAF/PL)		348-6030	348-6607
Mr. Dick C. van Ginhoven	Senior Programme Officer, North Africa & Middle East Section (DAF/NR)	6A44	348-6168	348-6607
Ms. Elly Beelen	Programme Officer, Southern Africa & Middle East Section (DAF/ZF)			
Mr. V.D. Weyde	Programme Officer, West Africa Section (DAF/WF)			
Ms. Weersink	Programme Officer, West Africa Section (DAF/WF)			
Mr. Robert Nijhoff	Programme Officer, South America Section	6E10	348-6277	348-5366
Mr. Piet Kessels	Technical Adviser, Health Section	8A	348-5955	
Mr. Patrick Brandt	Head, Field Personnel Section		348-5291	348-5305
B. <u>Ministry of Housing, Physical Planning and Environment (VROM)</u> <u>Directorate - General for Environment Protection</u>				
Prof. Willem B. Kakabeeke		B10-51	339-4712	339-1306
Mr. Ger Ardon			339-4248	339-1288

C. <u>IRC - International Water and Sanitation Centre</u>				
Mr. Hans van Damme	Director		33-14 133	38-14034
Ms. Cornelia M. van Waegeningh	Chief Executive Officer		33-14 173	38-14034
Mr. J. Stephen Parker	Programme Officer, Publications		33-14 156	38-14034
Mr. Jo E.M. Smet	Programme Officer			38-14034
Mr. Kekki Wihuri	Programme Officer			38-14034
Mr. David Saunders	Research Officer			38-14034

CONTACT REPORT - LUXEMBOURG

By: Brian Grover

Re: Luxembourg - March 14, 1996

A. Context

Luxembourg has been assisting our Water and Sanitation Program since 1993, mainly through its support for Ms. Sylvie Debomy in our West Africa RWSG. I discussed present and possible future cooperation with:

Mr. Jean-Claude Meyer: Secrétaire de Legation, Ministère des Affaires Etrangères, du
Commerce Extérieur et de la Coopération
Phone (352) 478 23 62
Fax (352) 22 40 48

Meyer explained that he is one of some eight officers who are collectively responsible for managing Luxembourg's entire aid program. Begun in 1982, Luxembourg assistance now totals some 2 billion francs (Luxembourg or Belgian - common currency) annually, or about \$67 million/year. This represents some 0.35% of GNP and their target is 0.70% by the year 2000, more than doubling of their aid in the next five years!

According to their most recent annual report (1994), Luxembourg's aid comprises:

Bilateral projects -	25.5%
NGO Cooperation -	13.7%
International organizations -	6.6%
Technical assistance experts -	3.6%
Humanitarian and food aid -	4.4%
European Union contribution -	20.6%
United Nations contribution -	8.5%
World Bank contribution -	8.4%
Other International organizations-	0.7%
Total	100.0% = Luxembourg 1,678 million or \$56 million

Meyer seemed to appreciate the documents we provided (Program Strategy, FY95 annual report, Program evaluation) as well as the report on our 1995 activities in West Africa, sent by our RWSG-WAF on January 29/96. He was also quite interested in the evolving Global Water Partnership and the Program's role therein.

Luxembourg bilateral aid concentrates on a few priority countries:

Africa - Cap Vert, Mauritius, Namibia, Niger, Senegal, Tunisia (formerly also Burundi and Rwanda)

Latin America - Ecuador, El Salvador and Nicaragua

Asia - Vietnam and (recently) Palestine

Only Vietnam and Ecuador are common to the Program and Luxembourg lists of countries of concentration. But Meyer nevertheless seemed satisfied with their support to our Program for West Africa, partly since they like to concentrate on three sectors in which our Water and Sanitation services fit comfortably: Social sector, rural development sector and infrastructure sector.

Our current agreement with Luxembourg ends in January/97 so we explored future possible cooperation. Their budget is expanding rapidly; their administrative capacity is limited; and they are satisfied with our Program. So in principle they are prepared to consider greater support, in the future beyond the present level of some \$250,000 annually. We discussed the possibility of expanded regional cooperation in West Africa, including support for regional experts as well as international staff.

Meyer was interested in the means by which other donors finance the Program, particularly the Trust Fund model. I agreed to send him an example agreement for their consideration.

The best time for Luxembourg to consider a request for future Program support will be in May/96, when their carryover funds from 1995 are clearer. So far they have not considered commitments for longer than two years.

B. Conclusions And Follow-up Actions

1. Luxembourg will likely remain a good supporter of our Program and is ready to consider additional funding. We should submit a brief proposal shortly after our 1996-97 work plan is agreed in May/96.
2. Meanwhile I will send a note acknowledging our discussion and providing a typical trust fund agreement for their consideration.

CONTACT REPORT - CANADIAN INTERNATIONAL DEVELOPMENT AGENCY

Contact by: Jack Titsworth

Location Date: CIDA Headquarters, Ottawa (Hull): 12 - 15th March, 1996

Report date: 19th March, 1996

SUMMARY

The Canadian government has just announced further cuts to the "foreign aid budget," reducing ODA as a percentage of GDP from 0.53% in 1975/76 to a forecast 0.25% in 1997/98. This cut reduces the constant value of Canadian ODA by one third since 1988 and confirms it as the major target for such cuts over recent years (see article attached as Annex I). Contrary to past years' experience, there were few CIDA funds available to be assigned against "opportune," end-of-year expenditures this year--several CIDA managers are in fact hard-pressed to meet their end-of-fiscal-year (March 31) obligations.

Within CIDA's Africa and Middle-East Branch, in which there are five divisions, only the Southern Africa Region has expressed an interest in funding the WSP in the short term. Specific proposals have been requested for Malawi/Mozambique/ Zambia/Zimbabwe as a group, and, separately, for South Africa. The North Africa and Middle-East Region is open to the notion of collaboration, but has few funds available at the moment and would require a specific proposal to focus their interest. The management of the Pan Africa Programme is positively disposed towards the Programme, but its available funds are committed and it is reducing the number of recipient organisations. However the right proposal at the right time in the future might be accepted. The Multilateral Programmes Branch of CIDA is reducing the number of organisations to which they are providing funds and believe that water and sanitation funds should be directed to one of the major, "existing organisations."

A. INTRODUCTION

Following on the recent evaluation of the WSP and the preparation of its next, five-year strategy, several fund-raising visits have been scheduled to bilateral donors, including CIDA. The current visit follows one by Brian Grover in June last year when he met several people, briefed them on the nature of the Programme, and endeavoured to reach closure on a proposal sent to CIDA by John Blaxall in January, 1994.

A request for "Financial Support for Water Supply and Sanitation in Africa" was sent in early March to Mr. Bruno Hébert, the Director General of the Pan Africa Programme in CIDA, and copied to his colleagues responsible for the other four, regional programmes in the Africa and Middle-East Branch. I arrived in Ottawa a day early and met a number of people casually "to get a feel for the lay of the land" before addressing the proposal more formally. I then made a presentation to a group of CIDA people representing several African regions, and followed up the presentation with meetings and discussion with many of them (see Annex II).

The general atmosphere in CIDA continues to be pervaded by uneasiness and uncertainty as Canada goes through self-imposed structural adjustment which entails, almost annually, cuts to the federal and provincial budgets, and the civil service. The ODA budget has been savaged more than any other federal programme and the CIDA establishment has been reduced from about 1150 to about 950 over the last two years. The Agency which had decentralised in the late 1980s in order to deliver higher quality development assistance has recentralised in the 1990s because the volume of ODA had fallen below the level required to justify the higher overheads implicit in a decentralised programme.

Following the recent referendum when the people of Québec voted only narrowly to remain within Canada, there has been a cabinet shuffle with the Prime Minister putting into place the people he hopes will be able to lead the country through to the next federal election, and who will also be able to deal more successfully with the Québec issue. André Oullet, the former foreign minister who also had responsibility for CIDA has left the cabinet. His replacement, Lloyd Axworthy, no longer has direct responsibility for CIDA although the Agency continues to come under his general "portfolio." Pierre Pettigrew, a Québécois who is intended to play an important role with respect to the Québec issue, has been designated as Minister for External Relations and has assumed responsibility for CIDA, an organisation which can be used to cultivate favour in such targeted domestic constituencies as Québec. So far, CIDA employees find him to be much easier to work with than his predecessor, but one can assume he will use CIDA as best he can to pursue the Government's domestic agenda in Québec.

Only two of my sixteen interlocutors knew and understood the nature and raison d'être of the Programme. With the others, I had to start from scratch, describing the WSP and its distinctness from the IBRD, what it has done in Africa and elsewhere, suggesting how the Programme could complement and supplement CIDA's traditional, bilateral interventions in their areas of responsibility, and trying to make the case for CIDA's providing financial support. With the exception of Guy Carrier, who is a water resource engineer, everyone was a generalist, development administrator. All of them appreciated the importance of water and sanitation for the poor, but they all spoke as well about "flavours-of-the-month" and, these days, democratic development and good governance are in vogue. Many of them are aware, however, of the most recent poll/survey conducted by CIDA, the Foreign Ministry and others about Canadian attitudes towards foreign and defence policy. Canadians are more comfortable with an aid program that addresses basic human needs rather than such social issues as democratisation, environmental protection and the rights of women. Amongst these basic human needs, Canadians ranked clean water, nutrition and health care as the most important.

B. MEETING HIGHLIGHTS

1. Nicole Rivard-Royer, Senior Policy Analyst, Policy Coordination Division, Policy Branch: Nicole provided me a quick overview of the consequences of the budgetary cuts and the cabinet shuffle, the likely availability of funds within the Agency and the relative priority of water and sanitation vis-à-vis other development sectors and themes.

