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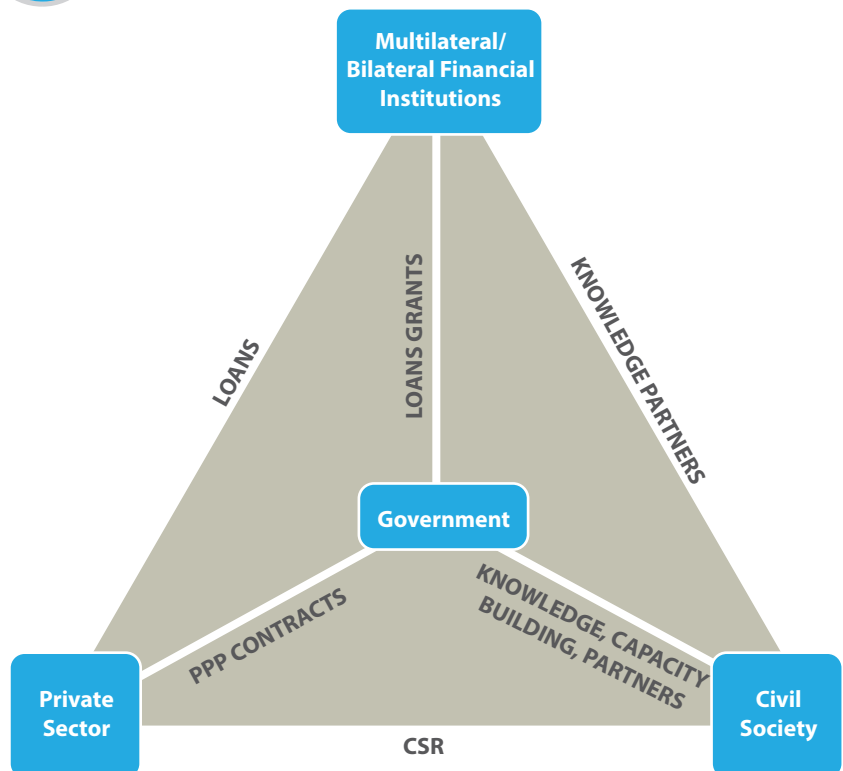
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CEEW Report

2030 Water Resources Group National Water Platform

Preliminary investigation of the possible roles, functions and potential governance

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RUDRESH K SUGAM,
ARUNABHA GHOSH

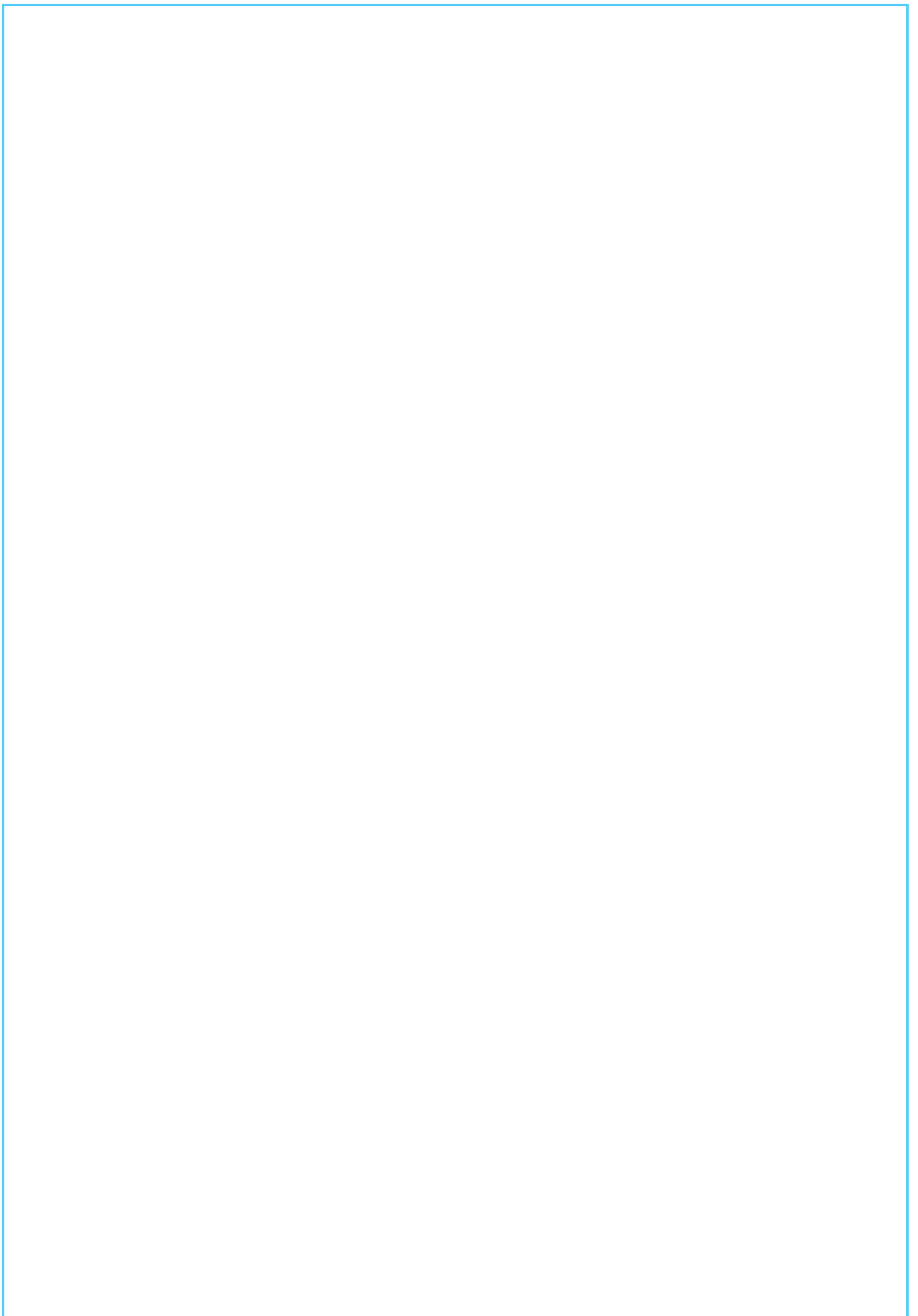


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A report investigating the possible roles, functions and potential governance of a National Water Platform in India for the 2030 Water Resources Group

This report was prepared by the Council on Energy, Environment and Water for the 2030 Water Resources Group.

The views expressed in this report are those of the authors and do not necessarily reflect the views and policies of the Council on Energy, Environment and Water.

The Council on Energy, Environment and Water (CEEW) is an independent, not-for-profit, policy research institution. CEEW works to promote dialogue and common understanding on energy, environment and water issues in India, its region and the wider world, through high quality research, partnerships with public and private institutions, engagement with and outreach to the wider public. For more information, visit <http://www.ceew.in>.

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ABOUT CEEW

The Council on Energy, Environment and Water is an independent, not-for-profit policy research institution. CEEW addresses pressing global challenges through an integrated and internationally focused approach. It does so through high quality research, partnerships with public and private institutions, and engagement with and outreach to the wider public. In June 2013, the International Centre for Climate Governance **ranked CEEW 15th globally** in its first ranking of climate-related think-tanks and **number 1 in India**.

In under three years of operation, CEEW has: published the 584-page National Water Resources Framework Study for India's 12th Five Year Plan; written India's first report on global governance, submitted to the National Security Adviser; undertaken the first independent assessment of India's 22 gigawatt solar mission; developed an innovation ecosystem framework for India; facilitated the \$125 million India-U.S. Joint Clean Energy R&D Centre; worked on geoengineering governance (with UK's Royal Society and the IPCC); created the Maharashtra-Guangdong partnership on sustainability; published research on energy-trade-climate linkages (including on governing clean energy subsidies for Rio+20); produced comprehensive reports and briefed negotiators on climate finance; designed financial instruments for energy access for the World Bank; supported Bihar (one of India's poorest states) with minor irrigation reform and for water-climate adaptation frameworks; and published a business case for phasing down HFCs in Indian industry.

Among other initiatives, CEEW's **current projects include**: developing a countrywide network of renewable energy stakeholders for energy access; modelling India's long-term energy scenarios; supporting the Ministry of Water Resources with India's National Water Mission; advising India's national security establishment on the food-energy-water-climate nexus; developing a framework for strategic industries and technologies for India; developing the business case for greater energy efficiency and emissions reductions in the cement industry; and a multi-stakeholder initiative to target challenges of urban water management.

CEEW's **work covers all levels of governance**: at the global/regional level, these include sustainability finance, energy-trade-climate linkages, technology horizons, and bilateral collaborations with China, Israel, Pakistan, and the United States; at the national level, it covers resource efficiency and security, water resources management, and renewable energy policies; and at the state/local level, CEEW develops integrated energy, environment and water plans, and facilitates industry action to reduce emissions or increase R&D investments in clean technologies. More information about CEEW is available at: <http://ceew.in/>.



ABOUT THE AUTHORS & THE PROJECT COORDINATOR

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In India he has worked with the International Water Management (IWMI) in the IWMI-Tata Water Policy Programme. His work in the IWMI-Tata Water Policy Programme focused on institutional reform in the Indian irrigation sector, specifically on the role of the panchayats, irrigation cooperatives and Water User Associations in decentralised irrigation management. He is experienced in designing multi-location research in partnership mode and has experience in undertaking field research in around ten states in the country. He also has experience of working with leading development cooperation agencies in the country. He has worked with the Sir Ratan Tata Trust in their Central India Initiative programme and later worked with the Collectives for Integrated Livelihood Initiatives. During this period he worked on water-centric livelihood enhancement programmes for the tribal population in Central India, particularly on the restoration of traditional flow irrigation systems in the region.

