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GLOBAL WATER PARTNERSHIP

1996-05-28/kj

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1998-08-05

Vacancy Announcement for Executive Secretary

Since I cannot continue to be both Assistant Director General at Sida and Executive Secretary for GWP I have decided to resign from the latter position. A search process has therefore been initiated for the position of Executive Secretary and you will find the vacancy announcement attached. If you know individuals who you feel are qualified for the position and may be interested in being considered, please send their names and other relevant documentation, including fax number or e-mailaddress, to Dr. Bob Ayling (e-mail: bayling@naplesnet.com; fax +1-941-389 0157) and he will approach them directly.



Johan Holmberg
Executive Secretary

**VACANCY ANNOUNCEMENT FOR EXECUTIVE SECRETARY
GLOBAL WATER PARTNERSHIP**

Secretariat Office: Swedish International Development Agency (Sida)
Stockholm, Sweden

BACKGROUND

The Global Water Partnership (GWP) is a reinforced network of organizations whose mission is to support countries in the sustainable management of their water resources. It functions in the broad context of sustainable management of natural resources and the environment. Its stakeholders are developing country governments, non-governmental agencies, international and bilateral organizations, and private sector representatives. It is based on a commitment to shared values, informality, professionalism and scientific excellence, voluntary membership, cost-effectiveness and a philosophy of decentralization and shared responsibility in response to common objectives. The GWP achieves its mission through (a) Associated Programs or reinforced networks that provide services to stakeholders in developing countries; and (b) Regional Water Partnerships modeled on the GWP itself, with the capacity to develop their own agendas for water resource development.

The GWP is governed by a Consultative Group (CG) or membership assembly of representatives of Partner members. A Steering Committee advises the CG on matters of policy and makes decisions on operational matters. Substantive leadership on the relevance and quality of existing programs, on gaps in existing services, and on filling those gaps is provided by a Technical Advisory Committee (TAC), the Chairman of which reports to the Chairman of the GWP and cooperates closely with the Executive Secretary. Funding is provided by a Financial Support Group. The GWP has a secretariat which is hosted by Sida in Stockholm, Sweden.

EXECUTIVE SECRETARY'S RESPONSIBILITIES

The major responsibilities of the Executive Secretary are to direct the secretariat in servicing the GWP network and to ensure optimum collaboration between participating members and activities in the development of water resource management and the water sector generally. The Executive Secretary reports to the Chairman of the GWP, and manages the day-to-day operations of the Partnership. This involves the organization of the annual meeting and meetings of the Steering Committee and the Financial Support Group. The Secretariat plays an important role supporting the TAC, the Associated Programs (global and regional), and the Financial Support Group. The Executive Secretary is frequently called upon to chair meetings, address large gatherings and act as spokesperson for the GWP. The Executive Secretary has major responsibilities for fund raising and management of the finances of the Partnership.

QUALIFICATIONS

Preferred qualifications for the position are:

1. Proven management capabilities in the context of international development cooperation;
2. Demonstrated success in administration, with particular reference to the administration of voluntary networks for scientific collaboration in development;
3. An established reputation for success in collaborative activities across agency, country and institutional lines;

4. A broad educational background relevant to natural resource management in developing countries, and a thorough understanding of the basic concepts and processes involved;
5. Practical experience in developing country water resource development and close familiarity with the major agencies, organizations and institutions involved, including their management and programming procedures,
6. Familiarity with the major international processes relating to the environment and natural resources management since UNCED;
7. Demonstrated ability to work successfully at high policy and political levels;
8. Proven success in developing funding support;
9. Ability to communicate well in small and large groups, including familiarity with the organization and conduct of large meetings;
10. Fluency in written and spoken English and a good knowledge of another of the working languages of the UN, preferably French or Spanish.

Essential or minimum qualifications for the position are:

- a) Advanced degree relevant to natural resource management or equivalent education;
- b) significant experience in natural resource development administration;
- c) broad international experience in both industrial and developing countries, including residential experience in a developing country other than the country of origin;
- d) complete fluency in written and spoken English.

APPLICATIONS:

Applicants should provide:

- a) a letter of application describing qualifications, experience and overall suitability;
- b) an up-to-date detailed curriculum vitae; and
- c) the names and telephone/FAX/E-mail addresses of 3 professional references.

All communications should be addressed to **Dr. Robert I. Ayling, GWP Search Manager, 181 Bonita Court, Marco Island, Florida, USA 34145; telephone/FAX: (941)389-0157; E-mail: bayling@naplesnet.com.** Applications must be received by **September 15, 1998.** It is anticipated that the new Executive Secretary will be selected late in 1998 with an expected entry-on-duty date early in 1999. Remuneration is negotiable and will be based on international standards for senior level positions.

GWP believes that its programs must serve developing country users and particularly encourages applications from developing country nationals and women.

**GLOBAL WATER PARTNERSHIP
SPECIAL MEETING OF THE TECHNICAL ADVISORY COMMITTEE
(TAC)**

COPENHAGEN, 23 - 25 October 1997

WATER SUPPLY AND SANITATION SUB-SECTOR REPORT

INTRODUCTION

The purposes of this paper are to:

- (a) present a preliminary analysis of gaps and overlaps in the various programs in the Water Supply and Sanitation Sector; and
- (b) report the results of a "brain storming session with the key stakeholders in the Water Supply and Sanitation Sub-Sector" that took place in Copenhagen 23 - 25 October 1997.

In the first part of this paper, the authors present the preliminary analysis and recommendations that were submitted to the Copenhagen meeting. They follow these with a summary of the process and the recommendations of the Water and Sanitation Working Group in Copenhagen.

Some conclusions of the consultants may be provocative. Some recommendations made by workshop participants may be controversial. The Technical Advisory Committee (TAC) will consider the actions proposed by the Water Supply and Sanitation (WSS) working group and others at a meeting in November and make recommendations to the Steering Committee of the GWP. Hopefully, the proposals of the TAC will lead to the creation of innovative approaches based on the experience of the International Drinking Water and Sanitation Decade (the Decade) and agreements reached during some of the gatherings addressing water resource issues which have been held during recent years. The test of the validity of the recommendations (and the justification of the meeting in Copenhagen) is not the issuance of new proposals, but that their subsequent implementation will accelerate progress in increasing water supply and sanitation service to those presently lacking them.

BACKGROUND

Existing Service Delivery

Water supply and sanitation services still do not reach large numbers of people in middle- and low- income countries. WHO and UNICEF report that in 1994 some 1,115 million inhabitants (25% of the total) did not have water supply, and 2,873 (66%) million of the total population of 4,071 million did not have the benefit of adequate sanitation services. Since 1990, progress in service provision has been

greatest in the Asia and Pacific (19% increase) and Western Asia (10%) Regions, less so in Africa (1% increase) and Latin America (no increase). Improvements in rural areas have been substantially greater than in urban areas.

Sanitation services show a less favorable situation. In the Asia and Pacific Region, the coverage dropped one percent, the Western Asia Region improved by 3%, Africa dropped 2 %, and Latin American coverage decreased by 6 % since 1990.

Past experience indicates that these numbers are probably conveying a more positive picture than warranted. Reports generally are based on facilities installed and do not reflect actual conditions and state of repair of systems. The level of service delivery may be considerably lower than reported.

Future Demand

Demand will increase significantly during the foreseeable future. Population keeps growing, and per capita demand increases with increasing economic expansion. At the same time, water resources remain stable in terms of available quantity, but may well decrease in terms of usable quantity due to deterioration of quality caused by pollution.

Urban demand in particular will grow with increasing migration from rural areas to cities. There will be many more mega-cities in the future, at a time when it is becoming increasingly clear that additional economies of scale are unlikely to help stretch available financial resources. Indeed, some reports indicate that large centralized urban sewer systems can cost more than smaller watershed systems. Alternative sewerage and on-site wet and dry excreta disposal systems are the most cost effective solutions in many, if not most environments in which low income groups find themselves. Institutional arrangements can be developed to provide sustainability and environmental safeguards.

Previous Conferences

Previous conferences reflect the importance assigned to water supply and sanitation in more general development efforts. A compilation of statements and resolutions on the topic of water published by UNDP in 1994 lists seven conferences both in preparation to and as a follow-up of the "United Nations Conference on Environment and Development" held in Rio de Janeiro, Brazil, 3 - 14 June 1992.

In a departure from the previous conferences, the ministers participating in the Noordwijk Conference in 1995 designed their action program not in terms of functional sub-sectors, but on the basis of cross sector collaboration. The themes of the Noordwijk action program are:

1. Water and People
2. Water, Health and Environment
3. Water and Institutions
4. Water and Mobilizing Financial Resources

5. Water and the World

The final part of the program, "Water for the World", recommends the kind of support activities considered by the Global Water Partnership. It also recommends strengthening the efforts of the Collaborative Council for Water Supply and Sanitation.

OBJECTIVES

The objectives of the Global Water Partnership are to:

Support integrated water resources management programs by collaboration, at their request, with governments and existing networks and by forging new collaborative arrangements.

Encourage governments, external support agencies and other stakeholders to adopt consistent, mutually complementary policies and programs.

Build mechanisms for sharing information and experiences.

Develop innovative and effective solutions to problems common to integrated water resources management.

Suggest practical policies and good practices based on those solutions.

Help match needs to available resources.

The generic terms of reference of this study call for a review and presentation of information needed as background by the Global Water Partnership (GWP) Technical Advisory Committee (TAC) to be used by the working groups at the brainstorming session in Copenhagen. Working groups at the brainstorming session were to define and cost a program of technical assistance to accomplish Integrated Water Resource Management (IWRM) in countries requesting assistance.

SUMMARY OVERVIEW OF PRESENT TECHNICAL ASSISTANCE ACTIVITIES

Participating Organizations

Many organizations provide technical assistance for water supply and sanitation activities in middle- and low-income countries. As the list below shows, they range from small local Non-Government Organizations (NGOs) providing volunteers to local communities, to large International and Regional Development Banks providing financial support for project preparation activities and training.

Of the two concerns, gaps and overlaps, gaps are unquestionably the more important. Overlaps do occur because many programs are interested in the same topics, or because programs work in the same country. As long as appropriate steps are taken to ensure adequate coordination, or to avoid the "reinvention of the wheel" particularly in the case of research activities, overlaps are probably helpful as often as they are wasteful. To avoid wasted efforts due to overlaps in the majority of cases requires (a) better communications, so programs can adjust and coordinate their activities; and (b) a taking charge of the coordination of programming activities within their countries by the responsible government agencies.

Evidence presented in a variety of reports and conferences reveals that significant changes have occurred during the Decade and since, mostly based on better understanding of the non-technical aspects of water supply and sanitation.

Nevertheless the basic problem still awaits a solution. How can the sector consistently expand and sustain services to the urban and rural low-income population? Hopefully, GWP will be able to identify and promote a technical assistance mechanism that will emphasize service to low income groups. The lessons learned during the Decade offer hope that a concerted effort will indeed make this possible. They reveal the following:

Focus on people must be a key element of planning, implementation and subsequent operation of water supply and sanitation systems. This is a move away from the past dependence on the "technical fix" towards empowerment of the user to make decisions about the choice of technology and method of operation and payment. The solution should be demand driven, i. e. based on effective demand. Users are capable of making the right choice if given adequate information on which they can base their decision

Example: Among many examples demonstrating that users indeed are capable of making the right choice if given the information needed is a UNICEF supported project in Honduras. The "Water Supply and Sanitation to Urban Marginal Areas of Tegucigalpa, Honduras" shows how a small community can organize itself and construct and operate water and sanitation services with limited assistance from outside the community.

Technical Assistance (TA) should emphasize the collaborative aspects of development in which the community and agency are full partners in the decision making process. The role of the TA provider must be to provide information on options that permits the community to choose the one it can afford and sustain. Mobilizing the community becomes a primary function of technical assistance. To better express this change to a participatory approach, the phrase "**technical assistance**" (which to many represents the top down approach) should be replaced with "**development collaboration**" as a small but symbolic expression of the new partnership approach. NGOs and bilateral organizations are generally much more people-oriented than banking institutions.

Partial List of Organizations providing Technical Assistance

Collaborative Council	UNDP/WB Water and Sanitation Program
International Water Services Association (IWSA)	WB - Economic Development Institute (EDI)
International Water Quality Association (IAWQ)	International, Regional and National Development Banks
National and Regional Professional Associations	World Health Organization (WHO)
Water Utilities' Partnership in Africa (WUP)	United Nations Children's Fund (UNICEF)
National / Local Non-Government Organizations	United Nations Center for Human Settlements (HABITAT)
International Non - Government Organizations	United Nations Environment Program (UNEP)
Bilateral Assistance Organizations	World Water Council
International Reference Center (IRC)	International Secretariat for Water (ISW)
International Development Research Center (IDRC)	International Rivers Network
International Water Resources Association (IWRA)	

These organizations provide very different kinds of support. Some are active primarily in the field (national and local NGOs). Others play a coordinating and promotional role (Collaborative Council), and still others emphasize research activities by middle- and low-income country researchers (IDRC). Yet others are primarily engaged with activities leading to funding of investments (International and Regional Banks). The specific sub-sectors in which these organizations are involved are listed in Annex "A" Table 1. The activities of principal interest of each of them are shown in Table 2. Readers of this report are invited to add to these lists by providing the GWP secretariat with information they deem important to complete or correct them.

Assessment of the Performance (Lessons learned) of Technical Assistance

An attempt to assess the successes and failures of each of the many programs would be a time consuming task that would not necessarily have added much to the deliberations and success of the workshop. The object of the workshop was not to judge the past performance of individual programs, but to determine gaps and overlaps and on that basis formulate proposals for the future. That task was accomplished by a "generic" assessment of success and failures of technical assistance programs and by an evaluation of experiences by participants of the workshop.

There is no single best solution to solve the many problems that have prevented universal coverage of water supply and sanitation. The variety of local conditions and

The UNDP/WB Water and Sanitation program initiated activities promoting the use of alternative technologies. Many organizations and governments began adopting policies incorporating alternative technologies in sector technologies to increase water supply and sanitation service coverage in 1978. The program now concentrates its efforts on capacity building and knowledge sharing.

abilities require a variety of solutions. In some situations, the conventional solutions now popular in high-income countries may be the right choice. In many others, simpler alternatives are more appropriate. A great variety of technologies already exist to provide and adequate selection of possible solutions from which the user can select the one most appropriate for local conditions. In every situation, however, it is the user rather than the designer who must determine appropriateness. Alternatives may range from rainwater catchment for water supply and ventilated pit latrines for excreta management to full piped water supply and one of several alternative sewer systems for wastewater disposal. The

designer provides the choices from which the user selects. **Appropriateness can be defined as providing a socially and environmentally acceptable level of service or quality of product at the lowest economic cost.**

While many options are available, a search for a technical breakthrough should go on, in wastewater disposal in particular. This might be similar to the one that led to the substitution of the jet engine for the piston engine. Marginal improvements in technology have at best marginal impacts. A breakthrough could radically alter existing approaches, increase benefits and reduce costs.

Historically, development in environmental services has followed a pattern of incremental improvements to technologies. Engineers discovered many of these when we had limited understanding of the cause and effect relationship between pollution, environment and health. Frequently, we have found we need improvements simply to correct damage caused by previous interventions -- although these had represented, in their time, the best available solutions. We must answer the fundamental question: what would scientists and engineers design, given present knowledge, if a city had no environmental infrastructure? Would the solutions be the same, or are there more effective, environment-friendly and less expensive solutions? What would ingenuity produce, unshackled from the constraint to use partial solutions that already exist? And how could such a solution be incorporated into and benefit from existing infrastructure investment? An organized effort to address this question should be encouraged.

Institutions and Planners are still lagging behind in the implementation of the approaches pioneered by the UNDP/WB programs and its partner organizations (bilateral assistance agencies). Sector professionals are a relatively conservative lot, and bureaucracies stifle individual initiative and innovation. However, changes have been made. Hopefully, the pace will accelerate as the lessons of the past few years are becoming better known. To progress more rapidly, it is important that all activities be part of a learning process that provides planners with feedback on the acceptability, success or failure of their approaches. **Future progress in implementing a more holistic approach to service provision using systems affordable to more of the lower income groups requires less new technologies or massive amounts of capital than a change in the mental attitude of those responsible for the sector.**

In the early years of the Decade, the Government of India changed its approach to the provision of urban sanitation services, mandating that cities of less than 100,000 inhabitants use alternative sanitation systems rather than sewerage. This was a rather drastic, and not necessarily the best solution, but it did accelerate service provision and reduced the need for scavengers.

Policies and Institutional Arrangements need to be improved to take advantage of the possibilities offered by stakeholder participation and alternative technologies and systems, and to attract private sector participation and financing. Because the required changes are difficult for most Governments, **emphasis by technical assistance and funding organizations should be on collaborative efforts to encourage governments to adopt policy changes and institutional reforms.**

WHO has launched a number of initiatives designed to help improve policies, standards and regulations designed to protect environmental health and increase operational efficiencies. The Water Policy Reform Program of the Economic Development Institute has been particularly successful in facilitating the adoption of new policies and institutional approaches in the limited number of countries in which it has been active.

Mobilizing the Private Sector is not only a matter of increasing the flow of capital for infrastructure, but even more the mobilization of expertise. There are many examples where utilities have made expertise available on a commercial basis, for example through management, concession and similar contracting models. There are other examples of transfer of knowledge through volunteer and paid assistance through twinning, and more recently the transfer laterally from middle and low income country utilities to others who could benefit from their experience and expertise. This lateral transfer may well hold the key to future success because it

The Water Utilities Partnership (WUP) in Africa is a recent and seemingly promising effort for lateral assistance among utilities of a region now being implemented in Africa. The experience offers hope for a global expansion of such an effort designed to tap the expertise of successful utilities for the benefit of weaker ones.

productivity of its members, such as NUFFIC in the Netherlands. One potential source of collaborators overlooked to date is the various international associations of municipalities. Municipalities, in fact, "own" the problems of water and sanitation.

Sequential Upgrading of facilities is rarely practiced, although in some countries the approach has been accepted for planning purposes and initial designs permit future upgrading. Technologies and systems that make this approach possible include alternative designs for water distribution, on-site sanitation and off-site alternative wastewater collection systems. The importance of upgrading is twofold: **the approach permits immediate improvements in service delivery at costs that are affordable and, possibly more important, it assures the user that future improvements will occur whenever increasing incomes make improvements affordable.**

The impact of sequential upgrading becomes obvious when considering that collecting wastewater costs two to three times that of delivering the water. On-site sanitation reduces that cost to less than that of the delivery of water, and reduces the need for large quantity of water. The result: **more people can be served with the same funds, and the environment is better protected.**

Ex-Post Evaluation. i.e. a check on the performance and benefits provided by the facilities constructed after a period of operation, say 5 or 10 years, is essential if knowledge about what works and what doesn't is to be generated. Common practice at present is to evaluate (audit) projects after completion in terms of expenditures, quality of construction, implementation of financial and institutional covenants. Determining whether the predicted benefits have been delivered to the user after a period of operation is relatively rare.

Without post evaluations, it is virtually impossible to learn how to improve sector performance and identify and design research and training programs necessary to find more effective solutions. This is particularly true now, after the changes in the approach instituted as a result of the efforts made and lessons learned during the Decade. It is important to review now how effectively community participation has improved long term sustainability of service delivery, and how significantly appropriate technologies have reduced costs and facilitated operation and maintenance. Ex-post evaluation will reveal lessons essential to formulating approaches and methods needed to expand service delivery in the future. The information obtained can be used to design capacity building programs to expand the pool of professionals at all levels needed to plan, implement and operate the vastly expanded facilities required to provide service to those not now served. Such evaluations are an important part of a learning-by-doing process that, through iteration over time, provides the information required to more effectively plan future sector investments and operations.

Programs such as the UNDP/World Bank Water and Sanitation Program with its regional units are in an excellent position to conduct such institutional and cross-country studies

is based on success in conditions similar to both. **Tapping the rich resources of expertise available from successfully managed water supply and sanitation utilities is essential if service delivery is to increase significantly in the near future.**

Collaboration is always high on the list of proposals at international conferences, but rarely has a major impact on how External Assistance Agencies (ESAs) and Government Agencies do business. The lack of follow-up is not so much a lack of recognition of potential benefits, but rather a lack of incentives for those who bear the burden of making collaboration work. Workers properly spend their efforts on tasks given priority in budgets and work plans. Possibly even greater reluctance to participate in meaningful collaboration is the resulting requirement to give up some, albeit generally negligible, degree of independence of action. **Until managers**

During the Decade, ESAs developed a fairly high level of consensus on how to conduct business and aligned their policies reasonably well. In order to continue and expand collaboration to middle and low-income countries, they established the Collaborative Council. The Council serves a useful function but will succeed in the future only to the extent ESAs assign priority to collaboration.

make collaboration a priority with appropriate budget allocations and staff incentives, collaboration will remain the stepchild it now is in most organizations.

Capacity Building and Communications are other topics that find strong support, at least until decisions have to be made on the manner of doing it and on the wherewithal to pay for the effort. One of the problems is the complexity of the effort required; the many components included in a comprehensive capacity building effort and the variety of demands that communications have to satisfy.

The International Reference Center (IRC) has acted as the collector and disseminator of information for the water supply and sanitation sector. Its success has been varied, despite some excellent professional research and development work. Results have been disappointing when attempts were made to commercialize the dissemination of experiences around the world.

Capacity building has a good track record with some excellent programs focusing on middle and low income professional needs. Among the institutions leading the effort in the technical aspects are WEDC in Loughborough and IHE in Delft.

Many organizations participate in these efforts, ranging from professional associations to topical institutes, research centers and universities. Judging their impact is just as complex as capacity building itself. **At a minimum, better communications among the institutions active in the field could improve overall effectiveness by identifying/resolving duplications and gaps. At its most effective, collaboration may be patterned after national collaborative networks of institutions designed to increase the overall**

Integrated Planning for Infrastructure Services is another neglected aspect that is important for long term sustainable service provision. Proponents should estimate

The circular system recommended and used by Sheaffer in the 1980s emphasizes integrated design of water supply, waste water and rain water reuse within the community to reduce both costs and negative environmental impacts.

separately the cost of components, such as water supply, sanitation (wet and dry, centralized and on-site systems), drainage and solid waste collection. The implication of constructing one or the other separately or jointly should be clearly understood by the user. Demand for service is overestimated when consumers are allowed to choose water supply service levels without being faced

with the costs of disposal of the wastewater. Furthermore, urban planners and architects need to better understand the impact of in house water use and community layout on design and costs of water and sanitation infrastructure. **Delivering quantities of water which require sewer systems in the absence of funds for the construction of sewers is economically and environmentally unacceptable.** Proponents should provide the prospective user of services with the information necessary to make a decision about what facilities provide the best combination of benefits at an affordable price.

Strategic Planning is the next logical step for infrastructure planning and includes not only infrastructure itself but also housing and spatial planning. Housing, because water use and the generation of wastewater are very much a function of housing design (conservation and reuse). Spatial design (population density and location of industry/commerce pretty much defines infrastructure design. Parks and greenbelts can be important parts of wastewater and storm water treatment and reuse. At the very minimum, water supply and sanitation need to be planned at the same time to ensure the effectiveness of proposed investments, even when, or particularly when financial constraints prevent the construction of waste water collection system at the time water facilities are being built.

Integrated Water Resource Management is in its infancy in most countries and amongst External Support Agencies (ESAs) but receiving increasing and urgent attention. This is the result of an ever growing demand for water generated by increasing population and the resultant increasing domestic, agricultural, industrial and commercial demand. To ensure an adequate supply in the future, approaches, technologies and systems developed for an environment of water abundance must be changed to respond to a new situation of water scarcity. With most of the past problems caused by human misunderstanding or misinterpretation of environmental conditions, it is reasonable to assume that human ingenuity will solve the problem once again. After all, the history of

The Middle East has suffered disproportionately from water scarcities. It is no surprise, therefore, to find that countries in the region are leaders in the development of institutions and technologies emphasizing the efficiency of water use and reuse. Israel is an example of comprehensive and successful water resource management, and other countries, for example Jordan, are following similar paths to resolve their water problems. Tunisia is continuously evolving its water master plan surface and ground water and to take water quality into consideration.

sanitary engineering is one of correcting what in hindsight was found to be the wrong solution with a new alternative which then in hindsight turned out to have been the wrong solution again, again, and again. **This time, the needed actions are not so much a search for new technologies, but the development of policies, institutions and practices that address water issues holistically rather than limited to sub-sectors. There may indeed be virtue in revisiting and "modernizing" solutions abandoned in the past, such as on-site sanitation, both to reduce water consumption and investment cost.**

Restructuring of Institutions is essential if integrated water resources management and strategic planning are to succeed. Sub-sectors, such as water supply and sanitation and irrigation and food security, will continue to plan their own activities and approaches with the objective of supplying good water supply and sanitation services, respectively sufficient food, for the "communities" served. Their strategic planning, however, must be based not only their own needs, but on providing the most effective multi-sector services required by the community. This could mean a change in the traditional approaches, and a reallocation of water to the sub-sectors, and that decision has to be made by an organization charged specifically with reconciling possibly conflicting demands for the common good. Strategic planning for water resources management, including water allocation, land use, water rights, legislation and regulations, cost recovery and pricing, and the promulgation of guidelines for the implementation of policies by sub-sector, would probably require the establishment of river basin or watershed authorities by government(s).

GAPS IN EXISTING TECHNICAL ASSISTANCE PROGRAMS

The limited assessment of existing programs and activities leads to an identification of topics that need to be addressed. This report emphasizes what is lacking, i.e. the gaps (lacking or receiving insufficient attention) in activities needed to accelerate progress in service provision. The list of issues below identifies such activities or actions needed in the various sub-sectors of water supply and sanitation. Traditional activities, such as centralized water supply and sewerage are not listed in the table because they are well taken care of by many organizations. The issue they present is whether they should be used in a particular situation, or be replaced with some other technology or approach more suitable in the situation under consideration. For example, in Table 3, water supply, waste water and sanitation are given a value of 2 in the appropriate technology (urban) row, not because the conventional technologies are not well known, but because they must be re-examined in light of today's better understanding of sustainability requirements. Can users afford them? Can they be made more cost effective? What alternatives are available? The table emphasizes those activities that are largely missing or still receiving inadequate attention.

Not shown in the table, but nevertheless a serious gap, is the lack of a method to familiarize those searching for assistance with the various organizations providing technical assistance. A central clearing house function could be of great help in bringing together "seekers and providers".

- contractual arrangements for utility assisted community management of facilities (wholesale/retails arrangements and/or Technical Assistance by utility)
 - BOT and BOOT contracts;
- Institutional arrangements for the public or private management of on site systems (ground and receiving water protection and pit emptying), solid waste removal and storm water drainage;
- Appropriate institutional conditions to attract financing, such as
 - fiscal independence;
 - authority to enter contracts and set employment conditions and salaries;
 - legislation defining responsibilities and authority of service provider;
- Horizontal and Vertical Coordination at local, national and regional level within the sector and with other water related sectors;
- Integration of Health and Environment targeting people at risk;
- Revising the Role of Public Sector Agencies and promoting Public - Private Partnership;
- Community based Planning Organizations

Technology

- Integrated planning for water and wastes infrastructure services and spatial development;
- Sequential Upgrading keeping pace with economic development;
- Optimize the efficiency of use, reuse and recycling through:
 - housing emphasizing conservation and reuse
 - use greenbelts, parks, artificial wetlands;
 - urban-rural integration of water and waste use in metropolitan areas;
 - self-contained residential and commercial development;
 - industrial process design emphasizing conservation and reuse;
- Application of Alternative/Appropriate Technologies:
- Applied Research and Development leading to more effective Technologies and Systems;
- Capacity Building, including the development of appropriate curricula to train technologists in social and cultural aspects of water and sanitation service delivery;
- Collaboration with other actors in the sector and outside the sector in the planning of water and sanitation improvements.

Socioeconomic Aspects

- Cost recovery, pricing mechanism and tariff design (for water supply/wastewater disposal and water resource allocation) leading, inter alia, to an equitable allocation of resources;
- Service to all under both private and public ownership and management;
- Transparent systems for funding service to the poor;

List of Issues/Activities lacking or receiving insufficient Attention

Awareness

- Behavior Modification through
 - Information
 - Education
 - Communication
- Stakeholder participation
- Corporate Citizenship

Policies and Regulations

- Appropriate legislation
 - water rights;
 - sanitation and pollution control responsibilities
- Policy formulation on:
 - Socioeconomic aspects:
 - Equitable allocation of fiscal resources and distribution of benefits:
 - Management:
 - Alternative Technologies:
 - Standards;
 - Allocation;
 - Appropriate scale;
 - Comparative Competition;
 - Participation of micro enterprises and micro credit organizations:
 - Incentive systems;
- Permits and regulatory framework;
- Focus on People through
 - Consultation:
 - Participation:
 - Community based planning;
- Monitoring, using
 - Performance Indicators:
 - Bench-marking
 - Ex-post Evaluation

Management-Institutional Designs

- Appropriate public-private partnership arrangements and commercialization of public organizations using:
 - management and lease contracts;
 - concessions;
 - community management of some or all services (e.g. by Community based organizations [CBOs]) ;

- Demand management tools, including effective demand based pricing;
- Tradable permits for water abstraction and waste discharge;
- Appropriate financing for drainage and solid waste disposal.

Appended Tables

The tables appended to this report in Annex "A" provide an overview of technical assistance activities. Tables 1 to 3 are an attempt to present an overview of organizations active in the same sub-sectors (Table 1), activities by the same organizations in the various topics included in capacity building (Table 2) and gaps by sub-sector (Table 3).

CONSULTANTS' RECOMMENDATIONS TO COPENHAGEN WORKING GROUP

Criteria to evaluate success of GWP

GWP has been formed to help better implement the integrated water management approach and other actions recommended for the water sector by the participants of the "International Conference on Water and the Environment" which was held in Dublin January 26-31, 1992. The GWP Objectives adopted by the partners previously have been presented earlier in this report for information. Any organization, but especially one that purports to overcome existing deficiencies, should establish criteria by which it can illustrate that its objectives have been met.

It is difficult; of course, to establish criteria that reflect only the impact of GWP, because there are many actors who deal with water resources development whose activities may contribute to the same objectives GWA pursues. Care has to be taken not to claim credit without acknowledging the contribution of others, particularly for suggestions 2 to 4 below. The GWP's approach, to work collaboratively with others, also implies a sharing of credit for success with others.

Criteria that should be considered include:

1. More effective cooperation between sub-sector organizations at national and international level as demonstrated by:
 - a) Adoption by countries of policies and regulations promoting integrated water resource management based on the principle of water as an economic good.
 - b) Implementation of institutional reforms facilitating integration of water resource development and management.
 - c) Improvements towards financial sustainability of the various sub-sectors. And
 - d) Project selection favoring multi-purpose approaches where economically and environmentally justified.

2. Adoption by governments of rational water resource allocation between sub-sectors that maximize economic and social development.
3. Establishment of national (international?) conflict resolution mechanisms and consequent decrease in water resource allocation conflicts; and;
4. Existence of a post evaluation system measuring the performance of water supply and sanitation investments

These are basic criteria that will need to be detailed for specific country conditions. However they are expanded and elaborated, GWP should develop a three-five year program of activities, or support to activities of others (similar to a corporate business plan), designed to achieve tangible results in resolving existing deficiencies in the topics, with performance indicators defining the above listed criteria.

Criteria for selecting specific Actions

The WSS working group established the priority among several actions by bringing to bear its collective experience, without establishing formal evaluation criteria. For the long term, such criteria are needed to ensure that actions of highest priority are implemented first, and that these actions lead to the greatest possible benefits at least cost. Unfortunately, this is far easier to say than to do. There is frequent discrepancy between effective demand for services based on identifiable and usually quantifiable short term benefits, and needs whose benefits accrue over a longer period of time and are not readily apparent or quantifiable in the short term. The most prominent example of this situation is the demand for domestic water supply with its immediately apparent short-term benefits, and the lack of demand for sanitation, whose benefits are not immediately apparent to the consumer or, at a minimum, not given high priority.

Demand alone is not therefore a good basis on which to determine priority actions. Included in the determination of priorities must be long-term impacts of actions, or inaction. Actions designed to overcome gaps not reflecting immediate user demand but representing the need for action to achieve long term benefits, for example environmental sustainability, have to include strong awareness building efforts to gain public support.

It is interesting to note that at a time when the water and sanitation sector is emphasizing Private Sector Participation (PSP), little or no effort is made to use the principal tools of the private sector to generate demand, marketing. For some reason, those active in the sector seem to believe that every potential user of services understands the benefits they will provide, and marketing is therefore somewhat disreputable. **Sanitation services in the low-income areas of middle- and low-income countries must be marketed if sustainable service delivery is ever to be achieved.**

The most urgent needs are not in the development of more technologies. The list of gaps and the tables of active agencies and existing activities in Annex A demonstrate this. Technical tools necessary to solve water supply and sanitation problems do exist. What is lacking are:

1. appropriate institutional arrangements to deliver services to peri-urban and rural poor areas, and the ability of designers work together with the community in the selection and implementation of systems the community can sustain for the long term;
2. policies and regulatory frameworks adequately supporting and guiding institutions and communities in choosing and implementing service delivery alternatives;
3. approaches which optimize the benefits of joint planning and actions in two or more water sub-sectors and other areas whose actions impact on water supply and sanitation, such as housing design, community planning, drainage, and others;
4. the capacity of professionals to innovate new approaches and work with the community so the users can select options appropriate to local conditions; and
5. ex-post evaluation systems providing information about how well implemented systems (technical and institutional) work, and permit designers to modify those approaches that have not performed to expectations.

Of special importance to GWP now is the provision of support to activities presently lacking or neglected, and the selection among them those which can be expected to result in improvements in the shortest possible time. This will establish the legitimacy of GWP. Another high priority item is the establishment of an ex-post evaluation system to assess performance of projects and systems five and ten years after implementation so appropriate lessons can be incorporated into future designs. Today, there is considerable information about project completion, but a scarcity of information about performance of sector investments after several years of operation. Without such information, corrective actions are virtually non-existent until another project comes along.

Criteria should also reflect national or regional conditions. Dry climates require approaches different from humid areas, hot from cold climates. What is a priority in one country may not be a concern in another country, although there are of course, some universal problems faced by most countries, such as cost recovery and institutional capacity. GWP may therefore consider adding "windows" bringing together groups of countries and professionals concerned with problems of arid climates, cold climates, etc., not only in water supply and sanitation, but in other sub-sectors as well.

The criteria forming the basis on which actions should be selected include:

1. urgency of need, for example the need to improve institutional capacity without which investments are not sustainable - the establishment of regulatory frameworks providing a favorable environment which enables institutions to efficiently perform their functions - the integrated planning of related actions in different sub-sectors and the design of systems providing service levels affordable to the user, which can be improved as the economic well being of users improves;
2. probability that proposed action will lead to substantial, quantifiable benefits;
3. capacity of organization proposing to implement action and cost effectiveness of proposed action;
4. persistency of problem to be resolved - previous attempts have failed for reasons the proposed action has been designed specifically to overcome;
5. orphan issue - - no or insufficient attention has been given the topic in the past because there has been little or no user demand because appropriate tools (technologies, software) were not available or the problem (or its seriousness) was not recognized; and
6. probability that actions will result in demonstrable improvement in the near term.

Once established, the criteria can be used to test the validity of the priorities established by the WSS working group, and to determine future actions.

ANALYSIS AND RECOMMENDATIONS OF WSS WORKING GROUP IN COPENHAGEN

Sector Issues

The GWP is in its formative stages. Its success will depend to a great degree how well it defines its role, and how quickly it can contribute to the water sector's development. These topics were discussed at the Copenhagen workshop in four different thematic working groups. The Water Supply and Sanitation Working Group¹ discussed and debated at length the recommendations of the consultants' report. On the basis of these discussions, members developed a consensus on the gaps in sector technical assistance efforts and then attempted to determine the order of priority these gaps should be addressed. A first cut was made by the members of the Working Group by listing major gaps, then selecting first, second and third priority among them, and finally weighing first priority with 3 points, second priority 2 points,

¹ A list of the members of the Water and Sanitation Working Group is provided in Annex 3

and third priority 1 point. The resulting order of priority is shown in the table on the following page.

The group reviewed the outcome of this preliminary quantitative determination of priorities, decided to rephrase some of the gap/priority descriptions to reduce the somewhat artificial separation of awareness themes, to combine the public-private partnership with the institutional strengthening, and reexamine priorities based on the reformulation of the gaps/actions.

SECTORAL GAPS/PRIORITIES FOR ACTION

Gaps/Priorities	Total Points	Selections as first choice	Selections as second choice	Selections as third choice
Monitoring Indicators for Performance/Bench-marking and Post Evaluation	21	2	5	5
Appropriate Public/Private Partnerships (especially services to the poor)	14	1	5	1
Cost recovery and pricing (demand management tools) for water supply and sanitation	13	3	0	1
Urban environmental sanitation	11	3	1	0
Awareness among politicians regarding the value of water as applied to health and economics	6	2	0	0
Awareness among politicians regarding economic value of water	3	1	0	0
Promotion of water and sanitation among decision makers	3	1	0	0
Awareness and communication between task managers of ESAs at country level	3	1	1	0
Health targeting risk groups	3	1	0	0
Increased pace of consultation including integrated raising of awareness and acceptance	3	1	0	0
Institutional Strengthening (internal processes)	3	1	0	0
Behavioral modifications to maximize health benefits	1	0	0	1
Community and country-level collaboration at national and local levels	1	0	0	1

The Group then agreed upon the following five priorities for water supply and sanitation gaps (G1 to G5) and corresponding recommended actions (A1 to A5):

- G-1 Performance measuring / monitoring / benchmarking; performance incentive systems; and ex-post program evaluation.
- A-1 Establish task force to set criteria for measuring performance of utilities and design incentive schemes to improve their performance.
- G-2 Appropriate public / private partnerships to increase access to affordable water and sanitation services, particularly for the low-income population.

- A-2 Establish multi-regional of water supply and sanitation utility networks to facilitate the exchange of experiences and information.
- G-3 Cost recovery and pricing (demand management tools) for water and sanitation.
- A-3 Water suppliers must be responsible for ensuring appropriate wastewater disposal (preferably within the framework of integrated urban planning).
- G-4 Inadequate urban sanitation denies access to these services for a large and increasing number of people and increasingly pollutes the environment.
- A-4 Establish a network of centers with a hub or secretariat to provide generic and project specific services to organizations addressing urban sanitation problems.
- G-5 (a) Awareness of benefits of water supply and sanitation and options for delivery; and
(b) Coordinated awareness raising actions.
- A-5 Collaborative Council is requested to stimulate sharing of best practices identified by post evaluation and encourage focused cooperative action.

Detailed descriptions of these gaps and recommended actions are included as Annex "B".

Cross Sector Issues

WSS working group participants also agreed on a list of three gaps affecting other water sub sectors. Rather than to propose actions on these cross sector gaps, the participants preferred to present the identified gaps to the plenary session and formulate action proposals collaboratively with the other Working Groups. The priority cross-sector gaps identified by the WSS Working Group were:

1. Cross-sector water allocation and reallocation methods that are market driven and involve stakeholder participation.
2. Policy and regulatory frameworks that cross sub-sectors (i.e. environment and technology, WSS, irrigation and drainage).
3. Horizontal and vertical co-ordination across the water sector at local, national and regional levels.

The plenary session called to produce recommendations on cross sector issues produced spirited discussion, but in a spirit of cooperation between sub-sectors. Specific recommendations were not produced, but suggestions were made for the consideration of TAC members. For example, emphasis was shifted from the "anointment" of associated programs to the creation of networks for specific topics,

possibly guided/coordinated by a small unit either within the GWP secretariat or located with another participating organization, and several nodes located within sector institutions. It will be necessary to call on expertise (probably outside the sector) to develop this concept further. Critical issues in the development of networks include universality of access and quality control, which at first glance are not easily resolvable.

In summarizing the meeting, the Chairman of TAC suggested that the next steps for the GWP might be summarized under the following headings:

Actions:

- Identify and disseminate best practices and tools.
- Be an advocate for the sector.
- Provide technical assistance to build sector capacity.