2. Guy Carrier, Senior Advisor, Water and Sanitation, Policy Branch: Guy has represented CIDA at such recent international WSS meetings as those in Barbados and Stockholm. Of my several interlocutors, he was the most familiar with the Programme. We reviewed the proposal and the overheads I had prepared for my presentation the next day. He very helpfully sensitised me regarding points I should address regarding Canada's "prosperity agenda," the insistence of the former minister regarding the hiring of Canadian resources to undertake international development, his reluctance to have funding directed through non-bilateral channels, and the need to present water and sanitation as a high priority vis-à-vis other, competing, social sectors, especially health and education.

3. Bruno Hébert, Director General, Pan Africa Programme: Bruno was the primary recipient of the request-for-funding. At meetings of the management group of the Africa and Middle East Branch, he briefed his colleagues on its nature, and made the arrangements for the presentation I gave. His division has provided funding for the Programme in the past although, with changes in staff, the corporate memory had virtually disappeared. He was a quick brief and said he was personally very supportive of the Programme's objectives. However, his own Division's five-year budget had been cut in the last few years from a five-year IPF of Cdn\$128 million to Cdn\$60 million, all funds were committed for the next year, and they had been forced to withdraw support completely from several organisations. The out-going minister did not favour support for non-Canadian organisations, even in the Pan-African context. Bruno personally identified strongly with the need to pay at least the "entrance fee" for keeping a seat at the table in important international fora, and recognised both the leverage and the advantages-through backward-linkages to be gained for Canada if CIDA were to support and participate in the WSP. I believe there could be a possibility for some funding a year from now if the right pan-African notion could be presented to Bruno and if one is persistent, timely and effective in pursuing his division.

4. Louise Marchand-Smith, Director of Operations - Ghana, Nigeria, Togo Bénin, Liberia, Sierra Leone (West Africa Region): Louise provided much the same advice as the above interlocutors, adding that her Division's funds were also fully committed for the current and the next fiscal year. She knew very little about the Programme, what it might accomplish in West Africa, and how it might relate to CIDA's other, extensive, investments in the water and sanitation area in West Africa. She did however undertake to send one of her officers to the group presentation on the Programme.

5. Group presentation for two and one-half hours to:

Bruno Hébert, Director General, Pan Africa Programme

Peter Houlston, Director of Operations, Pan Africa Programme

Robert Lavoie, Senior Development Officer, Pan Africa Programme

Guy Carrier, Senior Advisor, Water and Sanitation, Policy Branch

Sarah Dowswell, Senior Development Officer, Southern Africa Division

Jonathan Caldicott, Development Officer, West Africa Division

I described the WSP in general and then, more tangibly, citing its history and my personal knowledge of its accomplishments in Bénin, Ghana, Uganda and, through the Mvula Trust in South Africa, as examples. For much of the time I followed the overhead slides attached as Annex III. The challenge was to be pertinent to the participants' differing geographical interests, to cast the net widely, and then to focus on relevant specifics whenever the opportunity availed. There were questions and discussions throughout, and it was clear that people were particularly fascinated by the clarity of the Programme's definition of and approach to capacity building, by PROWESS, by structured learning and strategic monitoring, and the possibility of "buying into" the Programme in such a way that it would make a unique and strategic contribution to basic development whilst being linked to Canadian advisors. With respect to the latter, I told them that I had spoken directly to Mr. Pierre Franch, the President of the Canadian Association of Consulting Engineers, who expressed his unequivocal support for CIDA support for a WSP intervention in Africa which would use Canadian advisors. In the end though, only the Southern Africa Division expressed an interest in pursuing further the possibility of providing financial support.

6. Sarah Dowswell, Senior Development Officer, Southern Africa Division
Sylvia Barrow, Health Specialist, Strategic Planning Division, Africa & Middle East
Branch

The Southern Africa Division is currently preparing its next five-year strategy and, within the context of the participative, inter-departmental (ministerial) process they are following, Sarah Dowswell has been promulgating with some difficulty the importance of water and sanitation for the poor. She believes in its relevance but has not always had the arguments to advance WSS vis-à-vis, for example, health, or education for girls. The WSP represents, therefore, an ally, and one which she appears willing to support so long as the case can be made. At the end of an hour and a quarter of discussion during which I quickly brought Sylvia Barrow up to speed regarding the nature of the WSP, Sarah asked whether we could prepare another request for funds related specifically to Malawi, Mozambique, Zambia and Zimbabwe which would address for each of these countries:

- (a) The WSP's history of accomplishment;
- (b) An overview of the sector; and, relative to the foregoing,
- (c) What the WSP would address in the future,

setting out clearly:

- (d) The comparative advantage of the Programme;
- (e) The value-added the Programme would bring to the sector in these four countries; and
- (f) Links to Canada's "prosperity agenda."

I undertook to examine this possibility and to get back to her in the near future.

7. Art Saper, Director General, Southern Africa Programme
Neil Saravanamuttoo, Analyst, Southern Africa Programme

I briefed Art and Neil (who is the chief scribe for the preparation of the programme strategy for southern Africa) on the nature of the WSP and described the approach that Sarah Dowswell and Sylvia Barrow had proposed. I also told them about the extent to which the Mvula Trust and Government of South Africa's Community Water and Sanitation Programme had been influenced by the Programme. Art asked me to contact Steve Hallihan, the Team Leader for South Africa, with a view to taking the same approach for that country.

8. Archie Book, Director of Operations, East Africa and Central Region
Wayne Primeau, Senior Programme Analyst, East Africa and Central Region

Although I had heard that the East and Central Africa Programme had committed fully its available funds, I met Archie and Wayne to update them on the WSP and its activities in Eritrea, Ethiopia, Tanzania and Uganda. They confirmed the unavailability of funds and the unlikelihood of any support for the Programme in the foreseeable future. This area probably represented the lowest probability of support for the Programme within Africa.

9. Alberto Palacios-Hardy, Senior Project Manager, Jordan and Middle-East Programme
Jonathan Laine, Senior Project Manager, Jordan and Middle-East Programme

Rick Ward, the Director General of the North Africa and Middle East Programme was away on mission but had read, annotated and passed on to Alberto Palacios-Hardy the funding request for Africa that we had copied to him. He had also asked Alberto P-H to meet me to discuss the WSP. Rick's notes indicated that his Division had identified water and the environment as a high priority area for CIDA programming in North Africa and Middle-East Region, and that he shared the "IBRD's" views on a programming approach as set out in our document, adding that for CIDA purposes, in the current environment, it would be important to link "the flag" with any contribution CIDA might make. Rick left the door open to some future collaboration but, in particular, through "parallel financing." Both Alberto and Jonathan were very interested in the evaluation report of the WSP and asked me to explain carefully the Programme's approach to capacity building in general and as described in the diagram in Chapter 2. They said that CIDA is already collaborating with the IBRD in the middle-east, and left me with the impression that their Programme might react more favourably to a more specific proposal so long as it related closely to their own Programme in the middle east, and was linked visibly to the use of Canadian resources.

10. Alex Volkoff, Director, United Nations Programme, Multilateral Branch

At the suggestion of others I spoke to Alex (in the course of a long walk around the streets of Hull). She listened attentively and posed many questions but, in the end, said that CIDA was attempting to reduce the number of "multilateral" organisations to which it is providing support, and, that several, including the UNDP, UNICEF and the WHO, who are already receiving CIDA funds, are active in the WSS sector. When I agreed with her but added that none of them was

playing the same role or occupying the same niche as the WSP, she suggested this required some rationalisation of the roles of the organisations concerned rather than the addition of another one--it was impossible for me to convince her that the Programme was unique, important, and that its role could not be assumed by an existing organisation. The climate for multilateral funding is obviously dismal, and Alex' remarks were based inter alia on evaluations of multilateral organisations that expose overlapping roles, a low level of performance in some instances and a general need for more focus and rationalisation.

11. Pierre Beemans, Vice-President for Administration, International Development Research Centre (IDRC)

Since I met Pierre whilst I was in Ottawa, and given the IDRC has collaborated with the Programme in the past, I should pass on some of his remarks since they impart the "flavour" of support for international development in the current Government of Canada. The annual budget of the IDRC, which falls within the same ODA envelope as CIDA's, has declined in recent years from Cdn\$120 million to Cdn\$50 million. There are now only four members on their executive committee. They have dismantled their former thematic organigramme--the staff of their various professional disciplines now belong to a common pool. Pierre opined that if the IDRC is the target of another severe budgetary cut, its very existence as an organisation could be called into question.

C. CONCLUSIONS AND FOLLOW-UP ACTIONS

- The WSP is difficult to "market" to "uninformed," generalist development administrators who must make recommendations or decisions to invest in development from amongst a large number of high priority themes competing for funds in their countries, regions or organisations of responsibility.
- The WSP has a good "product" but we could probably improve significantly our marketing "tool-kit" if we had videos, transparencies, brochures and a polished delivery based on "intelligence" and tailored to each potential funder. We need instruments which communicate past accomplishments tangibly or even viscerally in the areas of policy reform, capacity-building, influencing investments and structured learning, all related to how we contribute to improving the lot of the poor. Our funding proposals have to be quite specific about **what** we could accomplish, **where**, with a given amount of funds, to improve the well-being of the poor. We need a convincing, exoteric approach to expressing the Programme's uniqueness and comparative advantage.
- The WSP could consider "marketing" its accomplishments and developing a constituency of support in Canada by, for example, ensuring that CIDA "desk" staff, the IDRC and the Canadian consulting, NGO and academic communities which are active in international development in the water and sanitation sector receive information, studies and literature which would be useful to them and which vaunt the Programme's usefulness and accomplishments.