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Dr Ghosh is also associated with Oxford's Global Economic Governance Programme and its Smith School of Enterprise and the Environment. Previously Global Leaders Fellow at Princeton's Woodrow Wilson School and at Oxford's Department of Politics and International Relations, he was also Policy Specialist at the United Nations Development Programme (New York) and worked at the World Trade Organization (Geneva).

His publications include: *Understanding Complexity, Anticipating Change* (India's first ever report on global governance, submitted to the National Security Adviser); *National Water Resources Framework Study* (for India's Planning Commission); *Governing Clean Energy Subsidies* (for Rio+20); *Laying the Foundation of a Bright Future* (on India's national solar mission); *Institutional Reforms for Improved Service Delivery in Bihar* (on irrigation reform); *Harnessing the Power Shift* (on climate finance); *International Cooperation and the Governance of Geoengineering* (for the Intergovernmental Panel on Climate Change); and three UNDP *Human Development Reports*. Arunabha has worked on trade governance for many years and led research on intellectual property, financial crises, development assistance, indigenous people, extremism and violent conflict.

Arunabha has presented to heads of state, India's Parliament, the European Parliament, Brazil's Senate, the Andhra Pradesh Legislative Assembly and other legislatures; hosted a documentary on water set out of Africa, honoured at the Webby Awards; written columns in many newspapers; and commented on radio and television across the world. He co-chaired work on geoengineering governance for the UK Royal Society; is a member of three track II initiatives with Israel, Pakistan, and the United States; and sits on the Governing Board of the International Centre for Trade and Sustainable Development, Geneva. In 2011, Asia Society named him an *Asia 21 Young Leader*.

Arunabha holds a doctorate and M.Phil. in international relations from Oxford (Clarendon Scholar and Marvin Bower Scholar); an M.A. (First Class) in Philosophy, Politics and Economics (Balliol College, Oxford; Radhakrishnan Scholar); and topped Economics from St. Stephen's College, Delhi University. He lives in New Delhi, India and speaks English, Hindi, Bengali and basic Spanish.

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I. Introduction

As a part of the on-going country level initiatives the 2030 Water Resources Group (hereby, referred to as the 2030 WRG) would like to set up an India Water Platform in India. This report is to be seen as an initial strategy note on the possibilities for setting up of an India Water Platform and what could be the due processes for its establishment. The scope of this report would include information on how water decisions are structured in India and the ensuing gap and an analysis on the existing water networks in India. These would provide the background against which a new water network could judge its value addition. To get a better understanding on what different stakeholders would expect from this platform and to ensure that this platform does not discretely determine activities and governance structure but makes it demand-based, a round of one-to-one consultation were undertaken with several stakeholders. Subsequently this report details out the possible governance structures of such a platform.

II. Methodology

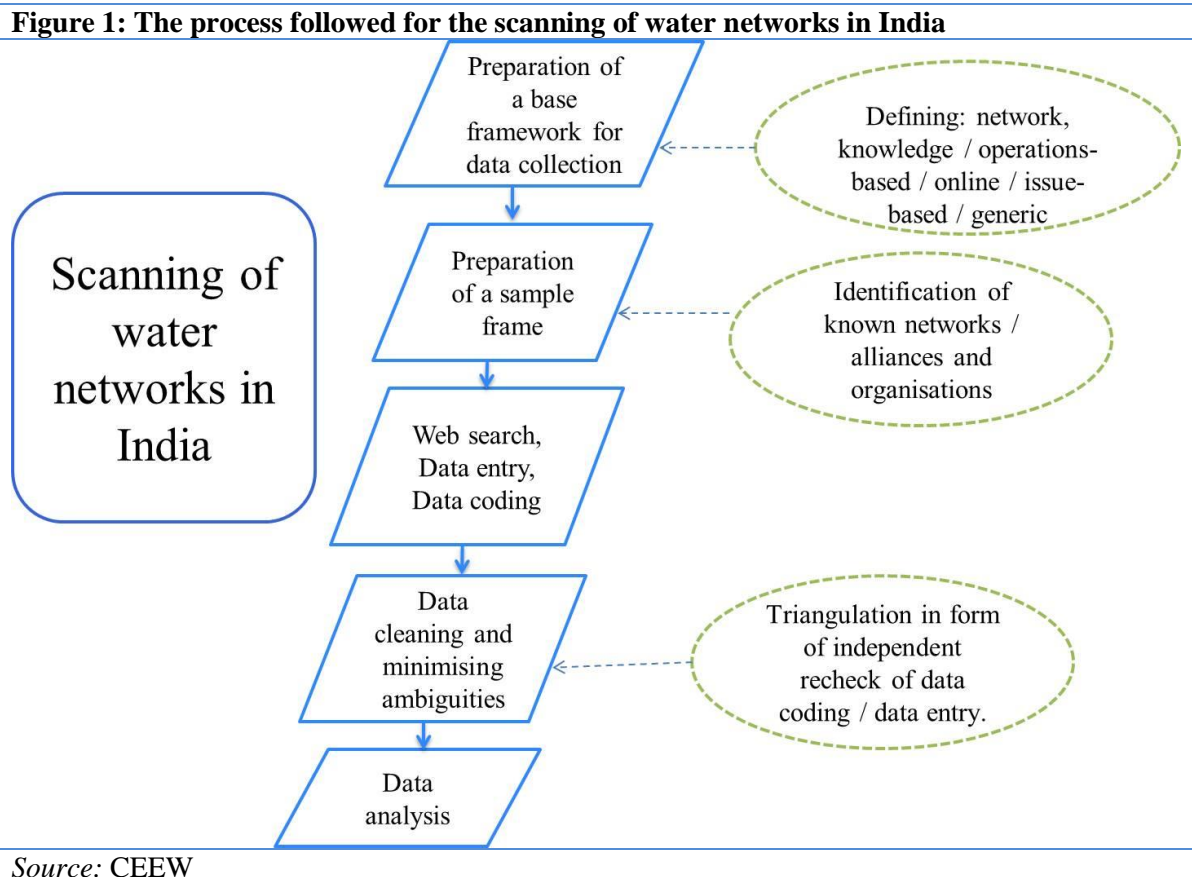
For scanning the water network ecosystem in India, a web-based research was undertaken. The following process was followed to conduct the web-based research on the water related networks in India (Refer **Figure 1**):

1. A base framework to collect data from the websites was the first step. At this level network, knowledge networks, operational networks, online networks, issue-based networks and generic-networks were defined.

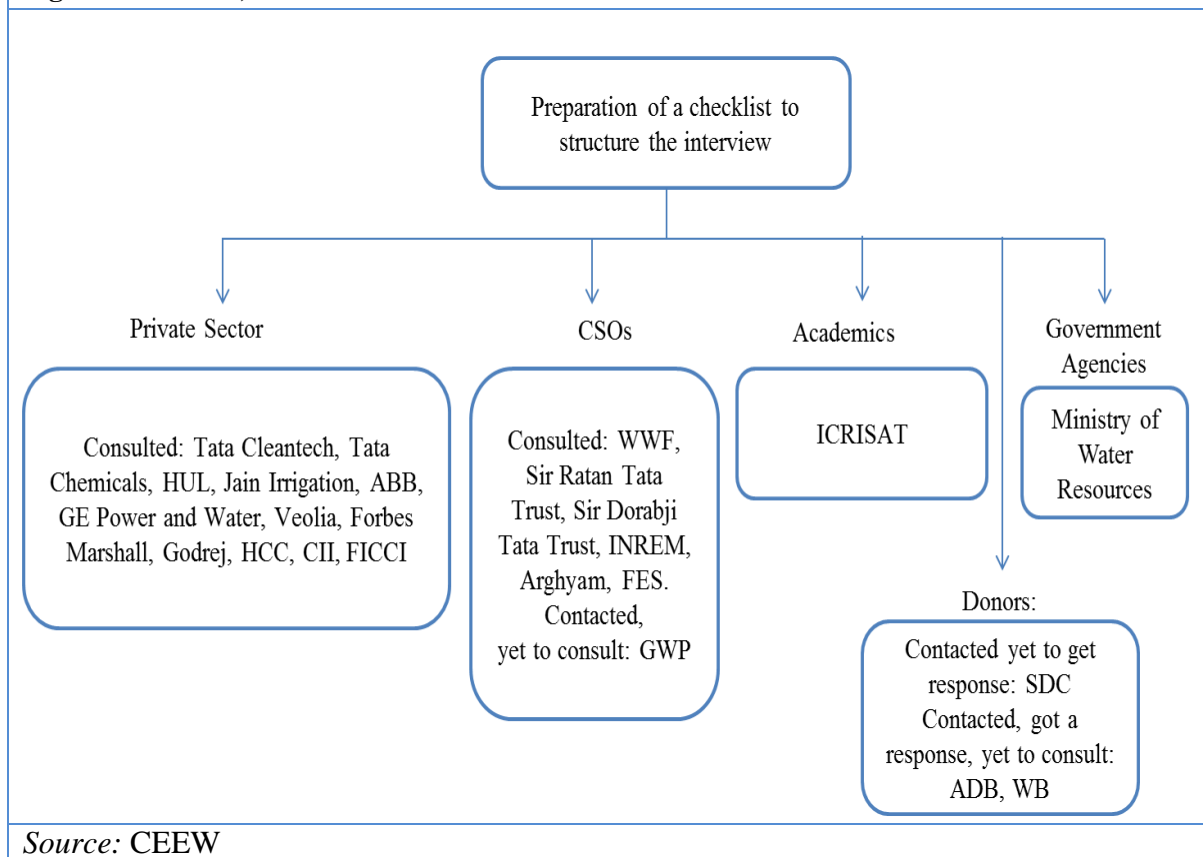
Network was defined as more than two organisations coming together to work on a mutually shared interest area. Knowledge networks are those networks whose main focus is on knowledge generation, knowledge exchange and maintenance of a knowledge bank. Operational networks are action platforms where group of organisations come together and undertake certain kind of operations in terms of projects. Portals come under online network. Issue-based networks are those which are working on one issue, for example say on watershed management or provision of clean drinking water. Generic networks are those networks which work on two or more issues and see water from an integrated perspective. Additionally a checklist was developed to collate the information on networks from the web.