Services to Provide:

- Information
- Synthesized knowledge.
- Expertise.
- Capacity Building.
- Research and Development.

Delivery Mechanisms:

- Services should be provided only when GWP has comparative advantage and adds value.
- It should provide a clearinghouse function, providing linkages and interactions between stakeholders, including governments and private sector, NGOs, financial institutions, and other service providers.
- It should work through reinforced networks or consortia that are inclusive (not exclusive). This would be the new interpretation of the meaning of "associated programs".

ANNEX "A"

Explanatory Notes

Tables 1 to 3 are an attempt to present an overview of organizations active in the same sub-sectors (Table 1), activities by the same organizations in the various topics included in capacity building (Table 2), and gaps by sub-sector (Table 3).

Table 1 provides an overview of the activities of different organizations, with similar rankings from 1 to 3, indicating the frequency of support activities (left number), and the relative importance within the organizations overall activities. No attempt is made to judge the effectiveness of the efforts by different organizations. There are, of course, many more organizations. Those listed here are considered to have substantial and relatively broadly based activities, while others, such as the many universities with sanitary engineering programs are not individually listed. It may be worthwhile to identify to list those with programs specifically designed for middle and low-income countries.

Table 2 provides a more detailed look at the activities of the same organizations in capacity building. Two groups can be distinguished on the basis of their activities, although the separation is not very strict, with many participating in both areas. The first group is primarily involved with promotion, for example the Collaborative Council; or financing, such as UNDP and the Banks. The second group, which includes NGOs, Professional Associations and Universities, are those which actually conduct the capacity building activities. Those in the first group are identified by a (x), those in the second by a (X). Of course, many of the organizations are both promoting and implementing activities.

In Table 3, the numbers represent an attempt to indicate the present status in the treatment in the topics listed. Number 1 indicates that the topic is generally well covered, 2 means that not sufficient attention is being paid, while 3 states that the topic is generally neglected and significant work remains to be done before the issue is adequately covered. There are few occasions where number 1 is listed, because topics well covered by definition are not included under gaps, and thus do not appear in the table. As an example, technical aspects of conventional water supply and sewerage are well understood and generally receive adequate attention at all levels, from the training of engineers to the operation of facilities, and are thus listed as 1. The problems that remain in conventional water supply and sewerage are more of an institutional and financial (cost recovery) nature, which have a ranking of 2 or 3.

1: EXTERNAL SUPPORT AGENCIES ACTIVITIES BY WSS SUB-SECTOR

	Water Supply	Waste Water	Sanitation	Drainage	Solid Waste	Service Provider	Regulatory Framework	Environment	Public Health
Collaborative Council	1 1	1 1	1 1	3 3	3 3	2 3	2 2	1 2	1 2
International Water Services Association	1 3	3 3	3 3	3 3	3 3	1 3	2 3	2 3	1 3
International Water Quality Association	2 3	1 1	2 2	3 3	3 3	1 3	1 3	1 3	1 3
National and Regional Professional Associations	1 2	1 2	2 3	2 3	3 3	1 2	1 2	1 2	1 2
Water Utilities Partnership	1 2	1 2	2 3	3 3	3 3	1 1	1 1	1 2	1 2
National and Local Non – Government Organizations	1 2	1 2	1 2	2 3	2 3	1 3	2 3	1 2	1 2
International Non – Government Organizations	1 2	1 2	1 2	2 3	2 3	1 3	2 3	1 2	1 2
Bilateral Assistance Organizations	1 2	1 2	1 2	2 3	2 3	1 3	2 3	1 2	1 2
International Reference Center	1 2	1 3	1 1	2 3	2 3	2 3	1 2	1 2	1 2
International Development Research Center	1 2	1 2	1 2	3 3	2 3	2 3	2 3	1 2	1 2
UNDP/WB Water and (urban)	3 3	3 3	1 2	3 3	3 3	1 3	2 3	1 3	1 3
Sanitation Program (rural)	1 1	NA 3	1 3	3 3	3 3	1 1	2 3	1 3	1 2
WB – Economic Development Institute	1 2	1 2	1 2	3 3	3 3	1 2	1 2	1 2	1 3
International and Regional Development Banks	1 2	1 2	2 3	2 3	2 3	1 2	1 2	1 2	1 2
World Health Organization (WHO)	2 2	2 2	1 1	3 3	2 3	2 3	1 1	1 2	1 1
United Nations Children's Fund (UNICEF)	1 1	NA 3	1 1	3 3	3 3	1 2	2 3	1 2	1 2
United Nations Center for Human Settlements (HABITAT)	2 2	2 2	2 2	2 3	2 3	2 3	2 3	1 2	1 2
United Nations Environment Program (UNEP)	2 3	2 3	2 3	2 3	2 3	2 2	2 3	1 1	1 1
Universities and other Training Institutions									

Left Number indicates support frequency: 1 = often; 2 = sometimes; 3 = seldom

Right Number indicates importance within provider's activities: 1 = high; 2 = medium; 3 = low

TABLE 2: WSS CAPACITY BUILDING BY EXTERNAL AGENCIES

	ACTIVITIES									GEOGRAPHICAL COVERAGE					
	Training	Seminars/ Workshops	Study Tours	Extension	Dissemination	Awareness	Quality Control	Knowledge Generation	Post Evaluation	CIS	ECA	AFRICA	ASIA	LATIN AMERICA	MIDDLE EAST
Collaborative Council		x	x		x	x									
International Water Services Association		x	x		x			x							
International Water Quality Association		x	x		x			x							
National and Regional Professional Association	X	X		X	X			X							
Water Utilities Partnership	X	X	X		X		X								
National and Local Non-Government Organizations	X	X		X	X	X									
International Non-Government Organizations	X	X	X	X	X	X									
Bilateral Assistance Organizations	X	X	X		X	X	X		X						
International Reference Center (IRC)	X	X	X		X	X		X							
International Development Research Center (IDRC)	X	X	X		X	X	X	X	X						
UNDP/WB Water and Sanitation Program	X	X	X		X	X	X	X							
WB – Economic Development Institute (EDI)	X	X													
Regional Development Banks	x							x							
World Health Organization (WHO)	X	X	X		X	X		X							
United Nations Children's Fund (UNICEF)	X	X	X	X	X	X									
UN Center for Human Settlements (HABITAT)	X	X	X		X	X		X							

United Nations Environment Program (UNEP)	X	X	X		X	X		X							
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TABLE 3: HOW IDENTIFIED WSS GAPS ARE MET

	Water Supply	Waste Water	Sanitation	Drainage	Solid Waste	Service Provider	Regulatory Framework	Environment	Public Health
Policies and Regulations									
Legislation and Water Rights	2	2	2	3	3	3	3	2	2
Policy Formulation	2	2	3	3	3	3	3	2	2
Permits and Regulations	2	2	3	3	3	3	3	2	2
Consultation and (urban)	3	3	2	3	2	3	3	2	2
Participation (rural)	1	NA	1	NA	NA	3	3	3	3
Monitoring	2	2	3	3	3	3	3	3	3
Management - Institutional Design									
Public-Private Partnership	2	3	3	3	3	3	3	3	3
Institutions for: On-Site Facilities	2	3	3	3	2	3	3	3	3
Institutional Conditions for Financing	3	3	3	3	3	3	3	NA	NA
Horizontal/Vertical Coordination	3	3	3	3	3	3	3	NA	NA
Integration of Health/Environment	2	2	3	3	3	2	2	1	1
Community based Planning Agency									
Revised Role of Public Agency									
Technology									
Integrated Planning	3	3	3	3	3	3	3	3	3
Sequential Upgrading	3	3	3	3	3	3	3	3	3
Optimization of water use efficiency	2	3	3	3	2	3	3	3	3
Appropriate Technologies: urban	2	2	2	3	2	3	3	2	2
rural	1	NA	1	NA	NA	2	3	2	2
Socioeconomic Aspects									
Cost Recovery	2	2	3	3	2	2	2	3	3
Service to all (private/public supply)	2	3	3	3	3	3	3	3	3
Transparent Funding	3	3	3	3	3	3	3	3	3
Demand Management	3	3	3	3	3	3	3	3	3
Tradable Permits	3	3	3	3	3	3	3	3	3
Financing for Drainage/Solid Waste	NA	NA	3	3	2	2	3	3	3

Gaps addressed: 1 = usually; 2 = partially; 3 = rarely

ANNEX "B"

REPORTS BY WSS WORKING GROUP SUB-COMMITTEES

1. PERFORMANCE: MEASURING /MONITORING BENCH-MARKING/ PERFORMANCE & INCENTIVE SYSTEMS

What (Goal):

Improve the performance (practice) of utilities

How:

Establish a Task Force to set criteria for measuring the performance of utilities and designing incentive schemes to improve the performance.

Who:

GWP to coordinate a Task Force drawn from the institutions currently active in measuring institutional performance (monitoring/benchmarking/and incentive systems). The institutions include ADB, IBRD, Water Utilities Partnership, East Asian Water and Sanitation Network, etc.)

Actions:

Find out what is currently available; identify best practices; develop post evaluation methods; assess impacts on population and social, economic, and environmental

2. APPROPRIATE PUBLIC-PRIVATE PARTNERSHIPS FOR WSS UTILITIES, INCLUDING REGULATORY FRAMEWORK, AND SERVICE PROVISION TO LOW-INCOME AREAS.

Development Objectives

- improved coverage/increased access to safe, reliable, affordable WSS services;
- increased efficiency and effectiveness of WSS Utilities through modern and innovative management techniques - in particular to low-income areas

How

By means of:

- developing and strengthening WWS Utilities with sustainable autonomy;
- creating and fostering appropriate contractual and financial arrangements between WSS Utilities and community-based organizations, involving local private sector (microenterprises and micro-credit in low-income areas);
- attracting funding from private sector (international. and local);

Action

- Proposed GWP-Associated Program: the establishment of a multi-regional consortium of WSS Utilities and service provider networks
 - to foster collaboration between WSS Utilities and community-based organizations for exchange of information and experiences;
 - to build capacity in utility reform and development and regulation strategy;
 - to inform and document on institutional reforms and Private Sector Participation and regulatory options;

By Whom

Core partners:

ISW/SIE (International Secretariat of Water -- on microenterprises /credit)

Africa region: Water Utilities Partnership

Asia region: East Asia Water and Sanitation Network

Latin America region: interested parties

Mediterranean region: Mediterranean Water Agency Network

Support by EDI

When? (Duration)

FY98-99; first activity June '98

3. COST RECOVERY

Cost recovery is no longer the controversial subject it once was. To-day sector officials generally agree that without it services cannot be sustained. However while the concept is applied in water supply, it has been used less for sanitation. The result is that water supply service reaches more people every year, while the number without sanitation grows at an alarming rate. By ignoring the need for wastewater disposal, the sector is encouraging unnecessary water demand and consumption. This places stress on scarce water resources and increases pollution, with the consequent negative impact on the environment and health.

Objective

Sustainability of water supply and sanitation services.

Principle

Water suppliers must be responsible for wastewater disposal (preferably within a framework of integrated urban planning).

Benefits

Reduced water demand and wastewater disposal needs.

Reduced cost to the economy of deteriorating health and environmental conditions.

Reduced investment costs.

Attracting private investments.

Payment for new investments.

Increased affordability of operations and maintenance.

Action

GWP promotes principle beginning with recommendation to ministers' meeting in March.

Governments and ESAs adopt principle and begin to apply.

All integrate into awareness programs of the water supply and sanitation sector.

4. URBAN ENVIRONMENTAL SANITATION (UES)

Definition

Urban Environmental Sanitation (UES) services to manage fecal wastes, gray water, commercial and industrial wastewater, as well as storm drainage and solid wastes.

Problem

1. Growing numbers of people without adequate sanitation services
 - absence of services
 - inappropriate services
 - non-functioning services
2. Increasing pollution of urban environment
 - health costs (morbidity and mortality)
 - economic costs (productivity losses, loss of property values, loss of business)
 - social costs (loss of privacy, dignity or self-esteem)

Basic Principles

1. Sanitation for all is a basic necessity required for safeguarding public health and environmental protection
2. Sanitation and water supply services should be considered jointly
3. Both private and public sectors should play significant roles in environmental sanitation
4. Sanitation investments should include, at their design stages, credible arrangements for sustainable operation and maintenance

Objectives

1. To increase access to adequate sanitation services, especially for the low-income communities
2. To reduce pollution of the urban environment

UES: RECOMMENDED SERVICES AND ACTIVITIES

General

1. Help decision makers diagnose their problems and agree to resolve them
2. Collect/analyze/share information on sanitation options (institutional options, financing and cost recovery options, and water borne and non-water borne technological options)

Project Specific*

3. Assist in breaking down and analyzing **selected** problems, and exploring feasible options

* Iterative evaluation and analysis at each stage with wide dissemination of findings would be a helpful service to others groping with similar problems that goes beyond project-specific findings.

4. Help test successful approaches on pilot or demonstration scales to adapt them to local conditions (particularly institutional/partnership issues and the use of micro-enterprises and informal groups to reach the low-income population)
5. Assist local decision makers to plan and finance system-wide solutions
6. Monitor and evaluate the implementation of system-wide solutions

INITIAL STEPS

1. To establish a network of centers with a hub or secretariat to provide generic and project-specific services to organizations addressing UES problems
2. The network members will be drawn from existing special programs, organizations of local authorities, research and training institutions, NGOs, bilateral and multilateral organizations
3. Representative network organizations include, for example,
 - International Union of Local Authorities (Netherlands)
 - International Council for Local Environment Initiatives (ICLEI, Toronto, Canada)
 - Institut International de Gestion des Grandes Metropoles (Montreal, Canada)
 - Towns and Development (Netherlands)
 - Megacities Project (Los Angeles, USA)
 - UNDP/World Bank Water and Sanitation Program
 - Water Utilities Partnership
 - Water Aid
 - International Secretariat for Water
 - WEDC
 - IRC
 - WHO
 - WSS Collaborative Council
 - UNICEF
 - HABITAT
 - World Bank
 - ADB
 - IDB
 - DGIS
 - BMZ
 - DFID
 - DANIDA
 - SUAID/EAP

5. AWARENESS RAISING

In identifying the gaps, a number of issues were cited under the broad heading of awareness raising. It was therefore decided to consider the need for GWP-related activities in this area. The overall objective of awareness raising was to redress behavioral barriers to the provision of adequate/appropriate water and sanitation service and to shift current practices toward a more demand-led approach.

It was concluded that awareness raising was too vague a concept; specificity was required in identifying both the target groups and the functional tasks involved. Four basic target groups were identified:

- politicians (national/local)
- donor agencies
- service providers (various levels)
- users (haves and have-nots)

The awareness-raising tasks varied between these groups, with four tasks being involved:

1. Education (e.g. to users on health and hygiene and importance of water)
2. Information Provision, relating to full range of service provision options; the costs involved (including opportunity and remaining externality costs); associated prices and in-kind payments
3. Appreciation/ advocacy effects of current behaviors; the value of water; the health, social, environmental and developmental benefits from water and sanitation, including raising appreciation amongst the 'haves' of the real costs of providing their services
4. Communication/Dialogue between groups/stakeholders of each other's positions.

Numerous agencies are already involved in such awareness raising activities (e.g. Collaborative Council, WSP, and WaterAid). But these agencies are poorly coordinated, there is very little ex post evaluation of the activities: generally poor dissemination of best practice and virtually no attempts to assess the conditions under which various practices are effective and appropriate.

It was recommended that a body such as Collaborative Council should be asked to take the lead in improving awareness raising activities by:

- a) Improving the networks of relations between agencies
- b) Developing ex post evaluation activities
- c) Improving best-practice experience sharing
- d) Institute an assessment (on-going) of conditions under which different awareness raising activities are effective
- e) Study further: nature approach and required action regarding awareness raising

The Collaborative Council would probably need help to ensure that the evaluation and assessment tasks are well designed and implemented.

Tied to awareness raising and networking amongst these actors, it was queried whether their communicative strategies and tools should be also be surveyed with a

view toward identifying opportunities for GWP outreach and collaborative communication and feedback activities.

ANNEX "C"

List of members of WSS Working Group

TAC MEMBERS:

1. Professor Judith Rees, London School of Economics
2. Professor Albert Wright, World Bank
3. Professor Peter Rogers, Harvard University

PARTICIPANTS:

1. Mr. Mohammed Fouad Djerrari, Water Utilities Partnership
2. Mr. Soutskhone Chanthaphone, Water Supply and Environmental Health Program, Laos
3. Mr. Gerry Whiteside, Water Aid
4. Ms. Laura Edwards, GWP Secretariat
5. Mr. Dennis Warner, WHO
6. Dr. Wanchai Ghoorprasert, Provincial Waterworks Authority, Thailand
7. Mr. Hans M.G. van Damme, Water Supply and Sanitation Collaborative Council
8. Mr. Brian Grover, UNDP/World Bank Water and Sanitation Program
9. Mr. Jan G. Janssens, World Bank

CONSULTANTS:

1. Mr. John M. Kalbermatten
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PROGRAM EVALUATION

- Clarify objectives, activities, outputs
 - In general
 - Support to policy reform
- Improve learning and dissemination
 - Systematic learning
 - Learning from others
- Strengthen country/regional ownership
- Improve Program management
- Put Program on sound financial footing

June
12, 1996
Mtg.

Why are We Here?

To bring the process of refinancing the Program to a close (or at least to get an endpoint in sight), so

- ▶ you can turn your attention to other important tasks.
- ▶ we can retain the staff needed to implement the Program (most contracts terminate at the end of 1996, along with the funding), and
- ▶ we (the Program staff) can get on with our real work--helping poor people gain sustained access to improved water and sanitation services



Refinancing the Water and Sanitation Program

Long process, began in early 1995, with many steps:

- Bridging funding for 1996 May-September 1995
- Program evaluation August 1995-February 1996
- Tripartite reviews in Africa and Asia September-October 1995
- Program advisory meeting in Barbados November 1995
- Meeting of Program funders at first GWP meeting December 1995
- Program management visits to all Program donors February-March 1996
- Bern meeting to sharpen Program objectives April 1996
- Meeting of friends of the Program and the GWP on the future financing of the Program June 1996

And other individual meetings, correspondence, etc.



Outcomes of the Refinancing Process

- **Assessment of what Program has accomplished**
- **Identification of areas of improvement and strengthening**
- **Broad agreement that the Program should continue**
- **Mission statement**
- **Clear objectives**
- **Menu of activities and outputs**
- **Refined strategy**
- **Understanding of comparative advantage and niche**
- **Identification of future financing needs**



What We Propose to Cover

Overview of our strategy for the next five years

- * mission
- * objectives
- * strategy
- * activities and outputs
- * areas of emphasis
- * countries and regions of emphasis
- * how we work



What We Propose to Cover (cont'd)

Approach to financing the Program in the future

- * 3-5 year funding horizon
- * regional and global core funding needs
- * country projects and activities
- * management funding
- * new financing mechanisms
- * global and regional core financing for 1997
- * project and country financing (current and proposed)



What We Want to Come Away With

- **Clarity with respect to who funds what**
- **Clarity with respect to amounts, process and timing**



Mission Statement



**UNDP-World Bank
Water and Sanitation
Program**

The Program helps poor people gain sustained access to improved water and sanitation services

Program Objectives

- **To assist committed countries to initiate and perform the process of sector policy formulation and implementation**
- **To support sector actors in the formulation and adaptive implementation of sustainable investments**
- **To analyze and disseminate new approaches to sustainable investments and enabling sector policies**



Learn and Disseminate



**Capacity
Building**

**Support
Sustainable
Investments**

**Strengthen
Sector
Policies**



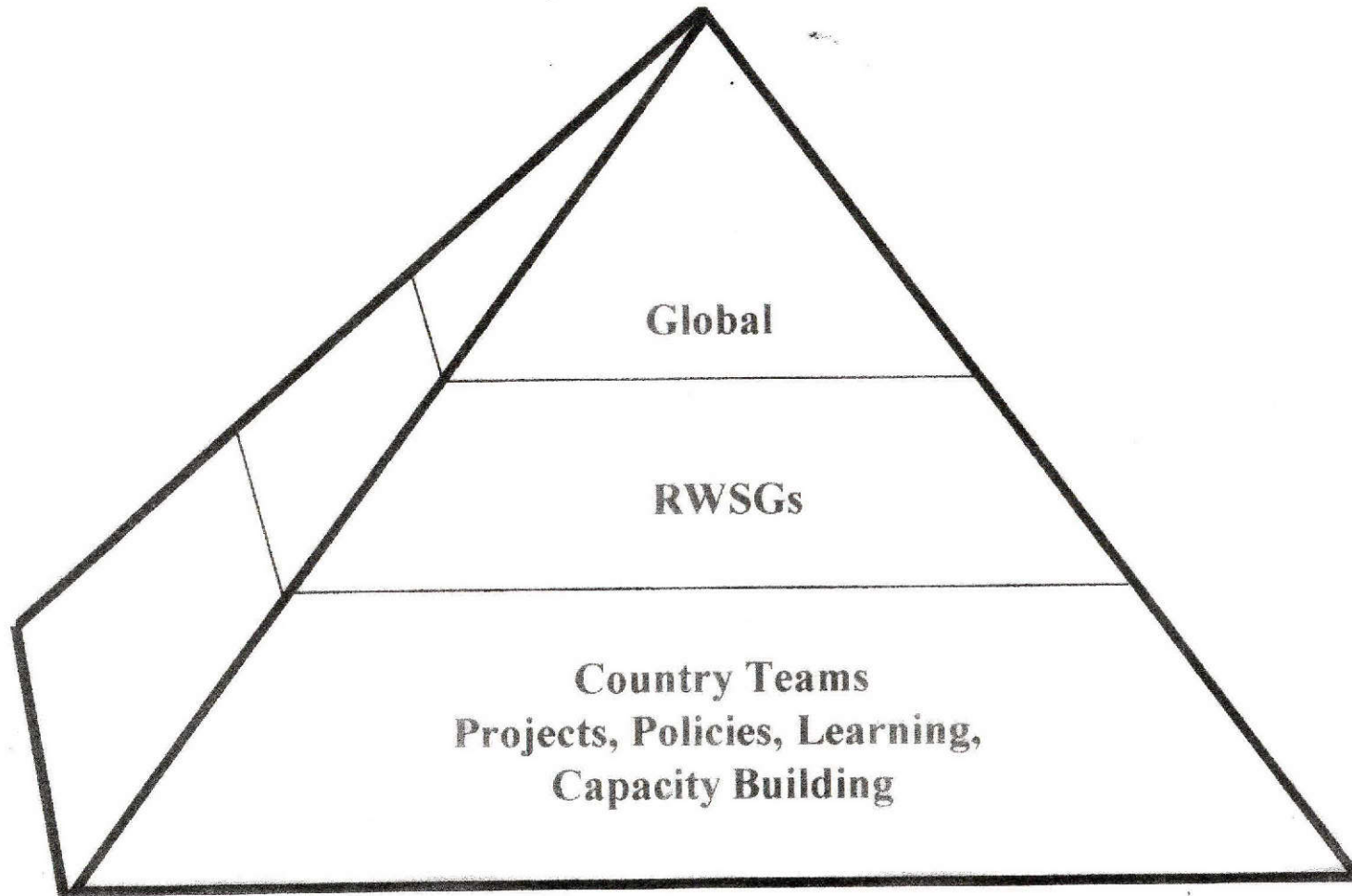
**UNDP-World Bank
Water and Sanitation Program**

Unique Program Qualifications

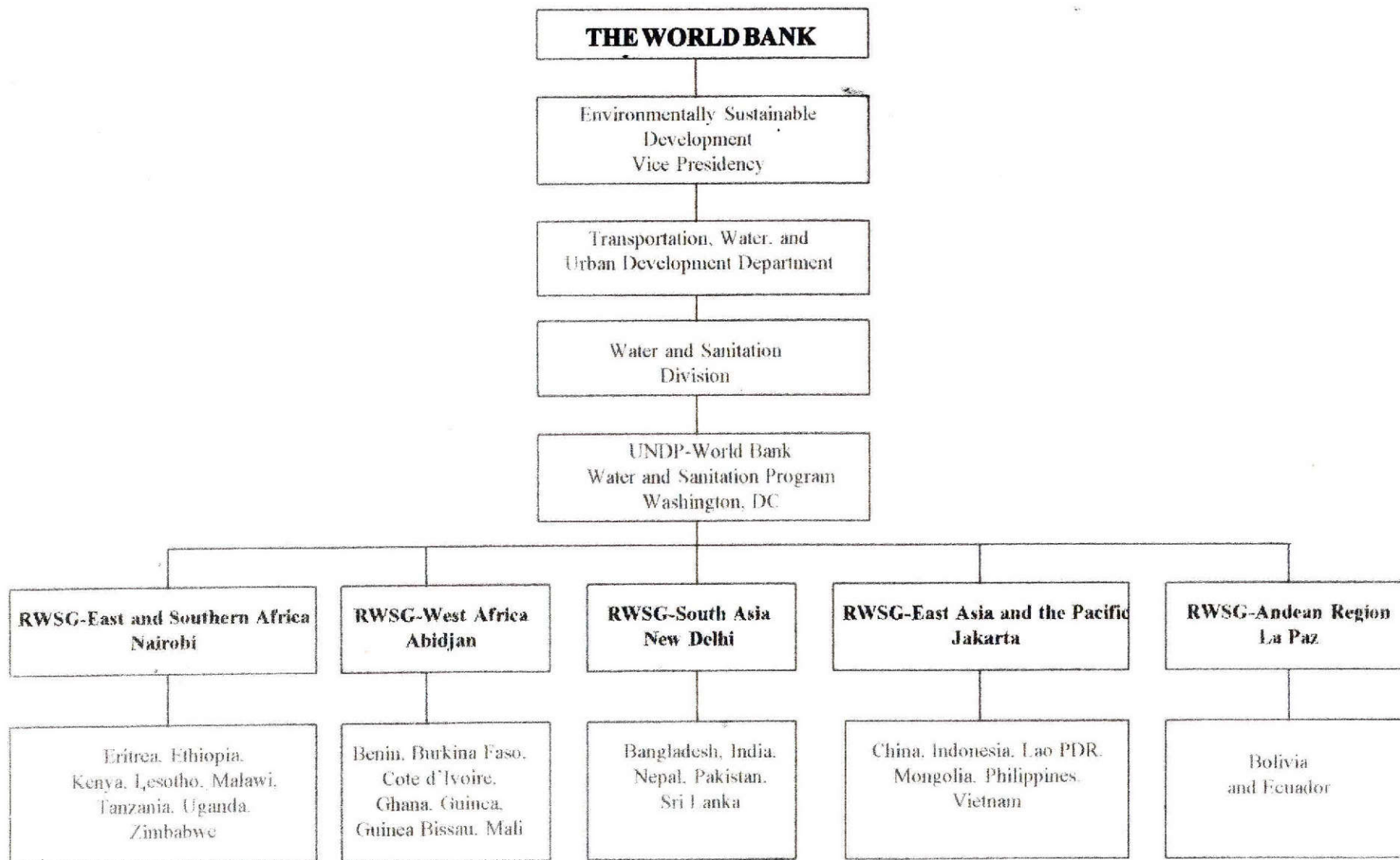
- Acceptance as honest broker
- Knowledge in policy change methodology
- Continuing presence in the regions and countries
- Ability to make regional comparisons
- Knowledge of local conditions
- Specific philosophy (based on Dublin/Rio principles)
- Close relationship with the major lender



Program Approach



Organization of the UNDP-World Bank Water and Sanitation Program within the World Bank



1997 Indicative Budget for Core Regional Program Support

	<u>US\$000</u>
Regional manager	275
Two international specialists @ \$250 K	500
Two regional specialists @ \$125K	250
Regional documentation and communications officer	125
Administrative officer	60
Country focal points (national staff in three countries)	150
Consultants	<u>240</u>
Subtotal	1,600
Global management (5%) *	<u>80</u>
Total	\$ 1,680

Notes: *Helps support the global management of the Program.

Costs for the RWSG in the Andean region (covering only three countries) are less--about \$900,000--as the scale of operations is just over half that of other RWSGs during 1997.

Staff in each RWSG must collectively possess skills in rural water supply and sanitation, urban environmental sanitation, non-formal institutions, participation and gender, and institutional economics.



1997 Indicative Budget for Core Headquarters
Operations

	<u>US\$000</u>
Program Manager	250
Deputy	225
RWSS specialist	200
Urban sanitation specialist	200
Non-formal institutional specialist	200
Institutional economist	200
Documentation and communications (one specialist plus budget)	250
Budget and administration (one budget/admin officer, two assistants)	250
Operations assistant	60
Consultants	<u>165</u>
Total Headquarters	\$ 2,000

Note: Headquarters specialists take the lead in global learning activities in their fields and backstop field operations.



Table 1

UNDP-World Bank Water and Sanitation Program

Tentative Global and Regional Core Financing for 1997 (US\$000s)

FINANCING PARTNER	TOTAL Per Year	E. AFRICA (ESA)	W. AFRICA (WAF)	S. ASIA (SAS)	E. ASIA (EAP)	ANDES (AND)	WASH, DC (HQ)	GLOBAL INITIATIVES	REMARKS
A. Multilateral									
UNDP (a) SEED	500						500		For global learning
(b) RAF	600	300	300						
(c) RAS	700			240	460				
World Bank (a)	400						400		World Bank administrative budget (FY97)
(b)	160						160		From overheads and interest earned on external funds managed by the Bank
B. Bilateral									
Canada	950	950							For Southern Africa regional office
Denmark	2,520		840	840	840				EAP funds from regional san. proposal
Luxembourg	420		420						
Netherlands	1,490	420	420			450	200		HQ post is a UES specialist
Norway	1,500	840		300			200	160	HQ=gender/inst.post. \$160K for PDF
Sweden	900	420		210		210		60	\$60K to operationalize gender
Switzerland	1,240			380	420	240	200		HQ post is RWSS specialist
Total Requested	11,380	2,930	1,960	1,970	1,720	900	1,680	220	
Gross Total Required	9,300	1,680	1,680	1,680	1,680	900	1,680	220	
Global Management		-80	-80	-80	-80	-45	365		Standard contribution (5%) to HQ from funding for regional operations
Net Total Required	9,300	1,600	1,600	1,600	1,600	855	2,045	220	

Notes: (1) This table does not include previously-approved contributions which carry over into 1997.

(2) Excludes additional tentative country and project financing (Table 2)

6/6/1996

Table 2

UNDP-World Bank Water and Sanitation Program

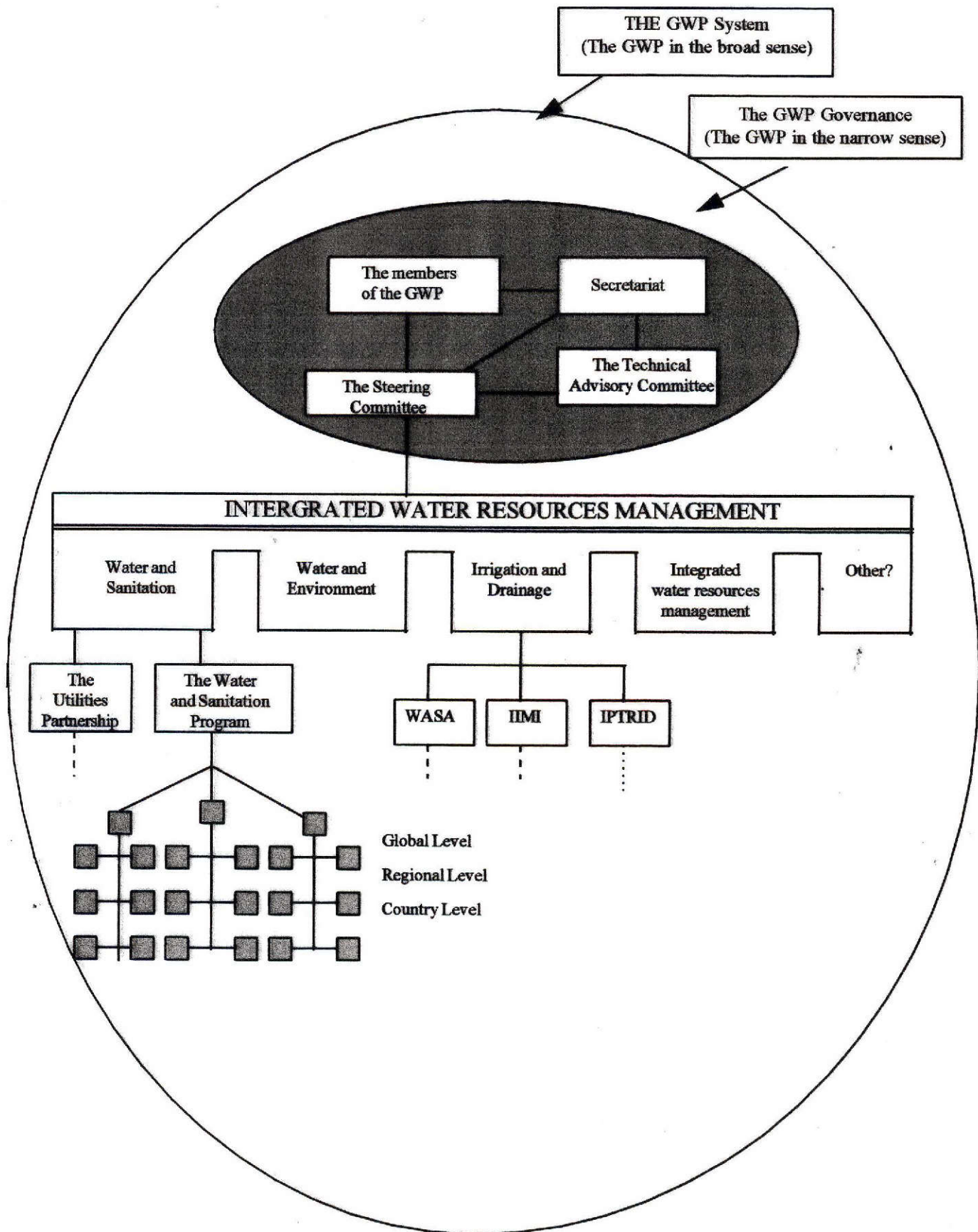
Project and Country Financing: Current and Proposed

Region/Country	Financing Partner	Purpose	Status	Duration	Total Funding	Remarks
					US\$	
East Africa	Belgium	Support of activities in ESA	Proposed		350,000	
Ethiopia	Italy	Urban sanitation: case studies & Tigray project	Ongoing	1996-97	240,000	Italy likely will add another tranche of \$400,000+
Ethiopia	UNDP	Rural water supply and sanitation	Proposed			
Burkina Faso	UNDP	Urban sanitation and waste management	Approved	1996-97	321,000	Program is cooperating agency.
Asia	Japan	Sanitation for poor urban communities	Proposed	Three years	3,000,000	
Pakistan	UNDP	Capacity building for urban sanitation	Proposed			
Sri Lanka	UNDP	Strengthening sector coordination	Approved	1996-98	625,000	Program is cooperating agency; budget = \$255,000
East Asia & Pacific	Denmark	Urban sanitation pilot projects	Proposed	5 years	15,000,000	Includes funds for core support to sanitation in E. Asia
Laos	Sweden	Institutional strengthening and strategic planning	Ongoing	2 years	490,000	To be extended through 6/97 & \$160,000 added
Mongolia	Multiple	WSS for vulnerable communities	Proposed	3 years	2,500,000	Phase II. Funders include AusAID, Sida, UNDP
Philippines	UNDP	Institution building for community water supply	Ongoing	1995-98	800,000	Program is cooperating agency; budget = \$245,000
Bolivia	UNDP	M&E of IDA-funded RWSS project	Ongoing	1996-99	320,000	
Ecuador	UNDP	Rural water supply and sanitation	Ongoing	1994-96	525,000	
Global	Germany	Workshops and studies	Proposed		1,200,000	

Notes: (1) Supplementary to Table 1

(2) Excludes regional and global contributions to management fund.

GWP ORGANIZATION



OUTPUT FROM BERN WORKSHOP PRESENTED AS
LOGICAL FRAMEWORK ANALYSIS
WATER AND SANITATION PROGRAM

SUMMARY OF OBJECTIVES/ ACTIVITIES	OBJECTIVELY VERIFIABLE INDICATORS	MEANS/SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
<u>Program Goal:</u>	<u>Indicators that the overall goal has been achieved:</u>	Means/sources of verification	Important assumptions
To help poor people gain access to sustained, improved water and sanitation	Increased access to water and sanitation	National census and surveys; poverty assessments; W & S sector evaluations	
<u>Program Approach</u>			
Use its comparative advantage to assist countries to build their capacity to reform policies, strengthen institutions, and develop human resources. In doing the Program will respect the following principles: the "Dublin/Rio principles including management of water as an economic and social good, at the lowest appropriate level, stakeholder involvement in the planning and management of services, and gender-balanced approaches.			
<u>Program Objectives:</u>	<u>Indicators proving the program objectives have been achieved:</u>	Means/sources of verification	Important assumptions
1. Assist committed countries to initiate and perform the process of sector and sub-sector policy formulation and implementation.			
2. Support sector actors in the formulation and adaptive implementation of sustainable investments.			
3. Effectively analyze and disseminate new approaches to sustainable investments and enabling sector policies.			

Results/Outputs:	Indicators proving the program results/outputs have been achieved:	Means/sources of verification	Important assumptions
1. Countries have initiated and performed the process of sector or sub-sector policy formulation and implementation.	1.1 Policies produced and/or implemented with assistance of Program		
Activities:	Indicators proving the program activities have been carried out:	Means/sources of verification	Important assumptions
1.1 Help create commitment of Governments to change.	Local resources are committed to process.		<p>The Program is uniquely qualified to carry out these activities because:</p> <ul style="list-style-type: none"> - it is accepted as an honest broker; - it is knowledgeable in policy change methodology; - it knows local conditions; - it has a continuing presence in the regions and the countries; - it can make regional comparisons; - it has a specific philosophy (based on the Dublin-Rio principles); - it has close relations with the major lender. <p>The Program will make greater efforts to reinforce the continuity of its staffing and to influence and cooperate with country-level partners such as UNICEF.</p>
1.2 Help define (redefine) the policy development process in the country.			
1.3 Provide the methodology for policy development and implementation.			
1.4 Mobilize support for policy change among other sector actors.			
1.5 Provide strategic inputs into the policy development process.			
1.6 Provide information for the process based on the Program's synthesis of experience in the country and elsewhere.			
1.6 Provide information on state-of-the-art throughout the world.			
1.7 Promote local capacity for teaching, research and technology transfer			
1.8 Strengthen organizations in strategic areas.			

Results/Outputs:	Indicators proving the program results/outputs have been achieved:	Means/sources of verification	Important assumptions
Sustainable investments employ adaptable approaches in design and implementation.	Investment projects exist which employ adaptable approaches		
Activities:	Indicators proving the program activities have been carried out:	Means/sources of verification	Important assumptions
2.1 Provide the framework for project cycle which ensures continuous adaptation of design and implementation.			Program has the tools which can be adapted to country conditions.
2.2 Assist in the formulation of planning platforms.			Program will learn to do this better.
2.3 Assist in designing the "rules" for the project.			
2.4 Mobilize other actors to support adaptive approach.			
2.5 Provide assistance in the design of the monitoring system.			
2.6 Participate in analysis and feedback.			Program will document and record as a basis for learning for other projects in country and elsewhere.

Results/Outputs:	Indicators proving the program results/outputs have been achieved:	Means/sources of verification	Important assumptions
New approaches to sustainable investments and sector policies which enable them will have been analyzed and learnings disseminated.	Analyses completed. Target audience has received and understood lessons.		
Activities:	Indicators proving the program activities have been carried out:	Means/sources of verification	Important assumptions
3.1 Develop framework for learning.			
3.2 Analyze and synthesize lessons learned about project cycles, project rules, policy processes, etc.			Based on learning Program will develop own skills in its strategic niches.
3.3 Identify and learn from new approaches in the sector.			Program will learn from others and give credit where credit is due.
3.4 Document learning experiences.			
3.5 Develop dissemination strategy.			Strategy will include follow-up to determine use which is made of information disseminated.
3.6 Identify and use existing dissemination channels, e.g. cross regional exchanges, regional and country workshops.			