- The CIDA Southern Africa Programme has invited us to prepare separate proposals for a) Malawi, Mozambique, Zambia and Zimbabwe, and b) South Africa. They are open to an iterative approach although they expect a well-thought-through first draft. Headquarters and the RWSG-ESA should collaborate in preparing these proposals; the Programme could capitalise on the impending visit of the Manager of RWSG-ESA to Washington to present these proposals to CIDA in Ottawa/Hull.
- If proposals can be prepared which CIDA's Southern Africa Programme will fund, the WSP should build upon successful precedent, example and experience to pursue possibilities in CIDA's North Africa and Middle East, Pan Africa, and West Africa programmes, in that order (based on perceived receptivity and availability of funds).
- Given the Canadian public's perception of "water" as a high-priority, development "basic" contacts ought to be re-established and maintained with CIDA's Asia and Americas programmes when Programme representatives visit Ottawa.

Distribution

John Briscoe

Tony Pellegrini

Regional Programme Managers: R. Boydell, T. Lium, A. Manou-Savina A. Mathys, J. Silverman

March 13, 1996

The Globe and Mail, Wednesday, Mar



International Affairs

Marcus Gee

The unkindest cut

HUNGRY Third World children do not vote in Canadian elections. That much was obvious from last week's federal budget.

Most commentators praised the budget as a steady-as-she-goes effort that reduced the deficit without imposing new taxes or big spending cuts. Yet, all but unnoticed amid the huzzahs, one program absorbed a heavy blow. Under the plan tabled by Finance Minister Paul Martin, spending on foreign aid will fall by \$150-million in 1998-99.

That cut is only the latest in a series that have devastated Canada's aid to poorer countries. By the time the new cut takes effect, Canada's aid spending will have fallen to \$1.9-billion, a reduction of one-third since the Liberals took office in 1993. That \$1.9-billion amounts to a mere 0.25 per cent of Canada's total economic output. In other words, out of every \$100 Canada earns, 25 cents will go to help the needy of the Third World.

This is a gross betrayal of Canada's promises to the poor. Every Canadian government for three decades has pledged to work toward devoting 0.7 per cent of economic output to foreign aid — a goal established by the United Nations at the recommendation of a former Canadian prime minister, Lester Pearson.

For a time, we were making progress, reaching a peak of 0.53 per cent in 1975-76. Ever since we have been sliding back, and lately the slide has turned into a head-first plunge. Once a solid B student among aid donors, standing sixth in a class of 21 countries, Canada is now no better than a C or C minus, heading for D.

This will have real consequences for real people. The private humanitarian agencies that distribute much of Canada's aid have already curtailed some of the best of their good works: a project to help set up a co-operative farm in war-torn Mozambique; a program to help West African women lobby for better inheritance laws; an initiative to help South African peasants reclaim land grabbed by white farmers under apartheid.

It is not an exaggeration to say that, because of Canada's shrinking generosity, people will die. Somewhere a well will not be dug, and a child will grow sick from drinking dirty water. Somewhere else a mother will not get a loan to start a small weaving business, and her family will go hungry.

THE government makes two points in its defence. The first is that everyone else is doing it. That is largely true. Overwhelmed by debt, most wealthy countries have cut their aid budgets. (Most, but not all: Norway just announced an 8-per-cent increase.) But Canada's cuts have been unusually sharp. Only Finland has cut faster.

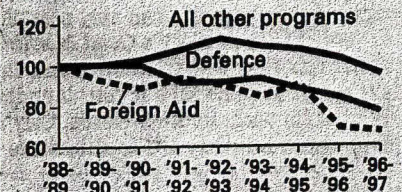
Ottawa's second point is that, in the fight against the deficit, every department must do its fair share. Fine. Given the immensity of the task — a debt of \$578-billion and rising — it is unrealistic to think that foreign aid could escape the hatchet altogether.

But a look at the figures shows that, in fact, foreign aid is absorbing far more than its fair share of the cuts. The North-South Institute, an Ottawa-based development research group, calculates that Ottawa has cut aid spending more than it has any other major program. Aid spending declined by 33 per cent after inflation between 1988 and 1995, while spending on defence, another department to take big cuts, fell by 22 per cent, and overall program spending by 5 per cent. (See the chart below.)

Hardest hit

Index of real government program spending since 1988

1988-89 = 100



Source: North-South Institute

I do not question that the deficit and debt must be cut. In fact, they should be cut faster. After all, it is the reckless deficit spending of past governments that put programs such as foreign aid under the knife in the first place.

But deficit cutting is a matter of making choices. While accepting that spending cuts will hurt all around, governments should make it their mission to protect those who are the most vulnerable.

Instead, this government has directed the most painful cuts at the people least able to endure them: the overseas poor. In the process, it has turned its back on a generation of compassionate Canadian internationalism. Worse, it has done so for nakedly political reasons.

When it comes time to make cuts, unemployment insurance has a powerful lobby in its corner. So do the farm-subsidy and business-subsidy programs. Apart from a few, well-meaning aid groups, foreign aid has no one.

Hungry Third World children do not vote in Canadian elections.

ANNEX I

Annex II
List of Persons Met

1. Sylvia Barrow, Health Specialist, Strategic Planning Division, Africa & Middle East Branch
819-953-0732
2. Pierre Beemans, Vice-President for Administration, International Development Research
Centre (IDRC) 613-236-6163
3. Archie Book, Director of Operations, East Africa and Central Region 819-994-6204
4. Jonathan Caldicott, Development Officer, West Africa Division 819-997-1330
5. Guy Carrier, Senior Advisor, Water and Sanitation, Policy Branch 819-997-1466
6. Sarah Dowswell, Senior Development Officer, Southern Africa Division 819-997-0484
7. Bruno Hébert, Director General, Pan Africa Programme 819-994-4187
8. Peter Houlston, Director of Operations, Pan Africa Programme 819-997-7797
9. Jonathan Laine, Senior Project Manager, Jordan & Mid-East Programme 819-997-2274
10. Robert Lavoie, Senior Development Officer, Pan Africa Programme 819-994-4297
11. Louise Marchand-Smith, Director of Operations - Ghana, Nigeria, Togo Bénin, Liberia,
Sierra Leone (West Africa Region) 819-997-1291
12. Alberto Palacios-Hardy, Senior Project Manager, Jordan and Middle-East Programme
819-994-4323
13. Wayne Primeau, Senior Programme Analyst, East Africa & Central Region
819-997-0984
14. Nicole Rivard-Royer, Senior Policy Analyst, Policy Coordination Division, Policy Branch
819-953-3139
15. Art Saper, Director General, Southern Africa Programme 819-997-1717
16. Neil Saravanamuttoo, Analyst, Southern Africa Programme 819-994-4370
17. Alex Volkoff, Director, United Nations Programme, Multilateral Branch 819-997-6813

WSP Strategy: 1997-2001

- Building on the 1992 strategy
- Responding to the 1995-96 evaluation

Mission:

The WSP helps poor people gain access to sustainable, improved water and sanitation services.

WSP Strategy: 1997-2001

The Program works with partners at the regional, country and international levels. It assists countries to build their capacity to reform policies, strengthen institutions, and develop human resources. It also supports sustainable investments; learns about what works and what does not, and why; and disseminates the lessons of experience within countries and internationally.

Evolution of the Water and Sanitation Program (WSP)

- ◆ Began in 1978 to deliver low-cost water & sanitation services to the poor with focus on better handpumps and sanitation systems
- ◆ Early 1980s--training & learning emphasised
- ◆ Individual projects merged to become a Program in 1988--decentralised structure established
- ◆ Late 1980s--more emphasis on women, participation & community approaches
- ◆ Current phase from 1992 to end of 1996--water as both an economic and a social good; demand-based approaches; stakeholder involvement

Accomplishments of WSP

- ◆ Improved W&S policies and strategies in many countries with greater focus on poor people
- ◆ Strengthened institutional and human resource capacity established in many countries
- ◆ Improved design & better implementation of numerous, large-scale investment projects
- ◆ Structured learning, and information dissemination and communication processes established and developed
- ◆ Improved water & sanitation technologies
- ◆ Improved regional and national sector coordination

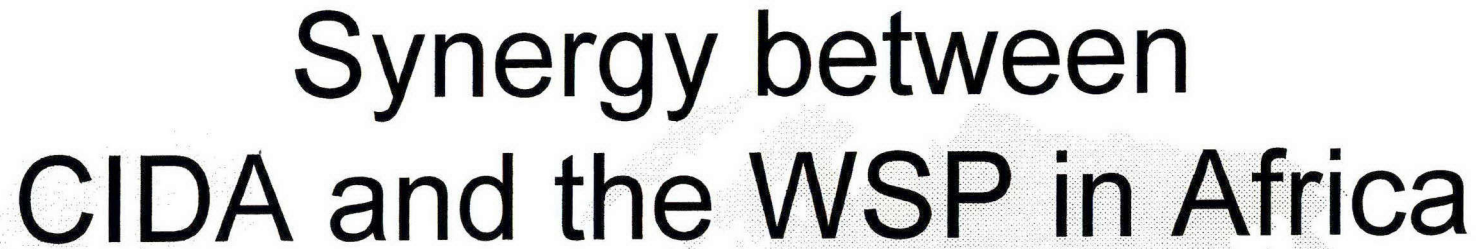
WSP: A Major International Collaborative Effort

- ◆ Program expenditures = \$150 million (1978-1996)
- ◆ CIDA total = \$4.152 million
- ◆ UNDP total = \$90 million
- ◆ Current phase (1992-96)
 - \$61 million total
 - 40% UNDP, 50% bilaterals, 10% World Bank
 - 1994-96: UNDP = 33%, Bilaterals = 60%, World Bank 7%

Canada and the WSP

- ◆ CIDA 4th largest of 15 bilateral supporters
- ◆ CIDA an original supporter of ITN concept
- ◆ CIDA and IDRC original supporters of handpump research and testing programmes
- ◆ CIDA staff have been seconded to WSP in past
- ◆ Former CIDA officer heading WSP
- ◆ Canadians have headed two WSP evaluations
- ◆ Extensive Canadian expertise in W & S sector

Synergy between CIDA and the WSP in Africa



- ◆ Sustainable Human Development
 - Basic human needs; Poverty reduction
 - Advancement of women
 - Improved governance of W&S sector
 - Support for private sector development
 - Environmental protection
- ◆ Strategic leveraging of funds
 - Presence in global organisation
 - Continental approach to key development problem
 - Links among Canadian consultants, NGOs and large investments funded by World Bank and others

W&S Progress in Africa in the 1980s



- ◆ Safe water supply coverage extended by 168 million people; from 163 million in 1980 to 331 million people in 1990.
- ◆ Sanitation coverage extended by 107 million people to; from 140 million in 1980 to 257 million in 1990.