2. A sample frame was prepared. The frame includes the list of networks about which the researchers had prior information. Also organisations that are well known in the field of water were also listed and their websites searched to find if they are promoting some network. This process yielded a list of water networks. The list of water networks that were reviewed in detail is attached with this report in **Appendix 1**.

4. The coded data was cleaned to reduce the ambiguities. For most of the networks the coding was checked independently by two persons to reduce the coding bias and to undertake process triangulation.
5. Descriptive Statistical Analysis was undertaken for characterization of the water networks in India.



The second activity under this project was to undertake one-to-one consultations with different stakeholders to get the views from various stakeholders (**Figure 2**). The stakeholders include the private sector organisations, civil society organisations, government, donors and bilateral/multilateral development co-operation agencies. A checklist was prepared to structure the discussion with different stakeholders. The list of the organisations consulted is attached in the **Appendix 2** of this report.

Figure 2: Process, outcome of one-to-one consultations with different stakeholders

III. Need assessment and gap analysis

1. Relationships between major stakeholders in water sector: essentially bilateral action and in silos

Following are the four major actors in the water ecosystem in India:

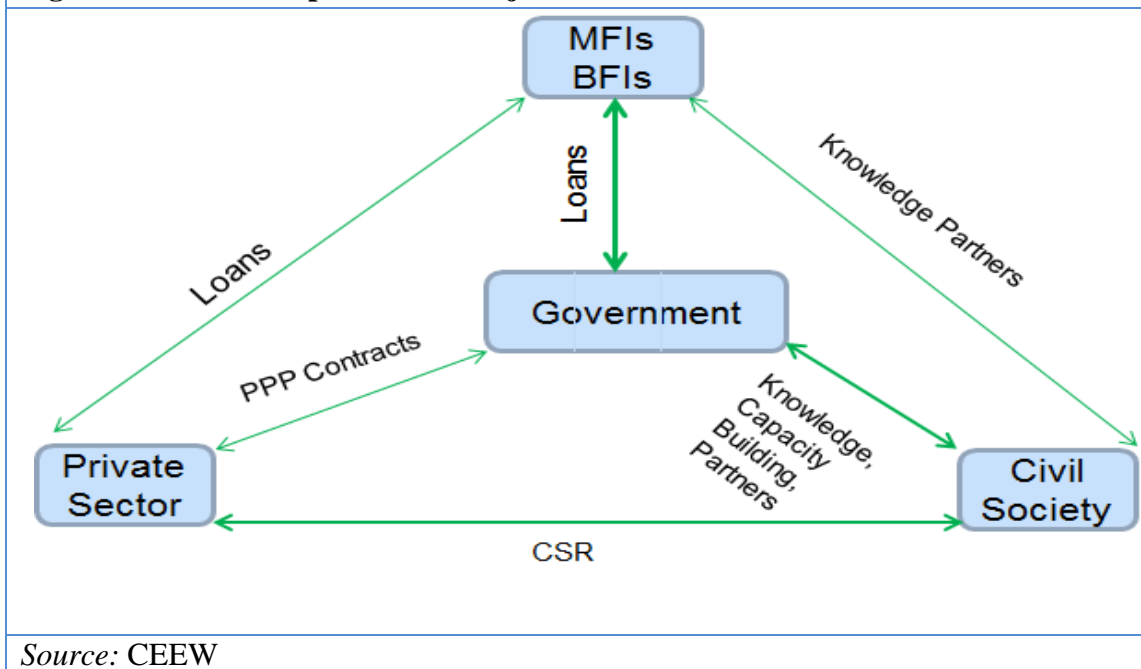
Government: It is the most important actor, as water in India is heavily regulated. Water is a state subject in India, which implies that while the Ministry of Water Resources is the planning and policy making body at the federal level, the administrative power to work on water rests with the state government. There are multiple ministries at the federal level which are associated with water – Ministry of Water Resources is the nodal ministry, Ministry of Urban Development, Department of Drinking Water and Sanitation, Ministry of Rural Development, Ministry of Environment and Forest – are some who are directly mandated to work on water as part of their activities. Thus Government as shown in **Figure 3** is not a monolithic entity. It has come out during the one-to-one consultations that dealing with multiple governmental and regulatory bodies, when it comes to water, are a major operational constraint that nongovernment stakeholders (mostly industry) face.

Civil Society Organisations: CSOs in India also play a very important role in water sector because of their close association with the community. From the review of existing water networks in India – where the civil society is a major player – it could be inferred that the civil society activities in regard to water is majorly on water supply and sanitation and watershed management issues, specially focussing on access and water quality issues.

Industry: It forms an important component of the water ecosystem in India. Different types of industries have different relationships with water. For example Agro industries or industries which are involved in manufacturing devices/pipes used in irrigation infrastructure would perceive water use in agriculture as something that is directly linked with their business practices. Similarly companies which are consulted to do an EPC/operator contract for urban water supply or provide technology solutions for urban and industrial water reuse would be directly associated with urban water management. There are other companies where water is a critical input, for example the beverage and brewing industry or the thermal power plants, which are the water intensive industries. There are FMCG companies which would like to see water more from a “public good” perspective. As of now industry’s activity on water, apart from the first group, tends to get restricted “within the fence”.

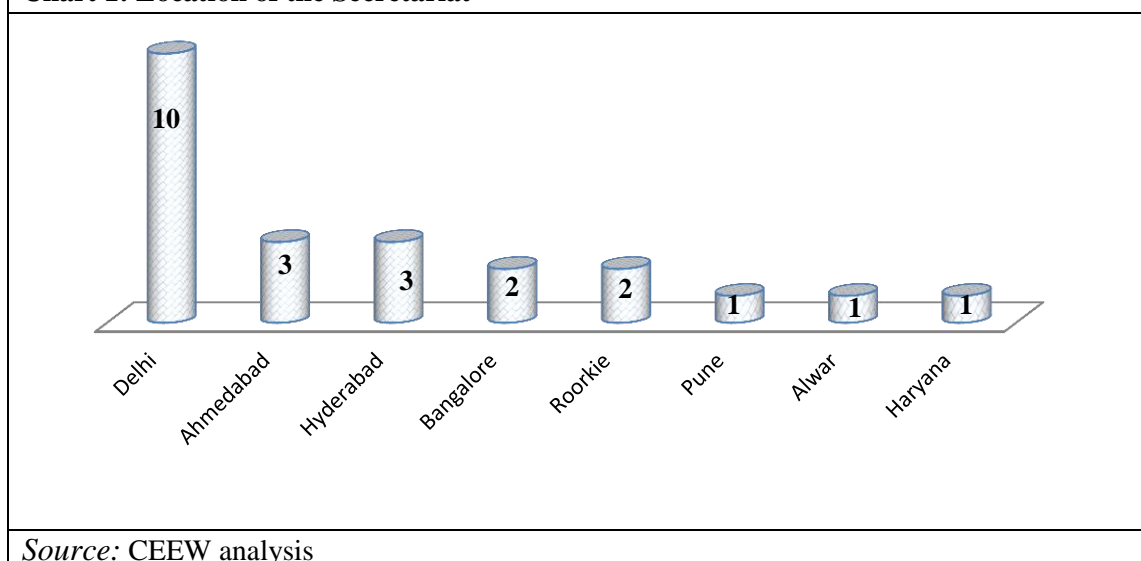
Bilateral and multilateral donors: As of now these actors undertake activities at individual level and mostly “within the fence” (most applicable for the industries – cross-learning and networked activity on an issue is higher among the civil society). The actor groups are strongly or loosely linked together through a bilateral relationship (**Figure 3**). The bilateral/multilateral development cooperation agencies and the government get linked up through loan and aid agreements, the civil society would work with the government as a knowledge partner or a capacity building partner or program implementation partner. As on date these two bilateral linkages are strong. Private sector may have linkages with the government, mostly at the state level or at Urban Local Bodies (ULBs), as contracting partners for Public Private Partnership (PPP) project. Private sector may have loan agreement with some of the bilateral and multilateral development cooperation agencies. The linkage between civil society and multilateral development cooperation is through the government and more as a knowledge and capacity building partner. In recent years there is a bilateral relationship that is building up between the private sector and parts of the civil society through the Corporate Social Responsibility arena.

The major point is that all these relationship of varying strength are bilateral and it is important to bring all these actors together under an umbrella whereby individual – and hence isolated – activities could be linked to a bigger picture. Cross-learning would also take place. According to CEEW’s findings, such bilateral activities should get collated at some point whereby knowledge exchanges, transfer of technology and cumulating the individual interventions against the bigger picture could take place. Hence there is a need for a multi-stakeholder platform.

Figure 3: Relationships between major stakeholders in water sector

2. Review of water networks in India

Around 29 water networks/ alliances/ portals were identified through the web search. Within these 24 networks were analysed in detail. Geographically there are hubs where a bulk of the networks is located. Delhi is one such hub (Refer **Chart 1**): ten networks have their secretariat in Delhi. Hyderabad and Ahmedabad are the other two hubs for water related networks. Among various state-specific water networks and alliances, Orissa and Gujarat are the two states where there are multiple networks.