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File - GWP

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November 12, 1997

FAX: 202-473-3112

Mr. Ismail Serageldin, Vice President
Environmentally Sustainable Development
World Bank
1818 H Street. N.W.
Washington, DC 20433

Subject: Global Water Partnership

Dear Mr. Serageldin:

Further to our conversation in your office on October 30, attached please find some of our observations on the recommendations made at the recent Global Water Partnership meeting in Copenhagen. The observations may also be relevant to your scheduled meeting with the TAC and the President of France, where detailed work assignments and budgets for the various international and national agencies, active in water management, would be discussed.

We are grateful that despite your busy schedule you were able to allocate time to listen to our observations. We hope they will be useful in the start-up phase of the Global Water Partnership.

Best regards,


signed: Phillip Kirpich and Gabriel Tibor

bcc: ✓ Brian Grover
Ariel Dinar
Montagu Yudelman

OBSERVATIONS ON THE GLOBAL WATER PARTNERSHIP (GWP)

Background

The objectives of the GWP, inter alia, are to encourage governments, aid agencies and other stakeholders to adopt consistent, mutually complementary policies and programs, develop innovative and effective solutions to problems common to integrated water resources management and suggest practical policies and good practices based on these solutions.

Some of the problems, policies and programs, referred to in the list of objectives have been studied over the last several decades by leading universities and research establishments. considerable knowledge and experience has been accumulated by these organizations.

We assume that these studies have produced a number of findings and recommendations, and have developed some 'good practices' to deal with water management problems under specific ecological and social conditions. Although these practices would be generally site-specific, they could be used as a reference for further studies and experimentation under the umbrella of the Global Water Partnership.

Our Recommendations

We recommend an in-depth review of all studies carried out over the last two to three decades by various universities and research organizations that may have relevance to the objectives of the GWP. such a study could be implemented in two stages: [i] a bibliographical review of all publications, followed by [ii] a technical review of those studies that are deemed useful in dealing with specific water management problems and/or could serve as starting points for further general and site-specific studies.

The following is a preliminary list of water management problems that will require, over time, general and site-specific 'best practices' recommendations. Attached also is a partial list of research establishments that may have studied these issues in the past.

Issues Requiring General or Site-Specific 'Best Practice' Recommendations

All management issues relate, in one way or another, to the allocation of water among users, and/or to the quality of water available for use. Allocation issues exist among riparian users and within basins and watersheds. Ecological, climatic and social conditions vary greatly among river basins and watersheds where water management problems are already apparent or will develop in the near future.

Addressing these will require development and controlled exploitation of new water sources and/or comprehensive policy reforms that encourage more efficient use of existing supplies. The cost of new water source development must consider all social, economic and environmental externalities and compare them with the benefits foregone if the new source

of water is not developed.

In the last half century, the overall demand for water has increased rapidly as a result of population pressure and a rising standard of living in the LDCs, causing competition among agricultural, industrial, urban, hydroelectricity, river transport, recreation and environmental uses. Concurrently, externalities, such as rising water tables and salinization in irrigated areas, the depletion of aquifers and a general degradation of water quality, have become increasingly threatening. The lack of systematic drainage in irrigated areas and problems of flood control are reducing crop yields and endanger life and property.

Even though most of the so-called 'best practices' developed in the past for some of the water management problems have been site-specific and have addressed specific technical, ecological and social problems at various levels of economic development, there are a number of common denominators in most of these practices that are universally applicable and which could be transferred, with certain adjustments, from one site-specific situation to another. Identification of such common denominators will be an important task of the technical review.

Management issues can be categorized according to use of water. Differentiation can also be made between purely technical and economic problems on the one hand and organizational, administrative and legal issues on the other. The main parameters that are considered in the development of 'best practices' are sustainability, and technical, economic and social benefits.

A partial list of issues in the main water use sectors is detailed below.

[a] With respect to the construction of large new water works, an issue that has become increasingly important in recent years and requires some best-practice recommendations is how to devise better ways for calculating trade-offs between the costs (for relocating populations and for negative environmental impacts) as against the benefits foregone (social, economic and environmental) if such a development does not take place. The Narmada project in NW India is a good example. Also, the environmental and economic trade-off of aquifer mining must be expressed in terms of best-practice recommendations.

[b] Because of the limited scope for economically viable new water-source developments and the rapidly growing demand for rural and urban water supplies, future water needs will have to be increasingly met from water savings in irrigation, which accounts for approximately 80% of water used in the LDCs. A relatively small re-allocation of water from irrigation could meet growing urban and industrial demand for many years to come.

[c] With respect to the irrigation sector, the main technical and economic problems requiring best-practice recommendations under various social and ecological conditions are: [i] the improvement of water use efficiencies to maintain crop productivity and growth; [ii] minimizing water losses in watersheds; [iii] a better understanding of groundwater storage and

recharge; [iv] minimizing degradation of water quality after the consumptive use of plants have been met and [v] the use of reclaimed sewage or partially saline water.

[d] Technical, economic and administrative best practice recommendations required in the urban and rural water supply sectors are: [i] how to reduce the very large 'unaccounted for water losses' in urban networks; [ii] improvements in the quality of water supplied to consumers; [iii] how to reduce downstream pollution of water sources from poorly treated sewage and [iv] further actions that influence the use of wastage of water below the entry point into the distribution systems (demand management).

[e] In the industrial water use sector 'best practice' recommendations are required for reducing degradation of water quality in the various industrial processes through changes of technology, recirculation and treatment of effluent.

[f] For recreation and for maintaining the environment, minimum water quality standards should be recommended and various technical solutions explored that would minimize the cost of supplying the required quantities at the quality required.

[g] A large share of the water need to meet new demand must come from water saved from existing uses through a comprehensive reform of water policy for irrigated areas and for urban water supply. Recommendations could include changes in the institutional and legal environment in which water is supplied and used, market-based incentives, restrictions on use, quotas and licensing, network repairs and the construction of improved infrastructure.

Organizational, administrative and legal issues exist in all water use sectors. Generally they must be addressed on a case by case or country basis. Issues such as ownership of irrigation and water supply schemes, rights to water use, trading of water rights, equitable sharing of the resource and payment for use of water, are all priority subjects for which some 'good practices' already exist and new ones need to be developed. Practices will usually be country specific but could be applicable after adjustments to other countries in the same ecological zone. Most issues are interrelated. Solutions for technical and economic problems may affect best practices for administrative and organizational issues. Owing to these interrelationships, the development of better water management practices is highly complex, requiring use of holistic approaches.

Research organizations that have been dealing with water management practices

CANADA

Intl. Development Research Centre, Ottawa

CGIAR

Intl. Food Policy Research Institute (IFPRI), Washington, DC

Intl. Irrigation Management Institute (IIMI), Colombo, Sri Lanka

FRANCE
SOGREAH, Grenoble

GERMANY
Kreditanstalt für Wiederaufbau, Frankfurt

ISRAEL
The agricultural faculty of the Hebrew University, Rehovoth
Technion, The Israel Institute of Technology, Haifa
Ben Gurion University, Beersheva
NETAFIM, irrigation equipment and drip system, Kibbutz Hatzerim, D.N. Negev 85420

MEXICO
Comision Nacional de Aguas, Mexico City

NETHERLANDS
Institute for Land Reclamation (ILRI), Wageningen

UNITED KINGDOM
Institute of Irrigation and Development Studies, Univ. of Southampton, Southampton

UNITED NATIONS
Food and Agriculture Organisation (FAO), Rome

U.S. GOVERNMENT
Agricultural Research Service, Phoenix, Arizona
Corps of Engineers, National Defense University, Fort McNair, DC, USA
U.S. Bureau of Reclamation, Denver, Colorado

U.S. UNIVERSITIES
California Polytechnic State University, San Luis Obispo, California
Colorado State University, Fort Collins, Colorado
University of Arizona, Tucson, Arizona
University of California, Davis, California
Utah State University, Logan, Utah

U.S. OTHERS
Global Water Policy Project, Cambridge, Mass.
Inter-American Water Resources Network, c/o Org. of American States, Washington, DC
South Florida Water Management District, West Palm Beach, Florida

JUN 02 1997

File - GWP



UNDP-World Bank Water and Sanitation Program

The World Bank 1818 H Street, NW Washington, DC 20433 Tel.: (202) 473-9785 Fax: (202) 522-3313

Johan Holmberg
Executive Director
Global Water Partnership Secretariat
SIDA.
S-105 25 Stockholm
Sweden.

30 May 1997.

Dear Mr. Holmberg,

*Second Annual Meeting of the Consultative Group.
Stockholm, August 14-15, 1997.*

Thank you for the kind invitation to the above meeting. Brian Grover the Program Manager has asked that I reply on his behalf and that I attend the meeting as the representative of the UNDP World Bank Water and Sanitation Program, which I am most pleased to do.

I look forward to meeting you again in Stockholm.

Yours Sincerely,

A handwritten signature in black ink, appearing to read "R. Boydell".

Robert A. Boydell.
Acting Manager.

cc. Brian Grover.

VIETNAM

**CAPACITY BUILDING FOR THE
WATER SUPPLY AND SANITATION SECTOR**

PROGRAM PROPOSAL

(April 18, 1997)

Submitted to

Swiss Development Cooperation

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EXECUTIVE SUMMARY

CAPACITY BUILDING PROGRAM FOR THE WATER SUPPLY AND SANITATION SECTOR

Purpose

The ultimate purpose of the proposed Capacity Building Program for the Water Supply and Sanitation Sector (CBP) is to enhance access of all user groups, but in particular the poor, to sustained and adequate water and sanitation services on a cost-recovery basis.

The Program will place primary emphasis on developing institutional and human resource capacity for *planning and management of drinking water supply and sanitation*¹ services (and supporting community/neighborhood responsibilities and organization). Nevertheless, The CBP will also provide training services related to drainage and solid waste management services to the extent that they are necessary to ensure efficient and effective wastewater management and human waste disposal.

Problems to Be Addressed

The key problems to be addressed by the CBP will be:

- The continuing low levels of coverage with safe and adequate water supplies and sanitation facilities in rural communes and district towns;
- The growing deficit in the supply of water and sanitation services to medium and large urban communities in Vietnam; and
- The failure to implement sustainable approaches to address these problems.

A Consensus for Change

The recent and dramatic political and economic policy changes that are sweeping Vietnam has brought with it an equally important acknowledgment by GoV that policy changes and new strategies are needed in the water supply and sanitation sector as well. Beginning in the 1980's, Vietnam has prepared a series of Master Plans and strategies for water and sanitation sector development. These plans have grown steadily more in line with a "new agenda" embodied in the key principles laid out at the Dublin Conference on Water & Sanitation in 1992, which are:

- Effective management of water resources demands a *holistic approach* linking social and economic development with protection of natural ecosystems;
- *Water* has an economic value in all its competing uses and *should be recognized as an economic good*;
- Water development and management should be based on a participatory approach,

¹ The term "sanitation," as used in this document, encompasses human waste disposal and related institutional, organizational, and educational interventions to promote safe community, household, and personal hygiene practices.

- involving users, planners and policy makers at all levels, with *decisions taken at the lowest appropriate level*; and
- *Women play a central part* in providing, managing, and safeguarding water and, therefore they should participate in decisions effecting water use.

In addition to being endorsed by the Vietnamese Government, these principles are consistent with SDC's development policies for the water and sanitation sector.

Objectives

The overall objective of the Capacity Building Program is to support the change agenda in the WSS sector of the Government of Vietnam in completing two overall tasks that complement other ongoing sector planning and implementation initiatives:

- To *identify* in a systematic manner the *gaps in knowledge and skills* needed to successfully implement sector policies and strategies based on the *Dublin Principles*, and then;
- To develop and implement a *capacity building* program to help fill these gaps.

The activities that will need to be completed for the program to fulfill the objective include:

- Identify the key human resource and institutional constraints to implementing new approaches to demand-driven, user-financed water supply and sanitation service provision;
- Develop a strategy for overcoming these constraints;
- In accordance with the strategy and in close collaboration with the demonstration activities of the AWSP and the World Bank's ongoing sector policy dialogue, develop specific managerial and technical capacity at national and provincial levels for designing, supervising, and evaluating investment and operations and maintenance (O&M) activities.

Achieving the CBP objective will contribute to reducing risks associated with larger-scale investment projects by establishing a tested foundation for design and implementation.

Program Description

The Capacity Building Program will complement other ongoing and planned initiatives in the water and sanitation sector. Its primary contribution to Vietnam's overall water and sanitation improvement initiative will be its focus on formal and on the job training for water and sanitation sector professionals at all levels. Training programs will be designed and implemented with the leading training institutions in Vietnam, a list of which is included in annex __. Through this linkage with local institutions, the CBP will also develop institutional capacity to continue an expand a human resources development program for the water and sanitation sector that can respond to sector needs in the 21st century.

Organizational arrangements and management

A tentative organizational diagram can be found in Annex A. The *National Commission for Clean Water Supply and Environmental Sanitation*, in its capacity as a sector coordinating entity, will be the steering body and *executing agency* for the CBP. At the outset of the Program a task force will be established by the Commission to identify a lead *implementing institution* from among the major training and HRD agencies nation-wide to coordinate implementation of the needs assessments and training activities.

A CBP Coordinator will be appointed by the National Commission and also lead the task force. The Vietnam Country Program Manager for RWSG-EAP will advise the Coordinator and also work as executive secretary for the CBP Task Force.

Following selection of the implementing agency, the task force will continue to meet intermittently to monitor program performance. The RWSG-EAP CPM will provide regular supervisory and technical support to the Implementing Agency. The Agency will arrange and coordinate an initial human resources needs assessment, identify cooperating institutions in various parts of Vietnam, oversee formal training events, and arrange for on the job training.

Implementation Process

The Capacity Building Program will be managed in two components and three phases, providing a total of five Program elements. The three phases reflect the need for an initial needs assessment, followed by implementation of training activities combined with monitoring and adaptation, and culminating in a comprehensive evaluation of the CBP's effectiveness. The two components address the linked needs for continuous human resource development and the longer term requirement for establishing institutional capacity to implement the HRD plan through existing training institutions. The Program elements are summarized in the table below.

Phase	Component	Capacity Building for Sector Personnel	Component	Capacity Building in Training Institutions
1	1.1	Human Resources Needs Assessment and development of Capacity Building Strategy	1.2	Identify Vietnamese Training institutions to develop and maintain demand based training systems for sustainability
2	2.1	Implementation of Formal and on-the-job training as defined by the Capacity Building Strategy	2.2	Institutional capacity building and systematic learning (staff development, monitoring, review of emerging lessons, documentation and dissemination)
3	3.1	Evaluation		

The Human Resources Needs Assessment, formal and on-the-job training, and evaluation will be implemented with full involvement of the participating training institutions, the planning and implementation process serving as a tool to develop their capacity to respond to sectoral demand for training. Institutions will be identified for involvement based on criteria such as geographic location, areas of expertise, and interest in moving to demand responsive, client-driven modes of conducting business.

Costs

Cost estimates for the CBP are summarized in the following table. Total Program costs for the three year implementation period are expected to be US\$ 923,500, of which SDC is proposed to provide US\$880,500 of this amount, and the Government of Vietnam the balance of \$43,000. Cost estimates are based on March, 1997 prices. No adjustments for price inflation have been added, but a flat 10% contingency line has been included for this and other unforeseen costs.

VIETNAM

PROPOSAL FOR A CAPACITY BUILDING PROGRAM FOR THE WATER SUPPLY AND SANITATION SECTOR

PURPOSE

The ultimate purpose of the proposed Capacity Building Program for the Water Supply and Sanitation Sector (CBP) is to enhance access of all user groups, but in particular the poor, to sustained and adequate water and sanitation services on a cost-recovery basis.

The Program will place primary emphasis on developing institutional and human resource capacity for *planning and management of drinking water supply and sanitation*² services (and supporting community/neighborhood responsibilities and organization). Nevertheless, The CBP will also provide training services related to drainage and solid waste management services to the extent that they are necessary to ensure efficient and effective wastewater management and human waste disposal.

PROBLEMS TO BE ADDRESSED

The key problems to be addressed by the CBP will be:

- The continuing low levels of coverage with safe and adequate water supplies and sanitation facilities in rural communes and district towns;
- The growing deficit in the supply of water and sanitation services to medium and large urban communities in Vietnam; and
- The failure to implement sustainable approaches to address these problems.

Like other rapidly developing countries, Vietnam faces a number of problems regarding the supply of water and sanitation services in both urban and rural areas. The “*old agenda*” of providing improved services at household level remains largely unfinished. Millions of people are still without access to adequate water and sanitation facilities. The consequent deficit in access to service is exacerbated by accelerating demographic shifts from rural to urban areas. While in 1994 only about 20% percent of the nation’s population lived in cities, in part as a result of current reforms and rapid economic growth it is expected that 34 - 48 percent of that population will be urban by the year 2020³. Hence, while the country will continue to retain a large rural majority population, rapid urban growth will exacerbate already severely overburdened water infrastructure and inadequate management systems.

² The term “*sanitation*,” as used in this document, encompasses human waste disposal and related institutional, organizational, and educational interventions to promote safe community, household, and personal hygiene practices.

³ *Vietnam Urban Sector Strategy Report, 1995*

Meanwhile, efforts to meet the growing deficits in service have proved futile. Traditional approaches have been ineffective. Conventional master plans have often proved too expensive. Only a fraction of the plans have been implemented; and where this has been the case, the physical infrastructure has often been underutilized or has deteriorated prematurely due to inappropriate cost recovery policies; neglect of maintenance; poor system performance; and user dissatisfaction.

In rural areas, substantial increases in coverage have been achieved over the past twenty years in some areas, while the more difficult to serve regions remain grossly under-served. In most regions, the focus has been on increasing physical coverage, with only limited attention being applied to the development of institutional and organizational arrangements that would ensure sustainability. While Vietnam is currently a predominantly rural nation, growing urban migration is only exacerbated by the lack of adequate water and sanitation services in the countryside.

In such a context, poor communities are particularly subject to neglect. Meanwhile, the problems grow unabated, becoming more widespread, more complex, more damaging, and more expensive to address in the long run.

Water and sanitation problems have proven even more difficult to address in peri-urban areas. This is because such areas have distinctive demographic, legal, technical and financial features that need to be taken into account to ensure the sustainability of investments. For example:

- Population densities tend to be very high in such areas, and housing shortages severe;
- Land tenure is often a problem in slum and squatter settlements; and
- Linkages with core municipal organizations are often tenuous.

Peri-urban dwellers often live in the worst parts of urban neighborhoods. Poor peri-urban communities are often located in low-lying areas with high ground water tables and a propensity to flood. At the theoretical level, there is a recognized need to effectively integrate investments in drinking water supply and sanitation services in urban/peri-urban neighborhood communities with the effective management of the wastewater effects of such investments. Nevertheless, Vietnam has not yet adopted such policies. Indeed, most governments and users place greater emphasis on the water *input* side than on *output* consequences.

The opportunity to address these issues in a more sustainable manner has only begun to occur during the last decade, due to shifts:

- From the dominant economic role of governments to increasing liberalization of the Vietnamese economy;
- From a traditional reliance on the supply side for making investment decisions to increasing reliance on the demand side; and
- From a centralized to decentralized approach to planning and implementation.

The proposed Capacity Building Program for the Water Supply and Sanitation Sector is a direct response to this new opportunity.

BACKGROUND

A Consensus for Change

The recent and dramatic political and economic policy changes that are sweeping Vietnam has brought with it an equally important acknowledgment by GoV that policy changes and new strategies are needed in the water supply and sanitation sector as well. Beginning in the 1980's, Vietnam has prepared a series of Master Plans and strategies for water and sanitation sector development. These plans have grown steadily more in line with a "new agenda" embodied in the key principles laid out at the Dublin Conference on Water & Sanitation in 1992, which are:

- Effective management of water resources demands a *holistic approach* linking social and economic development with protection of natural ecosystems;
- *Water* has an economic value in all its competing uses and *should be recognized as an economic good*;
- Water development and management should be based on a participatory approach, involving users, planners and policy makers at all levels, with *decisions taken at the lowest appropriate level*; and
- *Women play a central part* in providing, managing, and safeguarding water and, therefore they should participate in decisions effecting water use.

In addition to being endorsed by the Vietnamese Government, these principles are consistent with SDC's development policies for water supply and sanitation.

Support for Change

Supporting changes toward the Dublin Principles in Vietnam has been a process of phased expansion of scope and learning among Government agencies and other stakeholders. RWSG-EAP has played a small but important and growing role in this. Starting in the late 1980s, RWSG-EAP support to Vietnam had first focused on the rehabilitation of urban services. In 1993 the focus shifted and expanded to supporting policy reform and large scale, sustainable investments. At that time, the program collaborated with FINNIDA to develop Terms of Reference for an urban sanitation strategy which supplements the government's Urban Water Supply Master Plan.

More recently, in response to requests from GoV, RWSG-EAP, with SDC sponsorship, organized two courses for water utility managers on *Managing Water Supplies in a Market Economy*. These were highly successful events and were followed quickly by the *East Asia Regional Urban and Peri-Urban Sanitation Conference* (Jakarta, March 1996), which was attended by a dozen representatives from Vietnam. Based on feedback from the Conference, emphasis is now being placed on supporting central and local government to develop appropriate policies and sector strategies. With SDC financing and organizational support from RWSG-EAP, the Government of Vietnam conducted the first follow-up *country-specific Urban Sanitation Conference in October 1996*. The participants of the conference concurred that for progressive change to take place, capacity building is needed in at least five areas :

- Sustainable investment generation and management;
- Knowledge and skills regarding recent technological advances in the WSS sector;
- Formulation and enforcement of appropriate legislation;
- Organizational and institutional improvements to foster better inter-agencies cooperation and streamline implementation of sector activities;
- Skills development for local authorities and private enterprises.

Feedback from this event has contributed to the development of this proposal to implement the conclusions outlined above for urban areas.

Vietnam is also currently involved in the development of a comprehensive, integrated rural water supply and sanitation sector strategy and action plan. This strategy, to be completed in 1998, will, *inter alia*, identify key areas of need for HRD and institutional capacity building to support a new and expanded rural WSS program. The strategy will help guide allocation of resources provided through the program proposed here. RWSG-EAP prepared the terms of reference for this undertaking, and is currently assisting GoV to develop a rural water supply and sanitation demonstration project based on a successful, community-based program in Indonesia, through inter-country dialogue and exchange.

RWSG-EAP will continue to intermeditate and assist the Government of Vietnam, the World Bank and other ESAs to identify, prepare and implement projects that adhere to Dublin Principles. A pipeline of projects is expected to result from the preparation of the SSAP and the parallel demonstration work in RWSS. RWSG-EAP is also currently supporting the design and supervision of a series of SDC and World Bank-financed urban development projects that are increasingly adopting the Dublin Principles. These include:

- The SDC-financed Urban Development Project which includes water and sanitation components for the provincial towns of Hue, Nam Dinh, and Dong Hoi;
- A World Bank-funded urban water supply project covering four other provincial towns - Hanoi, Haiphong, Halong, and Danang;
- A World Bank urban sanitation project for Haiphong, Halong, and Danang where strategic sanitation approaches are being applied;
- A second urban sanitation project for Ho Chi Minh City.

To guide RWSG-EAP country work and also to foster policy dialogue and help guide strategy formulation/implementation, the Water and Sanitation Program will establish a National Water Supply and Sanitation Advisory Group during 1997. The Advisory Group will also play a major role in steering the DANIDA financed ASEAN Regional Water and Sanitation Pilot Development Program (AWSP). AWSP will provide additional funds for pilot and demonstration projects that demonstrate strategic approaches to urban environmental sanitation. The capacity building program described in this proposal will directly complement the AWSP by developing skilled local professional staff to design and carry out the projects.

THE CAPACITY BUILDING PROGRAM

The purpose of the Capacity Building Program is to support the change agenda in the WSS sector of the Government of Vietnam in two overall tasks that complement the ongoing sector planning and implementation activities described earlier in this document:

- To *identify* in a systematic manner the *gaps in knowledge and skills* needed to successfully implement sector policies and strategies based on the *Dublin Principles*, and then;
- To develop and implement a *capacity building* program to help fill these gaps.

Objectives

The immediate objectives that will need to be achieved for the program to fulfill these purposes include:

- Identify the key human resource and institutional constraints to implementing new approaches to demand-driven, user-financed water supply and sanitation service provision;
- Develop a strategy for overcoming these constraints;
- In accordance with the strategy and in close collaboration with the demonstration activities of the AWSP and the World Bank's ongoing sector policy dialogue, develop specific managerial and technical capacity at national and provincial levels for designing, supervising, and evaluating investment and operations and maintenance (O&M) activities.

Achieving these objectives will contribute to reducing risks associated with larger-scale investment projects by establishing a tested foundation for design and implementation.

Beneficiaries

The *direct* beneficiaries of the proposed Program will be:

- Selected *local urban and rural government agencies*; and
- Selected *private and/or public urban water and sanitation utilities and NGOs*.

Secondarily, through application of the enhanced skills and capacity of the direct beneficiaries, substantive benefits will ultimately accrue among Vietnam's urban and rural poor through more appropriate investment decisions and improved service delivery.

Program Description

The Capacity Building Program will complement other ongoing and planned initiatives as outlined above. Its primary contribution to Vietnam's overall water and sanitation improvement initiative will be its focus on formal and on the job training for water and

sanitation sector professionals at all levels. Training programs will be designed and implemented with the leading training institutions in Vietnam, a list of which is included in Annex E. Through this linkage with local institutions, the CBP will also develop institutional capacity to continue an expand a human resources development program for the water and sanitation sector that can respond to sector needs in the 21st century.

Organizational arrangements and management

A tentative organizational diagram can be found in Annex A. The *National Commission for Clean Water Supply and Environmental Sanitation*, in its capacity as a sector coordinating entity, will be the steering body and *executing agency* for the CBP. At the outset of the Program a task force will be established by the Commission to identify a lead *implementing institution* from among the major training and HRD agencies nation-wide to coordinate implementation of the needs assessments and training activities.

A CBP Coordinator will be appointed by the National Commission and also lead the task force. The Vietnam Country Program Manager for RWSG-EAP will advise the Coordinator and also work as executive secretary for the CBP Task Force.

Following selection of the implementing agency, the task force will continue to meet intermittently to monitor program performance. The RWSG-EAP CPM will provide regular supervisory and technical support to the Implementing Agency. The Agency will arrange and coordinate an initial human resources needs assessment, identify cooperating institutions in various parts of Vietnam, oversee formal training events, and arrange for on the job training.

Implementation Process

The Capacity Building Program will be managed in two components and three phases, providing a total of five Program elements. The three phases reflect the need for an initial needs assessment, followed by implementation of training activities combined with monitoring and adaptation, and culminating in a comprehensive evaluation of the CBP's effectiveness. The two components address the linked needs for continuous human resource development and the longer term requirement for establishing institutional capacity to implement the HRD plan. The Program elements are summarized in Table 1 below.

Table 1 - Project Phases and Elements

Phase	Component	Capacity Building for Sector Personnel	Component	Capacity Building in Training Institutions
1	1.1	Human Resources Needs Assessment and development of Capacity Building Strategy	1.2	Identify Vietnamese Training institutions to develop and maintain demand based training systems for sustainability
2	2.1	Implementation of Formal and on-the-job training as defined by the Capacity Building Strategy	2.2	Institutional capacity building and systematic learning (staff development, monitoring, review of emerging lessons, documentation and dissemination)
3	3.1	Evaluation		

The Needs Assessment, formal and on-the-job training, and evaluation will be implemented with full involvement of the participating training institutions, the planning and implementation process for these elements serving as a tool to develop their capacity to respond to sectoral demand for training. Institutions will be identified for involvement based on criteria such as geographic location, areas of expertise, and interest in moving to demand responsive, client-driven modes of conducting business.

Training Needs Assessment

At the outset of the project a capacity building needs assessment will be carried out to identify :

- the institutions to be involved;
- the knowledge and skill gaps among sector professional staff, that can be addressed through capacity building interventions.

The Needs Assessment will be carried out by a team of local specialists with guidance and advisory support from external specialists if required and Regional and Country staff of RWSG-EAP. It will use participatory methodologies to gather the views of as wide a range of stakeholders as possible. Results of the October 1996 National Conference on Strategic Sanitation will feed into the assessment.

Formal Training

Based on the needs assessment, a set of formal courses will be developed and offered through the participating training institutions. The courses will be designed primarily for the sector

personnel involved in ongoing and forthcoming projects for improving urban and rural water and sanitation sources (as described in the Background Section) i.e., :

- World Bank supported water supply projects in 4 cities;
- SDC supported water projects in 2 cities;
- 2-3 cities/provincial towns to be included in the ASEAN Regional Water & Sanitation Pilot Development Program, (AWSP) finance by DANIDA;
- The potential Pilot RWSS project currently under formulation.

In addition, the courses will be open to sector personnel from projects funded by other ESAs and multilateral agencies (such as FINNIDA, UNICEF and other) on a self-financed basis. The first course will be offered in the first year of the project. Thereafter 2-3 courses will be offered every year for the next three years.

On the Job Training:

Experience has shown that individuals trained through formal programs often are not able to effectively apply their new knowledge or influence their institutional situations following training. Also, formal training remains theoretical and superficial unless followed up with concrete action plans to apply new skills in “real life” situations.

To maximize the impact of formal training courses provided through the project, two strategies will be used :

- Trainees will attend training not as individuals, but in *strategic task teams* from their specific projects and agencies.
- As a requirement integral to each training, each team will develop *action plans* to apply the new learning acquired in their project environment, including an explicit component of *on-the-job training* which explains how formal training will be followed up, supervised and evaluated.

In a few selected cases, the project will be able to support on-the-job training with specialized consultants to guide and assist the process, if the trainees’ teams/projects request such assistance.

Trainees from projects other than those supported directly by SDC will need to provide a commitment from their project authorities to fund the OJT action plans. This will be a pre-requisite to enrollment for CBP courses.

Evaluation and Reporting

The training plans and implementation of the plans will be reviewed annually, as ongoing evaluation process. The Annual reviews will be conducted as participatory analyses involving key stakeholder groups including the training institutions, trainees and project/agency managers, SDC and RWSG-EAP.

This will help institutionalize a mechanism for continuous, systematic learning and adjustment of plans to lessons learnt, to ensure the establishment of a sustainable, demand based training system for the water and sanitation sector in Vietnam.

A comprehensive report will be prepared following the needs assessment in Vietnamese and English; consultants involved with individual training events will submit activity reports immediately following each event. The RWSG-EAP Country Program Manager for Vietnam will prepare summary annual reports for review by the NAC. All reports will be copied to the Swiss Embassy in Hanoi for forwarding to SDC, and to the RWSG-EAP Regional Office in Jakarta

Institutional Capacity Building

This will be a parallel activity through phases 1,2 and 3 that will be instrumental to ensuring longer term sustainability of the capacity building process that this Program will initiate. The participating training institutions will be helped to develop a demand-driven training development and management system, through their participation in needs assessment, course design, training, and reviewing outcomes periodically and annual training planning. Some very focused skills training for staff at training institutions is also envisaged.

Systematic Learning

The Capacity Building Program outlined above represents a new focus for capacity building. The process will be both responsive and dependent on client demand. In this context, it is likely to explore previously untried directions, and progress will depend on successfully addressing new challenges which are not yet completely predictable. All this provides an excellent opportunity for systematic learning to ensure that lessons learned through this innovative process are documented, well analyzed, and can be applied to future training and HRD initiatives. To supplement the annual evaluation process, each year one to three topics for analytical case studies will be identified and carried out by consultants supervised by RWSG-EAP staff. The results of these studies will be assessed, and if found to contain lessons of regional or global significance, they will be published and disseminated through various sector fora.

COSTS

Cost estimates for the CBP are summarized in Table 2, and a detailed financing plan can be found in Annex C. Total Program costs for the three year implementation period are expected to be US\$ 923,500, with SDC being requested to provide US\$880,500 of this amount, and GoV contributing the balance of US\$43,000, mainly as in-kind contributions. Cost estimates are based on March, 1997 prices. No adjustments for price inflation have been added, but a flat 10% contingency line has been included for this and other unforeseen costs.

Table 2: Summary Budget for Vietnam Water & Sanitation Capacity-Building Program

Component Services/Activities	Total	SDC	GoV
Program Management	87,000	72,000	15,000
Training Needs Assessment	65,000	65,000	---
Training Capacity Enhancement	115,000	105,000	10,000
Formal Training	353,000	345,000	8,000
On-the-Job Training	230,000	220,000	10,000
Contingencies	73,500	73,500	---
TOTALS:	923,500	880,500	43,000

The costs outlined above are based on the following assumptions:

- A full-time National Program Coordinator will be employed at a salary in the range of US\$1,000/Mo. Travel and other support costs would amount to an additional US\$1000/Mo., giving an estimated annual management cost of US\$24,000. GoV will provide office accommodation and secretarial support for the Coordinator valued at US\$5,000/Yr.
- The Training Needs Assessment would require about 2.5 international consultant months and 6 local consultant months to complete;
- Formal training courses would comprise about 30 participants coming from two cities or districts for each course. Course costs would average about \$30,000. This amount does not include the administrative costs of each training institution, a portion of which would comprise contributions in kind by the institutes themselves;
- A total of 10 formal training events will take place - two in year 1, and four each in years two and three, making a total of 20 teams that will receive training through the project;
- A mix of national and regional study tours will be arranged for trainee teams as well as for trainers from participating training institutions;
- OTJ training would be provided for each trained team 6 - 12 months after formal training is completed. OTJ costs per team will average \$10,000, excluding administrative costs;
- OTJ training will be provided for two teams in year 1, eight teams in year 2, and ten teams in year 3. This schedule assumes that the last two teams trained in the last training event each year will receive OTJ training in the following year;

A trust fund will be established by the World Bank for managing the SDC financing provided for this Program. Quarterly expense reports will be prepared by the RWSG-EAP Hanoi Office and submitted to both SDC-Hanoi and RWSG-EAP Jakarta.

RISKS AND RESPONSES

Risks

Capacity building for decentralized, demand-driven WSS services needs to be synchronized with the pace of institutional development and policy/regulatory reforms required. The latter can be politically sensitive, and the direction of changes and time frames are difficult to predict. Thus, potential risks associated with this project include:

- Obstacles to the utilization of the new capacity developed through the project due to existing regulations and structural inflexibility;
- Training being seen as the solution even when causes of low performance are systemic or structural disincentives;
- Non-strategic selection of training areas and trainees may reduce or eliminate desired impacts on the WSS sector.

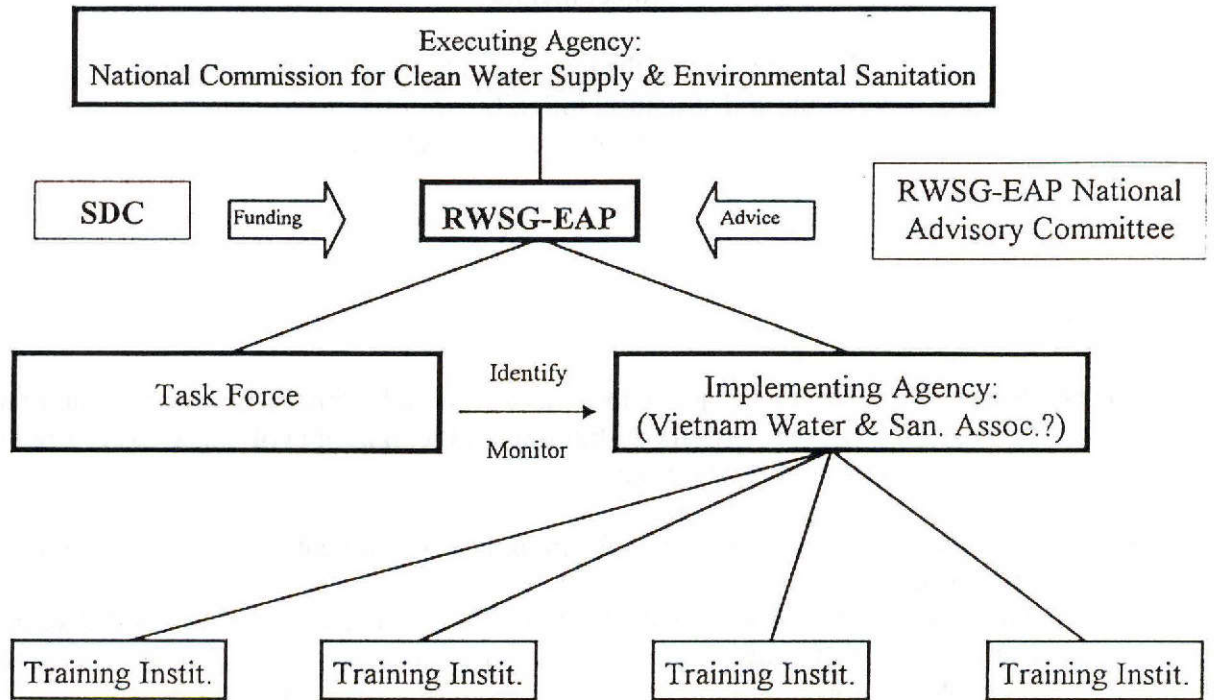
Responses

In response to such risks, the project will focus on strengthening institutional capacity to assess training needs and analyze the results of training, in the light of evolving sectoral strategy and goals. This will be accomplished through:

- Promoting systematic processes for training development with partner training institutions, and;
- annual program review workshops involving key stakeholders, for collective review, analysis and planning of capacity building activities in support of WSS. Local and international consultants and specialized NGOs will be made available to help with design and implementation of the above.

Capacity Building Program for the Water and Sanitation Sector

Draft Organization Chart



Objectives, Activities, and Indicators

This Annex provides a summary table illustrating the links between activities and performance indicators as related to each CBP objective.

Objectives	Activities	Indicators
Identify the key human resource and institutional constraints to implementing new approaches to demand-driven, user financed water supply and sanitation service provision	identify implementing agency	suitable agency enlisted and functioning as implementing agency
	identify CBP partner agencies	partner agencies carrying out survey and training activities with support from CBP
	carry out training needs survey	survey report completed which identifies new skills needed
	assess capacity of existing institutions to provide the training needed through survey and self-assessment	assessment report completed which provides quantitative and qualitative information about the capacities of major training agencies in the WSS sector
Develop a strategy for overcoming these constraints	prepare training issues paper based on needs assessment and convene consultation on this	consensus reached on issues to be addressed by training strategy
	draft strategy, keeping in mind existing wss sector strategy documentation, and circulate for comment	completed strategy complements existing urban strategies and rural WSS strategy that is currently under preparation
	Finalize strategy and prepare implementation plan	Strategy endorsed by National Commission for Clean Water and Environmental Sanitation
In accordance with the strategy, develop specific managerial and technical capacity at national and provincial levels for designing, supervising, and evaluating investment and operations and maintenance activities	Implement 10 formal training courses for at least 20 local bodies, water utilities, and training institutions	Individual end of training evaluations reveal level of trainee satisfaction; annual assessments and OTJ training provide indication of training impact.
	Implement on-the-job training for each of the 20 teams that have received formal training	Individual end of OTJ training evaluations reveal level of trainee satisfaction; annual assessments indicate impact

	Conduct participatory annual program monitoring consultation with participating institutions and representative sample of trainees.	Consultation report portrays quality of training program and areas that require improvement or modification.
	Carry out 4 study tours for selected teams of trainees and training institution staff	Study tour participants incorporating ideas learned from study tours in their work. This will be reflected in annual assessments and on-the-job training
	Complete end of project evaluation	Evaluation report completed which provides guidance for establishing ongoing capacity building program for the WSS sector.