Access to W&S in Africa (1996)

- ◆ Population of Africa: Approx 700 million
- ◆ People who don't have access to safe drinking water: Approx. 325 million
- ◆ People who don't have access to sanitation facilities: Approx.. 400 million

CIDA's Funds Would Support



- ◆ RWSG in Abidjan for West Africa:

- 1 International cooperant

- 1 Regional cooperant

- ◆ RWSG in Nairobi for East, Central and Southern Africa:

- 2 International cooperants

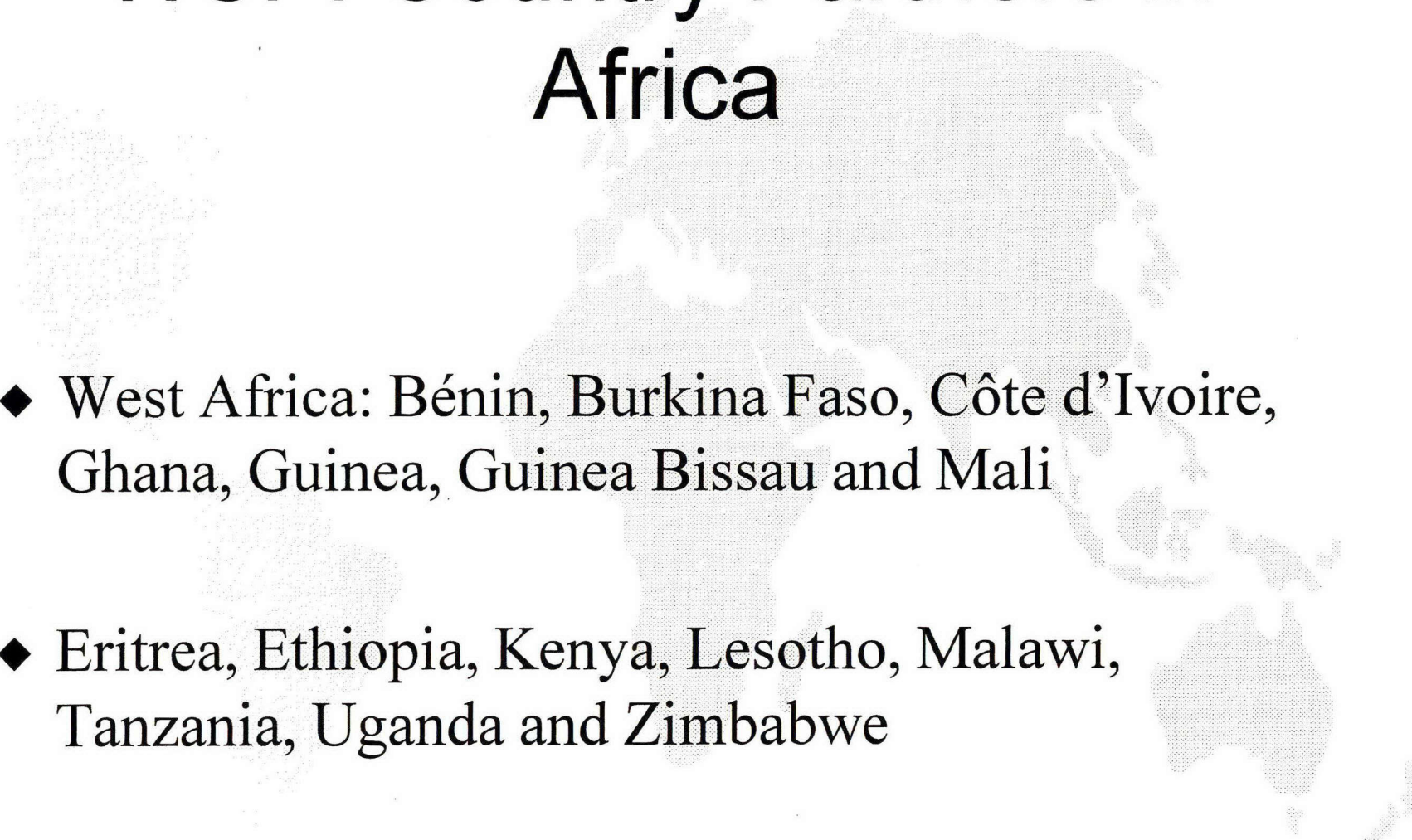
- 2 Regional cooperants

- ◆ The WSP's global learning agenda

WSP: Areas of Future Concentration in Africa

- ◆ Assisting countries to reform policies
- ◆ Building local, national, and regional capacities
- ◆ Supporting sustainable investments that increase the numbers of people served
- ◆ Identifying key sector problems, learning to resolve them, sharing the lessons through field-based experience

WSP: Country Partners in Africa



- ◆ West Africa: Bénin, Burkina Faso, Côte d'Ivoire, Ghana, Guinea, Guinea Bissau and Mali
- ◆ Eritrea, Ethiopia, Kenya, Lesotho, Malawi, Tanzania, Uganda and Zimbabwe

Selection of Activities-- Focused, measurable outputs

- ◆ Project characteristics--vehicle for developing lessons with potential for national and international impact on future projects
- ◆ Project environment--project should have a high potential to affect positively level of service delivery and sustainability
- ◆ Location in country of concentration--to facilitate strategic supervision and production of high quality documentation

Water Supply and Sanitation in Africa:
Proposed Budget for Assistance from CIDA
(US\$ 000)

Budgetary Item	Person Months	Jul/Dec 1996	1997	1998	1999	2000	Jan/Jun 2001	TOTAL
A. <u>International Staff</u>								
1 International Specialist (RWSG-WA)	60	75	150	155	160	165	85	790
2 International Specialists (RWSG-EA)	120	150	300	310	320	330	170	1580
Sub-Total	180	225	450	465	480	495	255	2370
B. <u>Regional Staff</u>								
1 Regional Specialist (RWSG-WA)	60	35	70	73	75	78	40	370
2 Regional Specialists (RWSG-EA)	120	70	140	145	150	155	80	740
Sub-Total	180	105	210	218	225	233	120	1110
C. <u>Consultants</u>								
International		35	50	50	55	55	30	275
National/Regional		35	50	50	55	55	30	275
Sub-Total		70	100	100	110	110	60	550
D. <u>Operational Travel</u>		45	95	105	110	115	60	530
E. <u>Training and Dissemination</u>								
Regional and National Workshops		60	110	110	115	115	60	570
Publications and Communications		0	15	20	25	30	15	105
Sub-total		60	125	130	140	145	75	675
F. <u>Miscellaneous & Contingencies</u> (10% of A+B+C+D+E)		51	98	102	107	110	57	524
G. <u>Administrative Support</u> (10% of A+B+C+D+E+F)		56	98	102	107	110	57	529
H. <u>Learning Fund</u> (15% of A+B+C+D+E+F+G)		92	176	183	192	198	103	943
Total	360	703	1352	1404	1470	1515	787	7230



UNDP-World Bank Water and Sanitation Program

OFFICE MEMORANDUM

DATE: 26 February, 1996
TO: See Distribution List
FROM: Brian Grover, Program Manager
EXTENSION: 30693
SUBJECT: WSP/UNDP Meetings, New York, February 14, 1996

Brian Grover and Bruce Gross visited UNDP in New York to discuss the future of the Water and Sanitation Program (WSP). William Cosgrove, consultant and leader of the external evaluation team, accompanied them. These notes reflect the main points made during a series of meetings with representatives of UNDP.

Overview Meeting

An overview meeting was held with a group representing the global programs and regional bureaus. Those attending were:

- Joan Archer, Regional Officer for Africa, Special Unit for Technical Cooperation among Developing Countries (TCDC);
- Miguel Bermeo-Estrella, Chief, Division for the Regional Program, Regional Bureau for Latin America and the Caribbean (RBLAC);
- Benjamin Brown, Acting Chief, Division for Regional Program, Regional Bureau for Asia and the Pacific (RBAP);
- Frank Hartvelt, Deputy Director, Science, Technology and Private Sector Division (STPSD);
- Roberto Lenton, Director, Sustainable Energy and Environment Division (SEED);
- Aparna Mehrota, Regional Program Officer, RBLAC;
- Arienne Naber, Junior Program Officer, STPSD;
- Anthony Ohemeng-Boamah, Consultant, Policy and Regional Programme Division, Regional Bureau for Africa (RBA);
- Ricarda Rieger, Policy and Program Officer, Division for Regional Programme Policy Analysis and Support, Regional Bureau for Arab States.