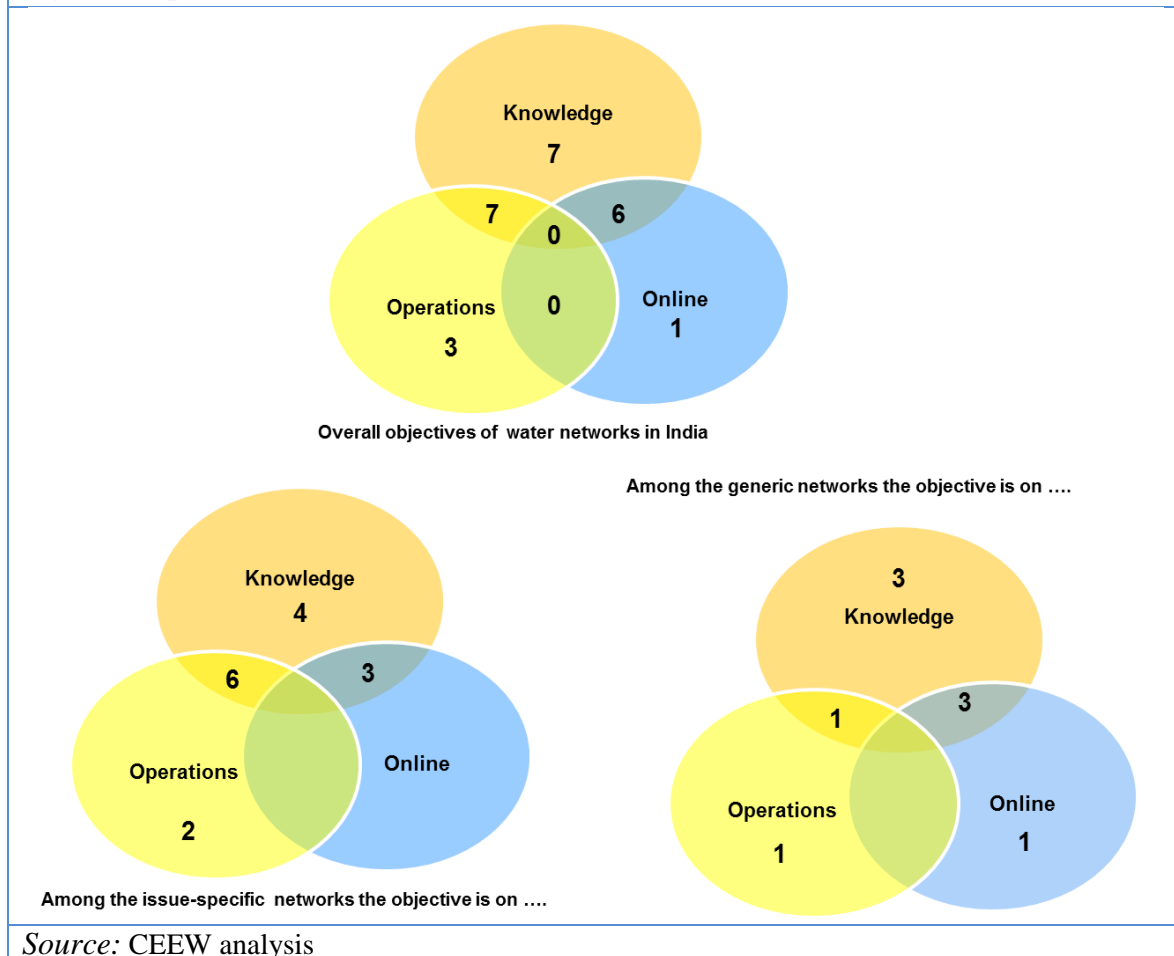
Chart 1: Location of the Secretariat

In terms of operational focus, 62% are issue-based networks while 38% are generic networks. Out of the 24 networks around 83% list enhancing knowledge as one of the objectives of the network, 29% of the networks are solely based on online platforms, and around 42% focus on certain operations which would include undertaking projects (in case of right-based networks, campaigns). Thus issue-specific networks and knowledge networks dominate the water network ecosystem in India. Additionally, **Figure 4** explains the overlap among various objectives and operational focus within the networks.

The membership base varies across the networks from as low as 6 (Food and Water Security Coalition India) to as high as 254 (Freshwater Action Network). While 79% of the networks have representation from the nongovernmental organisations and academia, only 13% of the networks have private sector representation. Out of 13 networks, 9 networks have a membership base only from civil society and academia, while only *The Indian Water Partnership* represents a multi-stakeholder membership base (refer **Figure 5** below).

Thirteen networks have agriculture water use as one of the focus areas and around 16 networks list domestic water use as one of their focus areas. Only four networks have a focus on industrial water use. Within agriculture water use the major focus is on water harvesting and within domestic water use the major focus is on access to drinking water and sanitation services. Overall it can be argued that a bulk of the water networks in India focuses on drinking water and sanitation issues.¹

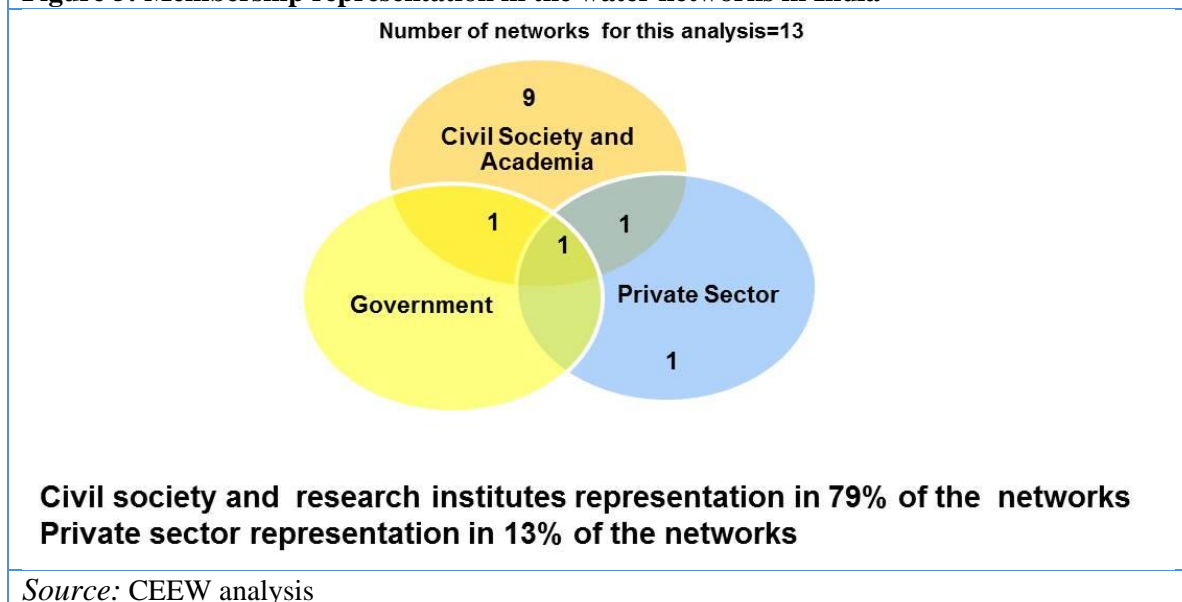
¹ There are overlaps which would be represented by venn diagrams in the final report

Figure 4: Operational focus and objective of the networks

Apart from these there is the Confederation of Indian Industry (CII) - Triveni Water Institute and the FICCI Water Mission. FICCI Water Mission comprises of industry representation and WWF and Earthwatch as civil society resource partners. The major focus of FICCI Water Mission is to disseminate best practices of industrial water use and increasing industrial water use efficiency, policy advocacy and incentivizing private sector for better practices through FICCI Water Awards.

To synthesise the review of water networks in India:

- The networks are mostly single-issue focused.
- A bulk of the networks identifies knowledge generation and circulation as the major objective.
- Private Sector's participation in the networks is low and mostly the networks are governed by the civil society and the academia.

Figure 5: Membership representation in the water networks in India

IV. Response of private sector and CSOs representatives on possible roles & responsibilities, governance and focus area of the 2030 WRG India Water Platform (IWP)²

1. What value addition could 2030 WRG India Water Platform bring to the water sector?

IWP could bring in new dimensions to the existing water networks and overall water sector if it has the following characteristics:

- A neutral platform
- Ensure uniform representation of different sectors specially private sector
- Collaborative action
- Advisory role to stakeholders
- Policy advocacy
- Government led but not owned
- Action focussed
- Ensure long term partnerships

This platform could be a neutral forum or a space where different stakeholders could come together and exchange sector specific problems, best practices and case studies.

² This section shares the responses of different private sector and CSOs representatives on the NWP, without any modification by CEEW.

IWP could act as a data and technology provider to the respective users. This would start with developing usable baseline data and its dissemination. However, the major focus should be to perform and set examples by action.

It should work to increase awareness level of various stakeholders. It should define the focus areas/agenda where initiatives are required to be taken and then wait for interested partners to come with ideas.

Policy advocacy is important but it should have a larger mandate of both policy and action.

Private sector which is currently not playing a major role in water networks should be extensively involved in IWP.

CEEW recommends that the value addition of the 2030 WRG India Water Platform would be in terms of its constitution of an action-focused multi-stakeholder platform. CEEW also recommends that such a platform should be guided by the following principles:

- i. The focus of the platform could be on those issues which could be linked up with the goals of the National Water Mission. Broadly its focus could be on awareness building
- ii. and dialogue, using new technology and finance for collective action over an area through creation of a baseline granular water database and knowledge management.
- iii. The platform should only focus on issues where collective action by three or more companies could be possible, and the companies would bring in at least two or three nongovernmental organisations on each of the focus issues.
- iv. Through collective action it could then link up or form a state-level or basin level action networks in future.

2. What is/are the sector/sectors on which IWP should focus?

The opinions on this issue are varied. However, majority of the respondents think that domestic water use especially urban water supply and sanitation should be addressed first due to the following reasons (as suggested by respondents):

- Agriculture is a very important sector as it is the major consumer of water but starting with agriculture is not ideal because it involves a large number of stakeholders and has lot many region-specific issues.
- The domestic and industrial sectors are more informed and achieving targets would be quicker and easier.
- Wastewater treatment in urban locality is a major issue and treated wastewater could be reused for industries or agriculture. Through this one could simultaneously intervene in all the three sectors.
- New cities/towns are coming up and it is important to plan the urban water use properly

However, agriculture and industrial water use was suggested equally important by some respondents.