ANNEX C

Financing Plan for Vietnam Water & Sanitation Capacity-Building Program															
Revision: 30-Apr-97															
Components & Activities:	Totals			Year 1				Year 2				Year 3			
	GRAND TOTAL	SDC	GoV	Yr. 1 total	# Trn.	SDC	GoV	Yr. 2 total	# Trn.	SDC	GoV	Yr. 3 total	# Trn.	SDC	GoV
Program Management															
<i>National Program Coordinator</i>	87,000	72,000	15,000	29,000		24,000	5,000	29,000		24,000	5,000	29,000		24,000	5,000
Training Needs Assessment															
Intl. Consultants & RWSG staff inputs	50,000	50,000	-	50,000		50,000		-		-		-			
Local consultants	15,000	15,000	-	15,000		15,000		-		-		-			
Sub-total Professional Staff:	65,000	65,000	-	65,000		65,000	-	-		-		-		-	-
Training Capacity Enhancement															
Participatory training Matls. Design & Prod.	20,000	20,000	-	6,000		6,000		7,000		7,000		7,000		7,000	
Video and mass media design & Prod.	35,000	35,000	-	-		-		15,000		15,000		20,000		20,000	
Annual assessment	36,000	30,000	6,000	12,000		10,000	2,000	12,000		10,000	2,000	12,000		10,000	2,000
Terminal evaluation	24,000	20,000	4,000	-		-		-		-		24,000		20,000	4,000
Sub-total Training Capac. Enhancement:	115,000	105,000	10,000	18,000		16,000	2,000	34,000		32,000	2,000	63,000		57,000	6,000
Formal Training															
Courses	300,000	300,000	-	60,000	2	60,000		120,000	4	120,000		120,000	4	120,000	
Study tours	45,000	45,000	-	15,000	1	15,000		15,000	2	15,000		15,000	2	15,000	
Administrative support	8,000	-	8,000	2,000		-	2,000	3,000		-	3,000	3,000		-	3,000
Sub-total training:	353,000	345,000	8,000	77,000		75,000	2,000	138,000		135,000	3,000	138,000		135,000	3,000
On the Job Training															
Consultant services	200,000	200,000	-	20,000	2	20,000		80,000	8	80,000		100,000	10	100,000	
Administrative support	30,000	20,000	10,000	3,000		2,000	1,000	12,000		8,000	4,000	15,000		10,000	5,000
Sub-total OTJ Training:	230,000	220,000	10,000	23,000		22,000	1,000	92,000		88,000	4,000	115,000		110,000	5,000
Reporting costs & contingencies:	80,700	80,700		20,200		20,200		27,900		27,900		32,600		32,600	
Column Totals:	930,700	887,700	43,000	232,200		222,200	10,000	320,900		306,900	14,000	377,600		358,600	19,000

**Major Training Institutions in Vietnam:
Possible WSS Capacity Building Program Partners**

Government Institutions:

- Hanoi University of Engineering
- Center for Environmental Engineering for Towns and Industrial Areas
- Hanoi University of Technology
- Center for Environmental Science and Technology
- Ho Chi Minh University of Technology
- Danang University of Technology

Externally supported Institutions:

- Centre de Formation aux Metiers de l'Eau et de Assainissement
- Asian Institute of Technology - Hanoi Branch

KEY FEATURES of *DEMAND*¹

Demand orientation is based on the principle that investment in water and sanitation infrastructure and services should be responsive to what people: (i) need; (ii) want; and (iii) are willing to finance, at least partially, themselves. Even partial financing by consumers requires their involvement in: (i) identification; (ii) design; and (iii) implementation of a project's construction phase and participation (even if only financial) in subsequent operation and maintenance (O&M). Users must be allowed to make choices regarding alternative technological options; as well as financing packages and other institutional arrangements. User choices should be informed by information provided by sector professionals. Nevertheless, ultimately choices should be made *in response to demand* by users themselves, or their formal or informal representatives. Thus, external assessments of "need" by itself are not sufficient. For *demand* to be deemed sufficient, potential consumers must agree that meeting the "need" (in this case adequate water and sanitation services) is worth the direct financial and other costs which would result.

Consumer Financing

Participation in management of either implementation or O&M requires financial commitment by potential users to capital costs and *vice versa*. The level of consumer financing should be sufficient to create a stake in the sustainability of investment; the actual amount to achieve that purpose varies by location and situation. The key question which must always be addressed prior to making a decision with respect to whether or not to invest in sanitation infrastructure and services within urban areas is: **are people prepared to contribute their own resources for provision and management of sanitation?**

A number of alternative consumer financing methods have been tested with reasonable success; including: (i) **users pay the entire capital cost** themselves; (ii) governments and consumers **cost share**; (iii) consumers pay a charge directly for each use (i.e., **user charges**); and (iv) **tariffs** are established for households connected to a sewer system and bills are presented and paid periodically. **Property taxes**, or a part thereof, are also sometimes used to finance water and sanitation services when supplied by governments or government-owned utilities. As with all financing systems, results have been variable. Among the five pilot projects featured at the March 1966 Jakarta Conference, the reliance on property taxes in Northeast Lahore was not satisfactory. That appears to have been the case, however, primarily because property taxes do not provide a direct link between the particular service and the source of finance. Thus, in Northeast Lahore, decisions about finance and the method of cost recovery for the water and

¹ The *Consumer Financing* and *Assessment of Demand* sub-sections of this Annex are based on presentations by Albert Wright and Kevin Taylor (consultants) at the *Asia Regional Urban & Peri-Urban Strategic Sanitation Conference* organized and financed by RWSG EAP in Jakarta, Indonesia (March 25-27, 1996). The *Design of AWSP* sub-section is based on the main text of the *Initial Program Proposal* document for the AWSP to which this Annex is attached.

sanitation system were made by Government without any significant prior consultation with potential neighborhood consumers. The result has been: (i) misuse of facilities (*e.g.*, solid waste dumping); (ii) extraordinary problems with maintenance; (iii) consumer dissatisfaction; and (iv) low tariff payment levels. Thus, assessing demand is crucial for efficient and effective investment decision-making.

Assessment of Demand

Careful and thorough *assessment of demand* is required **prior to making investment decisions**. Three broad methodologies have been used in recent, innovative programs early in the identification process and were continued throughout project preparation. These various methods were not necessarily used to the exclusion of others; indeed combining them appears to have worked well. The methods employed, either alone or in some combined, include: (i) formal “*willingness to pay*” surveys; (ii) **extended observation** by community development workers, combined with (iii) a **process of dialogue** with residents; and (iv) reliance almost exclusively on a dialogue.

A significant problem is that *proof of demand* is not normally available until after the investment phase is completed; *i.e.*, not until it is already *too late*. The problem of *proof* can, however, be addressed early-on by introducing *proxies* (*i.e.*, substitutes) for behaviors that can only occur later. Such *proxies* can include:

- Assessment of financial, management, and technical performance in nearby neighborhoods with existing systems or facilities similar to those being considered for new investment;
- Establishment of a requirement that potential consumers organize themselves and that the members of each such organization sign (either individually, by household, or collectively as a group) legally enforceable agreements which specify financial, organizational, and technological rules and specifications of the system to be established (*e.g.*, in PROSANEAR - Brazil, the residents of 80% of the neighborhood *blocks* signed such agreements); and/or
- Establishment of *up-front* financial contributions to the capital costs of the investment prior to the commencement of construction (*e.g.*, in Orangi, Pakistan the potential consumers contributed 100% of the investment costs).

WHY RWSG-EAP?

The *Regional Water & Sanitation Group For East Asia & The Pacific* (RWSG-EAP) is one of five Regional Groups within the *UNDP/World Bank Water & Sanitation Program* (W&SP).¹ The W&SP has a well-established record of addressing the specific issues that the proposed *Capacity Building Program for the Water Supply & Sanitation Sector (CBP)* has been designed to address. In addition, RWSG-EAP is a member of the broader ESA family with close links to a large number of both multi-lateral and bi-lateral development finance agencies; as well as central and local governments in Vietnam.

W&SP

The W&SP was originally established in 1978 by UNDP and the World Bank to prepare for the challenges of the *international drinking water supply & sanitation decade* of the 1980s. Since its inception, the overall purpose of the W&SP has been to *expand access of poor people safe water and adequate sanitation*. Nevertheless, W&SP's objectives, management, and financing structure have continued to evolve. Thus, objectives have shifted from a focus on developing appropriate technologies, experimentation, and an emphasis on rural water supply and sanitation to participatory action, the application of lessons learned, and a balanced focus on rural & urban populations. Further, the reliance on UNDP has been gradually reduced as financial support of various bi-lateral ESAs has expanded. Finally, the World Bank's management of the W&SP has been enhanced by its integration, since 1993, into the Water & Sanitation Division of the Vice-Presidency for Environmentally Sustainable Development.

RWSG-EAP

Staffing. RWSG-EAP consists of staff with specializations in rural and urban water supply and sanitation, health education, and institutional and community development. Staff are based primarily in Jakarta, but field offices are also maintained in Beijing, Hanoi, Manila, Ulaan Baatar, and Vientiane.

Operational Objectives. The design of the proposed CBP is derived directly from the first of RWSG-EAP's four broad operational objectives within the water and sanitation sector - to improve existing capacity for sector development;² RWSG-EAP's other operational objectives are also very relevant to the CBP. These are: (ii) establish more efficient & effective

¹ The Other RWSGs are: South Asia (New Delhi); Andean Region (La Paz); East Africa (Nairobi); and West Africa (Abidjan).

² RWSG-EAP seeks to improve existing capacity for sector development through: (i) participatory approaches; (ii) development of institutional and human capacities; (iii) identification of a broad range of appropriate technology options; and (iv) establishment of an on-going learning process.

sector strategies, policies, and action-plans with particular attention to the needs of underserved low-income communities; (iii) promote investments in sustainable and replicable water supply and sanitation programs designed to reach the poor; and (iv) promote cooperation among East Asian countries. Those objectives are based on the principles of the *Dublin Conference On Water & Sanitation* (1992) which, in turn, are entirely consistent with SDC's established policies for the water and sanitation sector.³

RWSG-EAP's Current and Planned activities in Vietnam

RWSG-EAP is currently providing direct support to several large investment initiatives in urban environmental sanitation which include direct support to:

- The Swiss Development Corporation (SDC) for the design of an urban water and sanitation project encompassing two provincial towns
- the World Bank for the preparation of an urban water project encompassing four other provincial towns and a separate urban sanitation project encompassing the same four provincial towns and will be responsible for implementing it over a period of 3 years.

The Program will support policy and strategy formulation and implementation through

- The establishment of a water supply and sanitation advisory group;
- The organization of a national urban strategic sanitation conference patterned on the *East Asia Regional Urban & Peri-Urban Sanitation Conference*.

Following the preparation of terms of reference for the integrated rural water supply and sanitation sector strategy and action plan, the Program will assist Government to supervise preparation of the SSAP. The Program will also support the formulation and execution of a rural water supply and sanitation demonstration project based on the model and experience of the Water Supply and Sanitation Project for Low Income Communities in Indonesia through a process of inter-country dialogue and exchange. Support will also continue for preparation and execution of pilot and demonstration activities connected to implementation of the Red River Delta Master Plan.

RWSG-EAP will support sustainable investments through continued and expanded direct support to the identification, design, and supervision of World Bank investments in urban environmental sanitation.

RWSG-EAP will continue to intermediate and assist Government and the World Bank and other external support agencies to identify and prepare projects that adhere to the Dublin/Rio Principles. A pipeline of projects is expected to result from the preparation of the SSAP and the parallel rural water supply and sanitation demonstration work.

³ See *Water Supply And Sanitation: Danida Sector Policies* (1992) and Annex A of this proposal.

Documentation and Dissemination

The Program will continue to disseminate regional and global publications produced by The World Bank, WHO, and other organizations as well as by the Program itself that describe best practices in the sector and, on a selective basis, translate them into Vietnamese. A water and sanitation sector forum will be established to provide a medium for exchange of ideas and information between sector professionals. Government agencies, NGOs, and external support agencies will be represented.

The Program has already established a high degree of credibility with both the Government and key external support agencies. In the coming years, the Program expects to play an expanded role in policy reform supported by the design and execution of pilot and demonstration projects. It is envisaged that Vietnam will be second only to Indonesia as the focus of RWSG-EAP's activities in urban environmental sanitation.

The Future

Over the next five years the Program expects to have developed a broad base of policy reform and investment activities in Vietnam. At least one major rural water supply and sanitation demonstration project that should lead directly large scale investments will have been prepared and implemented. A national policy framework and implementation strategy will be in place that is in concurrence with prevailing best practices in the sector, and a pipeline of investment projects will be under implementation.

CONCEPT PAPER DESCRIBING
PILOT PROJECT FOR
RURAL WATER SUPPLY AND SANITATION
THE SOCIALIST REPUBLIC OF VIETNAM

NRWSS Project Steering Committee Meeting

FOR DISCUSSION

April 1997

ABBREVIATIONS

PPRWSS	Pilot Project for Rural Water Supply and Sanitation
RWSGEAP	UNDP/World Bank Regional Water and Sanitation Program for East Asia and Pacific
NRWSS	National Rural Water Supply and Sanitation Strategy Study
ESA	External Support Agencies
CWSES	Clean Water Supply and Environmental Sanitation
RWSS	Rural Water Supply and Sanitation
UNICEF	United Nations Children's Fund
UNDP	United Nations Development Program
DANIDA	Development Cooperation Agency of Denmark
FINNIDA	Development Cooperation Agency of Finland

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1 INTRODUCTION

As the initial Draft Concept for the proposed RWSS Pilot Project, this paper has been prepared for discussion of issues supporting the development of the rural water supply and sanitation sector strategy, through the NRWSS Strategy Study.

The Draft Concept paper is planned for distribution to members of the NRWSS Project Steering Committee, who would propose a working group to finalize the Draft.

This would then be presented and discussed at a National Consultation Workshop, (to be organized), the aim being to prepare guidelines for preparation of the RWSS Pilot project proposal through participatory approach involving all interested sector partners.

2 PROJECT JUSTIFICATION

The RWSS Pilot Project is being proposed as a vehicle to test and develop aspects of National Rural Water Supply and Sanitation Sector Strategy that are new for the Sector and therefore not yet fully accepted and understood by the stakeholders. In the longer term, the project would help ensure that the sector strategy continues to be dynamic and responsive to evolving conditions and needs.

This would be accomplished through researching, monitoring and learning the true implications / successes / problems of community based management / progressive upgrading, and decentralized agency support for wide-scale influence on future investment.

The RWSS Pilot Project would be demand responsive, closely linked to the strategy work, and implemented in about 4 provinces, so that it is more likely to model a wide range of social and economic diversity. It is further hoped that the pilot project will build confidence among the participating agencies in the basic principles mentioned below.

The NRWSS Strategy Study commenced in January 1997 based on the following principles:

- water has economic value in all its competing uses and should be recognized as an economic good.
- water development and management should be based on a participatory approach, involving users, planners and policy makers at all levels, with decisions taken at the lowest appropriate level.
- women should play a central role in planning and decision making for water supply and sanitation programmes, as they hold primary responsibility for management of water in most low income households. They, and the children

they care for, often suffer the most from the effects of inadequate water supply and sanitation, and are therefore a high priority.

3 THE RWSS PILOT PROJECT

3.1 Project Objectives

The objectives of the RWSS pilot demonstration project would be :

- to test the applicability of sector strategy concepts while considering all probable risks
- to build confidence among sector partners on basic strategy concepts and their applicability
- to provide feedback for the sector strategy in order to support and improve sector guidance, and to prepare for later large-scale sector investment

3.2 Immediate objectives

In order to meet the proposed objectives, the RWSS Pilot Project would focus on Policy and Service issues.

At Policy level :

- to develop clearer understanding and collaboration between sectoral partners
- to develop transparent selection criteria and methodology for the provision of rural water supply and sanitation
- to test decentralized management and decision-making mechanisms
- to test the community's willingness and ability to mobilize resources, and manage water and sanitation services

At Service level :

- to improve access to appropriate, cost-effective water supply and sanitation services for rural poor communities.
- to ensure provision of education in health and hygiene practices for the effective use of clean and safe water supply and sanitation services with the active participation of women
- to improve sustainability of water supply and sanitation services

3.3 Assumptions

The following assumptions would be of paramount importance in the success of the RWSS Pilot Project:

- Sector partners would cooperate and coordinate in order to assist in achieving the objectives of the NRWSS Strategy Study.
- The Pilot Project would initially test the concepts in four provinces so as to consolidate the impact, and to learn from the experience

- The Government would function in a regulatory capacity, and Line Agencies would primarily act as facilitators and supervisors
- Potential beneficiaries would be willing to share responsibility and manage the services installed

3.4 Possible Design Features

The RWSS Pilot Project would be undertaken in a limited number of rural communities in targeted provinces.

(The term “rural” implies all areas which are not classified as towns with a population exceeding 30,000. Therefore, the Class V urban areas, i.e., settlements with a population between 4,000 and 30,000, shall also be considered as “rural” for purposes of the Pilot Project.)

The following basic design features have been suggested for the RWSS Pilot Project :

Proposed Pilot Area Selection :

Methodologies	Selection Criteria
<ul style="list-style-type: none"> • Project Management would request submission of potential project proposals from relevant Line Ministries/ Agencies, through the NRWSS Project Steering Committee. 	<p><u>Proposals should be:</u> Rural-area specific Demand responsive Low-income-group focused Suitable as models (easy to replicate)</p>
<ul style="list-style-type: none"> • Short-listing of project proposals 	<p>Once proposals are scanned through the above-mentioned guidelines, the final selection criteria will be : High Community Demand</p>
<ul style="list-style-type: none"> • Field verification and selection of Pilot Areas 	<p>Selection Criteria : Assessment of Community Demand (The pilot areas will be limited to four provinces so as to consolidate impact)</p>
<ul style="list-style-type: none"> • Opportunity to drop out : A re-selection process would be conducted, if any community decides to drop out during discussion on various options, or during preparation of the investment plan . 	<p>Previously made short-list will provide options for new pilot areas as required</p>

Some elements of the pilot activities that would be implemented through this project might include :

Demand Assessment : The demand for water and sanitation may be measured by assessing “*willingness to allocate resources*” through “*participatory needs assessment*” for the scheme.

(“*Willingness to allocate resources*” is an indicator of the economic value that a community or individual consumers place on a service. The “*participatory needs assessment*” helps the community in assessing their own priorities, thereby measuring actual demand, and commitment levels - for up-front contribution and long-term operation and maintenance.)

Financial Management: It would be necessary to foster transparent accounting mechanisms for local level fund management, in order to develop trust between partners.

Technology Options, Service Levels, and Informed Choice : The Pilot Project would support the application of various *innovative, technological options* which are locally suitable, socially appropriate, economically feasible, easy to operate, maintain and replicate. This could include processes for facilitating informed choice of service levels and technology options by consumers. The costs, benefits and risks for each option would be presented and discussed with the pilot communities, enabling them to make informed choices. Detailed cost estimates would then be prepared to identify resource contribution.

Monitoring and Evaluation : The “ongoing learning” component would be incorporated into every phase of the project. The local and central project team would work closely with the line agencies, departments, Ministries and other institutions to monitor and evaluate the progress and performance of the project. The results would be collated and analyzed with project partners, and learning gained therefrom, would be provided to the Steering Committee.

[A special monitoring and evaluation team would be created, comprising members from partner agencies and organizations, to guide and support the monitoring and evaluation activities.]

3.5 Project Framework

A broad project framework has been suggested in Diagram-1.

Diagram-1 : Project Framework

Phase	Activities/ Steps	Responsible To	
Planning Phase	1	Establish project team and prepare detailed work programme	Central
	2	Identify four provinces	Central
	3	Secure provincial cooperation	Local
	4	Invite project proposals on focus provinces	Local/Central
	5	Prepare short-list of proposals on the basis of selection criteria	Local/Central
	6	Visit proposed areas and assess demand	Local/Central
	7	Select Pilot Areas	Local/Central
	8	Conduct Start-up Workshop at each province	Local/Central
	9	Conduct Technical Feasibility study	Local/Central
Design Phase	10	Provide beneficiaries with technology options, discuss costs, benefits and risks to enable informed choices	Local/Central
		If project is rejected by the community, then select a new pilot area from priority list, and after site visit start again from step 9	Central/Local
	11	Conduct Trainers' Training Community mobilized and organized to receive Pilot Project	Central/Local Local
	12	Preparation of implementation planning for investment, operation and maintenance	■ Landmark Local
Implementation Phase	13	Health and hygiene education and sanitation programme commences	Local
	14	Implementation of water supply scheme	Local
	15	Training of community for resource management, operation & maintenance of scheme	■ Landmark Local
M&E	16	Hand-over of the schemes to the organized community	Local
Post Implementation phase	17	Workshop to disseminate learning to other provinces	Central/Local

3.6 Time Frame

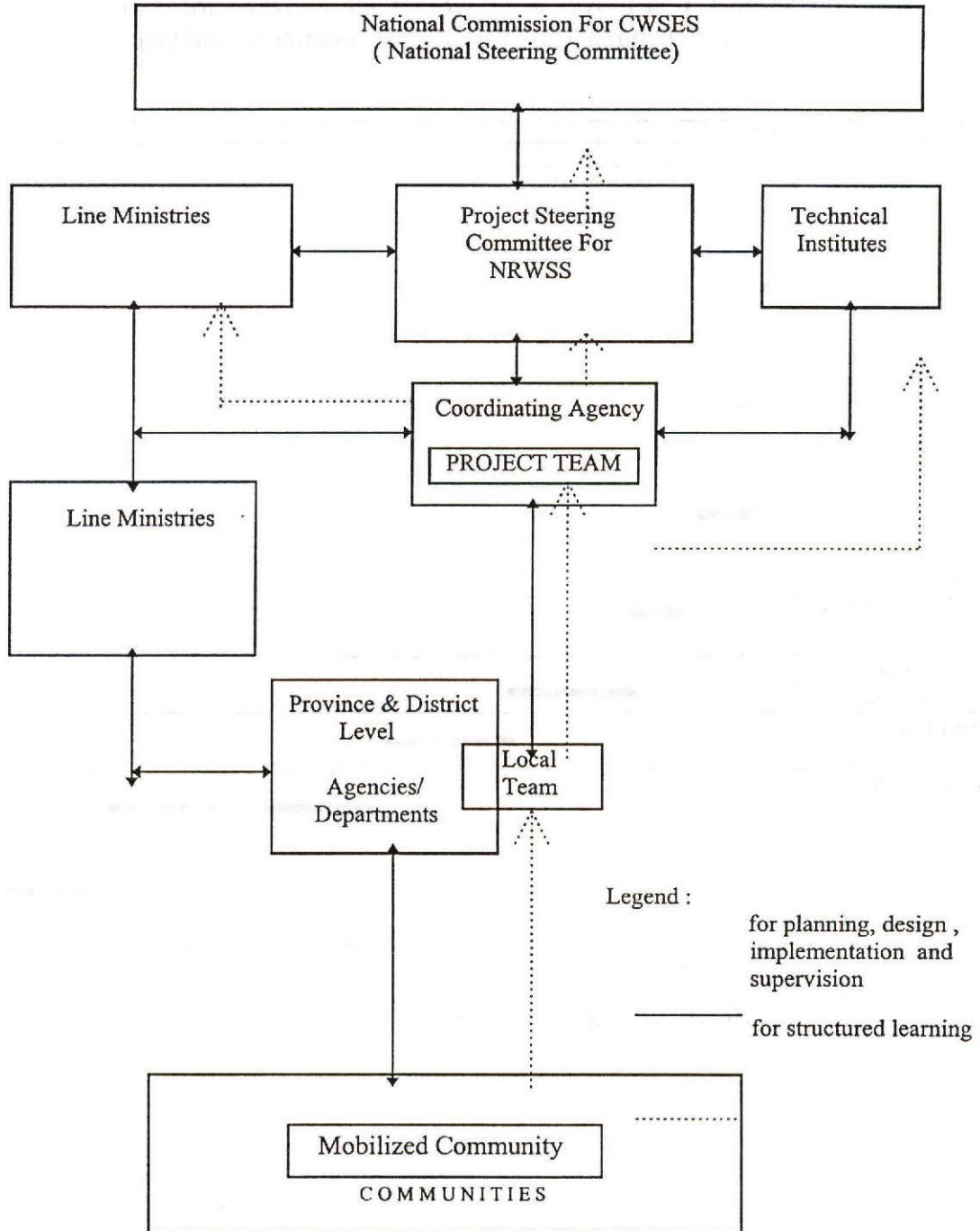
The suggested timeframe for the Pilot Project is 24 - 36 months. However, it is likely that this Pilot Project, if it proves to be worthwhile allowing for continued action research, case studies, structured learning and dissemination would be possible.

Activities	M1 ←————→ M24/36
Project Preparation Phase: Development of Concept Paper for RWSS Pilot Project National Consultation Workshop for developing consensus on basic concept of RWSS Pilot Project and finalization of project proposal Identification of Potential Donors Submission of project proposal to ESAs, approval secured and agreement signed	
Planning Phase (see framework)	
Design Phase (see framework)	
Implementation Phase (see framework)	
Post Implementation Phase	
Monitoring and Evaluation	

Note : M1 means First Month, i.e., April/May 1997 and so on.

3.7 Project Organization

The suggested project organization framework are as follows :



3.8 Inputs

Project Preparation Phase : RWSG-EAP would be willing to provide necessary technical support to the Project Steering Committee, to prepare the RWSS Pilot Project. The Draft Concept Paper would lead into a Final Concept Paper, and then the Project Proposal.

Project Planning, Design and Implementation Phase : The Coordinating Agency along with Line Ministries/Agencies would take lead in planning, designing and implementing the scheme, with active community participation. Technical assistance would be provided at Central and Local level to foster community management, lowest-level decision making and sustainability of the scheme. The following consultants would be useful for technical assistance :

⇒ Central Level :

- International Consultant
 - Rural Water Supply and Sanitation Specialist (One number)
- Local Consultants
 - * Rural Water Supply and Sanitation Specialist (One number)
 - * Training -cum- Community Organizational Specialist (One number)

⇒ Local Level :

- Local Consultants
 - * Training -cum- Community Organizational Specialist (Four numbers)

4 FINANCIAL PLAN

A number of external funding agencies have shown an interest in providing assistance for the RWSS Pilot Project. One of the funding possibilities is to seek financial assistance for hardware components from various bilateral agencies. UNDP could be approached to establish an umbrella project that would manage the funding from the various other sources in a common pool for the RWSS Pilot Project and provide technical assistance for this purpose. However, this would first be discussed as an option during the National Consultation Workshop.

The Project budget can only be developed after detailed discussion at the National Consultation Workshop. However, a tentative project budget of US\$ 2.0 million has been estimated.

5 ISSUES FOR NATIONAL CONSULTATION

The potential issues which need to be discussed among sector partners in the National Consultation Workshop are as follows :

- ⇒ Institutional Arrangements :
 - * Selection of the Coordinating Agency
 - * Selection of Executing Agencies
 - * Establishment of Project Organization
 - * Role of Private Sectors
 - * Role of Ministry of Planning and Investment

 - ⇒ Financial Arrangements
 - * Funding
 - * Fund Flow mechanisms
 - * Government contribution

 - ⇒ Planning and Design Arrangement
 - * Selection of focus provinces
 - * Preparation of selection criteria for pilot areas
 - * Anticipated technical inputs from the Line Agencies and Donors
 - * Agreement on a time frame

 - ⇒ Possible linkages
 - * Future RWSS Projects funded by Danida
 - * Future RWSS Projects funded by Fannida
 - * Unicef RWSS Projects
-

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VIETNAM
MEKONG DELTA WATER RESOURCES DEVELOPMENT PROJECT
Concept Paper

SECTOR ISSUES AND COUNTRY STRATEGY

1. Country Background. Although Vietnam is a poor country, with a per capita income of \$190 (1995) and nearly half the country's population of 70 million living below the poverty line, it has recorded extraordinary growth in recent years. Policy reforms, accompanied by increases in agricultural value added of over 4 percent per year, resulted in GDP growth of 8 percent per year during 1990-95. However, sustaining rapid growth in the face of a projected doubling of the population by 2030 poses a challenge, and will put increased pressure on its natural resources, particularly land and water. Achieving the Government's targets—for example, doubling GDP by the year 2000, increasing per capita food consumption while maintaining self-sufficiency and its status as a rice exporter—will require decisive actions with respect to economic incentives and institutions, the provision of adequate infrastructure and, for development to be sustainable, resource management and environmental protection. Sound land and water management, together with improvements in water infrastructure, are needed to provide water in sufficient quantities and appropriate quality, to provide adequate drainage and sewerage facilities, and to protect economic activities and human habitats from floods.

2. The *Vietnam Water Resources Sector Review* (1996) highlights the importance of agricultural water control in relation to overall resource management. Despite high levels of rainfall, irrigation is the backbone of Vietnam's rice economy and accounts for over 90% of total water demand. Agriculture will continue to play a key role in the economy, although the industrial and service sectors are projected to grow more rapidly. In recognition, the Country Assistance Strategy (CAS, 15053-VN, Oct. 25, 1995) cautions against over-investment in the industrial and urban areas at the expense of rural investments. Moreover, the rural population will constitute more than half of the total population of Vietnam in 2030, requiring a balanced government policy on rural-urban development and investment to make rural-to-urban migration more manageable.

3. Regional Background. About 80% of the Mekong Delta falls within Vietnam and accounts for 12% of Vietnam's land area (Fig.1)¹. About one in every five Vietnamese lives in the Delta. The Delta's economy accounts for 27% of GDP, some 40% of agricultural value added, and half of rice production. Rice and fishery products contribute significantly to the export earnings. Urbanization is lower than the national average although it is expected to accelerate. The industry and services sectors are currently confined to small scale processing of agricultural and aquaculture output, but expected to grow rapidly.

4. Mekong Delta Water Resources and Issues. The availability of water resources in the Mekong Delta alternates from surplus to shortage every six months, affected by a

¹ The Mekong River flows through five countries to Vietnam. Only a tenth of the entire basin area of 795,000 km² is within Vietnam. About 39,000 km² is in the Delta.

tropical monsoon climate. During July - December, heavy rainfall and runoff occur, causing long periods of inundation over 25% of the Delta, due to overtopped river banks in the north and poor drainage in the south. There is a great need to protect human life and property, and improve the poor living conditions of people². At the same time, limited flooding is required to flush acid soils, to deposit sediment into the flood plains, to bring nutrients to fisheries, and to avoid confining the floodwaters (which could cause floods in Cambodia). During the first and last parts of the January-June dry season, the low level of discharges in the river is usually sufficient to meet water requirements for in-stream and off-stream uses. But during February-May, demand-supply imbalances appear. Salinity is most severe during this period as there is inadequate river flow to prevent seawater backflows. About 1.7 mha of the Delta suffers from saltwater intrusion. Both irrigation and rural water supply are affected adversely. There is substantial untapped potential for groundwater (Fig.2). However, aquifers that are vulnerable to pollution need to be protected.

5. Rapid and sustainable development of the Delta is central to achieving the country's ambitious targets for sustained growth. Despite the fact that the Delta produces the bulk of Vietnam's surplus rice, more than half of the rural population still lives in poverty. Growth options are severely constrained by (i) shortages of dry season water, (ii) prolonged flooding and inundation, (iii) sea water intrusion, and (iv) water quality problems caused by salinity and acidity. The "easy" opportunities to increase agricultural production were exploited during the region's first responses to the *doi-moi* policy. A key factor in further exploiting the productivity of the agricultural sector and increasing the living standards of rural population will be the adequacy of water control systems—irrigation, storm drainage, flood protection infrastructure and rural drinking water supply. There is a clear need for investment in the currently inadequate water control infrastructure.

6. Government Strategy. The Mekong Delta Master Plan was completed in 1993, carried out through an inter-ministerial effort led by the Ministry of Planning and Investment (MPI). The main conclusions of the Master Plan are: The Delta has the resource potential to maintain its role as a surplus producer of basic food, and through this role to support the country's ambitious growth target. There is scope for rapid economic growth, increased agricultural production and employment generation in the Delta by water resources development, improved land and water management, and by crop diversification and intensification. By adopting a "moderate development scenario", such scope can be achieved without additional water abstractions during the low flow season, and without establishing costly, year-round flood protection in the deep-flood areas.

7. To implement the investment strategy outlined in the Master Plan, the Prime Minister issued Decree No. 99 (March 1996), which specifically indicates that the development of water resources infrastructure (together with transport and population) in the Mekong Delta is of high priority in the 1996-2000 public investment program. The

²

In some areas, a rise in the water level of up to 2-4 meters is common, and damage is significant. For example, the 1994 flood submerged over one million hectares, caused more than 300 deaths, and directly affected the livelihoods of 310,000 people.

proposed Project would include subprojects identified as high priority investments within the Master Plan, and will cover the poorest regions in the Delta.

RATIONALE FOR BANK INVOLVEMENT

8. Consistency with CAS. The proposed project will help achieve the CAS (Oct. 25, 1995) goals of poverty alleviation, support for infrastructure development and capacity building, and improvement of natural resources management in Vietnam. Specifically, the CAS focuses IDA-financed infrastructure investments on three sectors—transport, power and water resources management—and stresses the importance of rural infrastructure in accelerating agriculture and off-farm production, and for alleviating rural poverty and regional imbalances. The CAS also recognizes the importance of rural water supply in improving living conditions.

9. Bank assistance is proposed for the following reasons:

(i) During the Bank programming mission in Feb. 1996, the Government confirmed the high priority of water resources investments for external donor support. Specifically, the Government requested Bank support for the Mekong Delta water resources development project. The Government views the proposed project as directly implementing Decree No. 99. However, insufficient domestic resources and the large investment requirements of this project imply that external financing is critical.

(ii) The proposed project constitutes the first step in implementing the Mekong Delta Master Plan and an integrated approach to water resource management in Vietnam. The project is in line with the thrust of the Bank's Water Policy and the Vietnam Water Sector Review, both of which identify comprehensive water resources management, direct participation of beneficiaries, and strengthening of institutional capacity as key areas for Bank support.

(iii) Bank involvement in the water resources sector would also promote policy dialogue with the Government on other resource management issues, and in implementing the strategies set forth in the Sector Review.

(iv) The proposed project will facilitate follow-up investments in Delta infrastructure, which would promote opportunities for private investment.

LESSONS FROM PAST BANK OPERATIONS

10. IDA has extended several credits to irrigation/agriculture/rural development in Vietnam. The Dau Tieng Irrigation project (1978-86; rated "satisfactory") was the first. More recent ones include the Agriculture Rehabilitation (1994-); Irrigation Rehabilitation (IRP; 1995-); and Rural Finance (1996-) projects. Three operations focusing on the Mekong Delta are under preparation—Inland Waterways; Rural Transport; and Coastal Wetland Forest Protection. The Mekong Delta Master Plan was also executed by the Bank. Drawing on the PCR/AR and an OED review in 1995 of the Dau Tieng project, on an OED paper "Irrigation in Southeast Asia", and on the experience from supervision of the on-going IRP, the following lessons can be derived for preparing this Project:

(i) Adequate design of the project's major works *prior* to project implementation is essential to ensure timely implementation. (ii) External technical assistance in procurement and construction supervision is necessary because of the borrower's relative inexperience with ICB procedures and inadequacies in the quality control of construction. During preparation, technical assistance is also needed in such areas as environmental assessment, resettlement, procurement planning, economic analysis, agricultural marketing, and hydraulic modeling. (iii) Measures to ensure timely and effective tertiary development are needed to capture the maximum development benefits. (iv) Low investment costs per irrigated hectare have been closely correlated with project success. (v) Crop diversification should be encouraged.

11. Lessons can also be drawn from Bank lending experience in other countries (e.g. Yangtze Basin Water Development in China, Water Consolidation in India, Water Resources Development in the Philippines and Indonesia): (i) The quality and sustainability of systems development and operations are associated with high levels of beneficiary participation and the financial autonomy of user groups or public water services that are funded by farmers. (ii) Institutional support to central, provincial and local irrigation agencies and farmer groups is critical to project success. (iii) The efficiency of the water agency and the predictability of water supply are factors to watch carefully during O&M; sophisticated O&M routines should not be imposed on farmers.

PROJECT OBJECTIVES AND STRATEGIC CHOICES

12. The proposed project begins implementation of the Delta Master Plan, which aims to support national development goals, regional growth of the Delta and surrounding areas, and rural-urban balance. The objectives of the project are to (i) support primary sector development through increasing agricultural production; (ii) raise rural income and generate employment; (iii) reduce poverty in the project area by improving living conditions. These goals would be met through better protection from floods, improved control of water to increase freshwater for agricultural intensification, provision of freshwater to a rural population that does not have quality water supply for drinking and domestic uses, institutional strengthening to better manage water and increased farmer participation in irrigation system operations and maintenance.

13. The following broad criteria guided the selection of the subprojects during the Bank's identification mission in May 1996: (i) Government priorities on regional balance and poverty alleviation; (ii) consistency with the thrust of the water sector review and with water resources master plans; (iii) economic, environmental viability; (iv) readiness; and (v) government implementation capacity.

PROJECT DESCRIPTION

14. The project is designed around the core approach of integrated water resources development—including irrigation, drainage, saline intrusion control, navigation, rural water supply, and agricultural diversification. It is likely to cover subprojects in three different geographical areas (Fig.3)—South Mang Thit (SMT), Omon-Xano (OX), and Quanlo-Phunghiep (QP).

15. The *SMT* subproject is located in Tra Vinh province and has two phases. The proposed project would finance Phase-I (covering 120,000 ha, Fig.4). The *OX* subproject (covering 37,000 ha) is located in the southern part of the western Bassac region of Can Tho and Kien Giang Provinces (Fig.5). The *QP* subproject is located in Soc Trang and Minh Hai provinces. It is the only project identified in the Delta Master Plan for the Ca Mau Peninsula. It will consist of three phases. The proposed project would finance implementation of Phases-I and II (covering 226,000 ha; Fig.6). All these areas are affected by moderate/severe salinity intrusion, inundation during the wet season, and a lack of freshwater during the dry season. *OX* also suffers from shallow flooding. However, with better water control and improved water delivery systems in place, all would have great potential to develop from single- to double- and triple-cropping.

16. In the three subproject areas, the proposed IDA credit would support:

- (i) Irrigation development and rehabilitation: Better water control and delivery to promote agricultural intensification and diversification. This is to be achieved by increasing the capacity of the main and primary canals to bring water from the Bassac and the Mekong Rivers, improving existing and excavating new secondary canals, constructing sluices and culverts at and/or from secondary to tertiary canals, and developing on-farm systems.
- (ii) Flood control and drainage improvement: Protection against early floods by building low embankments (*OX* subproject only), improvement of water logging and drainage capacity through pumping, sluice control and dike works.
- (iii) Saline control: Construction of sluice structures, river closures and embankments to control or reduce saline water intrusion, protect good soils, and increase fresh water availability (the sluices will be designed to accommodate navigation); and improvement of saline intrusion monitoring and modeling.
- (iv) Rural water supply and groundwater investigation: Provision of fresh water for drinking and domestic purposes to a rural population of about 1.1 million living in the project areas, through wells and hand pumps; investigation, mapping, exploration and protection of groundwater sources.
- (v) Rural transportation: Improvement of existing road networks and bridges related to the canal networks; construction of waterway transport landing stages on the main canals.
- (vi) Institution building and farmer participation: Establishment of irrigation management institutions to be responsible for system O&M, water fee collection, and to assist farmers in tertiary development. Farmers will be involved in provision of pumps and on-farm works, and system management. Training will be provided to improve system operations and management. The project will support agricultural extension services and research for crop diversification.

COSTS AND FINANCING

17. The total project cost is estimated at US\$139 million (VND 1,529 billion at an exchange rate of US\$1=VND11,000), including 20% for physical and price contingencies over a five-year disbursement period (1999-2003). IDA finance is estimated at US\$100 million (72%, net of taxes/duties). The Government contribution is about US\$17 million (or 12%), which is higher than the norm of 10% according to MOF. With regard to on-farm systems, the Government would fund structures down to the level of tertiary canals, and farmers will carry out the earthworks. The estimated contribution from farmers for earthworks is US\$22 million (Table 1, 2). It is expected that IDA will cover 100% of foreign exchange requirements. These estimates and the items under IDA financing are subject to revision upon completion of the feasibility studies.