Bill Cosgrove made a brief presentation on the principal findings of the evaluation team. Brian Grover presented an overview of the current WSP strategy. A copy of the overheads he used is attached hereto.

Questions asked/points made:

Q. Who will approve your strategy? Will it be the WSP sponsors?

A. In the first instance, we expect it to be endorsed by the Program's strengthened Advisory Group. This may later be replaced by the Consultative Group of the Global Water Partnership (GWP). The draft strategy being distributed now is a discussion document intended to solicit comments.

Q. What is the advantage of having a regional Program?

A. Brian responded by giving some practical examples of how presence on a regional basis has been effective. These included:

- the application of the Program's learning in Bolivia to development of a similar approach in Ecuador;
- the visit of an Indian delegation to Brazil to learn about approaches to low-cost urban sanitation, and the effect this is having on the project in Bombay;
- the regional workshop to be sponsored by the Asian Development Bank (ADB) on experience in ongoing large-scale rural water projects (as follow-up to the Colombo workshop); and
- the urban sanitation workshop to be held soon in Jakarta to share learning and needs in this subsector.

Q. With respect to urban sanitation and Jakarta workshop - are you working closely together with the Urban Management Program (also supported by UNDP)?

A. Yes. Reference to programs in Africa.

Q. How does the Program relate to the future GWP? How do you take account of the integrated approach to water management which is espoused by UNDP?

A. Brian explained (using overhead that shows organization concept of GWP) that WSP is but one of a series of parallel, interrelated programs within the GWP.

Several participants remarked that they are looking to Roberto Lenton to give them guidance on how the UNDP's support should be directed to the GWP (and WSP).

Q. UNDP managers are interested in what is the impact of activities of the WSP on the sector. For example, who cares about holding a workshop? This is describing an input. What is the output? What difference does it make in the lives of people? Who says the subject of the workshop is important (is there real demand)? Why should it be done regionally? How do regional activities fit in the global context? Perhaps the regional Program could help create a network for research and policy support

Meeting with Ben Brown, Regional Bureau for Asia and the Pacific

The UNDP "funding cycle" no longer exists. It has been replaced with a budget cycle which covers one year and projections for the two subsequent years. For purposes of planning discussions with governments, "cooperation framework" agreements are reached. These are now being developed. They may cover both country and regional activities. The durations of these agreements may vary, depending on their objective. Nevertheless, they contain only really solid programs for the first year. The latter will be supplemented by annual implementation agreements (PSIAs).

It is difficult to say how to approach his region. His Director will not be ready to put anything on paper until the end of the year. The Program will face competition for resources, even from others within the water sector! Their total resource envelope will likely be \$20-21 million per year. Of this, not more than \$2-3 million for water related activities.

To make a pitch for regional funds, we should prepare a regional strategy, building on the document presented to them earlier. It should be a short and focused paper. It should put the WSP in the context of economic issues, growth, building social capital, protection of natural resources and the environment and institutional reform. The more it looks like other programs in their portfolio, the easier it will be to sell. The three roles they see the RBAP focusing on are; advocacy; an umbrella and coordinator for some operations; and supporting and providing backstop to government departments and agencies.

Ben raised the question of whether we need two RWSGs in Asia. This issue should be clearly dealt with in our strategy document for Asia.

Meeting with John Ohiorhenuan, Chief Economist and Chief, Policy & Regional Program Division, Regional Bureau for Africa

A concept paper for the region exists. We were given copies in English and French. The areas of concentration will be poverty; creation of employment; the role of women; and environmental protection. They will try to define measurable outputs in each of these areas. The means to be used to address these areas will be building capacity for economic management; increasing trade; improving governance; and private sector development. How will the WSP fit into this program?

The Regional Bureau for Africa (RBA) has a minimal role in the Special Initiative for Africa. It is focused on improving governance.

He inquired how the WSP will fit in the GWP. Given standard answer. What is the WSP doing to improve sanitation in Africa? Examples given of activities in Lesotho and Burkina Faso.

Based on what we told him of the WSP community participation activities, he could see the link to the governance approach which they are favoring.

Mr. Ohiorhenuan suggested that we prepare proposal and come back for further discussions in April/May. We told him Regional Managers would be visiting early May.

Meeting with Roberto Lenton, Sustainable Energy and Environment Division, and Frank Hartvelt and Arienne Naber, Science, Technology and Private Sector Division

The Sustainable Energy and Environment Division global program is being cut from \$100 million last year to \$28 million in 1997 and \$38 million in 1998/1999. Of this, all of the activities in the water sector will probably get \$5 million. Even with a share of the presently unallocated amount, the total is not likely to exceed \$7 million. The regions will receive proportionally more, and should be the target of Program fundraising.

A way must be found to finance headquarters costs of the Program. This could be done by time spent on each program activity, rather than by location. Suggestion: identify time which goes directly to management, and ensure that this is covered by the overhead fee. Identify separate amounts for programs, e.g., the learning agenda. These could be financed, program by program, by UNDP and other donors. Programs of this nature cut across agency borders.

Lenton would like to see these new arrangements for funding by program for the proposed donors meeting on March 25 in Stockholm.

Meeting with Denis Benn, Director, and Mrs. Joan Archer, Special Unit for Technical Cooperation among Developing Countries

Mr. Benn said that there had been no contact with the Program in the past. In the water area, they are now working with the Nile 2000 project. Their work program principally focuses on exchange of people and ideas. Since the adoption of the Buenos Aires action plan, they are trying to adopt a more strategic orientation which will produce greater impact. To this end they are trying to support countries who plan and manage their own programs of Special Unit for Technical Cooperation among Developing Countries (TCDC).

To this end they have been looking for areas of concentration, and trying to work through networks. For example, in preparation for Habitat they have supported discussion sessions hosted by a network of mayors throughout the world.

TCDC is interested in duplicating what has been successful. However, workshops would need to have “a lot of meat on the table” to justify their involvement. They will be looking at work programs prepared by the Bureaus to see if there are opportunities in which they could share, both because of substance and or the process.

In the countries they are located in the office of the UNDP administrator, with designated focal points in the Ministry of Plan, etc.

TCDC has begun putting success stories on the Internet. (<http://www.undp.org/tcdc.htm>).

They would welcome a visit from the Program’s communications specialist and the development of a brief statement on cooperation between TCDC and WSP.

Meeting with Miguel Bermeo-Estrella, Division for the Regional Program, Regional Bureau for Latin America and the Caribbean (RBLAC)

Central America has been the region of focus for the Regional Bureau for Latin America and the Caribbean (RBLAC) during the past two cycles. The Special Program there is now completed. Italy had financed a program of \$115 million to help resettle refugees. Their contribution next year will drop to \$3 million. Spain will put in \$4 million. The regional integration process continues, but has lost much of its impetus since the peace process appears to be complete.

The Caribbean is different. They do things their own way. The Caribbean Development Bank calls the shots there.

There are no special regional programs in South America except for the program to combat drugs in Colombia and its neighboring countries.

The themes for the next cycle will be poverty, environment, and governance; followed by science and technology and playing a catalytic role in developing commerce (trade).

Chile, Brazil, Argentina and Colombia have created national agencies for TCDC. They are carrying out comparative studies on poverty policies and indicators.

RBLAC is working with the Inter-American Development Bank (IDB) following up on the Copenhagen conference on social policy reform. The impact of basic structural adjustment on poverty is an area of focus. \$1 million of their total budget of \$4 million goes to poverty-related activities. There is a need to get from rhetoric to action, to bring together the social and economic ministries. There is a need to bring together the Social and Economic ministries. The “Social Emergency Funds,” supported by UNDP and the Organization of American States, have now become a “social network”. Social adjustments funds were never intended to do more than provide jobs. But they have the money, rather than the responsible social ministries.

Referring to the Program’s success in Bolivia: it was an exception in a country with a supportive open government. Governance in Ecuador needs to be improved if the Program’s efforts there are to be successful.

IDB has a mandate to invest 50% of its resources on social programs. Program (and the World Bank) should work with them more.

Changing policy is the level at which cooperation is needed. This applies to Banks as well as countries. More work is needed to explore role for the IDB in GWP.

Meeting with Ricarda Rieger, Regional Bureau for Arab States

A new director joined this bureau in August. His mark has not yet been felt.

The Mediterranean Action Program (METAP) is one primary activity. They will continue their 1993 program focusing on energy and the environment. UNDP will take the lead in focusing on capacity building. Integrated water management and pollution control are two other priorities. METAP has a \$60 million portfolio over the next three years for capacity building and project preparation. UNDP capacity building will focus on those activities which do not automatically lead to investment, e.g., organizational strengthening.

The Bank has proposed an interministerial meeting or "Water Summit". UNDP is hesitating because a political meeting is not the best solution. We should get some work done first, then have the conference. The partners (Bank, UNDP, EC) have not really had a chance to sit down to discuss. UNDP would like to see the bigger picture before proceeding. They are committed to METAP. It's difficult to talk about starting something new.

Some of the initiatives underway in the region with which the WSP could have links: MEDCITIES, MEDWAN, International Academy for the Environment, Mediterranean Action Program. CEDARE is losing its funding. The Arab Fund has been contributing the interest on \$5 million. UNDP funding of \$5 million per year is being cut drastically. Egypt was contributing the balance. They have produced a GIS system which is capable of generating excellent maps, national meetings in Jordan and Egypt. They collaborate with the International Fund for Agricultural Development (IFAD). However they have no vision and do not focus on what they could do.