That said there was a unanimous support for taking initiatives on baseline database development, groundwater monitoring, 24X7 water supplies in cities and towns, reducing leakage, water reuse, use of advance technologies etc. to achieve higher efficiency. Also, it was suggested that hydrology and hydrogeology data should be considered as a critical input to planning.

CEEW would recommend that the IWP should focus on:

- i. Collective action on enhancing industrial water use efficiency by X per cent from extraction to disposal through innovative technological and financial intervention
- ii. Enhance agriculture water efficiency within a river basin through innovative technology, finance and institutional interventions.
- iii. Engage with Urban Local Bodies in the neighbouring areas of the selected industrial clusters on possibilities for different institutional, technological and contractual arrangements to increase reliability of the urban water supply.
- iv. Also the knowledge management group (explained under the governance section) could commission studies on hydro-economic modelling and to trace out the different technological and institutional options available and their cost-water saving potential for various sectors/ river basins.

3. *What should be the major focus area/areas of IWP? And at what level should it operate? Should the platform taking an area-focussed approach such as river basin or Delhi-Mumbai Industrial Corridor (DMIC) etc.?*

Majority suggested in addition to being a knowledge centre it should also be action focused. Some suggested that the IWP strategy should be decided on the requirement of the region both for selecting a sector or role. Interventions have to be at national, state as well as local level. For example if we consider urban water supply, agreement could be done at the ULB level but financing and legal issue would come at state and central level.

Under the broad heading of knowledge generation the activities could include sharing of best global practices, developing data on water resources, organising dialogue on local issues, conducting industry stewardship programmes etc. Engagement with different stakeholders at national level would be very important.

Almost everyone agreed to an area-focused approach. However, the meaning and extent of area differed. Some respondents suggested that picking up hotspots like DMIC and getting industries in that region to collaborate is a good starting point. Others shared that DMIC may not be an ideal starting point as the plan would still take time to develop. However, some

argued that intervening at an early stage of the planning process of DMIC would ensure that the region develops sustainably.

Some suggested watershed or micro watershed as the area of focus because the stakeholders operating in that region would have a direct link with the water resources of that area. Some suggested a river basin approach is the ideal approach but expressed their concern because water is a state subject.

CEEW recommends that IWP would demonstrate how a basin level approach could be undertaken through multi-stakeholder action groups.

4. What could be the possible role of Government?

Most of the respondents suggested that government should work as a facilitator and not as a regulator. They should ensure transparency and trust building. The respondents advised involvement of government is critical and the framework would not function without their blessings. One should be very cautious that the IWP should not be controlled /owned by government.

V. Could the private sector and CSOs work together or we need separate work stream?

Most of the respondents recommended that a platform should promote dialogue through multi-stakeholder consultation. According to them, today's demand is to have civil society and private players work together on certain critical developmental issues. They don't agree to the separate work stream idea. While trust deficit is an issue but the same can be addressed through conversation. They advised that it is better to keep the working groups small.

Other supporting reasons/suggestions provided by the respondent were:

- Different stakeholders should come together because they would bring different set of expertise
- One work stream would be sufficient but CSOs should be selected very strategically. Also, if the agenda is common it would bind the stakeholders together
- Private sector on its own will not achieve much, it has to be a multi-stakeholder approach
- In many cases, they are working together so there is no reason why they should not work together. Otherwise focus on one or the other stakeholder would dilute the efforts.

But some of the respondents suggested that CSOs should not be involved in the first phase because then our goal of achieving a particular target might get diluted because CSOs have their own agenda. Initially the partnership should be developed between government and private sector and then CSOs could be brought in.

CEEW recommends that the 2030 WRG IWP should have multi-stakeholder representation at various level of governance within the platform, within the steering group and within various action groups.

In conjunction with the above recommendation CEEW would like to point out various risks that inherently get associated with multi-stakeholder collective action:

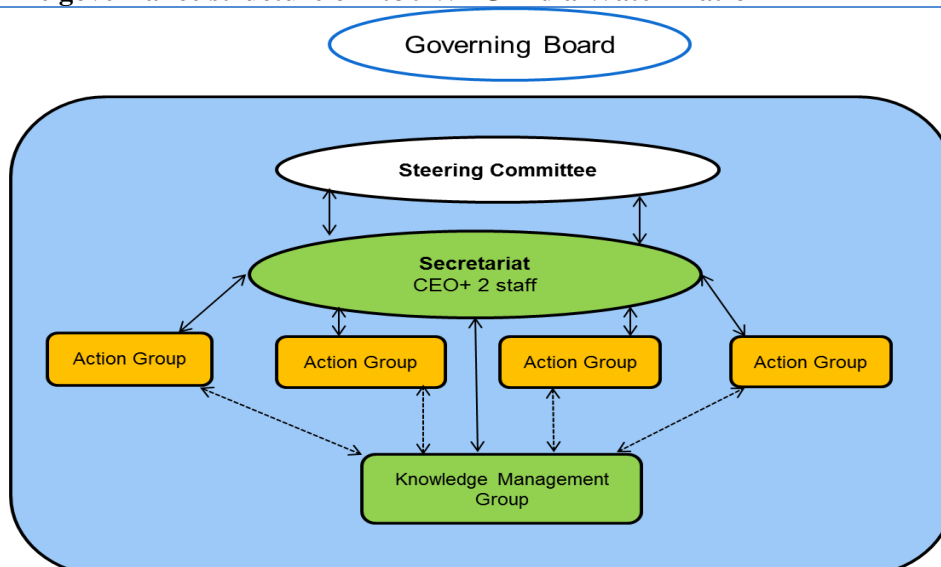
1. Establishing clear responsibility across project partners within action groups could be a challenge that the steering committee of the IWP has to address.
2. Coordination among different project partners is another risk that is associated with multi-stakeholder collective action.
3. Ideological disagreements between and within partner organisations within action groups could hamper collective action.
4. There could be sudden withdrawal of project partners from action groups which has to be addressed.
5. Sudden disruption in financing could hamper project activities and could also contribute to withdrawal of project partners.

VI. Governance of the 2030 WRG India Water Platform

1. Governance model

The governance model for the India Water Platform would have to be simple yet flexible enough to ensure that it is inclusive, transparent, accountable and member-driven. These would enhance the effectiveness and legitimacy of the network (Refer **Figure 6** for the structure).

Figure 6: The governance structure of 2030 WRG India Water Platform



Source: CEEW

(a) Towards formalising 2030 WRG-IWP

In the beginning the 2030 WRG-IWP could have a dominant representation from the private sector and selected representatives from the civil society organisations. It has been stated earlier that various actions and the knowledge emanating from such actions should address the various goals of the National Water Mission. Hence there should be representation from the National Water Mission, Ministry of Water Resources in the 2030 WRG-IWP.

This phase would include some dialogue between the founding members to decide on the formalization process (deciding on the Governing Board members) and leadership role to be taken up by each of the members in constituting various activities of the IWP. During this phase:

- i. A group of private sector and civil society organisations, along with the IFC, the founding members of the 2030 WRG-IWP, would constitute an advisory group.
- ii. Some action groups and the knowledge management group would be set up. Each group would be led by one of the founding members.

To coordinate these initial activities and for developing a website for the 2030 WRG-IWP, a team of three members would be constituted. This three-member team could be housed in one of the member organisations (list of potential host organisations listed below separately) to start with.

(b) Formalised organisation structure of the 2030 WRG-IWP

Once formalised the 2030 WRG India Water Platform would be governed by a **Governing Board**. The Board could have following composition:

- One corporate leader
- One civil society leader
- Representative from the National Water Mission, Ministry of Water Resources
- Representative from the Ministry of Commerce and Industry/ Department of Economic Affairs
- CEO of the Secretariat of the 2030 WRG-IWP
- International Finance Corporation

The founding members would form a **steering committee** which would guide the overall activity of the IWP. To ensure multi-stakeholder representation and inclusiveness, the following structure for the steering committee is recommended:

- Two positions for private sector companies
- Two positions for civil society organisations
- One position for IFC

- CEO of the Secretariat of 2030 WRG-IWP.
- One position for the National Water Mission, Ministry of Water Resources

Each position could have a fixed tenure of two years.

Gradually representatives from some of the state governments, where a bulk of the interventions of the action groups focus, should be represented in the steering committee.

Responsibility of the **steering committee** could be:

- To provide a direction to the IWP's operations.
- To deliberate on the selection of focus river basins/ focus states for the action groups
- Periodic assessment of the coherence between the focus areas - outcomes of the action groups with the goals of the National Water Mission.

The core action of the IWP would take place within the various **action groups**. The action groups would be issue-specific (some of the broad issues that this platform should focus have been listed above) and their core work would be to undertake action projects through a collaborative mode.

- To form an action group more than two organisations should be interested for collective action.
- Action groups should have a multi-stakeholder representation. However, for some of the issues like “technologies for reducing industrial water use in the production process of thermal power plant by 15%” the action group need not have multi-stakeholder representation.
- One of the action groups, the knowledge management group, should be dedicated to do action research, which would include reporting and verification of on-going actions. The knowledge management group would also undertake assessment studies to evaluate a group of interventions (on a single issue area) against the IWP's goals. The knowledge management group would have representation in all the action groups.

To coordinate the actions undertaken by the action groups, the steering committee and the governing board, the 2030 WRG-IWP should have a secretariat of three people. This would include a CEO and two coordinators.

- The CEO would have a position in the governing board and in the steering committee.
- The two coordinators would have a position within various action groups. Additionally they would also constitute the knowledge management group and support the website development of the platform.