18. The Ministry of Agriculture and Rural Development (MARD) included some rural drinking water and groundwater protection components in the proposed project, which do not add significantly to project costs but will yield a substantial stream of net benefits. It has requested the Bank to seek grant financing for these components, if possible. Should grants not be available, the Government has confirmed its intention to use IDA funds for these components.

Table 1 Project Financing

Financier	SMT-I		QP I&II		OX		Total	
IDA	38	71%	48	75%	14	69%	100	72%
Farmers	10	19%	10	15%	2	10%	22	16%
Government	6	10%	7	10%	4	21%	17	12%
Total	54	100%	65	100%	20	100%	139	100%

Table 2 Cost Estimate (US\$ million, 1995 price)

Project items	SMT-I	QP I&II	OX	Total	% Total
Irr-drain-flood canals, sluices, dikes	17.4	40.8	7.9	66.1	48%
Rural transport (roads, bridges)	14.4	0.1	2.8	17.3	12%
Navigation landing stages, shiplifts	0.0	0.0	0.3	0.3	.2%
Rural drinking water, groundw. invstg.	0.7	1.4	0.7	2.8	2%
Tertiary, on-farm development ^a	10.0	10.0	2.0	22.0	16%
<u>Base cost ^b</u>	<u>42.5</u>	<u>52.3</u>	<u>13.7</u>	<u>108.5</u>	
Engineering & administration (5%) ^c	1.6	2.1	0.6	4.3	3%
Contingencies (price, physical) (20%) ^c	6.5	8.5	2.3	17.3	12%
Institutional support ^d	1.5	1.0	0.5	3.0	2%
Agricultural services support	0.3	0.3	0.3	0.9	.6%
Land acquisition ^e	1.3	1.0	2.7	5.0	4%
<u>Total cost</u>	<u>53.7</u>	<u>65.2</u>	<u>20.1</u>	<u>139</u>	<u>100%</u>

Note: a. For QP, estimated by the Mission; others were estimated in the feasibility studies.

b. Base construction costs are derived from feasibility studies prepared under the Mekong Delta Master Plan, (with minor revisions taking account of current work that will be completed before end-1997), except for QP where the costs are based on a 1993 pre-feasibility study.

c. Excluding tertiary development.

d. Institutional support includes IMC, PMU, training, and \$3 million that has been allocated among the three subprojects.

e. Estimated based on figures from South Mang Thit feasibility study.

IMPLEMENTATION

19. The project will be implemented primarily by MARD over a period of five years. MARD would need to coordinate with local authorities on project management, supervision, and tertiary system implementation, with other ministries such as MOC, MOLISA and MOI, and UNICEF operations on the rural water supply and groundwater investigation components, and with MOT on navigation/saline control components. It is proposed that a Project Management Unit (PMU), consisting of staff from the relevant departments of MARD and, if necessary, liaison persons from the related Ministries, be set up in MARD to oversee the project from preparation to supervision. This idea was endorsed by MARD but needs to be developed during project preparation. During preparation, consultations with beneficiaries would be sought to assist in design of the participation component.

PREPARATION ARRANGEMENT AND PARTICIPATION

20. Preparation of these subprojects is reasonably advanced, as described in the attached Project Preparation Plan (PPP). Consultations with beneficiaries and with NGOs (if necessary) would be facilitated during preparation to deepen the assessment of project design, social impacts and resettlement requirements.

BROAD POLICY AND INSTITUTIONAL REFORMS SOUGHT

21. *Water management and regulations.* Water allocation, management and regulation are Delta-wide issues. The proposed subprojects were planned in line with the guidelines established in the Delta Master Plan. However, as there is no legal and institutional mechanism in place to regulate off-takes from the main rivers during the dry season, farmers may take advantage of the planned water infrastructure to abstract water beyond the levels set by the planners. The establishment of a regulatory mechanism to limit this kind of problems will be discussed during preparation, in connection with review of the on-going IDF program on "Water Law /Regulations".

22. *Farmer participation.* Farmers' participation in project design, implementation and management (O&M) are essential in tertiary system development and a key to project success and sustainability (para.10). This issue is also linked to the establishment of water fees and farmers' willingness to pay to ensure coverage of O&M costs. Although such a policy has been in effect in the north and is being implemented in the central region of Vietnam, it is still a novelty in southern Vietnam. MARD and provincial authorities have expressed interest in piloting such a policy through this project.

23. *Irrigation Management Companies.* An IMC would be set up in each subproject, which would be governed by a Board consisting of representatives from provincial departments and beneficiaries. It will be in charge of the project's O&M--operating the gates and structures, and out-source maintenance work as needed. IMC would be financially autonomous. Its operating costs would be covered by water charges collected from farmers.

24. The Bank would seek from the Government agreement on the necessary policies and institutional measures to assist in these institutional reforms. The details would be developed during project preparation.

BENEFITS, SUSTAINABILITY AND RISKS

25. Benefits. Soc Trang and Tra Vinh provinces are among the poorest provinces in Vietnam and in the Delta (CAS, Oct. 25,1995), and at present there are limited economic development opportunities. Kien Giang and Can Tho provinces are closer to the national average, due partly to growth in and around Can Tho, the major town of the Delta. Irrigation development has been identified as the chief means of developing the potential of these areas. The main project benefits would include: (i) raising farm income by expanding agricultural production, chiefly by increasing cropping intensity from the current unstable single- and double-cropped rice to stable double-cropped rice together with an upland crop; (ii) generating employment through crop diversification from rice mono-culture to higher value upland crops and fruits, and (iii) raising the living conditions of the rural population through provision of better drinking water (to about 1.1 million people), better public health due to flood control and cleaner water, and improved roads and waterways which would facilitate the supply of inputs and widen access to markets. The beneficiary population would be around 1.4 million. Based on existing

feasibility and pre-feasibility studies, all three subprojects are expected to generate high ERRs of around 30%³ due to significant sunk costs in existing main and primary canals.

26. Sustainability. The sustainability of the proposed project depends on: (i) strong government commitment to project implementation; (ii) sound and cost effective engineering design; (iii) collaboration with stakeholders; and (iv) skilled operations and management capacity. The risk of not achieving the intended project objectives after completion is considered low, as (a) there is Government commitment to develop the Mekong Delta region and implement this project (para.7); (b) selection of the subprojects was guided by such criteria as high economic returns, low unit investment costs, and advanced project preparation (para.13); (c) project preparation and implementation would involve beneficiaries and the project would assist in developing farmer groups to participate in system O&M; and (d) the country has a well-educated and motivated work force with reasonably good management practices in water resources.

27. Risks. Although the above would minimize project risks, there are other factors which could jeopardize the achievement of project objectives: (i) lags in tertiary system development, which would prevent the project from capturing the full benefits after secondary systems are in place; (ii) delays in engineering design and in construction; (iii) a fall in the long-term price of rice. The following considerations will be built into project design to minimize these risks: (a) The credit would support tertiary development and finance structures in tertiary systems, together with farmer contributions to the earth works and on-farm development. (b) Building on the lessons from the on-going IRP, this project would require that, at the time of Board presentation, engineering designs for at least the first year's works should be completed, with bid documents approved by MARD so that funds can be disbursed without delay. (c) Crop diversification to non-paddy crops would be promoted as part of agricultural extension and research.

ENVIRONMENT AND RESETTLEMENT

28. Environmental Aspects. Studies carried out during preparation of the Mekong Delta Master Plan identified a number of environmental risks which could be associated with water resources developments in the region, including: (i) delta-wide effects of freshwater abstraction on salinity intrusion; (ii) acidification due to canal construction and reclamation of actual and potential acid sulphate soils; (iii) exacerbated water pollution problems (agrochemicals, fertilizers, human wastes) due to changes in hydrology in irrigation areas; and, (iv) impacts on fishery and shrimp production due to interference with migration and feeding patterns resulting from flood control embankments and sluices. These issues have been addressed at both the strategic planning and project design levels. At strategic planning level, they have been addressed through the vehicle of the Delta Master Plan. The main environmental elements of the Plan of immediate relevance to the proposed project were:

³ At the standard 12% discount rate. Benefits from activities such as improvement of navigation, rural water supply, and access roads are not taken into calculation of ERRs.

- (a) Adopting a strategic policy that maintains freshwater offtakes during the critical low flow period to their present levels. This policy led to adoption of the “moderate development scenario” (para.6), and it is on the basis of this scenario that priority projects were identified and feasibility studies undertaken;
- (b) Restricting rural developments in the coastal zone to more traditional, low intensity farming, forestry and protection activities which are better suited to the difficult environmental conditions in that area.

Environmental issues addressed at the Project Design Level included:

- (a) Areas or subprojects including severe acid sulphate soils were excluded from consideration for the project identification due to their potential environmental sensitivity (Fig.7);
- (b) It is not expected that the proposed project will increase triple-cropped rice cultivation, which is associated with significant increases in use of agro-chemicals;
- (c) Due to concerns for navigation, sluices would be constructed along primary and secondary canals, and not on main waterways. The sluice gates will be wide-enough to allow passage of local boats for agricultural transportation.

29. Notwithstanding these design safeguards, environmental reviews and impact assessment carried out during feasibility (or pre-feasibility) study of the subprojects indicated that there will still be a need for environmental management and monitoring activities to deal with residual environmental effects. The range and scope of these activities will be finalized during preparation studies in consultation with the Government agencies already engaged in delivery of most of the required programs. Based on existing reviews carried out to date, it is expected that they are likely to include:

- (a) Definition of construction and operational specifications to reduce the adverse effects of acidification due to exposure of acid-sulphate soils during construction. These are likely to include aspects such as the compaction and revegetation of embankments, proper water level control, and improved farming practices;
- (b) Provision of improved rural water supplies and education on optimum installation and management of roof runoff water supplies throughout the project areas to reduce the reliance of inhabitants for potable water supplies on canal water;
- (c) Improved public health education throughout the project areas with emphasis on the management and disposal of human wastes and the minimization of the risks of contracting water-borne and water-related diseases;
- (d) Extension of the Government’s existing Integrated Pest Management Program into the project areas to increase awareness of farmers on the safe handling and management of agro-chemicals and to reduce application rates of pesticides and herbicides (this is likely to be included in another project); and
- (e) Extension of existing water quality monitoring networks within the project areas to provide more accurate and reliable water quality data as a basis for optimizing the operation of water control.

30. Resettlement. The feasibility study did not anticipate significant resettlement. Based on the experience of the on-going irrigation project, scattered resettlement and compensation will occur during canal construction or enlargement. The update of the feasibility study would review this issue in detail to ensure project preparation to be consistent with the Bank OD. A draft RAP (with census and sample social surveys) would be ready by appraisal and a full RAP by negotiation.

TASK TEAM ARRANGEMENTS

31. The Bank task team consists of Mei Xie (Water Resources Management Specialist, Task Manager); Bill Cuddihy (Senior Agricultural Economist, backup TM); Cuong Hung Pham (Operation Officer, RMV); Carlos Escudero (Lawyer); Rob Crooks (Environmentalist); Lars Lund (Social Expert); and Amanda Days (Task Assistant). The team will draw on expertise from the TD, CVP and FAO/CP on specific issues (eg. irrigation, flood control, groundwater & rural water supply) as they arise. Jeffrey Gutman (Chief, EA1AE) and Javad Khalilzadeh-Shirazi (Director, EA1) will provide managerial guidance. The Peer Reviewers are: Mr. Lambert Smedema (Drainage, /Groundwater Specialist, AGRPW); Mr. Usaid El-Hanbali (Senior Irrigation Engineer, MN2NE).

PERFORMANCE INDICATORS AND CRITICAL SUCCESS FACTORS

32. To monitor both project implementation and achievement of project objectives, the proxy performance indicators have been tentatively identified in Table 3, and will be further developed during preparation in consultation with the client.

PROCESSING TIMETABLE AND BUDGET

33. A draft project processing timetable was agreed with the Government during identification (Table 4). However, the Government (GO, MARD, MOF, MPI) requested, at the wrap-up meeting, that the Bank consider to accelerate the preparation process and make this project FY98. This issue should be revisited during the Bank's next programming mission.

34. The cost of delivering the proposed project from preparation to board presentation is estimated at US\$342,000 (Table 5a, 5b). A PHRD grant of US\$975,000 has been approved to assist the Government in upgrading and completing feasibility studies and preparing for detailed engineering design (see detailed workplan and milestones in PPP).

Table 4. Processing Time Table

Pre- feasibility studies (by Gov.)	1993-1995
Bank Identification	May 1996
Concept Meeting	Oct. 1996
Pre-investment study/engineering design	Jan. 1997 - Dec. 1997
<i>PHRD grant approval /signing</i>	<i>Sept./Oct. 1996</i>
<i>TORs preparation</i>	<i>Sept./Oct. 1996</i>
<i>Proposal Evaluation</i>	<i>Dec. 1996</i>
<i>Consultant appointment</i>	<i>Jan. 1997</i>
<i>Inception report</i>	<i>March 1997</i>
Preparation mission	April 1997
Preappraisal	Nov. 1997
Appraisal	Feb. 1998
Negotiation	May 1998
Board approval	July 1998

Table 5a. Task Budget from Preparation to Board

<u>Task</u>	<u>SW Plan</u>	<u>Labor Cost</u>	<u>Travel Cost</u>	<u>Total</u>
	<i>SW</i>	<i>\$1,000</i>	<i>\$1,000</i>	<i>\$1,000</i>
Identification/Preparation - Date				
Staff	7	21	2	23
Consultant	4	14	4	18
Preappraisal (LENP)				
Staff	25	76	12	89
Consultant	13	47	14	61
Appraisal (LENP)				
Staff	22	67	11	78
Consultant	9	32	11	43
Negotiation/Board (LENN)				
Staff	8	24	7	31
Total	88	283	60	342

Table 5b. Task Budget by FY (US\$1,000)

<u>Task</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>	<u>Total</u>
LENP	88	102	-	190
LENA	-	121	-	121
LENN	-	22	9	31
Bank Fund	88	245	9	342

Table 3. Performance Indicators

Objective/Development Impact	Intermediate Indicators	Final Indicators	Unit	Monitoring Baseline	Target /year
Raised Rural Incomes and Poverty Alleviation		1) Farm income increase 2) Employment generated	US\$/y /h m.y.		
Improved Rural Living Conditions		3) Population benefited from drinking water supply	No.		
Increase in Agricultural Production	1) Increase in irrigated area; agri. intensification		ha, or %		
Improved Water Control Infrastructure, Water Delivery, Management	2) Length of canals and dikes built, improved 3) Intake structure built 4) On-farm development 5) Recovery of O&M costs in main, 2nd systems		km No. ha %		
Farmer Participation and Institution Strengthening	5) No. of farmers' groups, IMC, PMU staff trained		m.d.		

April 1, 1997

VIETNAM
PROPOSED MEKONG DELTA WATER RESOURCES
DEVELOPMENT PROJECT

Terms of Reference for
Consultancy Services for Feasibility Study

Background

1. The Government of Vietnam (Government) has requested a Credit from the International Development Association (IDA) to help finance the proposed Mekong Delta Water Resources Development Project. In order to complete project preparation, a PHRD grant has been approved for this purpose with funding from the Japanese Government. The Grant will be administered jointly by IDA and the Government of Vietnam. In order to carry out the feasibility study for the project, consultancy services as described in these TOR are required. The Ministry of Agriculture and Rural Development (MARD) has been designated the executing agency for project preparation and the Consultant shall enter into a contract with MARD for the consulting services specified herein.
2. Delta Background and Water Resource Constraints. Rapid and sustainable development of the Mekong Delta is central to achieving the country's ambitious targets for sustained growth. About 80% of the Mekong Delta falls within Vietnam and accounts for 12% of Vietnam's land area. About one in every five Vietnamese lives in the Delta. The Delta's economy accounts for 27% of GDP, some 40% of agricultural value added, and half of rice production. Rice and fishery products contribute significantly to export earnings. Urbanization is lower than the national average although it is expected to accelerate. The industry and services sectors are currently confined to small scale processing of agricultural and aquaculture output, but are expected to grow rapidly.
3. Despite the fact that the Delta produces the bulk of Vietnam's surplus rice, more than half of the rural population still lives in poverty. Growth options are severely constrained by (i) shortages of dry season water, (ii) prolonged flooding and inundation, (iii) sea water intrusion, and (iv) water quality problems caused by salinity and acidity. The "easy" opportunities to increase agricultural production were exploited during the region's first responses to the *doi-moi* policy. A key factor in further exploiting the productivity of the agricultural sector and increasing the living standards of the rural population will be the adequacy of water control systems—irrigation, storm drainage, flood protection infrastructure and rural drinking water supply. There is a clear need for investment in the currently inadequate water control infrastructure.
4. Mekong Delta Master Plan. The Plan was completed in 1993, carried out through an inter-ministerial effort led by the Ministry of Planning and Investment. The main conclusions of the Master Plan are: "The Delta has the resource potential to maintain its role as a surplus producer of basic food, and through this role to support the country's ambitious growth target. There is scope for rapid economic growth, increased

agricultural production and employment generation in the Delta by water resources development, improved land and water management, and by crop diversification and intensification. By adopting a 'moderate development scenario', such scope can be achieved without additional water abstractions during the low flow season, and without establishing costly, year-round flood protection in the deep-flood areas."

Project Description

5. Project Brief. The proposed Project begins implementation of the Delta Master Plan, will include subprojects identified as high priority investments within the Master Plan, and will cover some of the poorest regions in the Delta. The project, designed around the core approach of integrated water resources development, is likely to cover subprojects in three geographical areas, covering 12% of the Delta (*Attached subproject maps*).

- South Mang Thit (SMT),
- Omon-Xano (OX),
- Quanlo-Phunghiep (QP).

The objectives of the project are to (i) support primary sector development through increasing agricultural production; (ii) raise rural income and generate employment; and (iii) reduce poverty by improving living conditions.

6. The *SMT* subproject is located in Tra Vinh province and has two phases. The proposed IDA project would finance Phase-I (covering 120,000 ha). The *OX* subproject proposed for IDA financing (covering 37,000 ha) is located in the southern part of the western Bassac region of Can Tho and Kien Giang Provinces. The *QP* subproject is located in Bac Lieu, Soc Trang, Kien Giang and Ca Mau provinces. It is the only project identified in the Delta Master Plan for the Ca Mau Peninsula. It will consist of three phases. The proposed IDA project would finance implementation of Phases-I and II (covering 215,000 ha). The total project area for the three subprojects would be about 370,000ha. Preliminary cost estimates indicate the project in the order of US\$139 million (*Annex I*).

7. The proposed IDA credit is likely to support the following:

- (i) Develop and rehabilitate irrigation systems to improve water control and delivery to promote agricultural intensification and diversification;
- (ii) Improve flood control (OX only) and drainage to protect against early floods by pumping, sluice control and dike works;
- (iii) Carry out saline monitoring and modeling, reduce salinity intrusion by sluice structures to protect soils and to increase fresh water availability;
- (iv) Provide rural drinking water supply and carry out groundwater investigations;

(v) Improve existing road networks and bridges related to canal networks and waterway transport;

(vi) Build up institutional capacity and farmer participation by strengthening of Irrigation Management Companies and farmer water groups to better manage system O&M, and to improve regulation through training of key MARD staff;

(vii) Support agricultural extension and research for crop diversification.

8. Completed Studies. An overview of agriculture in the project area was also available in a MARD /NIAPP report of August 1995. Preparation of these subprojects is reasonably advanced. Annex 2 lists key documents available to-date. The feasibility studies for SMT and OX subprojects were completed by MARD and NEDECO in 1993, including full environmental impact assessment. A pre-feasibility study for the entire QP region covering over 400,000 ha was completed in 1992 by MARD with assistance from the Canadian Government and ESSA. These areas cover a much larger physical area than what was proposed by the Delta Master Plan and than what was later selected during identification of this proposed project (a little over 200,000ha). A pre-feasibility study for the QP subproject covering 276,000 ha was completed by HEC-2 and approved by MARD.

9. Additional Preparatory Studies. The baseline data/surveys for these feasibility studies reflect situations prior to 1990/91. Since then development has taken place and socio-economic conditions have changed. Some physical works have been completed, some are under construction. Therefore, updates of the feasibility studies (in the case of QP subproject, completion of a full feasibility study) are needed before committing financing. The updates should reflect changes in the agronomic and social-economic environment, identify works that have been completed, those are underway and those planned for 1997, identify works proposed from January 1998 onwards to be included in the proposed IDA project, and prepare project documents for IDA financing.

10. Other Related Programs. In the Mekong Delta area, three other IDA operations are under preparation—Inland Waterways; Rural Transport; and Coastal Wetland Forest Protection. In addition, there are other donor supported programs, among them the Dong Phuan pilot in South Mang Thit area, supported by the Australian Government; DANIDA's groundwater programs, and UNICEF's rural water supply and health programs. The feasibility study for the proposed project will need to assimilate the effect.

Consulting Services

11. Objectives. (i) Evaluate and update technical, socio-economic and environmental feasibility of the three selected subprojects based on existing documentation and additional surveys, studies and investigations under the services; and (ii) Prepare project documents suitable for submission to IDA for project financing.

12. Scope. The planned work will update the two feasibility studies and upgrade the prefeasibility study to feasibility level as required, and especially cover in-depth analyses of:

- (a) present and proposed water control for irrigation and drainage, if applicable, for flooding, saline intrusion, and acid sulphate content, and for canal related navigation structures;
- (b) proposed canal related access roads;
- (c) quality and quantity of groundwater for rural potable water supply together with proposals for rural water supply and sanitation based on an evaluation of ongoing programs in the area;
- (d) existing and proposed alternative cropping patterns;
- (e) agricultural marketing and support services;
- (f) financial-economic analysis;
- (g) social benefits and impact, project related resettlement;
- (h) environmental impact review;
- (i) farmer participation in system O&M and cost recovery, and willingness in system management ; and,
- (j) institutional arrangements (policy and organizational requirements) for project management.

13. Areas where experts with international experience would be needed include: improving hydraulic modeling (flood, tidal, salinity); economic analysis; environmental impact assessment and, if needed, preparation of an environmental action plan (EAP); resettlement and preparation of a resettlement action plan (RAP); groundwater investigation for rural water supply and groundwater protection in coordination with UNICEF operations; assessment of agricultural marketing; and procurement planning.

14. Institutional Arrangements. The Ministry of Agriculture and Rural Development (MARD) is the lead Government agency responsible for preparation and implementation of the project. It has assigned the existing Central Project Office (CPO) to oversee implementation of the TA program and project preparation and implementation. The CPO will be the main counterpart to the Consultant. Coordination may also be needed with other ministries and UNICEF operations on the rural water supply, groundwater investigation, and navigation aspects.

15. Expected Outputs. The assignment, to be carried out in Vietnam, is expected to be completed in 8 months. The expected outputs will include:

- (i) a Feasibility Study for the whole project, including an upgrade of the prefeasibility study to feasibility level for QP, and updates of feasibility studies for OX and SMT;
- (ii) a Project Implementation Plan (PIP) including procurement plans, with at least two NCB packages in each subproject area prepared and ready for bidding;
- (iii) a social impact review, and resettlement action plan (RAP); and,

(iv) a full environmental impact review and environmental action plan (EAP) if required.

Outlines of these reports will be reviewed and agreed by MARD and IDA prior to writing the reports. In terms of subprojects, it is estimated that the proportion of Consultant staff input would be: SMT (30%); OX (20%); and QP (50%).

Detailed Description of the Services

Feasibility Study

16. Based on existing documentation, the Consultant will update the feasibility studies of the OX and SMT subprojects and complete a full feasibility study for the QP subproject. The feasibility studies will cover: (i) present situation; (ii) without the project; (iii) with project intervention; (iv) technical and socio-economic justifications; and (v) impacts on socio-economy and environment, and required mitigation measures. The update will cover aspects of physical resources: human and socio-economy; environment; policies and institutions. Item (v) will be discussed below in para.21-32.

17. For items (i) -(iv) above, the Consultant will first review and update baseline information on hydrological, soil, socio-economic development, agricultural, and environmental conditions. Additional field surveys and investigations will be required. The feasibility study update should reflect changes in the agronomic and social-economic environment, identify works that have been completed, or are underway or planned for 1997, and proposed works to be carried out from January 1998 onwards to be covered by IDA financing. *Project maps* and figures should be prepared, showing project locations, existing infrastructures, soil conditions, and project interventions.

18. The Consultant will then:

- (a) Review and recommend investment alternatives, and update alternatives on engineering design, suggesting updates of design standards if necessary.
- (b) Carry out detailed costing, including unit costs of capital investments and of O&M¹, bills of quantities, requirements in local and foreign currencies.
- (c) Carry out full financial and economic analysis. Economic benefits will be derived from financial benefits using economic prices, based on border price calculations. The economic prices of investments proposed by the project such as civil works, equipment, vehicles, technical assistance, training, shall be derived from financial prices deducting direct and indirect taxes. For each subproject the economic rate of return (ERR), net present value (NPV) and switching values shall be determined. The economic analysis shall take account of all costs related to the project, including those associated with environmental impact mitigation, and benefits other than increased agricultural production such as those obtained from improved flood control, domestic water supply, and saline control for water quality improvement.

¹ Should be put in table format using the World Bank's COSTAB program.

The results for individual subprojects will be aggregated to determine the ERR and NPV for the whole project. Financial impact of the project on the national budget should be estimated. Additional budget revenues due to production increase and diversification through direct or indirect taxation presently in place or envisaged shall be projected.

- (d) Propose project implementation management and O&M arrangements at central, provincial and farm levels, and for primary, secondary and tertiary systems; based on costs and benefits, propose a cost recovery plan.
- (e) Evaluate project risks; carry out sensitivity analysis to variations in cropping patterns, cost increase, decrease in benefits, and delay in project construction; and identify mitigation measures to reduce the risks; and assess project sustainability, affecting factors and proper measures to ensure sustainable project benefits. In consultation with MARD, the Consultant will also identify proxy project performance indicators in order to monitor both project implementation and achievement of project objectives.

19. At an early stage of project preparation, the Consultant will identify for each subproject, together with the project authorities, specific works whose implementation would be planned for the first year's project implementation. The detailed engineering design for these works would be carried out as part of this assignment. The feasibility study of these works would need to be approved by the Government before detailed design can start. As the approval process takes sometime, the Consultant should make the feasibility study of these works available in advance to consider the approval process.

20. With regard to project components (para.7), the Consultant will pay special attention to the following aspects while completing the above tasks (a) - (e):

- a) Land use planning in the project area, governed by the overall framework of the Delta Master Plan--optimal cropping patterns, potential for agricultural diversification and market potential.
- b) water availability (particularly during low flows) and the requirement not to permit increased abstractions during the low flows when this would adversely affect downstream water users. Taking into account of irrigation water requirements under the project, study and propose regulatory policies and proper water allocation and control mechanisms (law² and institutions) to be included as part of project intervention.
- c) Effects of the flood control works proposed under this and other projects on water levels in the Delta, and potential impact on upstream (Cambodia) and downstream areas. The impact would include on water levels, fishery and shrimp cultivation; aquatic biodiversity, and wetlands. Mitigation and restoration measures will be proposed.

² Currently, the draft water law of Vietnam is under preparation with financial assistance from the Bank.

- d) **Hydraulic modeling and monitoring of saline intrusion.** Appropriate engineering and non-engineering measures to be supported under the project, considering navigation requirements.
- e) **Groundwater potential in the project area.** The Consultant will identify exploitable sources, locations and appropriate low-cost techniques to provide rural domestic water supply in selected project areas. Additional modeling, monitoring, testing and mapping would be required. Improvement of **sanitation** conditions in the project area and proposed interventions should be part of the rural water supply component.
- f) **Tertiary /on-farm development.** The Consultant shall analyze prospects and constraints for on-farm development taking advantage of irrigation improvements in the primary and secondary systems. This will entail a review of existing production practices; farm income; pest management; extension services; availability of technical and market information; availability of farm inputs and machinery services; and roles and functions of farmer organizations. Projections for future production will also involve farmers' interviews during socio-economic surveys (para.23), to verify their interest and elicit their opinions on constraints and possible ways to mitigate these. Based on the above, the scope of tertiary/on-farm development to be supported by the project will be proposed.
- g) Establishment or strengthening of **institutional arrangements** for project planning, implementation, management, and O&M at various levels, especially at primary-secondary level by Irrigation Management Companies and at tertiary/on-farm level by farmer groups. This includes organizational set up, responsibility for O&M functions, water fee collections, financial arrangements, and cost recovery policies.
- h) **Farmer participation** in project design, implementation and O&M. The Consultant will assess current cost recovery policies; farmers' willingness and ability to pay for full O&M costs; farmers' intentions to grow high-value crops and adopt new technologies; arrangement for financing and constructing on-farm irrigation development; impact of project on farm income. The Consultant shall estimate the financial capabilities of farmers to invest in on-farm irrigation development and whether a credit is needed. The Consultant shall also examine the ability of farmers to repay, in whole or in part, the capital costs of the main irrigation system.
- i) **Agriculture support services and research** for crop diversification (including on-farm fisheries), technology transfer, training; design components to incorporate these aspects into project design, and
- j) **Access road adequacy** in linking rural roads to and across water control structures.

21. For each subproject, the consultant will prepare a project implementation plan (PIP) with a procurement plan (including packaging, costing and scheduling) preferably using

Microsoft Project program. Specifically, the consultant will prepare at least two NCB packages (ready for bids) for each subproject for contract works of the first year of project implementation.

Social Impact Study Update

22. Social Impact Assessment Review. Its purpose is to establish sufficient baseline information to design and implement the proposed project: (i) in accordance with the needs and desires of the people in the project areas; (ii) ensuring that opportunities for informed participation of potential project beneficiaries exist; (iii) ensuring that proper local institutional capacity is in place or strengthened for project implementation; and (iv) ensuring consistency with IDA Operational Directives 4.20 "Indigenous Peoples" and 4.30 "Involuntary Resettlement", which are requirements for IDA financing.

23. Preliminary environmental and socio-economic baseline survey and impact assessment is expected to start in May and to be carried out by national consultants assigned by CPO outside this contract. The Consultant under this assignment will use the results from the survey and the assessment as basis for preparing the environmental, ethnic minority development, and resettlement action plans. The Consultant will make up any data/information gaps by carrying out additional investigations and consultations as necessary. The Consultant should answer:

- (a) What is the present situation of farmers participation in water resource management in the project area ? Is it adequate ? What improvements should be made during both project preparation and implementation--such as farmer organizations, scope of responsibilities of farmers and assistance agencies, technical assistance required, and training ?
- (b) What are potential social impacts (both positive and adverse) of the proposed project on local communities ? For potential adverse impact, what mitigation measures should be proposed ?
- (c) Specifically, what are implications of project development on the livelihood of ethnic minority groups (non-Kinh) ?

24. Consultations should be an important part of the socio-economic impact review through: (i) stakeholder workshops at central, provincial and sample commune levels; (ii) focus group discussions at community and village levels (selecting a representative sample of communes); The sampling of the areas may not be proportionally representative, but must represent the various subprojects, potential participating ethnic groups, and major livelihood patterns; and (iii) individual household interviews. This process aims to inform beneficiaries of the project impact, and involve their views on project design. Consultations with NGOs may also be facilitated, if necessary, to deepen the assessment of project design, social impacts and resettlement requirements. The Consultant will first review:

- (a) Baseline information about the project area:

- Describe the ethnic and socioeconomic composition of the population in the project areas (there is a high proportion of minorities, especially, Khmers in the Delta); Identify players at central, provincial and local levels.
- Review existing and potential land use and land tenure; Review socio-economic characteristics and livelihood patterns of households of various communities, including ethnic minorities.
- Identify institutional capacity of local, indigenous ethnic institutions and government institutions relevant to the project. Describe community institution and capacity of various ethnic communities.

(b) Assessment of social impacts:

- Identify likely socioeconomic impacts on rural households and socio-cultural impact on communities for the identified ethnic groups. Potential adverse impacts could mean impact of changes in land and water use due to project interventions or land acquisition: fishery production; shrimp cultivation; aquatic biodiversity; water quality, etc., which could affect the livelihood of the local people.

25. The consultant will propose mitigation strategies, including:

- Recommend measures to mitigate the adverse impact, and how restoration of income earning capacity and mitigation measures should be implemented in the proposed project, including strategies for participation of, and consultation with, stakeholders in project implementation.
- The Consultant will assist MARD in preparing an Ethnic Minority Development Plan, which will include: (i) baseline information on ethnic composition and living standard of ethnic minorities; (ii) description of the consultation process with ethnic groups; and (iii) a plan of action for specific activities aimed at ensuring full participation of and benefits to the ethnic groups.

26. Resettlement. Existing feasibility study did not anticipate significant resettlement. However, based on the experience of the on-going irrigation project, land acquisition, scattered resettlement and compensation of project affected people (PAP) will occur during canal construction or enlargement. The Consultant will first review the Land Acquisition Assessment (LAA), which is to be carried out (in May) by national consultants appointed by CPO outside this contract. The Consultant will then define the extent of adverse social impacts for each subproject and the scope of a Resettlement Action Plan (RAP).

27. Three guiding principles of a RAP are to: (i) enhance or at least restore the living standard of PAP; (ii) minimize adverse social impacts; and (iii) mitigate adverse social impacts. The RAP will incorporate all resettlement and rehabilitation (R&R) measures necessary to ensure compensation for assets acquired at replacement costs for all PAP,

who on the basis of an established cut-off date, will be losing land, or other assets, or livelihood, as a result of project implementation.

28. If more than 150 people in a given subproject are going to be affected (either by resettlement or by land acquisition), a RAP is needed for that subproject. Under this situation, the Government will need to establish a project Resettlement and Rehabilitation (R&R) Committee, which will provide guidance to RAP formulation and review Consultant's outputs. It will also need to designate staff as liaison persona for the RAP consultants.

29. The Consultant will assist the R&R Committee to: (i) update or confirm an inventory of PAP (with a map showing the locations), according to available project design and LAA; (ii) carry out a socio-economic survey of subproject areas to determine pre-project level of income of PAP; and (iii) assist MARD in preparing a Resettlement Action Plan (RAP) in accordance with the laws of Vietnam and IDA Operational Directives (OD) 4.30 on "Involuntary Resettlement", prior to project appraisal by IDA. RAP is intended to be an action-oriented and time-bound document. They should be as precise and affirmative as possible, to facilitate approval by project authorities and IDA (a detailed outline of RAP is provided in Annex 3).

30. The output of the consultant works will include (i) a report addressing questions raised in para.23, following a process outlined in para.24-25; (ii) resettlement inventories, and (iii) a socio-economic review report. The Consultant will assist the Government to complete (iv) a stand alone Ethnic Minority Development Plan (EMDP), as required by OD 4.20; and (v) a complete Resettlement and Rehabilitation Action Plan, according to the requirements of OD 4.30.

ENVIRONMENTAL REVIEW/STUDY UPDATE

31. Major environmental issues have been addressed at both the strategic planning and project design levels during the Mekong Delta master planning and in subproject feasibility studies. At strategic planning level, main environmental elements of the Master Plan of immediate relevance to the proposed project were: (i) Adopting a strategic policy that maintains freshwater offtakes during the critical low flow period to their present levels. This policy led to adoption of the "moderate development scenario", and it is on the basis of this scenario that priority projects were identified and feasibility studies undertaken; (ii) Restricting rural developments in the coastal zone to more traditional, low intensity farming, forestry and protection activities which are better suited to the difficult environmental conditions in that area.

32. Environmental issues addressed at the project identification and design level included: (i) Subprojects or areas including severe acid sulphate soils were excluded from consideration for the project identification due to their potential environmental sensitivity; (ii) It is not expected that the proposed project will increase triple-cropped rice cultivation, which is associated with significant increases in use of agro-chemicals; (iii) Due to concerns for navigation, sluices would be constructed along primary and secondary canals, and not on main waterways. The sluice gates will be wide-enough to allow passage of local boats for agricultural transportation.

33. Notwithstanding these design safeguards, environmental reviews and impact assessment carried out during feasibility (or pre-feasibility) study of the subprojects indicated that there will still be a need for environmental management and monitoring activities to deal with residual environmental effects. The Consultant will review existing documentation on environmental impact assessment and studies. For each subproject, an in-depth review or update is required to look into such aspects. Where necessary, an environmental action plan (EAP) should be prepared to propose mitigation measures, modifications of project design, responsible agencies for monitoring.

- (a) Delta-wide effects of freshwater abstraction on salinity intrusion.
- (b) Acidification due to canal construction and reclamation of actual and potential acid sulphate soils; Definition of construction and operational specifications to reduce the adverse effects of acidification due to exposure of acid-sulphate soils during construction. These are likely to include aspects such as the compaction and revegetation of embankments, proper water level control, and improved farming practices.
- (c) Exacerbated water pollution problems (agrochemicals, fertilizers, human wastes) due to changes in hydrology in irrigation areas; Provision of improved rural water supplies and education on optimum installation and management of roof runoff water supplies throughout the project areas to reduce the reliance of inhabitants for potable water supplies on canal water; Extension of the Government's existing Integrated Pest Management Program into the project areas to increase awareness of farmers on the safe handling and management of agro-chemicals and to reduce application rates of pesticides and herbicides (this is likely to be included in another project).
- (d) Improved public health education throughout the project areas with emphasis on the management and disposal of human wastes and the minimization of the risks of contracting water-borne and water-related diseases; Extension of existing water quality monitoring networks within the project areas to provide more accurate and reliable water quality data as a basis for optimizing the operation of water control.
- (e) Impacts on fishery and shrimp production, and on aquatic biodiversity due to interference with migration and feeding patterns resulting from flood control embankments and sluices.
- (f) Sluice control structures on navigation.

Reporting

34. The consultant will submit to MARD and IDA progress reports and results of the study at the stages indicated in Table 1.

Table 1 Reporting

Reports	No. of copies	Month after start
Inception Revisions, if any, to the proposed programme of activities; describe the approach to the work, logistic and financial arrangements, including any preliminary conclusions or comments regarding the study which might effect the scope of the work.	20 VN 10 English	1
Progress Report (8-10 pages): Describe preparation progress and outline future programs. Draw attention to important issues that could affect the consultancy or the project.	10 VN 5 English	every 2 months
Draft environment impact review, and EAP where needed	20 VN 5 English	4
Draft social impact assessment and EMDP	20 VN 5 English	4
Interim report (feasibility study update) Draft final report of the updated feasibility study for each of the three subprojects and various draft technical reports which would be annexes to the main report	30 VN, 10 English	4
Resettlement Review and draft RAP	20 VN 5 English	6
Final reports on the overall feasibility 1. Executive summary (< 10 pages; key aspects of the project features and conclusions) 2. Main report/maps (< 60 pages; describe all project aspects in a World Bank Staff Appraisal Report format) 3. Annexes (several volumes; detailed final reports on technical, social, environmental and resettlement aspects)	30 VN 10 English	7
Project Implementation Plan (PIP)	20 VN 5 English	7
Project Procurement Plan	20 VN 5 English	8

Consultant Staff Profiles

35. Annex 4 lists suggested areas of expertise for national/international experts, and job descriptions of key staff. The Consultant may propose alternative staffing to match proposed lines of action. Under no circumstance does acceptance of the staffing list Annex 4 release the Consultant from any responsibility under these TOR. Local and international consultants are expected to work as a team.

Government Input and Coordination Arrangement

36. PMU will coordinate with other participating Ministries and agencies to provide government inputs, and will review and participate in discussions with the Consultant on issues related to the assignment. PMU will facilitate and assign counterpart staff to assist the Consultant in obtaining the necessary visas, authorizations and access to facilities for carrying out the services; make available to the Consultant all existing aerial photographs, maps, studies, plans, reports, drawings and any other information/data relevant to the execution of this task.

Role of IDA

37. IDA will assist MARD in (i) preparation and supervision of the technical assistance program; (ii) project preparation, including participation of missions by consultants and Bank staff; and (iii) liaison with other donors to explore co-financing possibilities for the groundwater and rural water supply components.

Input from The Consultant

38. The Consultant [which shall be a joint operation between international and national consultants], shall provide and maintain all staff, facilities and equipment necessary for the efficient execution of the Consulting Services. National consultants would be recruited under subcontract to the international Consultant. The Consultant is responsible for expenses incurred in recruiting interpreters, document translation, office space, secretarial support, basic office equipment and supplies, and local transport. It will provide on-the-job training to selected counterpart staff working on the project. The Consultant will cover the basic cost of organization of workshops for consultations.