WSP should keep in touch. However, it was agreed that clarity is needed on who does what in the region before WSP becomes a player.

Distribution List:

Anthony Pellegrini, TWU; John Briscoe, William Cosgrove, Bruce Gross, Gayle Gibbons, Alexandra Gross, Susan Lee, Rene Ngo, Jennifer Sara, Kim Tran, Wendy Wakeman, TWUWS; Robert Boydell, RWSG-SA; Tore Lium, RWSG-EA; Annie Manou Savina, RWSG-WA; Alain Mathys, RWSG-AN; Jerry Silverman, RWSG-EAP.

EC

F L - I N - 1 N O T E

DATE: 05-Feb-1996 02:39pm

TO: Susan Lee (SLEE3@worldbank.org@INTERNET)

FROM: Andre.LIEBAERT, (Andre.LIEBAERT@DG8.cec.be@INTER

EXT.:

SUBJECT: Re: Rescheduling meeting with Brian Grover

Dear Ms Lee,

There is no problem for M. Schmitz and myself to postpone the meeting with M. Grover to March 11. Same time, same place.

Best regards

A. Liebaert

EC



UNDP-World Bank Water and Sanitation Program

The World Bank 1818 H Street, NW Washington, DC 20433 Tel.: (202) 473-9785 Fax: (202) 522-3228

FAX COVER SHEET

DATE: February 1, 1996	NO. OF PAGES: 1
TO: Mr. Bruno Schmitz Head of Unit, European Commission	PHONE: (322) 295-0514 FAX: (322) 295-3193
FROM: Susan M. Lee Operations Assistant	PHONE: 202-473-3476 FAX: 202-477-0164 E-MAIL: slee3@worldbank.org
SUBJECT: Meeting with Brian Grover	

Dear M. Schmitz,

I am terribly sorry to bother you again, but I am contacting you in order to reschedule your meeting with Mr. Liebaert and Brian Grover, planned for February 26.

As we noted in an earlier communication, we plan to provide you with several documents prior to the meeting, including the final Evaluation report, the Management response to the Evaluation Report, the Program's Annual Report, and a forward-looking strategy document. We do not anticipate that these documents will be ready for another two week or so.

Thus, to give you enough time to review and reflect upon these materials, we propose postponing the meeting until the week of March 11-16. An added benefit would be that your meeting would then take place after the planning retreat of our Africa regional offices (taking place March 4-8). Specifically, would it be possible to reschedule the meeting with you and Mr. Liebaert for the morning of March 11.

Please accept my sincere apology for the need to reschedule. I look forward to hearing from you and Mr. Liebaert (whom I have contacted by e-mail).

Sincerely,

A handwritten signature in cursive script that reads "Susan Lee".

Susan M. Lee
Operations Assistant

WB TWUWS

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UNDP-World Bank Water and Sanitation Program

The World Bank 1818 H Street, NW Washington, DC 20433 Tel.: (202) 473-4786 Fax: (202) 522-3228

FAX COVER SHEET

DATE: February 1, 1996

NO. OF PAGES: 1

TO: Mr. Bruno Schmitz
Head of Unit, European Commission

PHONE: (322) 295-0514
FAX: (322) 296-3193

FROM: Susan M. Lee
Operations Assistant

PHONE: 202-473-3476
FAX: 202-477-0164
E-MAIL: slec3@worldbank.org

SUBJECT: Meeting with Brian Grover

Dear M. Schmitz,

L - I N - 1 N O T E

DATE: 01-Feb-1996 04:22pm

TO: Andre.LIEBAERT

(Andre.LIEBAERT @DG8.cec.be@INTE

FROM: Susan Lee, TWUWS

(SUSAN LEE)

EXT.: 33476

SUBJECT: Rescheduling meeting with Brian Grover

Dear Mr. Liebaert,

I am terribly sorry to bother you again, but I am contacting you in order to reschedule your meeting with Mr. Schmitz and Mr. Grover.

As we noted in an earlier communication, we plan to provide you with several documents prior to the meeting, including the final Evaluation report, the Management response to the Evaluation Report, the Program's Annual Report, and a forward-looking strategy document. We do not anticipate that these documents will be ready for another two week or so.

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Please accept my sincere apology for the need to reschedule. I look forward to hearing from you and Mr. Schmitz (whom I have contacted by fax).

Best regards,

Susan Lee

DONOR VISITS

EC

F L - I N - 1 N O T E

DATE: 01-Feb-1996 12:36pm

TO: slee3

(slee3@worldbank.org@INTERNET)

FROM: Andre.LIEBAERT,

(Andre.LIEBAERT@DG8.cec.be@INTER

EXT.:

SUBJECT: Meeting with M. Grover on 26 February 1996

Dear Ms Lee,

Thank you for your fax of 30 January.

A meeting with M. Schmitz and myself has been planned for 10:30 in M. Schmitz's office at 61 rue de Treves, Room 2/29. I hope this is convenient for M. Grover.

Best regards

A. Liebaert

→ confirmed by EM 2/1/96

EC



UNDP-World Bank Water and Sanitation Program

The World Bank 1818 H Street, NW Washington, DC 20433 Tel.: (202) 473-9785 Fax: (202) 522-3228

FAX COVER SHEET

DATE: 30 January, 1996 **NO. OF PAGES:** 1

TO: Mr. Andre Liebaert, Principal Administrator
Water & Sanitation Sector, European
Commission **PHONE:** 322-299-2753
FAX: 322-296-9840

FROM: Susan M. Lee **PHONE:** 202-473-3476
Operations Assistant **FAX:** 202-477-0164
E-MAIL: slee3@worldbank.org

SUBJECT: Meeting with Brian Grover

Dear Mr. Liebaert,

Thank you for your telephone message of earlier today. As I have missed returning your call because of the time difference, and will be out of the office all day Wednesday, January 31, I thought it best to confirm your message by fax.

I am delighted that you and Mr. Schmitz will be able to meet with Brian Grover on February 26. I wonder if a meeting in the morning will be convenient for you, as Mr. Grover will have other meetings scheduled in the afternoon. I would be pleased if you would suggest a time and a location, whenever and wherever convenient for you.

I look forward to hearing from you.

Best wishes,

A handwritten signature in blue ink that reads "Susan Lee".

Susan M. Lee
Operations Assistant

WB TWUWS

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UNDP-World Bank Water and Sanitation Program

The World Bank 1818 H Street, NW Washington, DC 20433 Tel.: (202) 473-8785 Fax: (202) 522-3228

FAX COVER SHEET

DATE:	30 January, 1996	NO. OF PAGES:	1
TO:	Mr. Andre Liebaert, Principal Administrator Water & Sanitation Sector, European Commission	PHONE:	322-299-2753
		FAX:	322-296-9840
FROM:	Susan M. Lee Operations Assistant	PHONE:	202-473-3476
		FAX:	202-477-0164
		E-MAIL:	slee3@worldbank.org
SUBJECT:	Meeting with Brian Grover		



UNDP-World Bank Water and Sanitation Program

The World Bank 1818 H Street, NW Washington, DC 20433 Tel.: (202) 473-9785 Fax: (202) 522-3228

27 February, 1996

Mr. Andre Liebaert
Principal Administrator
Water and Sanitation Sector
European Commission
200 rue de la Loi
1049 Brussels
BELGIUM

Dear Mr. Liebaert,

This letter is to confirm our meeting on Monday, March 11, at 10:30 am, in the office of Mr. Schmitz.

I would like to propose the following discussion points for our meeting: a) the conclusions of the recent Program evaluation; b) a future strategy for the Water and Sanitation Program in the context of the Global Water Partnership; c) past and possible future collaboration between the Program and the European Commission, in light of your agency's own future strategy; d) possible follow-up actions to promote our collaboration in the future. I am very interested in soliciting your comments and feedback on these points.

Please include in our meeting colleagues who might wish to contribute to the discussion. Alternatively, I would be grateful if you would suggest possible additional meetings for me while I am in Brussels.

Please find enclosed five copies of the following materials for you in preparation for our meeting:

- An Evaluation of the UNDP-World Bank Water and Sanitation Program;
- The Management Response to the Evaluation Report;
- Draft of the strategy document for the Water and Sanitation Program, 1996-2001;
- Program Annual Report, 1994-1995;
- Report of the Stockholm Global Water Partnership meeting in December, 1995.

We would welcome and encourage your comments and suggestions on these documents.

I look forward to meeting with you in the near future. As I will be departing on mission on February 29, you could contact Ms. Susan Lee if there are any questions.

Yours truly,

A handwritten signature in cursive script that reads "Brian Grover".

Brian Grover
Program Manager

EC
LIEBAERT



UNDP-World Bank Water and Sanitation Program

The World Bank 1818 H Street, NW Washington, DC 20433 Tel.: (202) 473-9785 Fax: (202) 522-3228

FAX COVER SHEET

DATE: 23 January, 1996

NO. OF PAGES: 1

→ TO: Mr. Andre Liebaert
Principal Administrator, Water & Sanitation
Sector, European Commission

PHONE: 322-299-2753
FAX: 322-296-9840

AND Mr. Bruno Schmitz
Head of Unit, European Commission

PHONE: (322) 295-0514
FAX: (322) 295-3193

FROM: Susan M. Lee
Operations Assistant

PHONE: 202-473-3476
FAX: 202-477-0164
E-MAIL: slee3@worldbank.org

SUBJECT: My fax of 16 January, regarding meeting
with Brian Grover

Dear Messrs. Liebaert and Schmitz,

I am following up on my faxes of 16 January, 1996 regarding a proposed meeting with Brian Grover; I apologize for bothering you again.