(c) Possible lead organisation and the hosting of the secretariat**Lead organisations:**

The lead organisations with whom 2030 WRG should engage in developing the India Water Platform is listed in **Table 1**.

Table 1: Lead organisations for 2030 WRG-IWP	
Lead organisations	Key role that they could play
Jain Irrigation	They could be a member in the coordination committee of the IWP and also lead multi-stakeholder group on agriculture water use.
Hindustan Unilever	They could take lead role in forming a multi-stakeholder group on domestic water use. Additionally they and Jain could take the lead role in drafting a list of principles (some of which is listed in this document) for the platform members.
Hindustan Construction Company	They are willing to take a lead role in the platform. They could take the lead role in working group on industrial water use.
Godrej	They could take a lead role in multi-stakeholder groups on agriculture water use and industrial water use
Tata Group/ Tata Chemicals	Could play a lead role.
Coca Cola	Could play a lead role.
SAB Miller	Could play a lead role.
<i>Source: CEEW</i>	

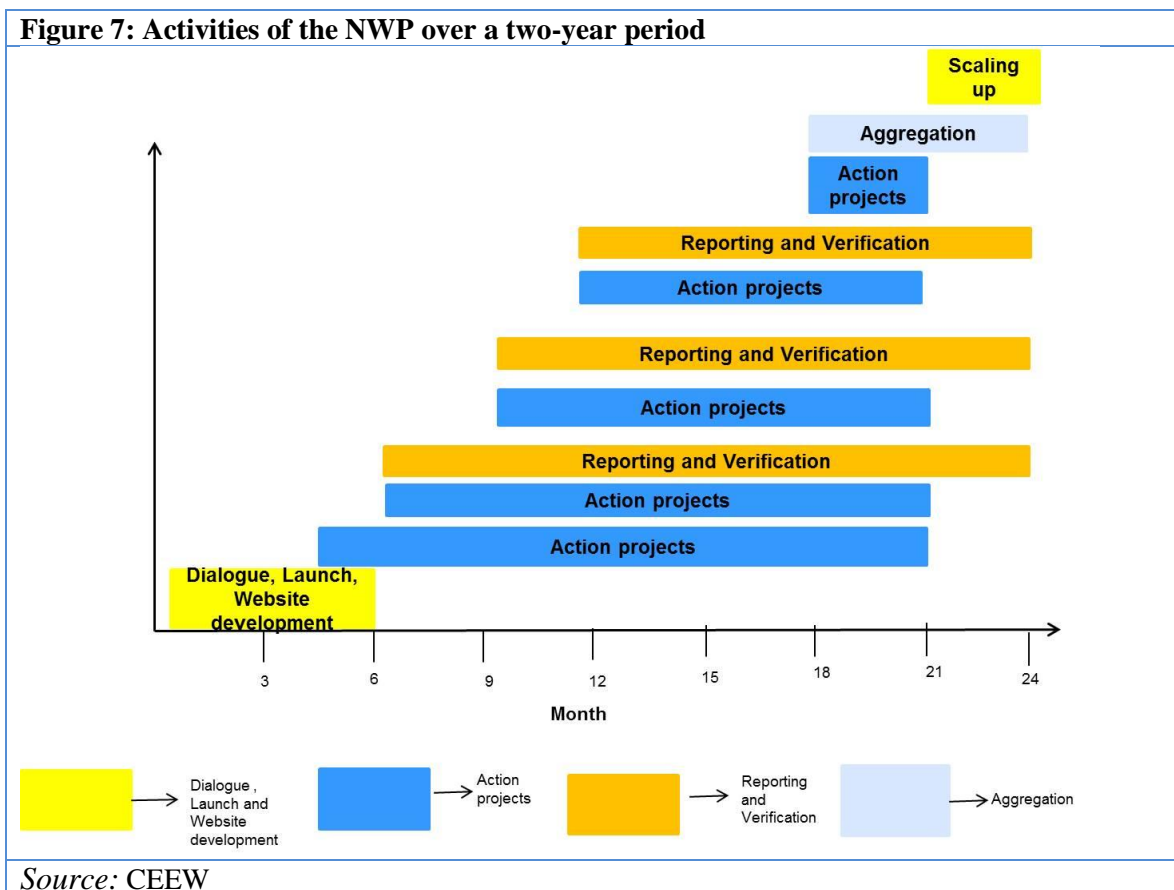
Host organisation/ Secretariat:

The role of the host organisation would be critical in providing directions to the platform/network. The secretariat for this platform should not only be neutral but also “perceived” as neutral. Based on the stakeholder engagement, **Table 2** lists down the potential organisations that could play the role of host organisation/secretariat.

Table 2: List of potential host organisations		
Name	Pros	Cons
FICCI-Water Mission / CII-Triveni Water Institute	Existing Industrial linkages.	Currently focus is not on action and they may not be perceived as “neutral”- industry bias.
Independent secretariat within a leading civil society organisation.	Linkage with civil society and industry.	But they should not be perceived as having a bias towards civil society organisations.
<i>Source: CEEW</i>		

VII. Budget for the 2030 WRG India Water Platform

The budget of the 2030 WRG India Water Platform would depend on the different activities taken up by the platform. These activities would vary with time. **Figure 7** portrays the different activities that could be taken up by the IWP over a two year period.



Based on various activities that the India Water Platform would take up over the next two year period, a tentative gross budget of the IWP is prepared (Refer **Table 3**).

- The budget head include the operational cost of the secretariat and the knowledge management group.
- The cost of implementation of various action projects is not included in the budget.
- A fund would be created to support implementation of innovative technologies by small start-ups.

Line Item	Year I (In US Dollars)	Year II (In US Dollars)
Operational cost of running the Secretariat	196,687	213,255
Knowledge Management Working Group	22,549	41,540
Seed money to pilot innovative technological intervention	25,000	25,000
Total budget	244,236	279,795
<i>Source: CEEW</i>		

VIII. Recent developments on interactions between National Water Mission, Ministry of Water Resources (MoWR), Government of India and the 2030 WRG

1. On-going interactions between National Water Mission, Ministry of Water Resources

In the first meeting between the 2030 WRG and the Ministry of Water Resources, the MoWR had expressed their plan of creating a knowledge hub at the national level. Subsequently, after couple of meetings with the 2030 WRG and IFC, MoWR shared the concept note on creating a knowledge hub. In this concept note the Ministry highlighted that:

“ To secure the active participation and involvement of various stakeholders to effectively address issues related to water sector and to provide knowledge support to the stakeholders including government and non-governmental organisations, it is proposed to establish a ‘Knowledge Hub’ which may include members from the Central Government, Multilateral and bilateral funding organisations, Civil Society, Industry and experts to provide knowledge support to the NWM and to also facilitate partnerships among the multiple stakeholders to undertake collaborative work aimed at achieving the goals of the NWM.

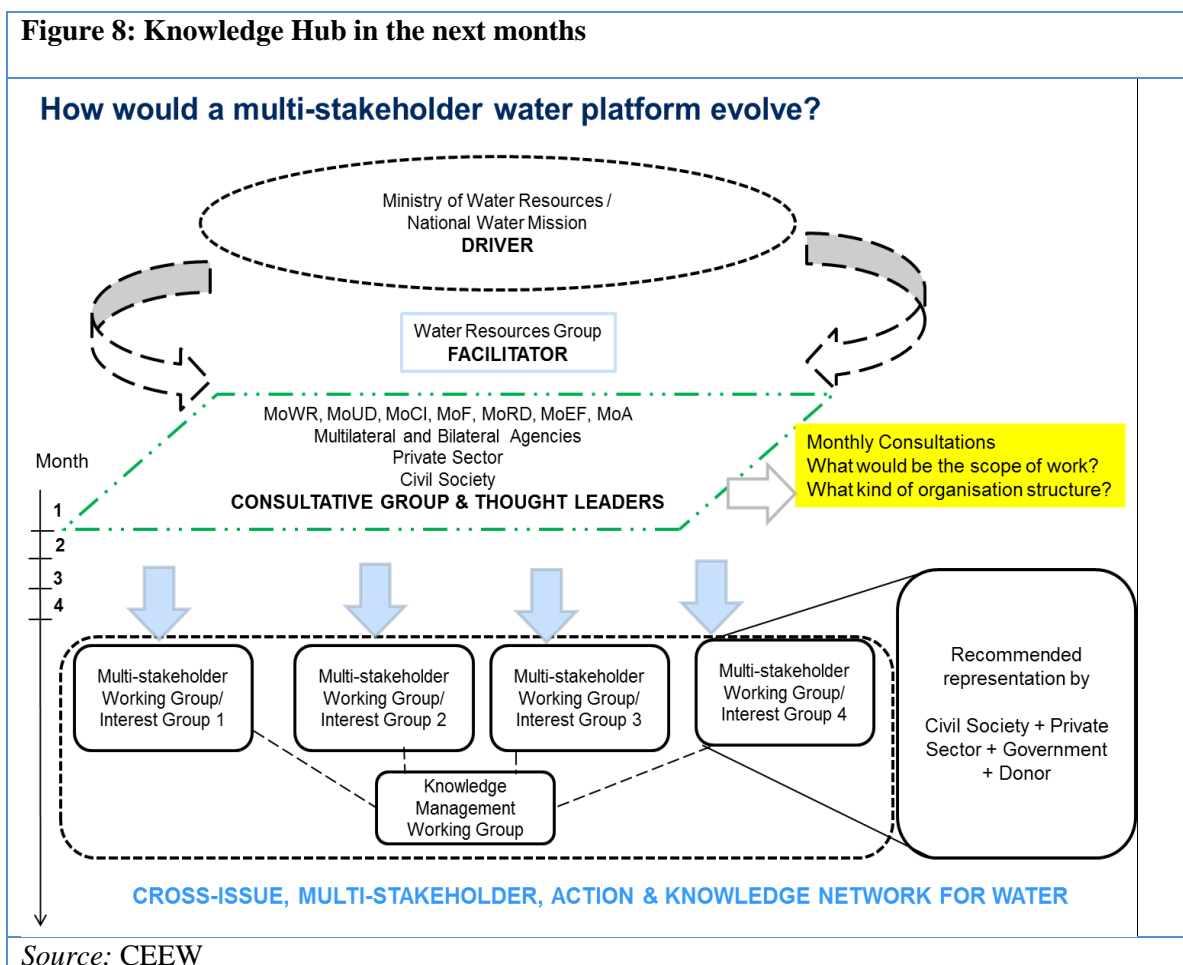
The proposed knowledge hub would provide guidance and technical assistance to the State governments and other stakeholders to develop projects that would address issues related to water conservation and management. It would encourage public-private-people partnerships to undertake projects not only for efficient but also responsible and judicious use of water in agriculture, industry and domestic water supply. It would also identify the best and appropriate technologies for waste water treatment, reuse and recycling, desalination, rain water harvesting, and encourage the industry, ULBs and even Panchayats to develop projects under PPP.”³