38. The Consultant shall take account of previous studies, including those listed in Annex 2. The results of all studies and designs shall be reviewed in the light of more recent information available and of information obtained and decisions made during the course of this study. The Consultant shall take account of the recommendations made in the Mekong Delta Master Plan, the Delta Flood Control Plan, Water Resources Sector Review (May 1996), and the National Environment Strategy.

17 January 1997

Brian Grover
World Bank
1818 H Street, NW
Washington DC, 20433
USA

Semi-Annual Meeting of the Consultative Group of the Global Water Partnership

20 March 1997 in Marrakesh, Morocco

Dear Mr. Grover,

Early December I sent you an advance notice about the semi-annual meeting of the Consultative Group of the Global Water Partnership. I am now pleased to send you a formal invitation together with an agenda. The meeting will be held in Marrakesh, Morocco on 20 March 1997. The Government of Morocco has kindly agreed to host the meeting.

The meeting will be principally devoted to a discussion of follow-up action resulting from the meeting of the Technical Advisory Committee (TAC) in Windhoek on 4-8 November 1996. There will be a discussion about field programmes linked to the Partnership. It will also be an occasion to review progress since the launch of the Partnership in Stockholm last August and to initiate the process of nominations for a permanent TAC after 1997. Mr. Ismail Serageldin will chair the meeting which will be preceded by a meeting of the Steering Committee of the Partnership.

This will be part of a series of events organized by the World Water Council in collaboration with the Government of Morocco to celebrate World Water Day on 22 March under the high patronage of His Majesty King Hassan II of Morocco. The programme for these events is included. A fee of USD 300 for participation in the events of 21 and 22 March will be charged at the conference venue. Please find enclosed a **registration form** which you send directly **to the Moroccan Secretariat** mentioned on the form. We would also appreciate you to **confirm your participation to the GWP Secretariat** in Stockholm by fax no. +46 8 698 5627 or by e-mail: gwp@sida.se.

We advise you to make your flight reservations as early as possible. From Casablanca you can go by air to Marrakesh airport where a car will pick you up and take you to your hotel. Please don't forget to note your flight no. on the registration form. There are three

connecting flights with Air Maroc on 19 March: 08.35, 18.00 and 21.50. The flight time is scheduled to 40 minutes.

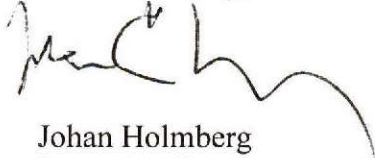
As you can see in the programme and on the registration form you are offered to go on technical visits or on study tours in Morocco. Descriptions of the 3-days' tours are enclosed.

Background documentation for the meeting will be dispatched early March.

GWP is unable to cover travel costs to Marrakesh for any but a small number of select participants.

I am looking forward to seeing you in Marrakesh.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Johan Holmberg', with a long, sweeping underline.

Johan Holmberg
Executive Secretary



Semi-Annual Meeting of the Consultative Group of the Global Water Partnership

20 March 1997 in Marrakesh, Morocco

Provisional agenda

09.00 – 12.30

1. Words of welcome (GWP Chair)
2. Words of welcome (Moroccan Authorities)
3. Report on progress since last August (Executive Secretary)

Break

4. Report from TAC meeting in Windhoek (TAC Chair)
5. Project ideas arising out of the Windhoek meeting (TAC Chair)

12.30 – 14.00

Lunch

14.00 – 18.00

6. GWP Associated Programmes:
 - Water and Sanitation Programme
 - IIMI
 - IPTRID
7. Nominations for TAC after 1997 (Executive Secretary)

Break

8. GWP services (Executive Secretary)
9. Work plan for 1997, including report on finances (Executive Secretary)
10. Other business

Reception

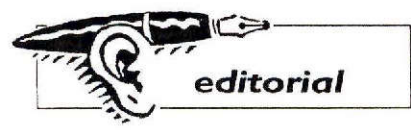
A homepage on the Internet will open mid January 1997:
<http://www.gwp.sida.se>

NewsFlow

Global Water Partnership

Number
1/96
December 1996

The GWP at Four Months



The Global Water Partnership was launched on 9 August 1996 at a well attended meeting in Stockholm. Since then it has mostly been quiet; some may wonder what the organizers have been up to.

In August there were only two full-time staff in the GWP Secretariat in Stockholm; now we are four full-time and three part-time staff. We have designed and prepared the newsletter in your hand, and are about to open a site on the worldwide web.

We have broadened our funding base and received financial support from Denmark and UNDP, with prospects for more from other sources. The TAC meeting in Windhoek went very well, as will be evident from the reports in this first issue of NewsFlow. Within the TAC itself there is a growing common sense of purpose, and the kind of dynamic collegiality that makes the totality of the members' efforts greater than the sum of its parts. Its work on a conceptual framework for the water sector

is making good progress, and gradually an agenda is being defined to inform investors interested in water resources development. The interaction, in Windhoek between the TAC, the regional expertise invited to the Windhoek and the donor representatives was positive and gave rise to hopes for the eventual creation of SATAC – a Southern African Technical Advisory Committee. This was precisely the scenario envisaged for the replication of the TAC at the regional or, in this case, the sub-regional level.

The Global Water Partnership is still in its infancy. Progress is steady but slow – as it must be, given the resources at our disposal.

- We will
- proceed gradually
 - do what we say we will do, and
 - do it with high standards for quality

There is much curiosity about the Partnership. We have received many queries and requests for information. Some have approached us to learn from our experiences with a view to launching similar efforts in other areas. We sense that there is much support for the concept of a collaborative network to reconcile conflicting demands on a limited resource and to improve the use of declining financial resources in an area vital for the well-being, indeed survival, of humankind.

This newsletter is an attempt to gather all of us interested in this venture together, to enable us share common experiences and learn from one another. To do this we depend not only on your contributions but also on your comments and views, critical as well as positive. We look forward to hearing from you!

Johan Holmberg
Executive Secretary, GWP

World Food Summit: Implications for Water Management

At the World Food Summit convened by FAO (Rome, November '96) there was broad agreement around several issues of consequence to the water sector, especially IWRM and irrigation. Several of them are summarized below.

- Food security requires local food production. Over-reliance on food trade entails certain risks in the context of the global food balance. Where is the food going to be produced? (There are serious environmental and institutional constraints in the Western World and in e.g. Ukraine.) How efficient will the distribution be? And who will be able to afford to buy food – especially in a situation of global scarcity? (Nb. the WFS did not arrive at full consensus about the issue of food trade vs. local production, or whether food security is a production problem at all.)

- In order to provide food security and rural income, food has to be produced locally. However, there is only limited scope to expand rainfed production, and water management will have to play an increasing role for increased production.
- There will have to be a shift from expansion to optimizing production per unit land and water in existing irrigation areas. The area under irrigation in Sub-Saharan Africa is expected to expand to 4.5 million ha by 2010. In Asia and Latin America cultivable land could be increased through the drainage of wetlands and reclamation of waterlogged and salinized areas, with potential of increase of about 25 million ha (although this expansion could have serious environmental consequences). It is also expected that 60 – 70 percent of municipal and farm drainage effluents could be re-used.

- The Africa region is lagging behind in water infrastructure. Investment management will be a high priority in the region.
- With increasing scarcity the selection of crops has to be given more priority. National studies of food production and the related water costs is a basic require-

Continues overleaf...

- IN THIS NUMBER OF NEWSFLOW:
- Questions about GWP
 - GWP and the World Water Council
 - The 2nd Meeting of the GWP Technical Advisory Committee
 - Announcing the GWP Steering Committee
 - Calendar

ment. FAO AQUASTAT, with global coverage, has been limited so far to tracking production figures. This will need to be extended in order to fulfil present needs, which will enable national regional and global projections balancing water with production, crop management and food trade.

While not a small job, this is an important component of a sound approach to managing water as an economic good in

its main area of use – agriculture.

• These policies will require implementation of strategies and institutional frameworks: updated national water policies and strategies in all countries and in major river basins.

Bo Appelgren, FAO

This article is based on the FAO position on these issues.

More information on FAO homepage: <http://www.fao.org>

Partnership in the GWP: Three Questions Answered

Question 1

About the GWP and developing countries: what methods have been devised to ensure that this part of the world enjoys proportionate influence over the decisions of GWP?

Fernando Perez Monteagudo, President Cuban Hydraulic Engineering Society

Question 2

How will the GWP in practical terms manage to extend the partnership and debate to the private sector and to NGOs in developing countries and avoid it becoming a government and donor's club?

Piers Cross, Director Mvula Trust, South Africa

Answer 1 & 2

The Global Water Partnership will support activities that specifically address the interests of Southern NGOs and the private sector. If enough Southern organizations join the Partnership their collective influence will increase. As a partnership, the GWP's purpose is to be inclusive and to provide a platform for all partners' perspectives – whether they are big organizations or small ones. The GWP is nothing more than a partnership. Its

decisions and activities will be determined by decisions of the partners.

Question 3

At the first Consultative Group Meeting at Stockholm in August 1996, many participants expressed concern that the proposed membership fee structure would serve to exclude smaller organisations from developing countries. Please clarify the current thinking of the GWP on this matter.

Kusum Athukorala, Senior Partner Associated Development Research Consultants, Sri Lanka (GWP Steering Committee member)

Answer 3

The nature of a partnership is that all members have joint responsibility. This means that all should contribute in some way. The membership fee should confer a sense of entitlement to participate in the partnership's decision-making, and to demand accountability from the Secretariat and committees. In the end, the membership fee structure will be related to organizational ability to pay. The final decision on GWP membership fees will be taken by the Consultative Group next year.

The Global Water Partnership

is an international network whose purpose is to translate the Dublin and Rio principles on water into specific services where they are needed, and as close to the users as possible.

NewsFlow is a communication medium for the Global Water Partnership. It is published quarterly and distributed to all partners. The purpose of NewsFlow is to serve as a forum for the exchange of information and experience among all partners.

NewsFlow welcomes contributions from GWP members and others.

Contributions should be relevant in the context of integrated water resources management. Submissions should be brief –

longer papers can be posted on the GWP's website (<http://www.gwp.sida.se>). Contributions to NewsFlow may be edited for length and clarity. Authors may request to see edited contributions before publication. The views expressed in NewsFlow are the authors' and not necessarily those of the Global Water Partnership – except for the Editorial, which reflects the Partnership's values and policies.

Responsible for Publication (under Swedish law):

*Johan Holmberg, Executive Secretary, GWP
Editor: Geoff Taylor, JGT Associates AB*

How to Become a Partner

Request an application form from the GWP Secretariat (see addresses at the end of this publication). Any organization agreeing to the Dublin water principles is eligible to become a partner.

A question to the readers

GWP wants to try many ways of communication with its members. What can best facilitate a good, straight and fast communication? You tell us!

GWP and the World Water Council

In the minds of some there is confusion as to the roles of the Global Water Partnership and the World Water Council. Why is there a need for both? Are they not competing for attention in the same arena?

The answer is that both are needed. If one did not exist, the other would quickly call for its creation. They do not compete but support each other mutually in the same arena.

Both have the objective of promoting sustainable management of the world's water resources, but they are serving it in a complementary manner with

- WWC serving as a forward-looking forum for analysis of strategic issues and awareness raising related to water resources,
- GWP translating the global consensus on water management into services to developing countries.

WWC will in various ways seek to influence decision-makers about the need for more attention to water resources management, while GWP will work more on the technical level to promote action as close to the users as possible. WWC and GWP thus have different target audiences for their activities.

But since both work toward the same ultimate end there may always be some risk of duplication of effort. To minimize that risk it has been agreed that key officials from one organization will sit on the committees of the other and vice versa. In any event, several individuals are members of the committees of both initiatives.

The task is certainly big enough to allow two organized efforts working toward the same end as long as there is close collaboration between the two!

Mahmoud Abu-Zeid
President
WWC

Johan Holmberg
Executive Secretary
GWP

The 2nd Meeting of the GWP Technical Advisory Committee

The Global Water Partnership convened a meeting of its Technical Advisory Committee (TAC) at Windhoek, Namibia, in November.

The five-day meeting had two main sessions:

- A closed session, attended by the TAC members and invited observers, which generally pursued the TAC's generic agenda on the interpretation and operationalization of the Dublin Principles via associated programmes through GWP's various "windows" (e.g. water supply and sanitation, irrigation and drainage). The TAC also examined chapter 4 of the draft Comprehensive Freshwater Assessment study.

- An open session, involving water sector representatives from southern African countries. The open session explored how to translate internationally agreed principles of water resources management into operational instruments to address key issues in southern Africa, and to identify GWP's role in the region, including recommendations for concrete actions.

Participants attending the open session came from government water departments, NGOs, the private sector, university institutions and international multi- and bilateral donor agencies. Most of the participants were representing SADC countries, with the remainder coming from other parts of Africa, Europe and North America. There were 67 participants in all, 48 of them coming from the region. The session included prepared plenary presentations followed by small group discussions, plus plenary discussions and final summaries.

Six introductory plenary presentations were given. His excellency Helmuth Angula, Namibia's Minister of Agriculture, Water and Rural Development, introduced and opened the meeting. Mr. Torkil Jøneh-Clausen, TAC Chairman, provided a background and status report on the GWP. Mr. Peter Rogers, TAC member, discussed water values, costs and pricing. Mr. Alan Conley from South Africa's Ministry of Agriculture and Forestry Affairs, presented a comprehensive review of water resources in southern Africa, emphasizing the need for regional collaboration. Mr. M. Sekwale, Director of the North-South carrier in Botswana, gave an overview of water cooperation in the SADC region, regional water legislation and the SADC Protocol on international watercourses. Finally, Mr. David Grey of the World Bank, and Mr. Frank Hartvelt, UNDP, presented the donor landscape in regard to water and development in southern Africa. They

affirmed the international community's willingness to support water and development in southern Africa and described the rationale for GWP's role in southern Africa as: (i) the high demand for water, with increasing scarcity and rising costs; (ii) the high level of government commitment; (iii) the new SADC initiative on water; (iv) the diversity and expansion of donor activities; (v) and the need for a partnership to support cooperation in the region.

In order to bring all conference participants into the discussions, four groups were formed followed the plenary presentations.

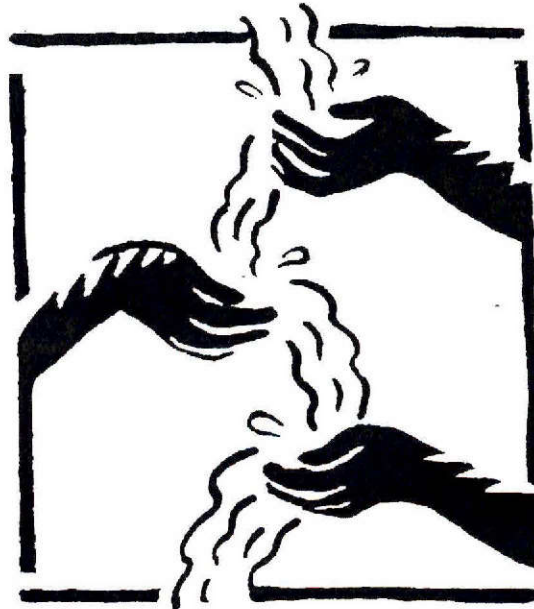
Each group was asked to address four issues:

- key water resource issues in southern Africa,
- approaches, based on the Dublin-Rio principles, to address these management issues,
- regional cooperation, and,
- the role of GWP in southern Africa.

Below is a summary of what the four groups said about the last two issues:

Regional cooperation:

- Regional initiatives are much needed to support the development of an enabling environment to implement the SADC Protocol on international waters. This should include capacity building to address regional imbalances and enable implementation of new projects as close to the users as possible. It was emphasized that the region is rich in knowledge and that action should build on existing experience.
- Joint river basin management is central when demand for water grows faster than availability and there are many competing needs. It is important to include all stakeholders, to build on existing institutions and to bring them in line with the Dublin-Rio principles, to cooperate in monitoring networks with a view to sharing data and exchanging information, to set regional standards, and to recognize existing agreements on sharing water resources.



"...that water should be managed at the lowest appropriate level, using demand-based approaches and involving stakeholders, particularly women, in decision making..."

Illustration by Magnus Bard of one of the Dublin Principles.

GWP's Role in Southern Africa

This group session was designed to help GWP find its role in the region, and to provide an input of ideas that are in line with the GWP mandate. The suggestions made can be managed under five sub-headings:

- *Organizational Development and Coordination.* GWP should help set up a Southern African Technical Advisory Committee (SATAc), support the recently established SADC Water Sector Coordination Unit, encourage coordination of donor activities, and assist in finding finance for projects that are consistent with the Dublin principles.
- *Networking and Sharing Knowledge.* GWP should facilitate the mobilisation of useful experience and knowledge existing in southern Africa and make it available to all SADC member countries. Examples may include the SWAP (School Water Action Programme) in South Africa and reuse of wastewater in Namibia.
- *Generating New Knowledge.* The need for new knowledge should be met by support to research within the region and by drawing on findings from other parts of the world, keeping a focus on integrated water resources management. GWP should assist in strengthening research institutions within southern Africa and facilitating

networking between scientists concerned with water resources management.

- *Surveys and Assessments.* GWP should mobilise support for studies that will help to standardize a number of water-related concepts and methods. This includes water-related legislation, methodologies for data collection, assessment of facilities in the water sector, review of national policies pertinent to the sector.

- *Capacity Building.* Training in a number of fields related to water resources management, at various levels and in different disciplines, is key to progress in southern Africa. GWP should help raising support for training activities of various sorts.

The open session of the meeting was concluded on Thursday afternoon with a special presentation by Mrs Margaret Mwangola on the importance of women in water resource management. TAC chairman Torkil Jønch-Clausen closed the meeting by noting that constructive brainstorming and convergence on many issues and approaches had taken place and that the GWP approach to international cooperation and water management had been endorsed.

Several background papers were prepared for the meeting and can be requested from the GWP Secretariat. They will later be made available over the web page. Some of these papers are listed below:

- *Water as a Social and Economic Good: How to put the Principle into Practice.* by Peter Rogers, *The World Bank*. Ramesh Bhatia, *Resources and Environment Group, India* and A. Huber, *Harvard University*
- *The Dublin Principles for Water as reflected in A Comparative Assessment of Institutional and Legal Arrangements for Integrated Water Resources Management.* by Miguel Solanes, *ECLA, Santiago, Chile* and Fernando Gonzalez Villarreal, *Universidad Nacional Autónoma de México*
- *Integrated and Participatory Management of Water Resources in the Southern African context.* by Janusz Kindler, *Warsaw University of Technology, Poland*
- *Interpreting and Applying the Dublin Principles.* by Professor Judith Rees, *London School of Economics, UK*

Announcing the GWP Steering Committee

The following persons will constitute the GWP Steering Committee. Nominations were submitted by each of the five caucus groups identified at the Stockholm meeting. The Steering Committee consists of representatives of the GWP constituent groups and assists the Executive Secretary in the operations of the Partnership between the annual meetings of the Consultative Group. (Persons marked with * are alternates.)

Developing Countries

Mr. Piet Heyns, Namibia
Mr. Guowei Yang, China
Mr. Athanase Compaoré, Burkina Faso*
Mr. Jerson Kelman, Brazil*

Bilateral and multilateral aid agencies:

Mr. Armon Hartmann, Switzerland
Mr. John Hodges, United Kingdom
Mr. Hans Wolter, FAO
Mr. Pierre Icard, France*
Mr. Aly Shady, Canada*
Mr. Andras Szöllösi-Nagy, UNESCO*

NGO's

Mr. N'Dri Koffi, UADE, Ivory Coast
Mr. Jon Lane, WaterAid, UK
Mr. Ashok Khosla, Development Alternatives, India*

Research institutes

Ms Monica Porto, ABRH, Brazil
Mr. David Seckler, IIMI, Sri Lanka
Mr. Jacob Kijne, the Netherlands*
Ms. Susan E. Milner, NRI, UK*

Private sector

Ms. Kusum Athukorala, ADRC, Sri Lanka
Mr. René Coulomb, Lyonnaise des Eaux, France
Mr. Enrique Aguilar, EA Associates, Mexico*
Ms. Kristina Ringwood, WBCSD, Switzerland*

Co-sponsors

Mr. John Briscoe, the World Bank
Mr. Roberto Lenton, UNDP
Mr. Johan Holmberg (also represents Sida)

Ex-officio members

Mr. Johan Holmberg, Executive Secretary
Mr. Torkil Jønch-Clausen, TAC Chairman
Mr. Guy le Moigne, Executive Director, World Water Council



January 1997

Water Management in Urbanizing Regions, Jaipur, India (IDRC)

February

SADC Consultative Conference, Windhoek, Namibia
Nile 2002 Meeting, Addis Ababa, Ethiopia (24-28)

March 19-23

World Water Forum, Morocco:
• Meeting of the GWP Steering Committee (19)
• GWP Consultative Group Meeting (20)
• High level seminars (21)
• World Water Day (22)
• WWC Meeting of the Board of Governors (23)

June

GWP/TAC Meeting, Manila (9-13)

August

7th Stockholm Water Symposium (10-16)
GWP/TAC Meeting, Stockholm (13)
Annual Meeting of the GWP Consultative Group (14-15)

September

The Ninth World Water Congress (IWRA), Canada (1-6)

November

GWP/TAC Meeting, Brazil

NewsFlow e-mail correspondence: gwp@sida.se. Internet homepage: <http://www.gwp.sida.se> (from mid January 1997)

GWP Secretariat: Johan Holmberg, Executive Secretary (johan.holmberg@sida.se); Karin Jonsson, Administrative Officer (karin.jonsson@sida.se); Jacques Rey, Network Officer (jacques.rey@sida.se); Klas Sandström, Network Officer (klas.sandstrom@sida.se)



Global Water Partnership

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25 June 1996

Mr. Brian Grover
World Bank
1818 H Street, NW
Washington DC, 20433
USA

**The Global Water Partnership –
Documentation for the First Meeting of its Consultative
Group, Stockholm, 9 August 1996**

Dear Mr. Grover,

By now you should have received an invitation to the first meeting of the Consultative Group of the Global Water Partnership in Stockholm on 9 August 1996.

Enclosed you will find a formal invitation to the meeting together with a set of supporting documents. Additional documents will be distributed later. Should you not have received all the documentation, you will be able to pick it up at the conference venue in Stockholm. I regret that it will be available in the English language only.

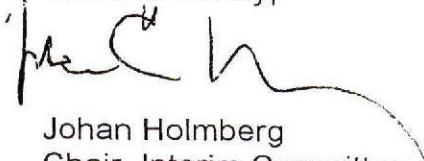
A copy of the agenda is enclosed. You will note that after lunch there will be discussions in caucuses with a view to allow as much debate as possible within the limited time available.

We kindly ask you to confirm your participation at your earliest convenience to fax number: +46-8-698 5627. Please send your confirmation together with the registration form in the enclosed Second Announcement for the Stockholm Water Symposium as well as the form for accommodation on the reverse side. The banquet dinner on 8 August is already fully subscribed, and you should not sign up for that event (unless you have been invited as a special guest).

In the evening of 8 August I will be hosting a reception at 1900 hours at Berns Salonger, the conference venue. Please bring the invitation to ensure easy entrance at the door.

I look forward to a fruitful and constructive meeting!

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Johan Holmberg', with a long, sweeping underline that extends to the right.

Johan Holmberg
Chair, Interim Committee
Global Water Partnership

The Global Water Partnership – First Consultative Group Meeting Stockholm, 9 August 1996

Agenda

Thursday 8 August

19.00 Reception at Berns' Congress
(Please bring your invitation card)

Friday 9 August

09.00 – 09.15 Words of welcome, organization of the meeting
Mr. Ismail Serageldin, Vice President, The World Bank

09.15 – 09.45 Keynote address
H.E. Professor Kader Asmal, Minister of Water Affairs &
Forestry, Republic of South Africa

09.45 – 10.05 The water crisis and the Global Water Partnership
Mr. Ismail Serageldin, Vice President, The World Bank

10.05 – 10.15 Mr. Mats Karlsson, Under Secretary, Ministry for Foreign
Affairs, Sweden (to be confirmed)

10.15 – 10.45 Refreshments

10.45 – 11.05 Mr. Torkil Jonch-Clausen, Chair of the Technical Advisory
Committee

11.05 – 11.25 The World Water Council and the Global Water Partnership:
working in concert toward a common goal
Mr. Mahmoud Abu-Zeid, Chairman, Founding Committee,
WWC

11.25 – 11.45 The Global Water Partnership from a developing country
perspective
Mr. Patrick Kahangire, Director, Directorate of Water
Development, Uganda

Friday 9 August, continued

- 11.45 – 12.30 Presentation by Mr. Johan Holmberg, Chair of the Interim Committee, of papers on
– the Mission Statement,
– the value added of the Partnership,
– how the Partnership would operate,
– costs and finance
- 12.30 – 14.00 Lunch
- 14.00 – 15.30 Caucuses by
– developing countries
– aid agencies and international organizations
– NGOs
– private sector representatives
– scientists
- 15.30 – 16.00 Presentation of caucus reports
- 16.00 – 16.30 Refreshments
- 16.30 – 17.15 Concluding the debate: launching the Global Water Partnership
- 17.15 – 17.30 Concluding statement by the Chair

<i>Venue:</i>	Berns' Congress, Berzelii Park, Stockholm
<i>Telephone:</i>	+46-8-614 06 60
<i>Telefax:</i>	+46-8-611 51 24

The Global Water Partnership – First Consultative Group Meeting

Stockholm, 9 August 1996

List of Background Papers

- Note 1** The GWP Mission Statement
- Note 2** Why Join the Global Water Partnership? A Note on the Value Added
- Note 3** The Global Water Partnership – Devolution to “The Appropriate Level”
- Note 4** TAC Assignments in the Short Term
- Note 5** The Global Water Partnership – Membership Criteria, Responsibilities and Benefits (incl. Annex 1 *Membership Declaration*)
- Note 6** The Global Water Partnership Governance Structure
- Note 7** Statutes for the Steering Committee
- Note 8** Statutes for the interim Technical Advisory Committee of the Global Water Partnership
- Note 9** The Global Water Partnership – Progress Report June 1996
- Note 10** TAC Chairman’s Report (to be distributed later)
- Note 11** Biodata on TAC Members (to be distributed later)

Note 1

The GWP Mission Statement

The mission of the Global Water Partnership is to support countries in the sustainable management of their water resources.

This can be stated more in detail as follows:

Water is a finite natural resource essential for human survival. Competition and conflict over its use are increasing. There is now a critical opportunity for nations and people to work together to manage the world's water resources sustainably for purposes of development.

The Global Water Partnership (GWP) has been created for that purpose. It is a working partnership between organizations concerned with water resources around the world. These organizations recognize the importance of coordinated action to improve the use of the human and financial resources available for water development.

The GWP aims to help people, especially the poor and other vulnerable groups, to benefit from improved water resources management, while safeguarding the environment.

The GWP promotes integrated approaches to sustainable water resources management consistent with the Dublin and Rio principles. It encourages people and organizations to work together in more effective and collaborative ways. It seeks to create trust and understanding, both among its partners and between them and other parties interested in the development of water resources.

In particular, the GWP will

- (a) clearly establish the principles of sustainable water resources management,
- (b) identify gaps and stimulate its partners to meet critical needs within their available human and financial resources,
- (c) support programmes of work at the local, national, regional or river-basin level that follow principles of sustainable water resources management,
- (d) help match needs to available resources, and
- (e) strengthen mechanisms for sharing information and experiences.

The success of the GWP will be measured by its tangible impact at local, national and regional levels.

Note 2

Why Join the Global Water Partnership?

A Note on the Value Added

The GWP will

- *provide the first global forum for action-oriented decision-making regarding water,*
- *improve collaboration of all parties interested in the sustainable development of water resources,*
- *help find improved and innovative solutions to the problems in the water sector,*
- *help mobilize external and internal resources, and*
- *enhance capacity building in developing countries.*

Certainly attention has been given to water by the international community. There was the international drinking water supply and sanitation decade (1981-1990). Then there was the Delhi Statement of 1990, the Dublin principles on sustainable water use of 1992, the 1992 UN conference in Rio and its Agenda 21 with its lengthy chapter on water, the 1994 Ministerial Conference on Drinking Water and Environmental Sanitation in Noordwijk, Netherlands and, most recently, the Beijing Declaration on managing water resources of large cities and towns of March 1996. But there has still been no effective mechanism to translate all these noble statements, declarations and principles into action. And there has been no action-oriented forum where the various parties interested in water use could get together to reconcile their conflicting demands on what is an increasingly limited resource.

The GWP was conceived to fill this gap. It will provide the **first global forum for action-oriented decision-making**, with a focus on putting the international agreements into practice and supporting developing countries in the sustainable management of their water resources.

There are a multitude of agencies active in water resources management at the international as well as national levels. In many instances, communication between them has been nonexistent and responsibilities unclear although they often compete for the same water resource. There is no institution or internationally binding framework to guide activities in the water sector. With the GWP, the **collaboration of all parties interested in the sustainable development of water resources will improve.**

This cuts two ways. First, it relates to aid donor coordination which today is, at best, piecemeal and isolated. At present, the water sector is characterized by overlapping

and unstructured approaches rendering good water resources management difficult. By means of the facilitated information exchange provided through the Partnership, donors will be able to coordinate their actions, avoid overlaps and apply their financial resources where they are most needed.

Second, the Partnership's coordination and facilitating function also relates to all actors within a given region or country, local as well as external. For instance, aid recipients will be able to discover – and voice – common concerns. And different types of stakeholders, for example governments, NGOs and donors will be able to develop joint negotiation processes and learn from each other.

In order to cope with the increasingly serious problems in the water sector, **finding improved and innovative solutions** is essential. At present, many countries do not have the expertise to develop such solutions or are not aware of the experience of other countries or regions which they could use to adapt to their specific needs.

Through the creation of the Technical Advisory Committee (TAC), the Partnership provides access to a highly qualified expert group of international standing and academic reputation in a broad range of water resources management disciplines. At the request of the Partners, the TAC will carry out studies to help develop sustainable solutions to water resources management problems. TAC members will also use appropriate local, regional and international expertise.

TAC activities can range from status quo assessments for example of a water body to helping with the setting-up of international arbitration mechanisms for disputes as well as suggesting improved development aid programmes. Since the TAC will only act at the request of interested parties, its advice will be hard for aid donors and recipients to disregard. Through the TAC the Partnership will provide a function of arbitration and counsel that is unavailable at present. And, by being active in the GWP, Partners will be able to influence the course of future development assistance and research in the water field.

Two features of the GWP will **help mobilize both external and internal resources**. First, the GWP, through its process of review, consultation and priority-setting, will encourage qualitatively high standing projects and research programmes. The impartial review of the TAC will give donors and recipients confidence that their financial resources are used in a productive and responsible manner. Second, the innovative reinforced network approach of the GWP will ensure that resources are handled in an efficient and effective manner with result-oriented actions as the prime focus. By joining the GWP and adhering to its principles of sustainability in water resources management, members create credibility for their own activities and mutual trust. This will lead to increased mobilization and improved application of both internal and external financial resources in the water sector.

Capacity building in aid recipient countries will be enhanced as a result of the exchange of experience and improved possibilities of learning from best practice that the Partnership will provide. The GWP will provide a forum for exchange of experience, not only between industrialized and developing countries, but also between developing countries. For instance, a number of initiatives currently taking

place in Latin America clearly are of interest to Africa and Asia and vice versa. Due to information and language barriers they are not well-known.

Since publications are primarily disseminated in the industrialized world, often in English and accessible only in international databases, an important function of the Partnership will be to **help make information available where it is demanded and needed**. This may take place through workshops, seminars, conferences, research, publication and library support. Once information is available to the members, they are in a position to determine the value of the experience of others for their own reality.

In summary, the value added by the Partnership consists in creating and improving services that are increasingly needed to cope with the challenges in the water sector, but that are nonexistent or ineffective today.

Note 3

The Global Water Partnership – Devolution to “The Appropriate Level”

The Global Water Partnership is an international forum to agree on the principles and prerequisites for integrated water resources planning and management. It will be active by supporting negotiating processes at global, regional, country and local levels, as appropriate in each case.

A Valid Concern

The present co-sponsors of the Global Water Partnership (GWP) are the World Bank, UNDP and Sida, three donor agencies. The chairman is a Vice President of the World Bank, the Executive Secretary is a Swede and the chairman of the Technical Advisory Committee (TAC) comes from Denmark. Is the GWP another donor-driven initiative launching a debate over the heads of the developing countries that should be the prime beneficiaries of its services? This is a very valid concern that all members of the Partnership should consider with care. This note addresses that issue.

The Integrated Approach to Water Resources Development

During this century the withdrawal of water from surface and ground sources has been about two and a half times more rapid than population growth. The need and demand for water will continue to expand without any corresponding increase in supply. Current trends suggest that we are approaching a water crisis in many parts of the world, including both rich and poor countries. In the near future, availability of water rather than land will be the main constraint to agricultural production in many areas. Perceived water problems often stem not so much from an absolute shortage of water as from inefficient use, degradation of available water from pollution and unsustainable use of groundwater. In the developing countries water shortages are increasingly becoming an impediment to development and causing hardships to people.

An underlying reason for water shortages is often a piecemeal and disintegrated approach to the development of water resources. Water is used in a variety of different sectors and for many different purposes. There is growing competition for finite water resources, and the costs of developing them are soaring. Water management has been organized in a sectoral manner with negligible cross-sectoral coordination. Decision-making, accountability and loyalty have been directed upwards in central ministries. There is little overall coordination of the development of this crucial but finite resource. There are choices decisive for development to be made in

water allocation between food production and urban-industrial sectors as well as between upstream and downstream areas in river basins.

Various mechanisms are available to deal with the challenges of allocating water to the most worthwhile use. In the past political and administrative procedures with their associated regulatory instruments have dominated, often resulting in the inefficiencies in water use that now urgently need to be addressed. Today much more emphasis is placed on demand management and the use of economic incentive mechanisms to achieve improved water management. Marketing of water plays an important role in countries where the legal status of rights to draw water has been defined and the requisite physical infrastructure is at hand.

But basic to a more efficient use of water resources is the creation of a forum or a negotiating process, also known as a water parliament, where the various parties interested in use of the water resources can meet to reconcile their different needs, define joint goals and share responsibilities for water management. This negotiating process is basic to what is understood by **integrated or holistic water resources planning and management**. Experience indicates that it should take place at **the lowest appropriate level**, allowing the ultimate beneficiaries as much influence on the process as possible. In practice it is often done within the framework of a watershed or river basin which establishes the confines of the water resources available.

While most water allocation issues are national and location specific, they often involve several countries and can indeed be the cause of conflict between countries. Watersheds may straddle national boundaries, many river systems are shared between nations. In these cases the negotiating process may have to start at the international level and involve not only the countries involved but also outside parties with an interest in the requisite investments, e.g. donor agencies and NGOs.

It is important to emphasize that what is **the lowest appropriate level** will vary from case to case, there can be no blueprint solution. There will be different models and different groupings depending on the issue at hand. Most of the action and capacity building to strengthen the negotiating processes will be at national level or below (in particular, communities at watershed level). There are many examples where the project interventions at that level are based on negotiating processes involving several countries. The priority, purpose, size and scope of actions at national level will in these cases be the outcome of the preceding negotiating process.

How the Partnership Should Devolve to “The Appropriate Level”

But there is a critical **public good** that should be supplied at the global level. There is a need to create a global forum to agree on the principles and prerequisites for integrated water resources planning and management and hence to show the way forward. Technical expertise needs to be mobilised to determine what actions are required and how they should best be carried out. Normative operational guidelines based on the internationally agreed principles for sustainable water development should be developed. Information on best practice needs to be disseminated and human as well as financial resources mobilized for purposes of sustainable water resources management. This is what the Global Water Partnership is setting out to do.

The major task of the Partnership is to promote the integrated approach to water resources planning and management by and within developing countries, including countries in eastern Europe, that are facing acute water scarcity and deteriorating water quality. Such countries should be encouraged and assisted to create the negotiating process involving all stakeholders that has been described above. The services of the TAC will be used, as appropriate, to assess the priorities for action and determine what is required and feasible, including the provision of technical assistance through consultancies, training or other means.

With time there should therefore be a multitude of water partnerships at regional, sub-regional, national or watershed levels. For example, we may soon be talking about a Southern Africa Water Partnership and a Zambezi River Basin Partnership. We already have a Mekong River Basin Committee, there is a Nile River Basin Action Plan and there are many others. The approach applies equally to international water development programmes, such as the environment programmes for the Baltic Sea and the Black Sea. It is not claimed that the approach itself is new or revolutionary. **What is new is the creation of a global mechanism to promote the approach in a systematic manner in the developing countries.**

It is central to the concept of the Partnership that it be low cost and minimal in terms of organizational superstructure. The negotiating process to be initiated within or between developing countries will need to be supported by some staff resources on a permanent basis. But just as in the case of the Global Water Partnership they should be small and as much as possible linked integrally to existing organizations, avoiding the creation of new institutions for this purpose.

They will also need to be supported by well qualified technical expertise that the parties to the negotiating processes regard as neutral and unbiased, an important requirement for the efficiency of the process. It is within the mandate of the TAC to make proposals for the mobilization of such expertise on water resources management at regional level. To the extent possible the expertise needed for water partnerships should come from the region concerned. The Partnership may assist in locating the expertise required within the region, if necessary supplementing it from other regions and providing financial support. Eventually the countries involved should themselves assume responsibility for locating and managing the technical expertise required to support the negotiating processes.

Developing Country Participation in GWP Governance

Negotiating processes on water resources management at regional, country or watershed (or equivalent) levels will be conducted by the countries involved, if necessary with professional and financial support provided by the Partnership. The stakeholders involved in these processes should be members of the Partnership to benefit from its support. These members will meet once a year at the meeting of the global assembly of the Partnership. At the outset these gatherings will take place in Stockholm. Whether this will also be the case in future years remains to be seen.

On this occasion the members will approve proposals for activities to be supported and elect representatives to the committees of the GWP according to the statutes in force. Care has been taken in drafting these statutes to provide for equal

representation of donor organizations and developing countries in these committees. With time the Partnership should be owned jointly by developed and developing countries, assuming that all will contribute toward the costs of the venture.

It is worth pointing out that the vision of the Partnership is that it shall be global in the true sense of the term. Water scarcity is by no means limited to developing countries. The integrated approach to planning and managing water resources is as valid in rich as in poor countries. There are lessons to be learned between countries, rich and poor. **The GWP is therefore by no means only a concern for the developing countries, it is equally a concern for rich countries. In fact, it should be a concern for all countries, institutions and associations with an interest in and resources to contribute to the sustainable use of the world's freshwater resources.**

Note 4

TAC Assignments in the Short Term

The Interim Committee has assigned five tasks to the interim TAC in the short term: (1) Agenda 21 and the Dublin Principles, (2) southern Africa, (3) water resources legislation, (4) large cities and towns, and (5) identification of gaps in international water management activities.

At the meetings of the Interim Committee in February and May it was agreed that the TAC would start with a few specific activities which are of importance to potential partners of the GWP and which can illustrate where the GWP can make a (quick) impact. Five possible activities were mentioned in the Progress Report from April. They are outlined in more detail in the following.

Agenda 21 and the Dublin Principles

The Dublin principles, which are also integrated in Agenda 21, namely

- to manage water at the lowest appropriate levels,
- to treat water as a social and an economic good,
- to involve women in water resources management, and
- to promote a holistic approach to water resources management

are basic to the work of the GWP. At the same time, guidelines are lacking for the application of these principles. When, for example, would a programme suggested by a Partner fit under the GWP umbrella? Should at least one of the principles be followed, two or all of them? And what exactly does management of water as a social and economic good mean? To what extent ought political and social circumstances be taken into account? One of the interim TAC's first endeavours ought to be a review of the Dublin principles with a view to making them as practical and operational as possible.