As you can imagine, we are scheduling a number of appointments for Mr. Grover during this mission. He would very much like to meet with you both and your colleagues while he is in Belgium. Would a meeting on Monday, February 26 be convenient for you?

I would be grateful for your early response, and look forward to hearing from you.

Sincerely,

Susan M. Lee
Operations Assistant

WB TWJWS

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UNDP-World Bank Water and Sanitation Program

The World Bank 1818 H Street, NW Washington, DC 20433 Tel.: (202) 473-8786 Fax: (202) 622-3228

FAX COVER SHEET

DATE: 23 January, 1996

NO. OF PAGES: 1

→ TO: Mr. Andre Liebaert
Principal Administrator, Water & Sanitation
Sector, European Commission

AND Mr. Bruno Schmitz
Head of Unit, European Commission

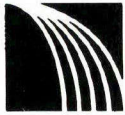
PHONE: 322-299-2753
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PHONE: (322) 295-0514
FAX: (322) 295-3193

FROM: Susan M. Lee
Operations Assistant

PHONE: 202-473-3476
FAX: 202-477-0164
E-MAIL: slee3@worldbank.org

SUBJECT: My fax of 16 January, regarding meeting
with Brian Grover



UNDP-World Bank Water and Sanitation Program

EC

The World Bank 1818 H Street, NW Washington, DC 20433 Tel.: (202) 473-9785 Fax: (202) 522-3228

FAX COVER SHEET

DATE: 16 January, 1996 **NO. OF PAGES:** 1

TO: Andre Liebaert, Principal Administrator
Water & Sanitation Sector, European
Commission **PHONE:** 322-299-2753
FAX: 322-296-9840

FROM: Susan M. Lee
Operations Assistant **PHONE:** 202-473-3476
FAX: 202-477-0164
E-MAIL: slee3@worldbank.org

SUBJECT: Proposed meeting with Brian Grover

Dear Mr. Liebart,

Further to my fax of earlier today regarding a meeting with Brian Grover on Monday, February 26, I neglected to include Mr. Bruno Schmitz as the other addressee on the fax. Mr. Grover hopes to meet with both of you when he is in Brussels. Mr. Schmitz has received the corrected fax, a copy of which is attached.

I apologize for the mistake and look forward to hearing from you regarding the proposed date.

Sincerely,

Susan M. Lee
Operations Assistant



UNDP-World Bank Water and Sanitation Program

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TO:	Mr. Andre Liebaert Principal Administrator, Water & Sanitation Sector, European Commission	PHONE:	322-299-2753
		FAX:	322-296-9840
	AND Mr. Bruno Schmitz Head of Unit, European Commission	PHONE:	(322) 295-0514
		FAX:	(322) 295-3193
FROM:	Susan M. Lee Operations Assistant	PHONE:	202-473-3476
		FAX:	202-477-0164
		E-MAIL:	slee3@worldbank.org
SUBJECT:	Proposed meeting with Brian Grover, Program Manager		

Dear Messrs. Liebaert and Schmitz,

Brian Grover asked me to contact you both, while he is on mission, to propose a meeting with him when he is in Europe in February.

At our December meeting on the Global Water Partnership in Stockholm, we suggested that more substantive meetings with each of the Program's supporters would be useful to discuss the future of the Program in light of its recent evaluation and the creation of the Global Water Partnership.

I am contacting you both now to suggest a possible meeting with Brian Grover. He will be traveling to meetings in Africa in February and would like to stop in Brussels en route to meet with you and your other colleagues. Would a meeting be possible on Monday, February 26?

We would appreciate your early response to indicate whether a visit on the proposed date would be convenient. As you can imagine, we are trying to schedule several meetings on the same mission.

Before that meeting, we plan to send you the full evaluation report, our 1994-1995 Annual Report, and a forward-looking strategy note on our intentions for the Program in the near and medium term.

Please accept our best wishes for a happy new year. We look forward to a strong and continuing partnership with you in the years ahead.

Sincerely,

Susan M. Lee
Operations Assistant

WB TWUWS

(AUTO)

THE FOLLOWING FILE(S) ERASED

FILE	FILE TYPE	OPTION	TEL NO.	PAGE	RESULT
011	MEMORY TX		90113222969840	02/02	OK

ERRORS

- 1) HANG UP OR LINE FAIL
- 2) BUSY
- 3) NO ANSWER
- 4) NO FACSIMILE CONNECTION



UNDP-World Bank Water and Sanitation Program

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FROM:	Susan M. Lee Operations Assistant	PHONE:	202-473-3476
		FAX:	202-477-0164
		E-MAIL:	slee3@worldbank.org
SUBJECT:	Proposed meeting with Brian Grover		

Dear Mr. Liebart,

EC #1



UNDP-World Bank Water and Sanitation Program

The World Bank 1818 H Street, NW Washington, DC 20433 Tel.: (202) 473-9785 Fax: (202) 522-3228

FAX COVER SHEET

DATE:	16 January, 1996	NO. OF PAGES:	1
TO:	Andre Liebaert, Principal Administrator Water & Sanitation Sector, European Commission	PHONE:	322-299-2753
		FAX:	322-296-9840
FROM:	Susan M. Lee Operations Assistant	PHONE:	202-473-3476
		FAX:	202-477-0164
		E-MAIL:	slee3@worldbank.org
SUBJECT:	Proposed meeting with Brian Grover		

Dear Mr. Liebart,

Brian Grover asked me to contact you while he is on mission to propose a meeting with him when he is next in Europe.

As you may recall at our meeting in Stockholm, we suggested that more substantive meetings with each of the Program's supporters would be useful to discuss the future of the Program in light of its recent evaluation and the creation of the Global Water Partnership.

I am contacting you now to suggest a possible meeting with Brian Grover. He will be traveling to meetings in Africa in February and would like to stop in Brussels en route to meet with you and your colleagues. Would a meeting be possible with you and your colleagues on Monday, February 26?

We would appreciate your early response to indicate whether a visit on the proposed date would be convenient. As you can imagine, we are trying to schedule several meetings on the same mission.

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Sincerely,

Susan M. Lee
Operations Assistant

WB TWJWS

(AUTO)

THE FOLLOWING FILE(S) ERASED

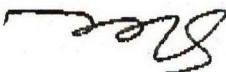
FILE	FILE TYPE	OPTION	TEL NO.	PAGE	RESULT
094	MEMORY TX		90113222969840	01/01	OK

ERRORS

- 1) HANG UP OR LINE FAIL
- 2) BUSY
- 3) NO ANSWER
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Operations Assistant

Susan M. Lee



Sincerely,

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UNDP-World Bank Water and Sanitation Program

EC# 2
To Liebaert for
Schmitz

The World Bank 1818 H Street, NW Washington, DC 20433 Tel.: (202) 473-9785 Fax: (202) 522-3228

FAX COVER SHEET

DATE: 23 January, 1996 **NO. OF PAGES:** 1

TO: Mr. Andre Liebaert, Principal Administrator **PHONE:** 322-299-2753
Water & Sanitation Sector, European **FAX:** 322-296-9840
Commission

FROM: Susan M. Lee **PHONE:** 202-473-3476
Operations Assistant **FAX:** 202-477-0164
E-MAIL: slee3@worldbank.org

SUBJECT: Proposed meeting with Brian Grover

Dear Mr. Liebaert,

I am having great difficulty getting through to Mr. Schmitz regarding the meeting we have proposed with Brian Grover. I would be extremely grateful if you could fax the attached faxes to him from your line, with hopefully greater success. Perhaps I have the incorrect numbers?

I appreciate your assistance.

Sincerely,

Susan M. Lee
Operations Assistant

WB TWUWS

(AUTO)

THE FOLLOWING FILE(S) ERASED

FILE	FILE TYPE	OPTION	TEL NO.	PAGE	RESULT
012	MEMORY TX		90113222969840	03/03	OK

ERRORS

1) HANG UP OR LINE FAIL 2) BUSY 3) NO ANSWER 4) NO FACSIMILE CONNECTION



UNDP-World Bank Water and Sanitation Program

The World Bank 1818 H Street, NW Washington, DC 20433 Tel.: (202) 473-9785 Fax: (202) 522-3228

FAX COVER SHEET

DATE:	23 January, 1996	NO. OF PAGES:	1
TO:	Mr. Andre Liebaert, Principal Administrator Water & Sanitation Sector, European Commission	PHONE:	322-299-2753
		FAX:	322-296-9840
FROM:	Susan M. Lee Operations Assistant	PHONE:	202-473-3476
		FAX:	202-477-0164
		E-MAIL:	slee3@worldbank.org
SUBJECT:	Proposed meeting with Brian Grover		

Dear Mr. Liebaert,



UNDP-World Bank Water and Sanitation Program

The World Bank 1818 H Street, NW Washington, DC 20433 Tel.: (202) 473-9785 Fax: (202) 522-3228

FAX COVER SHEET

DATE: 23 January, 1996

NO. OF PAGES: 1

TO: Mr. Andre Liebaert
Principal Administrator, Water & Sanitation
Sector, European Commission

PHONE: 322-299-2753

FAX: 322-296-9840

→ AND Mr. Bruno Schmitz
Head of Unit, European Commission

PHONE: (322) 295-0514

FAX: (322) 295-3193

FROM: Susan M. Lee
Operations Assistant

PHONE: 202-473-3476

FAX: 202-477-0164

E-MAIL: slee3@worldbank.org

SUBJECT: My fax of 16 January, regarding meeting
with Brian Grover

Dear Messrs. Liebaert and Schmitz,

I am following up on my faxes of 16 January, 1996 regarding a proposed meeting with Brian Grover; I apologize for bothering you again.