Subsequently in a tripartite meeting between the 2030 WRG, MoWR and CEEW possible pathways through which the 2030 WRG’s initiative and the MoWR Knowledge Hub could come together was explored. The following action plan was proposed:

³ Ministry of Water Resources (2013) “Concept paper for Knowledge Hub under National Water Mission”, 26 July

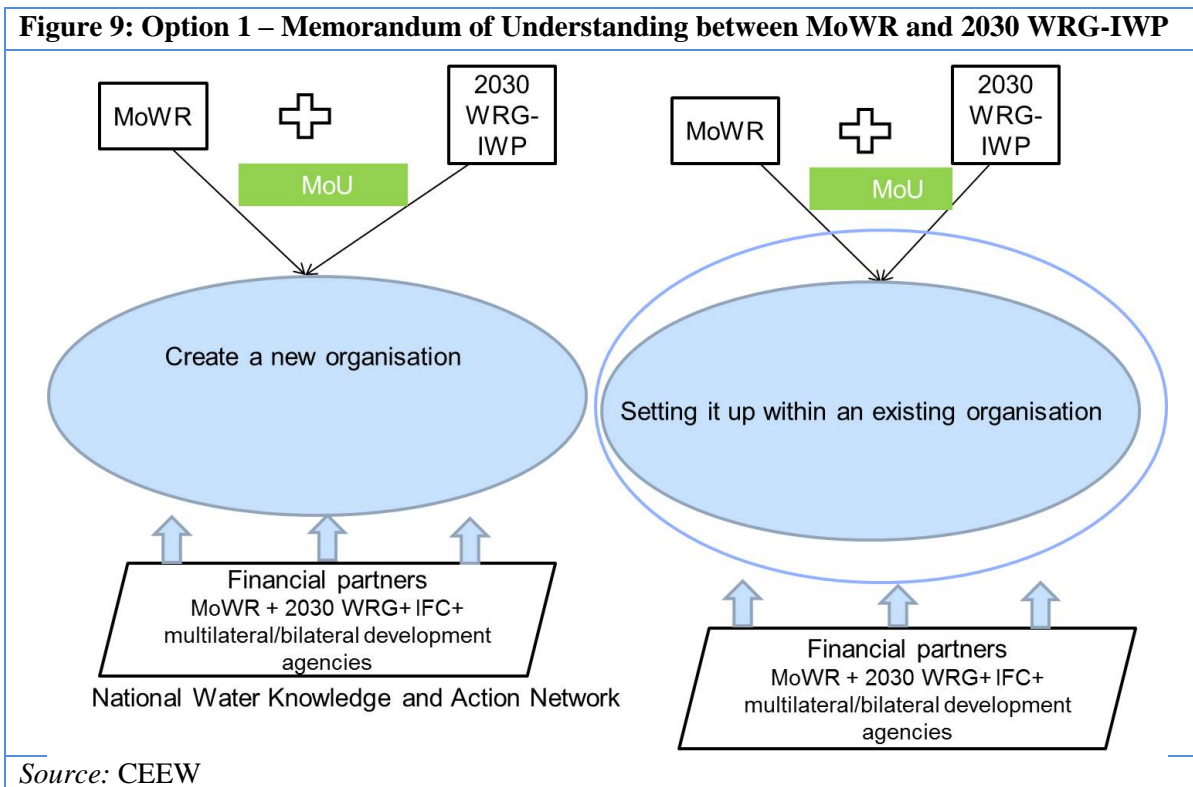
- i. A loose consultative group, that represent the private sector, civil society, multilateral/bilateral financial agencies, and various ministries, would be invited by the Ministry of Water Resources. This group would undertake (four) monthly meetings. The first meeting took place on August 5th, 2013 in the Ministry of Water Resources.
- ii. In the meeting, the participants would deliberate the scope of work that could be undertaken by the Knowledge Hub and the hub’s organisation structure.
- iii. In the first meeting on 5th August two formative working groups were formed to deliberate on the governance and issues that the knowledge hub should focus on. CEEW is the convener of the working group on governance and WWF is the convener of the working group on issues. In the next meeting, tentatively on 26th August, these groups would present their deliberations.
- iv. By the end of the fourth meeting it is expected that some multi-stakeholder working groups would be formed around common interest areas.
- v. With the working groups being operational for some period and some measurable outcome getting reported and disseminated, one would expect the network to enhance its credibility.

Thus in a nutshell the process is depicted in **Figure 8**.



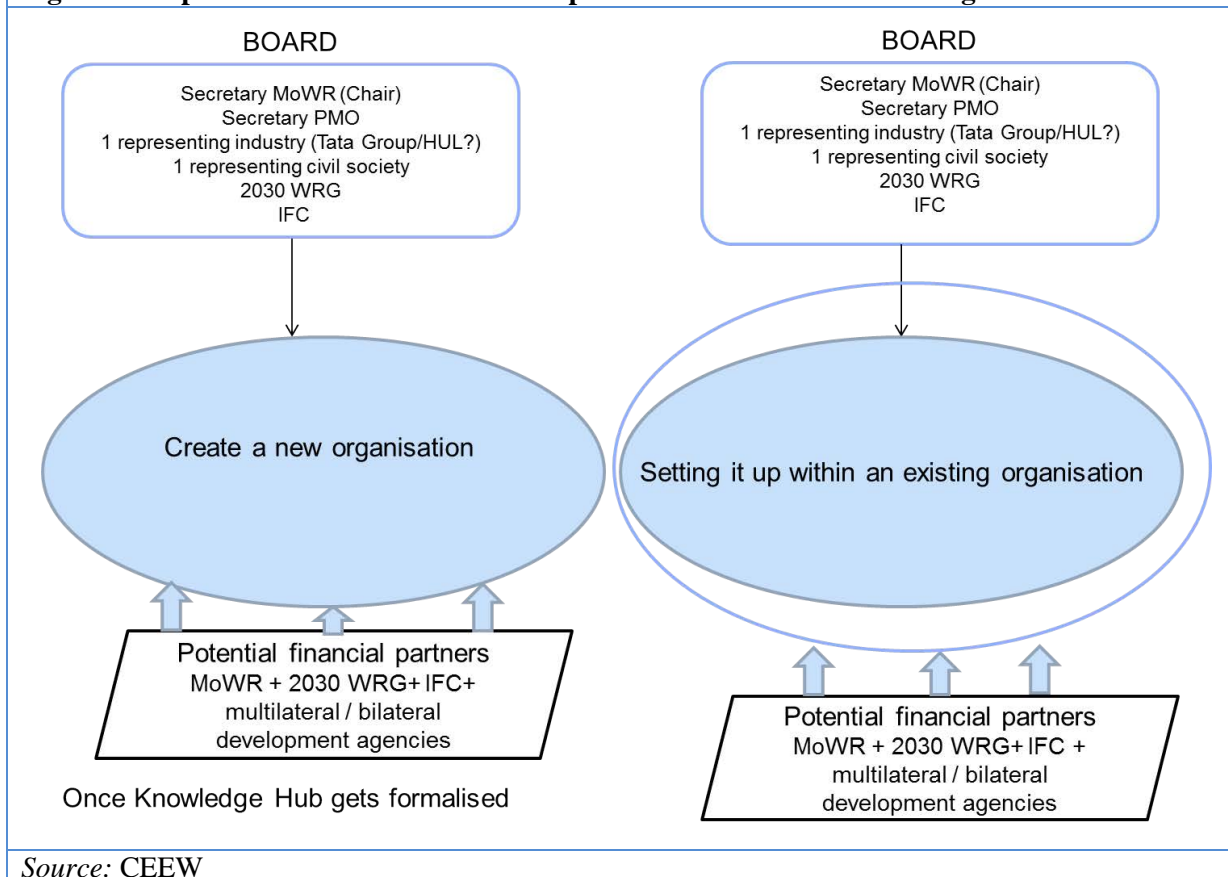
2. The possible governance models to formalize the 2030 WRG-IWP and the Knowledge Hub

If the 2030 WRG-IWP intends to formalize the relationship with the MoWR knowledge hub over time, it could sign a MoU with the Ministry of Water Resources on developing the concept of “Knowledge Hub” of the ministry (**Figure 9**) and forming a National Water Knowledge and Action Network. Alternatively it could continue to maintain the dense interaction that it has developed with the ministry over last months and then once the “Knowledge Hub” gets formalised the 2030 WRG could be have representation at the Board and also lead some of the Working Groups through its members of the 2030 WRG-IWP (**Figure 10**). In either of these routes there are further two options: either setting up a whole new organisation or hosting the “knowledge hub” within an existing organisation.



If a new organisation is set up 2030 WRG should ensure that the Board has representation from the MoWR and the Prime Minister Office (PMO)⁴. Also the Board should have an eminent person from the industry and civil society. The CEO of the new organisation would be represented in the Board.