Such a review could take place by analysing water resources management policies and experience in recent years by different countries and agencies and by the development of a best-practice guide. One result of the review should be guidelines for the Partners on what type of water resources management interventions should constitute programmes that would fit under the umbrella of the Partnership. These guidelines would be presented to the Consultative Group meeting in 1997 for consideration.

Southern Africa

In southern Africa, i.e. Angola, Botswana, Malawi, Mozambique, Lesotho, Namibia, South Africa, Swaziland, Tanzania, Zambia, and Zimbabwe several countries experience water shortage as an impediment to their development.

South Africa is regarded as the region's economic motor. Indeed, it is generally hoped that the country will take a lead in the accelerated development of the whole region. At the same time, South Africa is experiencing severe water scarcity and has already resorted to importing water from Lesotho.

Discussed as a future option is the importation of water to South Africa from the Zambezi river, which is bordered by other southern African countries. These countries are also looking to the Zambezi to meet their own water needs. Namibia wants to utilize the Caprivi strip and with peace Angola is also looking for a better use of the Zambezi water. Zimbabwe and Zambia are already using the Zambezi for electricity generation. These are just a few examples. The list of countries that have cast an eye on further utilization of the Zambezi could be expanded.

There are consequently a number of international issues in southern Africa which have to be tackled in order to avoid increasing competition and a future crisis. Since most projects are still in the planning stage, this is a region where prudent planning and coordination of activities can have an important impact to secure sustainable development, including peace as one of the fundamental conditions for sustainability.

Then there are issues in the region related to water scarcity within countries. A number of water resources management strategies are currently being drawn up, notably in Zimbabwe, Tanzania, and South Africa. Pertinent issues concern for instance the future of irrigated agriculture, rural-urban competition for water, and interbasin water transfers.

The region is subject to interventions by a number of donors who are not always well coordinated. It is also subject to a number of initiatives such as the ZACPLAN, supported by, among others, UNEP and the Scandinavian countries, or the Zambezi River Authority. There is also substantial expertise available within the region to follow up recommendations made by the TAC.

The region presents a number of problems and challenges of which all parties are aware. At the same time, the multitude of national and regional initiatives renders a coordinated approach to the situation quite difficult. Here the Partnership would have a role to play by

- assessing the current situation, with a special focus on-going initiatives and possible gaps,
- helping to bring the different stakeholders (country governments, NGOs, international organizations, and donors) on board in order to achieve better coordination and better use of available resources, and
- involving regional experience.

Water Resources Legislation

It is now generally recognized that for water users to manage their resource effectively and sustainably, user rights are a primary condition. A functioning user right system implies functioning mechanisms for monitoring, enforcement and sanctions. In addition, appropriate fora are needed for the various stakeholders to express their needs and demands.

In view of increasing water scarcity, both due to pollution and increasing demand, a number of countries have in recent years abandoned the administrative top-down approach to water resources management and are attempting to build up stakeholder-based systems. They also recognize that, in addition to user rights, economic incentives play an important role in encouraging users to use water more efficiently. In most countries this re-thinking implies that water resources legislation has to be introduced or reformed, in accordance with the requirements imposed by local circumstances.

Examples of countries that have implemented new approaches to water resources management, are for example Chile (water markets), Brazil and Indonesia (variations of the French approach to water resources management), and several African countries (water resources management strategies).

TAC should assess if there is a need to look at such new approaches to water resources legislation that would be of potential benefit to other countries which are in the process of reviewing their approaches to water resources management.

TAC should also look at the experience of those countries that have introduced new approaches to water resources management with a view to assessing if there is a need to analyse and disseminate this experience to assist interested Partners. Gaps should be identified, for example in the areas of access to information, capacity build-up, and current technical expertise.

A number of countries are now in a stage where conclusions can be drawn as to the impact, success and failures of their new approaches. While hitherto much of the information disseminated on water resources development and management has come from developed countries, notably the United States and France, the recent experience in developing countries can be used to illustrate their approaches to the emerging problems regarding water resources. For example, Latin America has a wide range of countries at different stages of development and with different problems related to hydro-climatological and socio-economic conditions. The experiences of this continent may, with appropriate modifications, be applicable for both African and Asian countries.

Through a TAC assessment of the on-going initiatives the Partnership could promote dissemination of valuable information on practical experience. After an initial assessment by the TAC, analysing and summarizing such experience, it could be disseminated in the form of reports (in several languages) and by workshops.

Large Cities and Towns

By the year 2000 more than half of the world population will be living in urban areas. There will be many more so-called mega-cities with more than ten million inhabitants each. Urban growth is taking place so rapidly that the planning of water and sanitation supply for inhabitants of these cities poses a serious challenge which cannot be ignored.

The Partnership, through the TAC, ought to take a close look at the issues involved in water and sanitation in selected major urban areas with a review of the options available. In the beginning of June, the Habitat Conference on Large Cities and Towns took place in Istanbul. TAC should use the results of the conference as a starting point for identifying the possible role of the international community in water and sanitation not only in the existing cities, but also in relation to those expected to evolve in the coming decades. Again, dealing with the problems and identifying new approaches now can help avoid a future crisis.

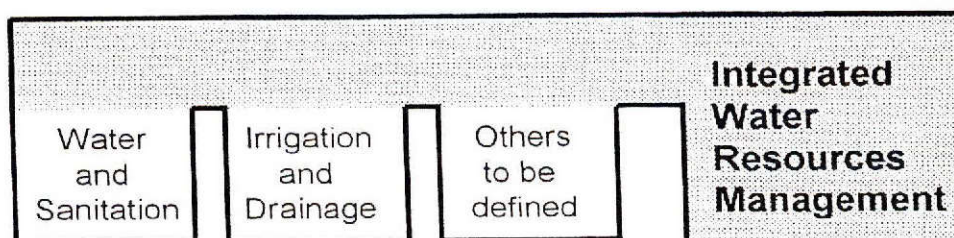
TAC's recommendations should be presented to the Consultative Group meeting in 1997.

Identification of Gaps

The rationale of the GWP is that it is in a position to develop new and innovative approaches to water resources management. At the same time, a number of water projects are ongoing, with both positive and negative experience.

Based on its analysis of the Dublin principles, TAC should review ongoing water management programmes with a view to identifying gaps, shortcomings and areas requiring attention by the international community. Such an approach would likely have to be regional, involving regional expertise at a later stage.

At the meeting of the Interim Committee on May 9 and 10, the following structure of GWP activities was agreed on:



The figure indicates that Integrated Water Resources Management is the lens through which all other activities of the GWP are to be analysed. Each of the sub-sectors, or *windows*, for instance Water and Sanitation or Irrigation and Drainage, will eventually be filled by programmes in which the Partners are active.

At present, the *Water and Sanitation Window* is represented in the Partnership by the World Bank/UNDP Water Supply and Sanitation Programme which with its field offices has a certain capacity to assist Partners with technical expertise. Concerning research and dissemination, institutions such as the IRC in The Hague, Amref in Nairobi and the London School of Hygiene and Tropical Medicine have expertise in water and sanitation issues. Regarding management of urban water and sewerage utilities, a number of private companies, notably in France and in Britain, have expertise to provide. In countries such as Denmark, Germany and Sweden also public-sector utilities have recently started initiatives to become active internationally.

In the *Irrigation and Drainage Window* IPTRID and IIMI can be identified in the area of research and dissemination of research findings.

Clearly, the above are only examples. The institutions mentioned cannot support an entire window of the GWP. TAC should identify which gaps there are with regard to both the programmes and the core concern, namely integrated water resources management. TAC should also consider the windows themselves and make recommendations regarding their number and configuration.

Gaps can certainly be found at the global level but also at regional and national levels. For instance, concerning the activities of the Zambezi River Authority, the needs perceived by the stakeholders are different from those concerning research on drainage issues at global level.

TAC should present its findings concerning

- gaps in the GWP windows and
- gaps in national and regional contexts (with emphasis on 'hot spots')

at the Consultative Group meeting in 1997 together with recommendations for action by the different stakeholders.

Note 5

The Global Water Partnership – Membership Criteria, Responsibilities and Benefits

The Global Water Partnership offers an innovative approach to development aid. It attempts to instil, from the outset, a culture of interdependency and mutual responsibility. All partners benefit from the services and, while taking into account their differing abilities, all contribute towards the costs of providing the services.

A Culture of Mutual Responsibilities

In recent years development aid has been declining, and it is hard to see any change in that trend. It is becoming necessary to accelerate the search for more cost-effective ways to deploy available aid resources as efficiently as possible. The Global Water Partnership (GWP) may serve as a model for future development cooperation.

In today's technology-driven world knowledge is paramount. The industrialized countries will have a large part of the scientific knowledge needed by developing countries for many years to come. They will also have the means to disseminate it, even if aid resources continue to decline, since the associated costs are modest. But sustainable water resources management is very much an issue in industrialized countries also. They can learn from experience gained in developing countries and vice versa. There is much to be gained from flows of knowledge between countries at different stages of development. In future years development cooperation may focus increasingly on capacity building and exchange of technical knowledge between stakeholders on different levels.

The nature of development aid will then change. There will be a gradual erosion of the traditional donor-recipient relationship and increasing emphasis on partnerships of stakeholders where all have something to contribute toward the solution of a common problem. The reinforced network approach of the GWP provides a framework for this to happen. But it is inherent in a partnership that just as there are mutual benefits there are also mutual responsibilities. In a partnership benefits and responsibilities flow in both directions.

The GWP attempts to instil, at the outset, a culture of interdependency and mutual responsibility. All partners benefit from the services and all contribute towards the costs of providing them. If the word partnership is to have any real meaning, the commitment of members should be manifested not only in attendance at GWP-financed meetings but also in contributions to the costs of operating the venture. The partners will contribute according to their abilities and these will differ, often

substantially. The principle of mutual responsibility is fundamental to partnerships in general and to the GWP in particular.

GWP Membership Criteria

Basic to the concept of the Partnership is that it should be in a real sense inclusive. The GWP must be seen to be elastic or open ended, it cannot be closed and exclusive. All parties with an interest in sustainable water resources management will be welcome: governments, parastatal agencies and utilities, international organisations, NGOs, professional associations, private firms. The GWP will seek to continuously expand by bringing on board additional stakeholders. **The overriding, long term aim of the Partnership should be that all use of water resources in developing countries, ultimately in the world, shall be sustainable.**

But membership would not be open to all simply on demand. Members of the Partnership would be those institutions prepared to declare their commitment to the sustainable management of water resources. All mankind is engaged in water use, and a very wide range of institutions would claim to be doing so sustainably. Members would be expected to manifest their commitment in two ways.

First, they would be expected to sign the Membership Declaration (Annex 1) to explicitly confirm their support of basic principles underlying sustainable water resources management. Second, they would be expected to pay the membership dues mentioned in the declaration and adjusted to their means (see below).

In summary, the membership criteria would be that

- institutions of all sorts,
- willing to explicitly pledge their commitment to sustainable water resources management, and
- willing to pay modest annual membership dues

would be welcome to the Partnership.

Focus on Developing Countries

The idea of the GWP has arisen in the context of development and for purposes of improving water resources management in developing countries. It is being funded from development aid resources. Its focus is on development in the poor countries, its ultimate objective the improvement of water supplies to the poor in those countries.

But the work of the TAC on the operational interpretation of the internationally agreed principles for sustainable water resources management should be as applicable to industrialized as to developing countries. Industrialized countries, including aid agencies and water utilities in these countries, not only bring their financial and human resources to the Partnership, they also stand to benefit from its services.

While the focus of the GWP is on the problems of the developing countries, membership should be open also to institutions of all sorts in the industrialized countries with an interest in sustainable water resources management. With time the

Partnership may be able to devote attention to water resources management anywhere in the world, assuming it is given the resources to do so.

The Costs of the GWP

The GWP will incur costs of two kinds. **First, there will be the core costs for the basic governance structure.** In the initial phase these are carried by the three current co-sponsors: Sida, the World Bank and UNDP. In 1996 Sida has set aside the equivalent of about USD400,000 to host the GWP Secretariat. The World Bank has approved USD250,000 for the TAC and the UNDP USD50,000 for the same purpose. A total of USD700,000 has thus been made available this year for the core costs of the Partnership. For 1997 Sida has approved about USD450,000 for the Secretariat, while the World Bank and UNDP have each budgeted USD250,000 in support of the TAC.

The core costs are likely to increase in 1997, since the TAC will require a secretariat of its own (it will be serviced by the GWP Secretariat in 1996). The initial annual costs of a TAC secretariat are likely to be about USD250,000, i.e. about as much as for the TAC itself. It may be possible to offset part or all of these costs against the contributions of the World Bank and UNDP to the TAC, provided that they materialise at the levels indicated.

Second, there will be the costs of GWP “field activities”, i.e. activities arising from the work of the TAC and from GWP members’ requests. Most of these activities would be modest in size but catalytic in nature and assumed to have a significant impact on sustainable water resources management. Providing illustrative examples before the TAC has had time to consider them in depth is hazardous and of necessity hypothetical. Nevertheless, second-guessing from the list of first TAC assignments (cf Note #4), the following activities might be suggested:

- provision of technical assistance (consultancy services) for the creation of integrated water management processes in southern Africa;
- support to modest secretariat services for such processes;
- exchange visits for experts from southern Africa to visit other regions where similar processes have been successfully launched;
- a series of workshops in southern Africa on the experience of countries that have introduced effective water rights legislation.

It is not feasible at this stage to estimate the associated costs of GWP “field activities”, but they are likely to be small relative to overall investments in water resources development. Overall, they may not amount to more than USD2-3 million annually in the first years of the Partnership.

Sources of Financial Support

The “field activities” will need to be financed by special contributions to the GWP. They may be of essentially three kinds.

Membership Contributions. These will be annual contributions by GWP members in return for being able to benefit from GWP services and having a voice at membership

meetings and an influence on operations. By asking all members to make annual contributions towards the running costs of the Partnership the principle of mutual responsibility will be observed. It is suggested that members be asked to contribute according to their means on a sliding scale:

- Category 1: Bilateral aid agencies and development banks: USD50,000
- Category 2: Developing countries and UN agencies: USD10,000
- Category 3: Private firms: USD5,000
- Category 4: NGOs, research institutes, universities, professional associations: USD1,000.

Other networks, such as the Water Supply and Sanitation Collaborative Council, may be associated with the Partnership on an equal basis and will not be assessed any membership contributions.

The Partnership would have no way of enforcing payment of these contributions. Some members may wish to pay more, others less. The above amounts are therefore **indicative** of what the Partnership would expect from its members.

Payments may be made in various ways. They may be made not only in cash but also in kind, provided that they are used to offset real costs. For example, a UN agency may wish to contribute services of its staff or its consultants, provided that those consultancies were properly established by the GWP and not construed for that purpose only. A developing country entitled to a contribution by the GWP to travel costs for its representatives might decide to use its own resources to pay for these costs and use the equivalent amount to offset its membership dues. An aid donor might agree to pay the membership dues of a recipient country. It would be the task of the GWP Secretariat to keep a record of such arrangements.

Contributions to the GWP for Specific Activities. The Partnership may raise funds itself for specific activities or projects. The idea may arise from work done by the TAC and be developed into a project proposal by the GWP Secretariat, if necessary with outside assistance. The proposal may be submitted to selected donors for funding as appropriate after submission to the annual meetings of the Consultative Group. Donors may contribute directly to the Partnership which would carry out the activity in close collaboration with its members. As the host of the GWP Secretariat Sida would then in cooperation with UNOPS be the executing agency on behalf of the Partnership.

Matching Needs to Available Resources. A more common approach may be that the GWP, acting through the TAC, identifies activities suitable for donor funding and calls on members to support these activities within ongoing programmes. The GWP would approach possible donor-members and enquire whether support to activities identified by the TAC could be provided. The advantage from the perspective of aid donors would be that the request would be the outcome of a negotiated process between stakeholders adjudicated by a neutral party, i.e. the TAC. As an example, technical assistance on integrated water resources management might be supported by a donor with a particular interest in that subject matter and active in the country or watershed concerned.

Benefits to Members

Overall, the benefits of the GWP can be summarized on two levels. **In the long term** the major benefits would accrue from of a more coherent and systematic approach to water resources management, matching demand for water to its availability more effectively than in the past and coordinating the use of scarce financial resources for investment better than in the past. These benefits would result from the work of the TAC on the standardized, operational interpretation of the internationally agreed principles for water resources management and its application in the design of investments by the World Bank and other donors. It would inevitably take time for these benefits to materialize. In many instances non-members would also gain from them.

Another intangible and long term benefit would result from the increased attention that could be devoted to water resources management in the donor community as well as within countries. By focusing the development discourse in a concerted manner on the need for improved management of water resources, additional financial and human resources may be devoted to this area.

In the short term more tangible benefits would result from the kind of activities mentioned above, initiated at members' request and often as a consequence of direct support from other members. These activities would often entail capacity-building in various forms and would include

- technical assistance through consultancies,
- provision of support in kind to facilitate local processes,
- training through workshops, exchange visits, short courses etc., and
- dissemination of experience and scientific findings by a variety of means, including workshops and newsletters.

The GWP Secretariat should begin to build up a capability for information dissemination later this year. This could include a newsletter on Partnership activities, preparation of information packages on relevant experience, the facilitation of training, and so on. Since this is not now foreseen in the budget of the Secretariat it might be developed as a discrete activity of its own and submitted to donors for funding. This function need not necessarily be located at the GWP Secretariat, but it should be closely coordinated with the work of the Secretariat.

The value added to be derived from membership in the GWP has been discussed more in detail in another context (cf Note #2) and the benefits arising from the devolution of the Partnership to "the appropriate level" are raised in yet another (cf Note #3).

Membership Declaration

(Draft)

[name of the organisation] hereby applies to become member of the Global Water Partnership. We, the signatories to this document for [name of the organisation], agree the following points on its behalf:

Principles

We recognise that water is a finite global resource essential for human survival.

We agree to follow integrated approaches to sustainable water resources management.

We wish to coordinate our activities in water resources management with those of other organisations.

We aim to help people, especially the poor and other vulnerable groups, to benefit from improved water resources management, while safeguarding the environment.

We recognise that women play a central part in the provision, management and safeguarding of water.

Our commitment to the GWP

We wish to put these principles into practice by joining the GWP.

We understand that our commitment to the GWP will be both financial and professional and valid until revoked by either of the parties.

We will pay an annual membership subscription, currently at the level of [value in US Dollars, as per sliding scale provided by the Secretariat]. We will pay this in cash and/or in the value of our staff members' time and travel devoted to the GWP.

We will give advice and professional inputs to the GWP and to its other members: these will be free of charge up to a reasonable level according to our organisation's resources, and at a mutually agreed charge above that level.

We will share our information and experience concerning water resources management freely with other GWP members.

The GWP's commitment to us

We expect the GWP to provide us with the full range of its benefits to its members, in particular:

- guidance on identifying critical needs
- technical advice

- the opportunity to match one member's needs to another member's resources
- a channel through which to make contact with other GWP members.

We expect the other GWP members to make the same commitments to us that we are making to them.

Signed on behalf of [name of organisation] by

.....

Date:

[name of organisation] is hereby accepted as a member of the Global Water Partnership on the basis of the above declaration.

Signed on behalf of the Global Water Partnership by

.....

Date:

Note 6

The Global Water Partnership Governance Structure

The present governance structure of the Global Water Partnership consists of the Patron, the GWP Chair, the Consultative Group, the Steering Committee, the Executive Secretary, the Secretariat, the interim Technical Advisory Committee and field programmes.

Preamble

This note provides a status report on the present governance structure of the Global Water Partnership (GWP) together with some brief comments about likely future developments.

The Patron

Professor Kader Asmal, Minister of Water Affairs and Forestry of the Republic of South Africa, has kindly agreed to be the first Patron of the GWP. In this capacity he will promote the purposes of the Partnership in circumstances where it is useful and appropriate for him to do so. In the future the GWP may have additional Patrons.

The GWP Chair

Mr. Ismail Serageldin, Vice President of the World Bank, will chair the GWP in a personal capacity for a period of two years.

The Consultative Group

The Consultative Group of the GWP is the annual membership meeting of the Partnership where members meet to exchange experience (“consult”), discuss the business at hand and reach key decisions. It takes place in August in conjunction with the Stockholm Water Symposium.

The Consultative Group can amend as appropriate any of the documents that guide the business of the Partnership.

The Steering Committee

Between meetings of the Consultative Group the Steering Committee (SC) will follow up key decisions and assist the Executive Secretary in the operations of the GWP. The SC has ten members who are broadly representative of the GWP membership.

The Executive Secretary

Mr. Johan Holmberg, Assistant Director General at the Swedish International Development Cooperation Agency (Sida), is the Executive Secretary of the GWP, devoting about one-third of his time to this task. The cost is absorbed within Sida's administrative budget and not charged to the GWP. Eventually this may develop into a full-time position at which time the present arrangements will have to be reviewed.

The Secretariat

The GWP Secretariat is located at Sida and has three positions. Dr. Karin Kemper works as a Network Officer and Ms Karin Jonsson as Administrative Officer. The third position, another Network Officer, will be filled in the autumn. Sida is funding the Secretariat at this level through 1997. The GWP Secretariat has no legal identity of its own, and all legally binding agreements are concluded in Sida's name.

The interim Technical Advisory Committee

The interim Technical Advisory Committee (TAC) consists of 12 professionals and scientists of high international reputation representing different disciplines related to water resources management. TAC members serve in a personal capacity for a maximum of four weeks of working time per year. The TAC will meet at least twice annually.

The TAC is chaired by Dr. Torkil Jonch-Clausen, Managing Director of the Water Quality Institute in Denmark. To assist him he has at his disposal one-third of the time of a professional officer at the institute where he works.

In 1996 the core costs of the TAC are financed by the World Bank with some additional support from the UNDP. For 1997 both the Bank and UNDP have pledged to support the TAC, although no binding commitments have yet been made.

The TAC is likely to require a secretariat of its own. Whether this should be merged with the GWP Secretariat at Sida or located elsewhere is an issue that remains to be resolved. There is currently no specific finance available for a TAC secretariat.

Field Programmes

One of the first tasks of the TAC is to devise a conceptual framework for the water sector, including the definition of a number of sub-sectors or "windows". Each "window" will with time be filled by field programmes operating according to principles approved by the TAC and may be labelled "GWP field programmes". There is no special governance structure foreseen for such field programmes within the GWP

Other Partnerships

One of the principal objectives of the GWP is to promote integrated water resources planning and management. This should lead to the creation of new water partnerships in various regions and countries. Their members will benefit from GWP services and can attend the annual meetings of the GWP Consultative Group, provided that they

have decided to become members of the GWP. However, there are no plans to create a hierarchy of GWP membership meetings.

Note 7

Statutes for the Steering Committee

The principal decision-making organ of the Global Partnership is the Consultative Group, which meets annually. In between the annual meetings a representative body, the Steering Committee, assists the Executive Secretary in the operations of the Partnership.

Overall Purpose

The principal decision-making organ of the Global Water Partnership (GWP) is the Consultative Group where members meet to exchange experiences (“consult”), discuss the business at hand and reach key decisions.

The Consultative Group meets annually. In between these annual meetings there is a need for a representative body to assist the Executive Secretary in the operations of the Partnership. This is the Steering Committee (SC).

Reporting

The SC reports on its activities on an annual basis to the Consultative Group. The Executive Secretary is responsible for compiling the report which should be approved by all members of the SC.

Duties of the Steering Committee

The SC assists the Executive Secretary in making key operational decisions on the business of the Partnership.

In particular, the SC will decide on

- the submission to the TAC of new work assignments,
- the initiation of project activities resulting from the work of the TAC,
- the allocation of financial resources pledged to the GWP,
- follow-up of decisions by the GWP Consultative Group,
- the agenda for future meetings of the GWP Consultative Group.

In addition, the SC will advise the Executive Secretary on

- the work and resources of the GWP Secretariat.

Organisation of the Steering Committee

The SC will have ten regular members and seven substitute members.

Each of the three co-sponsors of the GWP has a seat on the SC. For each of the remaining seven seats there is one substitute.

Members shall be broadly representative of the GWP membership. At least half of the members shall represent developing countries (including countries in eastern Europe).

The gender distribution of the members shall be as equal as possible. There shall be no more than one member from any one country.

The SC is chaired by the Executive Secretary. It appoints a deputy chair.

Members are appointed by the Consultative Group for a period of one year.

The SC has a quorum when at least half its members (five plus one) are present.

To the extent possible, the SC should reach its decisions by consensus.

Non-members may participate in meetings of the SC as observers but cannot be party to its decisions.

The Conduct of Business

The Executive Secretary will convene the SC at least once per year.

There shall be an annotated agenda for each meeting approved by the Executive Secretary.

There shall be minutes of each meeting approved by the Executive Secretary summarizing major decisions and views expressed.

The cost of meetings of the SC shall be covered from the budget of the Secretariat. SC members may on request have their travel costs paid for from this budget.

Sub-committees

The SC may form its own sub-committees for specific work assignments.

Non-members may be attached to sub-committees on terms and conditions approved by the Executive Secretary.

Note 8

Statutes for the interim Technical Advisory Committee of the Global Water Partnership

The Technical Advisory Committee (TAC) is a body of independent scientists and professionals working in a personal capacity to provide technical advice on water resources management issues to the members of the GWP at their request, including recommendations to be taken. These statutes deal with the work of the interim TAC, which will prepare the creation of a regular TAC by 1998.

Overall Purpose

The Global Water Partnership (GWP) aims at bringing direct benefits from improved water resources management to people, especially the poor and other vulnerable groups, while safeguarding the environment and its ecosystems.

The Technical Advisory Committee (TAC) is a body of independent scientists and professionals working in a personal capacity to provide technical advice on water resources management issues to the members of the GWP at their request, including recommendations on action to be taken.

The interim TAC was constituted in 1996 as a step in the build-up of the GWP.

Reporting

The interim TAC reports through its Chair to the Consultative Group of the GWP.

In addition, the interim TAC will report regularly to the members of the GWP on its activities.

Duties of the interim Technical Advisory Committee

The interim TAC will

analyse existing gaps in development assistance programmes, identify priority areas for action by the GWP, and identify appropriate mechanisms for action by the GWP in these priority areas.

It will do so by

- developing a conceptual framework for the GWP,
- developing a set of criteria for programmes adhering to widely accepted principles of sustainable water resources management,

- making proposals for the organization of the TAC on a more long-term basis, including mechanisms for monitoring and review of programme performance and evaluation of experience,
- becoming fully familiar with ongoing GWP programmes through field visits and other means, and
- making proposals for regionalisation with a view to using as much regional expertise as possible for TAC reviews of field programmes.

Organisation of the interim TAC

The interim TAC will have 12 members. Any deviation from this number has to be approved by the Executive Secretary.

The members will be internationally recognized scientists and professionals within their fields. They shall be broadly representative of the major disciplines involved in sustainable water resources management as well as of the major geographical regions of the world.

The gender distribution of the members shall be as equal as possible, given the considerations mentioned above. There shall be no more than one member from any country.

Members are appointed by the GWP Chair acting on the advice of the Executive Secretary and in consultation with the TAC Chair.

The Chair of the TAC is appointed by the Consultative Group of the GWP as proposed by the GWP Chair.

Members of the interim TAC are appointed through 1997.

The interim TAC has a quorum when at least half its members (six plus one) are present.

Non-members may participate in meetings of the interim TAC as decided by the Chair but cannot be party to its decisions.

The Conduct of Business

The Chair will convene meetings of the interim TAC at least twice per year.

Efforts shall be made to hold TAC meetings in different regions of the world.

There shall be an annotated agenda for each meeting approved by the Chair.

There shall be minutes of each meeting approved by the Chair summarizing major decisions and views expressed.

The interim TAC will use staff services provided by the GWP Secretariat. In addition, the interim TAC Chair will have staff resources provided directly to him to prepare for meetings and to follow up decisions taken at meetings. The scope of staff services

available to the interim TAC will be decided annually by the Consultative Group as proposed by the Executive Secretary in consultation with the interim TAC Chair.

There will be a budget for the interim TAC prepared by the Executive Secretary in consultation with the interim TAC Chair and approved by the Consultative Group. The interim TAC Chair manages this budget.

Sub-committees

The interim TAC may form sub-committees of its own for specific work assignments.

Non-members may be attached to sub-committees on terms and conditions approved by the interim TAC Chair.

The Regionalisation of the interim TAC

As far as possible the interim TAC shall collaborate with experts from the region or, as appropriate, the country in which the activities are located which are subject to its review.

The interim TAC shall build up a roster of suitably qualified experts on a regional basis to whom a gradually increasing share of its responsibilities may be delegated according to procedures to be developed.

Remuneration of interim TAC members

Interim TAC members will be paid according to UN consultancy rates for work performed. The members will be remunerated at the same rate.

Such work includes attendance at scheduled meetings, participation in reviews and agreed work at home.

All individual work assignments shall be approved by the interim TAC Chair who shall also approve requests for payment of fees by members, according to procedures to be elaborated in cooperation with the GWP Secretariat and the UN.

Interim TAC members shall be compensated for travel costs according to UN rules.

Note 9

The Global Water Partnership – Progress Report June 1996

In Stockholm in December 1995 a meeting of 56 institutions (national governments, multilateral banks, NGOs, UN agencies, bilateral agencies, professional associations and the private sector) and about 75 participants decided to found the Global Water Partnership, which now stands before its launching conference to be held on 9 August. This Progress Report briefly summarizes developments since the December meeting and the current situation as regards creation of the Partnership¹.

Interim Committee

At the December meeting Johan Holmberg was asked to form an interim committee to move things forward. In January an Interim Committee of nine members was constituted. It consists of E. Aguilar (Mexico), J. Briscoe (World Bank), L. Currat (Swiss Dev. Cooperation), G. Gosh (UNICEF), J. Holmberg (Sida, Chair), J. Lane (WaterAid, United Kingdom), B. Leleka (SADC-ELMS, Lesotho), R. Lenton (UNDP), and P. Najlis (UN/DPCSD).

The committee met in Stockholm on 23 February to discuss how to proceed and to start up activities. A second meeting was held in Washington, D.C. on 9 and 10 May for a progress review and for preparing the launching conference on 9 August.

GWP Chairman

Ismail Serageldin, Vice President of the World Bank, has “with considerable enthusiasm” agreed to chair the Partnership in a personal capacity for a period of two years.

Creation of the Interim TAC

In February the Interim Committee agreed on a short-list of candidates for the interim TAC on the basis of nominations received at that time from participants in the December meeting. Invitations were sent out to fourteen candidates and the response was extremely positive. It resulted in twelve acceptances and only two regrets.

The interim TAC met for the first time in Copenhagen on 10 and 11 June. A report by the chairman, Torkil Jonch-Clausen from Denmark, will be provided to the August meeting as Note #10. The interim TAC will work until the end of 1997. One of its tasks will be to facilitate the process of forming a regular TAC which will be selected

¹ A report from the December meeting can be obtained from the GWP Secretariat.

through an international peer review process. Note #4 provides TAC Assignments in the short term and Note #8 contains the statutes for the interim TAC.

Secretariat Working

Sida has approved resources for the GWP secretariat which is now in business under the supervision of Johan Holmberg, Chair of the Interim Committee. Karin Kemper started work on 1 April as a Network Officer and Karin Jonsson started on 1 May as an Administrative Officer.

The Secretariat is located at Sida headquarters in downtown Stockholm, but is operating as an independent unit.

Contacts with the World Water Council

Johan Holmberg attended the meeting of the World Water Council in Marseilles on 21-22 March. There will be close collaboration with the Partnership which is reflected in the minutes of their meeting. It is likely that the key role of the Council relative to the GWP will be to serve as a forward-looking forum for analysis of strategic issues and awareness raising.

First GWP Activities in Planning Stage

The Interim Committee has tentatively identified a number of issues where the Partnership should focus its attention at the outset in order to make a difference in the short term. The focus is on making the GWP as action-oriented as possible from the beginning. Currently, the following areas are discussed (see also Note #4):

- a review of the Dublin principles with a view to making them as practical and operational as possible,
- preparation of a conceptual framework for the water sector with a view to identifying gaps, shortcomings and areas requiring attention by the international community,
- southern Africa - a region where several countries experience water shortage as an impediment to their development,
- water resources legislation - a subject matter where the Partnership can promote dissemination of valuable information on practical experiences.
- large cities and towns - a close look at the issues involved in water supplies to selected major urban areas with a review of the options available and the possible role of the international community.

Costs and Finances

Contributions by the World Bank, UNDP and Sida - the current three co-sponsors of the GWP - amount to USD700,000 in 1996. This is sufficient to cover start-up costs and initiate the work of the interim TAC. In addition, Denmark has pledged a

contribution of USD300,000 towards the costs of the interim TAC. Other donors have suggested the possibility of additional support.

GWP Launching Conference in August

With the formal GWP structure in place and key issues for action defined, the conference on 9 August is the first meeting of the Consultative Group during which the GWP will be formally created. This will be immediately after the Stockholm Water Symposium which takes place during 5-8 August. Participants of the December meeting have received invitations. The meeting is open also for all other participants from interested institutions and organizations active in water resources management.



Global Water Partnership

7 June 1996

Mr. Brian Grover
World Bank
Washington DC, 20433, USA

Telefax:
Fax: 0091-202-522 3228

~~Bruce~~
~~Jennifer~~
~~Gayle~~
~~Susan~~
Block Book

**The Global Water Partnership –
Invitation to the First Meeting of its Consultative Group
Stockholm, 9 August 1996**

Brian
Dear Mr. Grover,

I am writing to invite you to attend the first meeting of the Consultative Group of the Global Water Partnership on 9 August in Stockholm. This is the first formal announcement of the meeting. You will later receive a second announcement together with the supporting documentation.

The Global Water Partnership (GWP) is an international network designed to translate the global consensus on water resources management into responsive, coherent services to developing countries with an emphasis on implementation as close to the users as possible. It will have a lean, largely informal structure linking up with field programmes operated by Partnership members.

The Partnership is chaired by Mr. Ismail Serageldin, Vice President of the World Bank, in a personal capacity. It has a small secretariat hosted by the Swedish International Development Cooperation Agency (Sida). It has created a Technical Advisory Committee (TAC) consisting of internationally known professionals and scientists with experience in different disciplines related to water resources management. Core funding has been received from the World Bank, Sida and UNDP.

The initiative to launch the Global Water Partnership was publicly announced for the first time by Mr. Serageldin of the World Bank and Mr. Anders Wijkman from the UNDP in conjunction with the Stockholm Water Symposium in August 1995. A meeting of water professionals in Stockholm on 4 – 6 December 1995 developed the concept further and agreed to proceed with the creation of the Partnership. I was asked by the meeting to form an Interim Committee to make the Partnership operational.

The Global Water Partnership Secretariat is administered by the Swedish International Development Cooperation Agency

GWP Secretariat, Sida
S-105 25 Stockholm, Sweden

Office
Sveavägen 20, Stockholm

Telephone
+46 (0)8 698 50 00

Telefax
+46 (0)8 698 56 27

e-mail
gwp@sida.se

The objective of the meeting on 9 August is to launch the Global Water Partnership. A provisional agenda is enclosed.

The background documentation for the meeting will include

- the mission statement,
- a note on value added by the GWP,
- membership criteria, costs and benefits,
- terms of reference for the TAC,
- first assignments to be carried out by the TAC,
- a first report by the TAC, and
- statutes for key bodies of the Partnership.

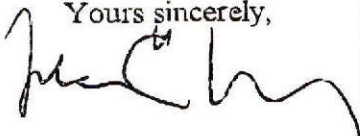
The material will be mailed to you in late June.

All invited participants will be offered an opportunity to attend part or all of the Stockholm Water Symposium that takes place during 5 – 8 August. With the material mailed to you later in June you will receive a registration form for the Stockholm Water Symposium. The GWP will cover your costs for attending the Symposium, but not travel and accommodation.

It would be helpful if you could communicate your intention to attend to Ms. Karin Jonsson, GWP Secretariat, Sida, S-105 25 Stockholm, Sweden, fax 46-8-698 5627, telephone 46-8-698 5000 (698 5583 direct), e-mail karin.jonsson@sida.se.

I look forward to seeing you in Stockholm in August!

Yours sincerely,



Johan Holmberg
Chair, Interim Committee
Global Water Partnership

**The Global Water Partnership
First Meeting of the Consultative Group
Stockholm on 9 August 1996**

Provisional agenda

- 09.00 – 09.15: Words of welcome, organization of the meeting
Mr. Ismail Serageldin, Vice President, the World Bank
- 09.15 – 09.45: Keynote address
H.E. Professor Kader Asmal, Minister of Water Affairs &
Forestry, Republic of South Africa
- 09.45 – 10.15: The water crisis and the Global Water Partnership
Ismail Serageldin
- 10.15 – 10.45: Refreshments
- 10.45 – 11.00: Senior representative of the Swedish government
- 11.00 – 11.30: Mr. Torkil Jonch-Clausen, Chair of the Technical Advisory
Committee
- 11.30 – 12.00: The World Water Council and the Global Water
Partnership: working in concert toward a common goal
- 12.00 – 12.30: The Global Water Partnership from a developing country
perspective
- 12.30 – 14.00: Lunch
- 14.00 – 14.45: Presentation by Mr. Johan Holmberg, Chair of the Interim
Committee, of papers on
– the Mission Statement,
– the value added of the Partnership,
– how the Partnership would operate,
– costs and finance.
- 14.45 – 15.30: Debate
- 15.30 – 16.00: Refreshments
- 16.00 – 16.45: Concluding the debate: launching the Global Water
Partnership
- 16.45 – 17.00: Concluding statement by the Chair

GWP



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: June 4, 1996 NO. OF PAGES: 14

TO: Mr. Ismail Serageldin PHONE: (90-212) 231-4650
 Guest, Room 737 FAX: (90-212) 240-4165
 Hilton Hotel, Istanbul

CC: Mr. Sarwat Hussain
 Guest, Room 353

FROM: Brian Grover PHONE: (202) 473-0693
 Program Manager FAX: (202) 522-3228

SUBJECT: FOLLOWUP - DANISH MEETING ON JUNE 3

Dear Ismail,

I regret that I was absent yesterday and could not speak re the meeting you had in Copenhagen. Having reviewed the fax you sent, and on hearing from Guy le Moigne after he spoke with you, we understand that you want us to prepare a draft response to the Danes for your consideration. Such a draft is attached for your review and comments. It is tentatively addressed to Ambassador Brueckner. Is this correct?

If you agree, we can send the revised letter as soon as we receive your comments. Alternatively, you could finalize the letter and send it directly from Istanbul, in which case we would appreciate an information copy. Please let me know.

As you will note, we have recently sent the Danes a proposal for their support in the refinancing of the Program (my letter of May 31 is attached). All other participants invited to the Geneva meeting have similarly received tentative proposals from us for their future support.

I believe that the best way to handle agenda item 4 (Program refinancing) in Geneva is to display the draft matrix for prospective future core support to the Program, along with a simple sheet that summarizes our estimated minimum basic costs for maintaining the five existing Regional Water and Sanitation Groups, plus a small team here at Program headquarters. These two pages are attached for your review and possible comments. (We also intend to display in Geneva a second draft matrix that will indicate specific projects or thematic tasks for which supplementary funding already exists or is expected in future. This is still being prepared.) Because of the very tentative nature of these matrices, we would prefer to display them at the Geneva meeting but not send them to participants in advance. Again, comments welcome.

One other point. Several bilaterals have expressed concern that people from different parts of the Bank are requesting their financial support for water-related assistance, including our Program. The attached ODA fax of May 31 to David Grey of AFTES (copied to me) is one example. (Jean Doyen will likely be working on a response with us this week). Later this week we will be visited by a Norwegian delegation that is expected to express similar views. We need to deal with this issue appropriately, probably near the outset of the Geneva meeting.

Finally, please fax me again or call me whenever you can find the time. (My home phone is 202-546-3139). I will be in Washington until this weekend, then flying on Monday to London to meet ODA briefly Tuesday morning, enroute to Geneva where I expect to arrive in the mid-afternoon on Tuesday. With Sarwat we have agreed, tentatively, to meet you in the Noga Hilton at 6:00 PM Tuesday for a briefing.

Cheers,

A handwritten signature in cursive script, appearing to read "Brian".