As you can imagine, we are scheduling a number of appointments for Mr. Grover during this mission. He would very much like to meet with you both and your colleagues while he is in Belgium. Would a meeting on Monday, February 26 be convenient for you?

I would be grateful for your early response, and look forward to hearing from you.

Sincerely,

Susan M. Lee
Operations Assistant

322-295-3193



UNDP-World Bank Water and Sanitation Program

The World Bank 1818 H Street, NW Washington, DC 20433 Tel.: (202) 473-9785 Fax: (202) 522-3228

FAX COVER SHEET

DATE: 16 January, 1996

NO. OF PAGES: 1

TO: Mr. Andre Liebaert
Principal Administrator, Water & Sanitation
Sector, European Commission

PHONE: 322-299-2753
FAX: 322-296-9840

→ AND Mr. Bruno Schmitz
Head of Unit, European Commission

PHONE: (322) 295-0514
FAX: (322) 295-3193

FROM: Susan M. Lee
Operations Assistant

PHONE: 202-473-3476
FAX: 202-477-0164
E-MAIL: slee3@worldbank.org

SUBJECT: Proposed meeting with Brian Grover,
Program Manager

Dear Messrs. Liebaert and Schmitz,

Brian Grover asked me to contact you both, while he is on mission, to propose a meeting with him when he is in Europe in February.

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Please accept our best wishes for a happy new year. We look forward to a strong and continuing partnership with you in the years ahead.

Sincerely,

Susan M. Lee
Operations Assistant

THE WORLD BANK GROUP

MAY 22 1996

→ please file in Program 103 (Sharizat)

ROUTING SLIP		DATE: May 21, 1996	
NAME		ROOM. NO.	
Brian Grover			
Alain Mathys			
Gladys Aristizabal			
<input type="checkbox"/>	URGENT	<input type="checkbox"/>	PER YOUR REQUEST
<input type="checkbox"/>	FOR COMMENT	<input type="checkbox"/>	PER OUR CONVERSATION
<input type="checkbox"/>	FOR ACTION	<input type="checkbox"/>	NOTE AND FILE
<input type="checkbox"/>	FOR APPROVAL/CLEARANCE	<input checked="" type="checkbox"/>	FOR INFORMATION
<input type="checkbox"/>	FOR SIGNATURE	<input type="checkbox"/>	PREPARE REPLY
<input type="checkbox"/>	NOTE AND CIRCULATE	<input type="checkbox"/>	NOTE AND RETURN
RE: Aide Mémoire			
REMARKS:			
Attached please find a copy of the Aide Mémoire prepared by Gladys Aristizabal about the Meeting between The Program and the Inter-American Development Bank.			
FROM Jennifer Sara		ROOM NO. S-4-107	EXTENSION 3-3091

Looks good.
 Could be even better if the recommendations indicated specific actors, by name.

Brian

Aide Memoire

Meeting between The Program and the Inter-American Development Bank

Meeting Objective

To present the Water and Sanitation Program to the IDB staff, its approach to the sector and its workplan in the Andean region. To have preliminary discussions on future collaboration.

IDB Participants

Walter W. Arensberg	Division Chief, Environment Division
Jaime Millan	Principal Economist, Environment Division
Fausto Medina-Lopez	Senior Advisor, Regional Operations Department 1
Camilo E. Garzon	Administration of Natural Resources and Environment Division, Regional Operations Department 1
Carlos Lopez	Environment Division
Charles Smith	Administration of Natural Resources and Environment Division, Regional Operations Department 1
Mario Yano	Administration of Natural Resources and Environment Division, Regional Operations Department 1
Joel Branski	Administration of Natural Resources and Environment Division, Regional Operations Department 1
Gil Nolet	Environment Division
Douglas Keine	Administration of Natural Resources and Environment Division, Regional Operations Department 1

World Bank Participants

Brian Grover	Program Manager
Alain Mathys	Regional Manager
Jennifer Sara	Engineer
Gladys Aristizabal	Community Development Specialist

Development of the Meeting

- Presentation of the Program. Objectives, philosophy, and strategy, by Brian Grover
- Presentation of the Yacupaj video and analysis of this experience in Bolivia, from the Yacupaj pilot project to the PROSABAR national program, by Jennifer Sara
- Presentation of the regional group and the FY97 workplan, by Alain Mathys
- Questions and answers session (mainly regarding to cost recovery), by Brian Grover, Jennifer Sara and Alain Mathys

Conclusions

- Mr. Walter W. Arensberg, Chief of the Environment Division, invited the members of the Program to participate in the review of a new IDB policy on “water resources”.
- Initial contacts between the two organizations have been established.

Recommendations

- Accept the invitation extended to review the IDB proposal regarding “water resources”;
- Continue and intensify the relationship between the IDB and Peru;
- Initiate direct communication with the representatives of IDB in Ecuador and Bolivia;
- Send to IDB all publications related to the Program and documents with specific products from the Andean region;
- Request from the IDB the distribution of publications and documents of interest to the Program and the region;
- Invite IDB staff, at central and regional level, to events of common interest; and
- Discuss and negotiate specific actions in the Andean nations, starting with Peru.

Gladys Aristizabal
May 9, 1996

cc: Bruce

THE WORLD BANK GROUP
Headquarters: Washington, D.C. 20433 U.S.A.
Tel. No. (202) 477-1234 • Fax (202) 477-6391 • Telex No. RCA 248423

FACSIMILE COVER SHEET AND MESSAGE

DATE: July 27, 1995	NO. OF PAGES: 3 (including cover sheet)	MESSAGE NO.: 1
TO: Frank Hartvelt and Tim Rothermel Organization: UNDP City/Country: NY	DESTINATION FAX NO.: 212-906-6350	
FROM: John Briscoe Title: Division Chief Dept/Div: TWUWS Room No.: S4-117	DIVISIONAL FAX NO.: (202) 522-3228 Dept./Div. No.: {Div-#}	Telephone: (202) 473-5557
SUBJECT: GWP - Discussion with IDB		

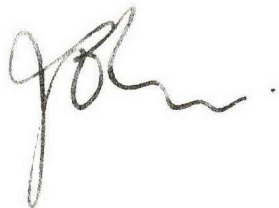
MESSAGE:

Tim and Frank:

First, a big thanks for contributing so much to what was a very productive meeting last week.

Attached is a note on the very productive meeting which I had with the IDB yesterday. I have faxed it to Roberto, too.

Warm regards



Transmission authorized by: jb

If you experience any problem in receiving this transmission, inform the sender at the telephone or fax no. listed above.

A L L - I N - 1 N O T E

DATE: 27-Jul-1995 03:27pm

TO: See Distribution Below

FROM: John Briscoe, TWUWS (JOHN BRISCOE)

EXT.: 35557

SUBJECT: Global Water Parntership -- Contact meeting with IDB

As I previously mentioned, I had contacted Nancy Birdsall (Executive VP of the IDB) about the Global Water Partnership, and our keen interest in IDB participation.

I had lunch yesterday with:
Antonio Vives, Chief of the Infrastructure Division (at the Center);
Luis Garcia, Senior Water Resources Specialist in the Environment Divison (also at the Center);
and two "regional" division chiefs, namely:
Jack Hastings, Cheif of Environment and Natural Resources Management for Division 2 (which includes Mexico and Central America), and
Walter Ross, Chief of Environment and Natural Resources for the region which includes Brazil and Bolivia.

I subsequently had a short follow-up meeting with Waldemar Wirsig, who is Manager of the Social Programs and Social Development Dept.

In the meetings I outlined the concept of the GWP and informed them of the state of current discussions on this, basically following what we had discussed and agreed upon at the UNDP/Bank meeting the previous week. I emphasised particularly:
... the degree to which the process is open and major decisions (on focus, governance etc.) are to be made by partners and potential partners;
... our keen interest in getting the IDB as a partner.

We had an extremely productive and cordial discussion. The following are the main conclusions I draw:
... there is a strong endorsement (from this group at the IDB) of the concept of the GWP. (Tony Vives, who helped write the report of the Development Committee on International Cooperation said something like "This is exactly the sort of thing we are advocating -- I wish we had had this example when we wrote the Dev Com report!")
... there is strong interest in finding effective ways for IDB to participate;
... there are several types of engagement which might make sense, such as (a) a focus on countries (such as Bolivia) where the Partnership is likely to have a field presence, and (b) a thematic focus on utility reform, river basin management;

... the approach should be to find a modest set of well-defined activities on which we could move forward together, and then to take it step-by-step forward;
... while it is obviously premature to think of commitments, there are precedents for the IDB contributing (primarily via seconded staff) to regional initiatives (some regional technical assistance programs were mentioned).

With regard to next steps, it was agreed that the coordination should be with Waldemar/Tony. We should put them on the "mailing list" for draft documents and other communications on the Partnership. We also discussed the high desirability of having IDB participate in the fall meeting of potential GWP partners in Sweden.

John

PS Nancy/Soledad-- could you please forward this to Waldemar, Tony, Walter, Luis and Jack?

DISTRIBUTION:

TO: Guy Le Moigne	(GUY LE MOIGNE)
TO: David Steeds	(DAVID STEEDS)
TO: Stephen Lintner	(STEPHEN LINTNER)
TO: Brian Grover	(BRIAN GROVER)
TO: Bruce Gross	(BRUCE GROSS)
TO: Randall Purcell	(RANDALL PURCELL)
TO: Lenton/Rothermel/Hartvelt UNDP	(PAPER MAIL)
CC: Nancy Birdsall	(6=Birdsall@*ID\NBIRDSALL@3=IA