⁴ Since this Network would be geared towards addressing the National Water Mission (NWM) and NWM originates from the PMO

Figure 10: Option 2 – 2030 WRG-IWP as a part of the formalised Knowledge Hub

3. Pros and Cons with merging the 2030 WRG-IWP with the Ministry of Water Resources Knowledge Hub

There are advantages and disadvantages for the 2030 WRG-IWP to merge with the Ministry of Water Resources Knowledge Hub.

Advantages:

- 2030 WRG-IWP would have a buy-in from the National Water Mission, Ministry of Water Resources.
- Through the Ministry of Water Resources other ministries like Ministry of Commerce and Industry, Ministry of Urban Development, Ministry of Finance could be brought inside the National Water Knowledge and Action Network.

- The National Water Mission would provide the guiding principle for the activities of the 2030 WRG-IWP. So private sector participants of the 2030 WRG-IWP could be discouraged to push forward their “pet projects”.

Disadvantages:

- Knowledge Hub being a government initiative, there could be a lot of *control* from the government.
- Private sector participation may be uncertain under the above condition.
- There would be too many stakeholders to manage. 2030 WRG-IWP or even IFC would be *just one of the minor actors*.
- There are international actors like the multilateral and bilateral financial institutions who have had a long presence in the water sector and path dependency could set in the National Water Knowledge and Action Network.
- The focus could be on too many issues and hence the network would be too broad based.

Under such a scenario, a loose connection of the 2030 WRG-IWP and the knowledge hub would be the middle way. The 2030 WRG and then 2030 WRG-IWP has its presence in the knowledge hub, may be in the board, once the National Water Knowledge and Action Network gets formalised. Also 2030 WRG-IWP could link up some of its action groups with the Knowledge Hub/Network. In turn gets the IWP seeks MoWR’s presence in its Board and in the steering committee.

Appendix-I

List of water networks in India that were reviewed

S No.	Name of the Network/Alliance/Coalition
1	Food and Water Security Coalition India
2	Forum for Policy Dialogue On Water Conflicts in India
3	Fresh Water Action Network
4	India Environment Portal
5	India Sanitation Portal
6	India Water Patnership
7	India WASH Forum
8	India Water Portal
9	India Water Resources Society
10	Indian Association of Hydrologists
11	Indian Commission On Large Dams (Part of International commission On Large Dams)
12	International Water Resources Association
13	National Water Harvesters Network
14	NREGA Consortium
15	Pravah
16	Rashtriya Jal Biradari
17	SaciWATERs-CapNet Network
18	Safe Water Network
19	Sajjata Sangh
20	Solution Exchange
21	South Asia Network on Dams, Rivers and People
22	TERI BCSD India
23	Water and Environment Sanitation Network India
24	Water4crops

Appendix-II

List of organisations consulted

Name of the respondent	Organisation affiliation	Nature of organisation	Consulted/ approached but yet to get response
Ms Meeta Singh	Hindustan Unilever Limited	Private Sector	Consulted
Dr DN Kulkarni	Jain Irrigation	Private Sector	Consulted
Arunavo Mukherjee	Tata Cleantech	Private Sector	Consulted
Ms Alka Talwar	Tata Chemicals	Private Sector	Consulted
Mr Sanjay Choudhary	Tata Chemicals	Private Sector	Consulted
Mr Ajit Joshi	ABB	Private Sector	Consulted
Mr A Krishnamurthy	GE Power and Water	Private Sector	Consulted
Dr Manoj Chaturvedi	Hindistan Construction Company	Private Sector	Consulted
Mr SVK Babu	Veolia	Private Sector	Consulted
Mr Sanjib Bezbaroah	ITC	Private Sector	Consulted
Ms Soumya Lashkari	Godrej Industries	Private Sector	Consulted
Mr Prasad Jakkaraju	Godrej Industries	Private Sector	Consulted

Name of the respondent	Organisation affiliation	Nature of organisation	Consulted/ approached but yet to get response
Ms Meenakshi Sharma	SAB Miller	Private Sector	Consulted
Ms Neelima Khetan	CoCa Cola	Private Sector	Consulted
Mr Bhasin Neville	Forbes Marshall	Private Sector	Consulted
Dr Sunderrajan Krishnan	INREM-Carewater	Civil Society Organisation	Consulted
Mr Subrata Singh	FES	Civil Society Organisation	Consulted
Mr Ganesh Neelam	Sir Ratan Tata Trust	Civil Society Organisation/Donor	Consulted
Dr Sanjiv Phansalker	Sir Dorabji Tata Trust	Civil Society Organisation/Donor	Consulted
Ms Bhavna Prasad	WWF	Civil Society Organisation	Consulted
Mr Suresh Babu	WWF	Civil Society Organisation	Consulted
Dr Veena Khanduri	India Water Partnership (GWP)	Civil Society Organisation	Approached but yet to get response
Mr Ravi Narayanan	Arghyam Foundation	Civil Society Organisation	Consulted
Mr Sanjay Gupta	World Bank	Multilateral Financial Institution	Consulted
Mr K R Vishvanathan	SDC	Bilateral Financial Institution	Approached but yet to get response






Name of the respondent	Organisation affiliation	Nature of organisation	Consulted/ approached but yet to get response
Mr H Varma	Asian Development Bank	Multilateral Financial Institution	Approached but yet to get response
Mr Anil Jain	Jain Irrigation	Private Sector	Consulted (as part of the 2030 WRG-CEEW Team)
Mr Nitin Paranjape/Ravi Puranik	Hindustan Unilever Limited/HUF	Private Sector	Consulted (as part of the 2030 WRG-CEEW Team)
Mr Mukund Govindrajan	Tata Sons	Private Sector	Consulted (as part of the 2030 WRG-CEEW Team)
Dr Satyamurthy	Ministry of Water Resources		Consulted (as part of the 2030 WRG-CEEW Team)
Mr G Mohankumar	Ministry of Water Resources		Consulted (as part of the 2030 WRG-CEEW Team)







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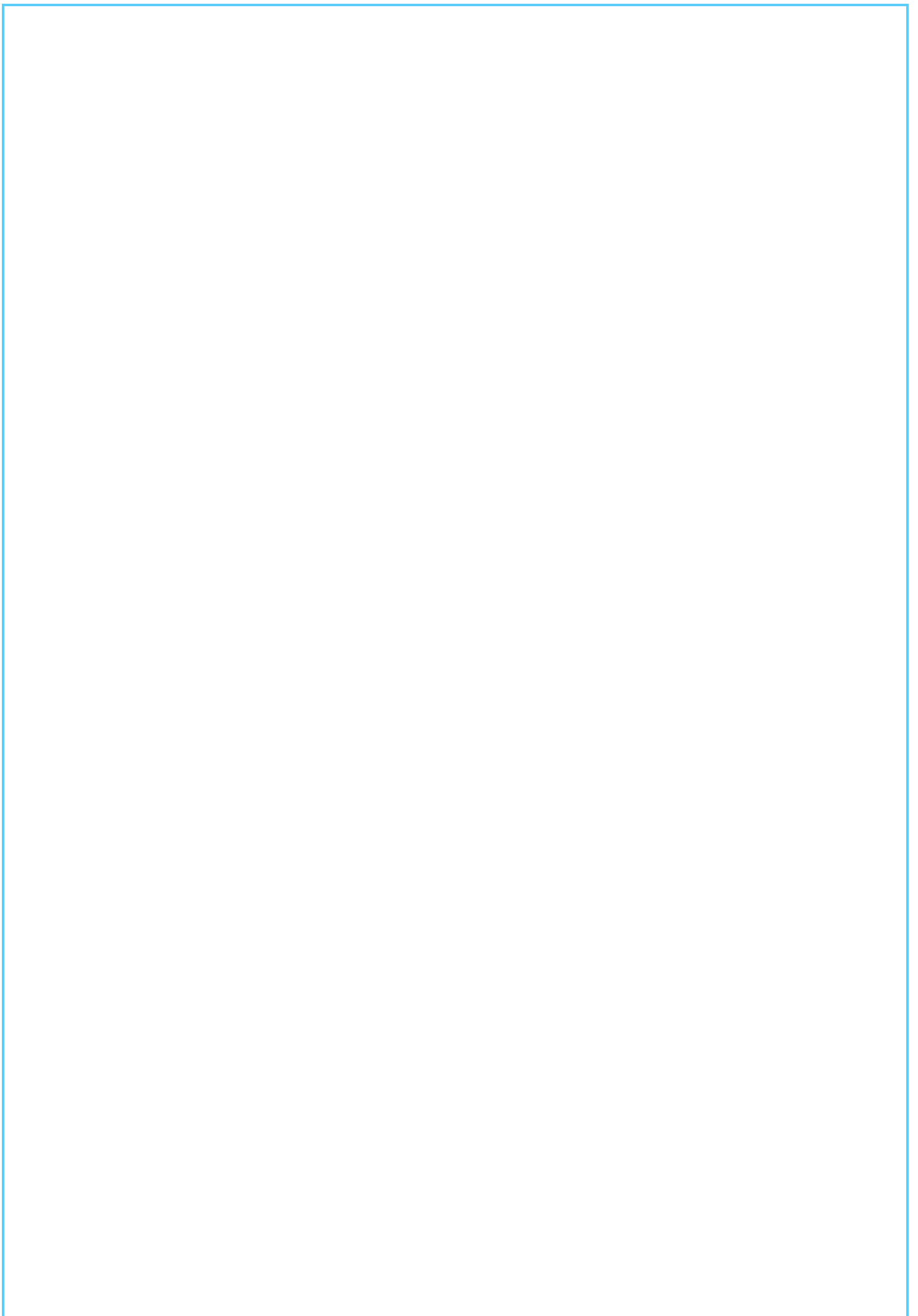
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