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

Ambassador Peter Brueckner
Chief, Multilateral Affairs
Ministry of Foreign Affairs
2 Asiatisk Plads
DK-1448 Copenhagen K
Denmark

Dear Ambassador Brueckner,

Ismail Serageldin informed me of the issues you raised during your meeting with him on June 3 in Copenhagen. As he is now in Istanbul and John Briscoe, Chief of our Water and Sanitation Division and a member of the Interim Committee of the Global Water Partnership(GWP), is also away on mission, I have been asked to respond to you.

The GWP is still an evolving entity, and most of your concerns should be addressed during the June 12 meeting in Geneva. Some of the points you raise were discussed at the two meetings of the Interim Committee that have taken place, in Stockholm on February 23 and in Washington on May 9 and 10. I was not present at either meeting, but I understand that Mr. Torkil Jonch-Clausen participated in the May meeting in his new capacity as the Chair of the Technical Advisory Committee. Thus, Mr. Jonch-Clausen or members of the Interim Committee, such as Mr. Johan Holmberg of Sida, in his capacity as Chair, might be better placed to answer your questions.

In the meantime, let me respond by saying that the policies of the GWP will be set by the members of the Consultative Group (CG), who will meet for the first time in Stockholm on August 9. If Denmark elects to join the CG, it would be in a position to influence the policy issues you raised during your meeting with Mr. Serageldin, such as whether it will address industrial uses of water or work in Eastern Europe.

With regard to the meeting in Geneva on June 12, the documents sent as attachments to Mr. Serageldin's invitation are intended to help the Danish representative to prepare. These documents included:

- the report from the GWP meeting in Stockholm in December, 1995;
- the GWP progress report dated April 27, 1996;
- the December 1995 Evaluation Report of the Water and Sanitation Program;
- a document on new financing arrangements for the CGIAR.

If you do not have any of the attachments listed above, please contact me and I will be happy to send them to you. I have also attached the meeting agenda and the latest list of participants, for information.

Regarding future Danish support for the Water and Sanitation Program, a funding proposal was sent to Mr. Jes Boye-Møller by courier (Federal Express) on Friday, May 31. This follows participation of my deputy, Bruce Gross, at the Nordics' water meeting in Stockholm on May 9 and 10, where we learned of Danida's perspectives and interests. A copy of my cover letter to Mr. Jes Boye-Møller is attached for your information; it details our funding request to Denmark. At the meeting in Geneva, we intend to present for discussion a funding matrix that indicates levels of Program support by source, in line with the CGIAR method of financing.

We note your concern about the identity and continuing existence of the Water and Sanitation Program in light of the creation of the Global Water Partnership. The attached proposal cover letter to Mr. Boye-Møller addresses this issue indirectly. As you will see, the Program will become a foundation of the GWP, and will retain its identity as an independent program, functioning under the GWP umbrella.

You asked about the World Water Council (WWC), which had meetings of its Founding Committee in Montreal in April, 1995 and in Bari in September, 1995. At Bari the mission of the WWC was agreed to be "the promotion of awareness about critical water issues at all levels, including the highest decision-making level; and the facilitation of efficient conservation, protection, development, planning, management and use of water in all its dimensions on an environmentally sustainable basis for the benefit of all life on earth".

The first meeting of the Interim Board of Governors of WWC took place in Marseilles on March 21 and 22. (Ismail Serageldin is a member of the Interim Board, as am I, although I missed the Marseilles meeting). Johan Holmberg of Sida participated at the Marseilles meeting and reinforced Mr. Serageldin's message about the need for complementarity and constructive collaboration between the GWP and WWC.

DRAFT

The second meeting of this Interim Board of WWC is scheduled for July 16-17 in Granada, several weeks before the Stockholm meeting of the GWP on August 9. This should permit an up-to-date report about the status and planned activities of the Council to be given to when the Consultative Group of the GWP meets for the first time.

I hope that this information is that which you asked Mr. Serageldin to provide. If more is required, please contact me directly.

I look forward to working with Danida's representative at the Geneva meeting on June 12, and to continuing close collaboration between Danida and our Program.

Sincerely,

Brian Grover
Manager



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

May 31, 1996

Mr. Jes Boye-Møller
Senior Adviser
Royal Danish Ministry of Foreign Affairs
2, Asiatisk Plads
DK-1448 Copenhagen K
Denmark

Dear Mr. ~~Boye-Møller~~ ^{Jes}:

I am pleased to enclosed three copies of our preliminary proposal for Danish financing of the Program during the 1997-99 period.

The proposal includes the following elements:

- An overview of the UNDP-World Bank Water and Sanitation Program
- Overviews of the Program's strategies in rural water supply and sanitation and in urban sanitation during the 1997-2001 period
- Regional summaries for West Africa and South Asia, covering major activities and outputs, by Program objective and country for the next three years, and a look ahead to the progress we expect to achieve by the year 2001 in these two regions
- Budget request and justification for the 1997-99 period
- Present Danish water and sanitation trust funds, and the transition to new funding arrangements in 1997

The proposals contain the details of our work, including objectives and outputs. You will note that we have included urban sanitation as well as rural water supply. We intend, as we had earlier proposed, that Denmark's support be directed towards rural water supply. Nevertheless, some RWSG staff will be working in both areas, and many tasks overlap. Thus, we have included the RWSGs' plans for sanitation, as well.

You will note that this preliminary proposal, prepared with significant inputs obtained from our RWSGs upon short notice, is substantive but not very polished. We trust this will meet your immediate requirements, and we can refine it later if necessary.

At the Nordics' water meeting in Stockholm, you asked for clarification on a number of issues. Some are addressed by the proposal. Let me clarify those that are not.

Relationship of the Program to the GWP.

The GWP does not yet exist and many aspects of its operations and relationships are only now evolving. However, the Water and Sanitation Program, like other water-related programs, will become part of the GWP, but also retain its identity. As the largest collaborative effort and the only one with a field structure and operations, we anticipate that our Program will serve as a model for how other GWP activities might be developed. Ambassador Brückner's letter to Mr. Serageldin raised a number of questions about the GWP. We expect that the June 12 meeting in Geneva will help to clarify them.

The Proposal for Urban Sanitation in East Asia

The proposal for urban sanitation in East Asia is nearing completion. We expect it to be submitted to Ambassador Sternberg by June 9. It is our understanding that he will send it to Copenhagen for review and approval. Therefore, we have not included it as part of our core financing request to you. There is another important difference: the bulk of the separate funds for East Asia will mainly finance pilot and demonstration projects, not core regional Program operations (though a portion of the funds will support our urban sanitation operations in East Asia). The activities resemble those financed through projects (usually at the country level but in this case at the regional level), rather than those normally financed through core regional channels.

Financing Request to Denmark and 1997-99 Program Funding Requirements

The Program evaluation team concluded that, in many areas, the Program was below critical mass. In response, we have developed an indicative budget for an effective RWSG operation and for headquarters operations in Washington. The indicative RWSG core budget totals \$1.680 million/year; the headquarters budget is \$2 million/year. For 1997, the budget requirements total \$9.3 million, as follows:

	<u>US\$000s</u>
Four fully-functioning RWSGs (West & East Africa, South & East Asia)	6,400
An expanding RWSG in the Andean Region	900
Headquarters	<u>2,000</u>
Total Core (regional and headquarters operations) Budget for 1997	9,300

The enclosed proposal requests that Denmark finance one-half the costs of two RWSG operations: \$1.68 million in 1997 and \$5.04 million over the three-year funding period.

The existence of RWSG teams, financed by core RWSG funds, helps us leverage substantial additional funding at the country level. A priority task for each RWSG is the

development of country technical assistance programs and projects, to be financed by UNDP and various bilateral donors. These country-level activities expand the Program's capacity to support investments--from national and external sources--and policy reform.

In addition to new country level activities in Africa and Asia, we expect our operations in the Andean region to grow quickly. We also foresee the possibility of reaching out to new regions where we are not active (such as North Africa and the Middle East, Central America, and possibly Central Asia), provided additional funds are forthcoming for this purpose.

Please let me know if you have any questions. We look forward to seeing you in Geneva on June 12, to hearing your reactions to the enclosed proposal, and to Denmark's continued strong collaboration and support of the Program.

Sincerely,



Brian Grover
Program Manager

Enclosure



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

Meeting of "Friends of the Global Water Partnership and the UNDP-World Bank Water and Sanitation Program Wednesday, June 12, 1996

Co-Hosts

Mr. Ismail Serageldin, World Bank
Chair, Consultative Group
Global Water Partnership

Mr. Anders Wijkman
Assistant Administrator and Director, BPPS
United Nations Development Programme

Mr. Johan Holmberg, Sida
Chair, Interim Committee
Global Water Partnership

Confirmed Participants

Jes Boye-Møller
Chief Adviser
Ministry of Foreign Affairs, Denmark

Mr. James McCuaig
Director, Environment and Natural Resources
Policy Branch
Canadian International Development Agency

Mr. Louis Currat
Head, Technical Division
Swiss Development Cooperation

Mr. Alistair Wray
Senior Water Resources Adviser
Overseas Development Administration, United Kingdom

Ms. Mona Gleditsch
Senior Water Adviser
Norwegian Agency for Development Cooperation

Mr. Bruce Gross
Deputy Manager
UNDP-World Bank Water and Sanitation Program

Mr. Ture Lundh
Executive Officer
Royal Ministry for Foreign Affairs, Norway

Mr. Brian Grover
Manager
UNDP-World Bank Water and Sanitation Program

Other Invited Participants

Mr. Joan Boer
Head, Technical Advice Section
Ministry of Foreign Affairs, Netherlands

Unable to Participate

Dr. Rainer Lotz
Head of Division, Infrastructure
BMZ, Germany

DRAFT AGENDA
MEETING OF "FRIENDS OF THE GWP AND WSP"

Wednesday, June 12, 1996
9:00 am to 3:00 pm

UNDP Offices, Geneva Executive Centre
Salle 2, 11-13 chemin des Anémones
Geneva, Switzerland
Tel: (41-22) 979 95 37
Fax: (41-22) 979 90 01

- 0900 1. Welcome
2. Rationale for the Global Water Partnership
3. Issues related to financing of the GWP and its programs:
- a. The CGIAR financing model, and its relevance for GWP
 - b. The participation of World Bank and UNDP in GWP
 - c. The financing of the Secretariat and TAC
 - d. The financing of GWP programs
4. Financing the Water and Sanitation Program from 1997 onwards
- relationship between WSP and GWP
 - the WSP financing issue in 1997
 - current situation
 - future steps
5. Conclusions

Notes:

1. A working lunch will be arranged.
2. The session will be informal, with maximum time for discussion.



UNDP-World Bank Water and Sanitation Program

I. Indicative Budget for Core Regional Program Support for 1997

The UNDP-World Bank Water and Sanitation Program is highly decentralized, with most of the staff and activities based in five Regional and Sanitation Groups (RWSGs). A realistic indicative budget for a minimal core staff for a typical RWSG would be as follows. Note that these annual staff costs include all salary, benefits, operational travel, and secretarial and office support costs.

	<u>US\$000</u>
Regional manager	275
Two international specialists @ \$250 K	500
Two regional specialists @ \$125K	250
Regional documentation and communications officer	125
Administrative officer	60
Country focal points (national staff in three countries)	150
Consultants	<u>240</u>
Subtotal	1,600
Learning fund contribution (5%)	<u>80</u>
Total	\$ 1,680

Notes: Learning fund contributions help defray management costs for global Program which concentrates on structured learning in all endeavors.

Costs for the RWSG in the Andean region (covering only three countries) are less--about \$900,000--as the scale of operations is just over half that of other RWSGs.

II. Indicative Budget for Core Headquarters Operations for 1997

Ideally, the headquarters team should be comprised of the following (staff costs include all salary and benefits, operational travel, and secretarial and office costs):

Program Manager	250
Deputy	225
RWSS specialist	200
Urban sanitation specialist	200
Non-formal institutional specialist	200
Institutional economist	200
Documentation and communications (one specialist plus budget)	250
Budget and administration (one budget/admin officer, two assistants)	250
Operations assistant	60
Consultants	<u>165</u>
Total Headquarters	\$ 2,000

**UNDP-World Bank Water and Sanitation Program: Tentative Core Financing for 1997
(US\$000/year)**

FINANCING PARTNER	TOTAL Per Year	EAST AFRICA (ESA)	WEST AFRICA (WAF)	SOUTH ASIA (SAS)	EAST ASIA (EAP)	ANDES (AND)	WASHINGTON (HQ)	OTHER POSSIBLE	REMARKS
A. Multilateral									
UNDP (a) SEED	500						500		
(b) RAF	600	250	250					100	
(c) RAS	700			180	420			100	
World Bank (a)	400						400		World Bank administrative budget (FY97)
(b)	160						160		From overheads and interest earned on external funds managed by the Bank
B. Bilateral									
Belgium	350							350	Likely for ESA
Canada	950							950	For four Countries in Southern Africa
Denmark	2,520		700	700	840			280	
Luxembourg	420		360					60	
Netherlands	1,490	370	370			450	200	100	HQ post is a UES specialist
Norway	1,500	700		300			200	300	HQ post is gender/inst.specialist.\$150K for PDF. \$50K for Africa networking
Sweden	940	360		210		210		160	\$100K to operationalize gender.
Switzerland	1,240			290	420	240	200	90	HQ post is RWSS specialist.
Sub-total	11,770	1,690	1,680	1,680	1,680	900	1,660	2,490	
Learning Fund		-80	-80	-80	-80	-45	365		Standard contribution(5%) to HQ from funding for regional operations
Grand Total	11,770	1,600	1,600	1,600	1,600	855	2,025		

Note: This table does not include previously-approved contributions which carry over into 1997.

5/30/96

M:\PROGRAM\COREFINA.XLS



ODA

Overseas Development
Administration

94 Victoria Street, London SW1E 5JL

Direct Line: 0171-917 0116
GTN: 3535 -116

Mr David Gray

Fax No. 01235 536771

31 May 1996

Dear David

ODA ASSISTANCE TO WORLD BANK WATER PROGRAMMES IN AFRICA

We currently have two overlapping requests from yourself and Brian Grover for the above.

Following a process of consultation you have asked Peter Roberts, (our Divisional Engineering Adviser for Africa) if ODA will support two Water Resources Management Professionals to be attached to the Regional Water & Sanitation Programme offices in Nairobi and Abidjan as part of the African Water Resources Management Initiative. In parallel Brian Grover has approached Alistair Wray asking whether ODA will support a professional in a similar field to be attached to a proposed new outpost in Harare of the Nairobi Regional Water & Sanitation Programme Office.

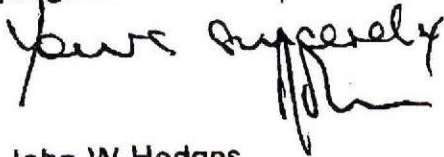
I understand that Peter drew your attention to the potential for inconsistency between these separate approaches. We would certainly wish to ensure that the two requests for the support to the Nairobi office are co-ordinated. I would be grateful if you and Brian could discuss this and let me know the outcome.

Further, Jeffrey Racki has recently responded to Peter Roberts regarding ODA support to the new SADC initiative in the water resources sector saying that he would welcome some (as yet unspecified) ODA support. It seems to me that this too overlaps with what you and Brian are proposing. If the World Bank are to put water resources expertise in the Southern Africa region, it would make sense to me for this to be based in the proposed new programme office which seems likely to come out of the SADC initiative and my understanding is that this is not likely to be Harare.

In brief, ODA is anxious to help the World Bank push forward its work in the Water Resources and Water Supply & Sanitation sectors in Southern Africa. We believe that a holistic approach is required and that the GWP

can form an appropriate framework and we would like to be sure that Bank staff are co-ordinating in order to achieve this approach.

I would welcome your comments on the above and a Bank view on the level and nature of support in Africa as a whole and in particular in Eastern/Southern Africa they would like to see as part of their GWP programme.

Yours sincerely


John W Hodges
Chief Engineering Adviser
V356 Ext 0116

cc: Brian Grover. WORLD BANK

Gray.efr

0: FAX 202 / 473-3112, USA.

eting with Serageldin/Ibrd on 3.6.96

2) P What is the envisaged future structure of the GWP organisation?
What is the envisaged budget?

Who are: sponsors AWT: Report: Bank, SIDA
 Co-sponsors Also 2 Wolmar's paper: also other
 Members

and how are they seen as able to influence the work of the GWP?

If the CGIAR is used as a model why is the CG selecting the members of the TAC? (and not the donors)

Is Eastern Europe coming in as well? Then the 3. world may be come marginalised

In the diagram page 6 INDUSTRY is not included. Why?

Co-sponsors will provide core-funding. Members?? (page 7)

TAC and GWP general secretariat combined ??

Contradiction between page 7 and Johan H's letter pg 1. Co-sponsors = UNDP, World Bank and SIDA or same + 3 donor agencies??

The "wow". When can we get a draft??

ISG

We need urgently a proposal

How to avoid marginalising/loosing the RWSG

Preparatory papers for the Geneva meeting?

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VP'S OFFICE

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Status?

Purpose / Coordination

Stockholm meeting

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Dory -
Please have Brian Grover draft responses to the questions raised by the Danish Authorities. Please fax draft replies to Isten but ~~ASAP~~ -
Thanks.

[Signature]
6/3/96

FAX REPLY
- Tuesday / 4
Please note



Sida

IN

S-105 25 STOCKHOLM, SWEDEN

Telephone: + 46 (0)8-698 5322
Fax: + 46 (0)8-698 5653
e-mail: johan.holmberg@sida.se

From
Department for Natural Resources and the Environment
Johan Holmberg/mf

cc:

Ref. Nr.

*** FAX ***

CP

2 May 1996

No. of pages (incl this page) 1/2 25
SENT (date/sign) 960502 *[Signature]*

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To
Members of the Interim Committee
Christopher Perry
11M1
Colombo

Fax No.
00994-1866854

The Global Water Partnership - Background Notes for the Meeting in Washington DC on 9-10 May

Dear friends,

The meeting will take place in the S building of the World Bank, conference room S4-108. The address is 1750 Pennsylvania Avenue, fourth floor. The entry door on that floor has the following combination; 5, then 2 and 4 together. If that does not work there is also a door bell.

We will start at 9 AM. We will then talk to Alexander McCalla who is now Director of Agriculture at the Bank but who for several years chaired the TAC of the CGIAR. At 10 AM we will meet Ismail Serageldin. From 11 AM onwards we will address the draft agenda I sent you on 22 April. There will be a joint dinner in the evening of Thursday 9 May. I expect that we will continue until about 5 PM on 10 May.

Reservations have been made at the State Plaza Hotel on 2117 E Street N.W., five minutes walk from S building. The room rate is USD85. The telephone number of the hotel is 202-861 8200.

We will be joined by Torkil Jonch-Clausen, the chair of the STAC, and by Christopher Perry, the Research Director at the International Irrigation Management Institute. Possibly a representative from the Inter-American Development Bank will also participate. We have regrets from Luis Currat and Pierre Najlis who are asked, if possible,

1) August CG meets will be judgment on potential members
2) To be under the Partnership umbrella - how realistic to think that research in ITD will "pass the test" and thus only get us good house-keeping seal of approval? GWP will "stimulate" its partners to meet critical needs of ITD. This is still a low priority for ICRIS. Could be lower still... with profit of approach "integrated" programs!

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to contribute their comments ahead of the meeting (please fax them to me c/o John Briscoe at the Bank, fax 1-202-522 3228).

With this fax I am sending you the following background notes for the meeting:

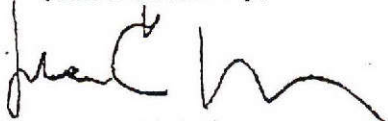
1. Draft statutes for the Scientific and Technical Advisory Committee (STAC) (four pages)
2. STAC assignments in the short term (~~three~~ ^{four} pages)
3. Simplified GWP Mission Statement (two pages)
4. Value added by the Partnership (four pages)
5. Financing the GWP (five pages)
6. GWP governance and the August meeting of the CG (~~three~~ ^{four} pages)

It would be helpful if you could also bring the documentation from the previous meeting as well as the minutes from that meeting.

I look forward to meeting you in Washington.

With my best regards,

Yours sincerely,



Johan Holmberg
Chair, Interim Committee

Copies to

John Brisco, the World Bank, Washington DC
B Leleka, SADC/ELMS, Lesotho
Gourisankar Ghosh, UNICEF, New York
Roberto Lenton, UNDP, New York
Enrique Aguilar, Mexico City
Pierre Najlis, UN/DPCSD, New York
Luis Currat, SDC, Berne
Jon Lane, WaterAid, London
Torkil Jonch-Clausen, VKI, Copenhagen
Christopher Perry, IIMI, Colombo



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1996-05-02

Dokumentnummer

**GWP INTERIM COMMITTEE MEETING IN WASHINGTON DC ON 9-10 MAY
1996 - NOTE # 1**

**Statutes for the interim Scientific and Technical Advisory
Committee of the Global Water Partnership (first draft)**

(Note: In the following I will use the name Scientific and Technical Advisory Committee or STAC which I believe better describes what the committee will do. I argue this because I believe the name of this key body in the GWP is closely connected to the image we want to project. The CGIAR is a research system, as everyone knows, and there is therefore no question that a "technical advisory committee" is concerned with science. We say that the GWP should be science-driven, but this is not readily apparent from its name nor from summaries of its objectives. We do not want a "technical advisory committee" to conjure up images of pipe-fitting, improved pumps and design of latrines. The committee is staffed with scientists, it will deal with scientific issues, it will provide scientific advice and this should be clear from its name. On the other hand, it is not a committee engaged in academic discourse. I therefore believe that STAC well captures its functions and I will henceforth use that name until told otherwise. JH)

Overall Purpose

The Global Water Partnership (GWP) aims at bringing direct benefits from Improved water management to people, especially the poor and other vulnerable groups, while safeguarding the environment and its ecosystems.

The Scientific and Technical Advisory Committee (STAC) is a body of independent scientists working in a personal capacity to provide advice on water management issues to the members of the GWP at their request. It will advise the Consultative Group of the GWP on scientific aspects related to water management at the request of the Group and recommend action to be taken.

The interim STAC was constituted in 1996 as a step in the build up the GWP.

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Reporting

The interim STAC reports through its Chair to the Consultative Group of the GWP.

In addition, the interim STAC will report regularly to the members of the GWP on its activities.

Duties of the interim Scientific and Technical Advisory Committee

The interim STAC will

- develop a conceptual framework for the GWP,
- develop a set of criteria for programmes adhering to widely accepted principles of sustainable water management,
- analyse existing gaps in development assistance programmes, identify priority areas for action by the GWP, and identify appropriate mechanisms for action by the GWP in these priority areas,
- make proposals for the organization of the STAC on a more long term basis, including mechanisms for monitoring and review of programme performance and evaluation of experience,
- become fully familiar with ongoing GWP programmes through field visits and other means, and
- make proposals for regionalisation with a view to using as much regional expertise as possible for STAC reviews of field programmes.

Organisation of the interim STAC

The interim STAC will have 12 members. Any deviation from this number has to be approved by the Executive Secretary.

The members will be recognized scientists and professionals within their fields. They shall be broadly representative of the major disciplines involved in sustainable water management as well as of the major geographical regions of the world.

The gender distribution of the members shall be as equal as possible, given the considerations mentioned above.

Members are appointed by the GWP Chair acting on the advice of the Executive Secretary and in consultation with the STAC Chair.

The Chair of the STAC is appointed by the Consultative Group of the GWP as proposed by the GWP Chair.

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Members of the interim STAC are appointed through 1997.

The interim STAC has a quorum when at least half its members (six plus one) are present.

Non-members may participate in meetings of the interim STAC as decided by the Chair but cannot be party to its decisions.

The Conduct of Business

The Chair will convene meetings of the Interim STAC at least twice per year.

Efforts shall be made to hold STAC meetings in different regions of the world.

There shall be an annotated agenda for each meeting approved by the Chair.

There shall be minutes from each meeting approved by the Chair summarizing major decisions and views expressed.

The interim STAC will use staff services provided by the GWP Secretariat. In addition, the interim STAC Chair will have staff resources provided directly to him to prepare for meetings and to follow up decisions taken at meetings. The scope of staff services available to the interim STAC will be decided annually by the Consultative Group as proposed by the Executive Secretary in consultation with the interim STAC Chair.

There will be a budget for the interim STAC prepared by the Executive Secretary in consultation with the interim STAC Chair and approved by the Consultative Group. The interim STAC Chair manages this budget.

Sub-committees

The Interim STAC may within itself form sub-committees for specific work assignments.

Non-members may be attached to sub-committees on terms and conditions approved by the interim STAC Chair.

The Regionalisation of the interim STAC

To the extent possible the interim STAC shall collaborate with experts from the region or, as appropriate, the country in which the activities are located which are subject to its review.

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The interim STAC shall build up a roster of suitably qualified experts on a regional basis to whom a gradually increasing share of its responsibilities may be delegated according to procedures to be developed.

Remuneration of Interim STAC members

Interim STAC members will be paid according to UN consultancy rates for work performed.

Such work includes attendance at scheduled meetings, participation in reviews and agreed work at home.

All individual work assignments shall be approved by the interim STAC Chair who shall also approve requests for payment of fees by members, according to procedures to be elaborated in cooperation with the GWP Secretariat and the UN.

Interim STAC members shall be compensated for travel costs according to UN rules. Air travel shall be in economy class.



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**GWP INTERIM COMMITTEE MEETING IN WASHINGTON DC ON 9-10 MAY
1996 - NOTE # 2**

STAC Assignments in the Short Term

The interim STAC will have to develop activities which are partly covered in its Terms of Reference. At the meeting of the Interim Committee in February it was agreed that the STAC would start with a few very specific activities which are of importance to potential partners of the GWP and which can illustrate where the GWP can make a (quick) impact. Five possible activities were mentioned in the Progress Report from April. They are outlined more in detail in the following.

Southern Africa

In Southern Africa, i.e. Angola, Botswana, Malawi, Mozambique, Namibia, South Africa, Tanzania, Zambia, and Zimbabwe several countries experience water shortage as an impediment to their development.

South Africa is regarded as the region's motor. Indeed, it is generally hoped that the country will take a lead in the accelerated development of the whole region. At the same time, South Africa is experiencing severe water scarcity and has already resorted to importing water from Lesotho.

Projects in the planning stage regard import of water from the Zambezi river, which is bordered by all the other southern African countries. These, in turn, are also looking to the Zambezi to meet their own water needs. Namibia wants to utilize the Caprivi strip and with the peace process also Angola is looking for a better use of the Zambezi water. Zimbabwe and Zambia are already now using the Zambezi for electricity generation. This are just a few examples. The list of countries that have thrown an eye on further utilization of the Zambezi can be expanded by Botswana, Mozambique (as a downstream user dependent on the other countries' decisions) and Malawi.



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There consequently are a number of international issues in southern Africa which have to be tackled in order to avoid increasing competition and a future crisis. Since most projects still are in the planning stage, this is a region where prudent planning and coordination of activities can make an important impact securing sustainable development, including peace as one of the fundamental conditions for sustainability.

Then there are issues in the region related to water scarcity within the countries. A number of water resources management strategies are currently being drawn up, notably in Zimbabwe, Tanzania, and South Africa. Pertinent issues concern e.g. the future of irrigated agriculture, rural-urban competition for water, and interbasin water transfers.

The region is subject to interventions from a number of donors who are not always coordinated in their actions. It is also subject to a number of initiatives such as the ZAC-plan, supported by the Scandinavian countries, or the Zambezi River Authority. There is also substantial expertise available within the region (mostly from South Africa).

The region presents a number of problems and challenges which all parties are aware of. At the same time, the multitude of national and regional initiatives renders a coordinated approach to the situation quite difficult. Here the Partnership would have a role to play by

weak!

- assessing the current situation, with a special focus on on-going initiatives and on possible gaps;
- by helping to bring the different stakeholders (country governments and donors) on board in order to achieve better coordination and better use of available resources, and
- involving regional experience.

Water Resources Legislation in Latin America

In recent years, a number of Latin American countries have started to implement new approaches to water resources management, e.g. water markets in Chile, introduction of water user rights in Mexico and implementation of the French approach to water resources management in a number of river basins in Brazil.

These experiences are worthwhile to look at for a number of reasons. First, they are now in a stage where conclusions can be drawn as to their impact, success and failure. Second, they can be used to illustrate developing-country approaches to the emerging



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problems regarding water resources. Hitherto much of the experience disseminated about water resources development and management has come from developed countries, notably the United States and France. Third, Latin America has a wide range of countries at different development stages and with different problems related to hydro-climatological and socio-economic aspects. The experiences made on this continent may, with appropriate modifications, be applicable for both African and Asian countries.

Through a STAC assessment of the on-going initiatives in Latin America, the Partnership could promote dissemination of valuable information on practical experiences. This dissemination could take place both on the continent, but also in other Interested countries and regions. After an initial assessment by the STAC, analyzing and summarizing the Latin American experiences, they could be disseminated in the form of reports (in several languages) and by workshops.

So far, everything is well by the STAC!

Mega Cities

By the year 2000 more than half of the world's population will be living in urban areas. There will be many more so-called mega-cities with more than one million inhabitants each. Urban growth is taking place so rapidly that planning of water and sanitation supply for inhabitants in these cities poses a serious challenge which cannot be ignored.

The Partnership, through the STAC, ought to take a close look at the issues involved in water and sanitation to selected major urban areas with a review of the options available. The possible role of the International community should be identified not only concerning existing mega cities, but also in relation to those expected to evolve in the coming decades. Again, dealing with the problems and identifying new approaches now can help avoid future crises.

The Dublin Principles

The Dublin principles, namely

- to manage water at the lowest appropriate levels
- to treat water as a social and an economic good
- to involve women in water resources management, and
- to promote a holistic approach to water resources management

are basic to the work of the GWP. At the same time, guidelines are lacking with respect to the application of these principles. When, for example, would a programme suggested by a Partner fit under the GWP umbrella? Should at least one of the principles be followed, two or all of them? And what exactly does management of water as a



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social and economic good mean? To what extent ought political and social circumstances be taken into account? One of the interim STAC's first endeavors ought to be a review of the Dublin principles with a view to making them as practical and operational as possible.

Such a review could take place by analyzing water resources management policies and experiences in recent years by different countries and agencies and by development of a best-practice guide. One result of the review ought to be guidelines for the Partners on what type of water management interventions should constitute programmes that would fit under the umbrella of the Partnership. These guidelines would be presented to the Consultative Group meeting in 1997 for consideration.

Identification of gaps

The rationale of the GWP is that it is in a position to develop new and innovative approaches to water management. At the same time, a number of water projects are ongoing, with both positive and negative experiences.

Based on the principles elaborated on according to the previous paragraphs, the STAC ought to conduct a review of major ongoing water management programmes with a view to identifying gaps, shortcomings and areas requiring attention by the international community. Such an approach would likely have to be regional, involving regional expertise at a later time.

The results ought to be presented at the Consultative Group meeting in 1997 together with recommendations for action by the different stakeholders.

What does it mean to be under the Partnership umbrella?

CG will make finding decisions in 1997? (Should Rainsford hurry for August?)



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GWP INTERIM COMMITTEE MEETING IN WASHINGTON DC ON 9-10 MAY 1996 - NOTE # 3

Simplified GWP Mission Statement

- 1 The GWP is a response to the urgent problems around the world in achieving sustainable water management. The Partner organizations recognize the importance of coordinated action to improve the use of available resources.
- 2 The GWP aims at bringing direct benefits from improved water management to people, especially the poor and other vulnerable groups, while safeguarding the environment and its ecosystems.
- 3 The GWP is therefore promoting integrated approaches to sustainable water management, consistent with the Dublin and Rio principles, by encouraging stakeholders at appropriate levels to work together in more effective, efficient and collaborative ways. It seeks to create trust and understanding among the Partners and between the Partnership and other stakeholders.
- 4 In particular, the GWP will
 - a) encourage external support agencies, governments and other stakeholders to adopt consistent, mutually complementary policies and programmes,
 - b) build mechanisms for sharing information and experiences,
 - c) develop effective and innovative solutions to problems encountered in integrated water management programmes,

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- d) support integrated water management programmes at the local, national, regional or river-basin levels by collaboration, at their request, with governments and existing collaborative arrangements and by forging new partnerships, and
- e) help match needs to available resources.

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• findings clearinghouse!

5 The CWP will identify gaps and stimulate its partners to meet critical needs through existing or new programmes. Its success will be measured by its impact at the local, national and regional levels.

Comment: This text reduces the length of the original version from 272 words to 222. It is more crisp and to the point while retaining all essential detail of the original version. Shall we have it reproduced as the final version?



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**GWP INTERIM COMMITTEE MEETING IN WASHINGTON DC ON 9-10
MAY 1996 - NOTE # 4**

**Value Added by the Partnership - What is the GWP going to do
for its Partners?**

The GWP will attract - and retain - Partners only if it offers something which at present is not available. In the following, six areas are listed in which the GWP will make a difference.

1 Development of improved and innovative solutions to water
management through emphasis on science

In order to cope with the current and increasingly serious problems in the water sector, improved and innovative solutions have to be found. At present, many countries do not have the expertise to develop such solutions or are not aware of experiences in other countries or regions which they could use to adapt to their specific needs.

Through the creation of the Scientific and Technical Advisory Committee (STAC), the Partnership provides access to a highly qualified expert group of international standing and academic reputation in a broad range of water management disciplines. At the request of the Partners, the STAC will carry out studies to help develop sustainable solutions to water management problems. In conducting the research and studies the STAC members will also use appropriate local, regional and international expertise.

Depending on the GWP members' requests, STAC activities can range from status quo assessments of e.g. a water body to helping with the set-up of international arbitration mechanisms concerning disputes as well suggesting improved development aid programs. Since the STAC will only act upon request of the interested parties, its advice will be hard for aid donors and recipients to disregard. Through the STAC the Partnership will provide a function of scientifically grounded arbitration and counsel that is unavailable at

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2 The GWP as a coordination and facilitation forum

With the GWP, the coordination of all parties interested in development of water will improve. This cuts two ways. First, it relates to aid donor coordination which today is, at best, piecemeal and isolated. At present, the water sector is characterized by overlapping and unstructured approaches rendering good water management difficult. Many efforts become redundant and the implementation capacity of numerous regions and countries is frequently overstretched. Through the facilitated information exchange provided through the Partnership, donors will be able to coordinate their actions, avoid overlaps and apply their financial resources where they are most needed.

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Second, the Partnership's coordination and facilitating function also relates to all actors within a given region or country, local as well as external. For instance, aid recipients will be able to discover - and voice - common concerns. And different types of stakeholders, e.g. governments, NGOs and donors will be able to exchange experiences and learn lessons from each other. The overriding concern must be that all parties work together to husband the increasingly scarce aid resources. The Partnership will thus cause something to happen that today barely exists.

3 Mobilization of external and internal resources

In an era of increasing financial stringency and decreasing aid funding, it is fundamental to show through good results and program excellence that problems can be successfully tackled and solutions found in order to attract the financial resources so urgently needed.

Two features of the GWP will help mobilize both external and internal resources. First, the GWP, through its process of scientific review, consultation and priority-setting, will guarantee qualitatively high standing projects and research programmes. The impartial review of the STAC will give donors and recipients confidence that their financial resources are used in a productive and responsible manner.

Yes, IPTRID
could use this
"good house-keeping"
But will it
lead to
"non-profits"
encouraged
to lead to
"non-profits"
Gives like
research?

Second, the innovative reinforced network approach by the GWP will ensure that resources are handled in an efficient and effective manner with result-oriented actions as the prime focus. The GWP is not a new institution but a set of services carried out under the auspices of existing agencies.

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4 Capacity building in aid recipient countries

Capacity building in aid recipient countries will be enhanced as a result of the exchange of experiences and improved possibilities of learning from best practice that the Partnership will provide.

Many countries are being forced to take new approaches to water management, ranging from private sector involvement in water supply and sanitation to trading of water resources and implementation of participatory negotiation models at river-basin level. While some of these experiences are well-documented, e.g. water markets in Chile, others are not. In other cases, only positive experiences are disseminated while the negative ones would also be of high information value.

The GWP will provide a forum of experience exchange, not only between industrialized and developing countries, but also between developing countries. For instance, a number of the initiatives currently taking place in Latin America clearly are of interest to Africa and Asia and vice versa. Due to information and language barriers they are not well-known.

Since publications are primarily disseminated in the industrialized world, often in English and accessible only in international databases, an important function of the Partnership will be to help make information available where it is demanded and needed. This may happen through workshops, seminars, conferences, research and publication support. Once information is available to the members, they are in a position to determine the value of others' experiences for their own reality.

5 A forum for action-oriented decision-making

Certainly there has been attention to water in the international community. There was the international drinking water supply and sanitation decade (1981-1990). Then there was the Delhi Statement from 1990, the Delft Declaration on water sector capacity building from 1991, the Dublin principles on sustainable water use from 1992, the 1992 UN conference in Rio and its Agenda 21 with its lengthy chapter on water and so on. But there still was no mechanism to translate all these noble statements, declarations and principles into action. And there was no action-oriented forum where the various parties interested in water use could get together to reconcile their conflicting demands on what is an increasingly limited resource.

The GWP was conceived to fill this gap. It will provide a forum for action-oriented decision-making, with a focus on what needs to be done given the principles laid down in the international agreements.

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In this regard, the GWP will serve as a motor of change related to water resources development and management that is absent today.

The annual Consultative Group meetings will ensure that the GWP will remain result-oriented and that critical issues are discussed by those working in the water sector, be it at government, donor, private-sector, NGO or user level.

6 The GWP as a model for future development cooperation

With the economic squeeze in industrialized countries, financial resources for development assistance have been declining in recent years. In the search of new ways to use the available resources more efficiently the GWP will serve as a model for future development cooperation.

Increasingly, stakeholders in all sectors will have to improve information exchange and work on solutions to common problems. The GWP's reinforced network approach provides a framework in which all parties, rich and developing countries alike, have something to contribute and a stake in the solution.

In spite of decreasing financial resources, aid donors will in the foreseeable future be best placed to build and maintain such networks as a cost-effective mode of international cooperation where all stakeholders can use their comparative advantages.

In today's technology-driven world knowledge is paramount. It is the rich countries' responsibility to adapt their development aid to the changing circumstances and to let developing countries take part in the evolving global society. Industrialized countries possess knowledge - and the means to acquire and disseminate it. While they will continue to contribute financial resources and their expertise, developing countries will contribute their experience and take increasing responsibility in defining and carrying out development activities.

Development cooperation will increasingly take place through capacity building and knowledge exchange between stakeholders on many different levels. To develop innovative approaches to development assistance, reinforced networks such as the Partnership provide an appropriate framework not only for the water sector.



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GWP INTERIM COMMITTEE MEETING IN WASHINGTON DC ON 9-10 MAY 1996
- NOTE # 5

FINANCING THE GLOBAL WATER PARTNERSHIP

Convening "The Friends of the GWP"

There has been good progress so far in the formation of the GWP. Most of the key people contacted have been supportive, many enthusiastically so. Yet success is far from certain. Most of our supporters are the water professionals who see the need for what we are trying to do but who do not necessarily control the flow of funds.

This initiative is not being taken at a propitious time. Development aid flows are in decline and there is keen competition for available resources. Donors are struggling to maintain support to ongoing good programmes and view new initiatives with scepticism. They will therefore tend to be more reticent, more critical and more difficult to convince than a few years ago. They may seize on any objection to the concept and be less inclined to give it the benefit of their doubt. Our problem, of course, is that at the outset you do depend on the benefit of the doubt of some key players who agree with the concept and are inclined to overlook certain teething problems.

The need to raise up-front support for the GWP coincides with the urgent need to raise additional support to the UNDP/World Bank Water and Sanitation Programme (WSP) since its core funding mostly runs out at the end of this year. Ismail Serageldin has therefore in consultation with John Briscoe and myself decided to invite the donors to the WSP who would also be expected to be contributors to the GWP to a meeting already in June (as I write it is being planned to be held in Zurich on 12 June, but this is subject to change). The donors involved are Denmark, the Netherlands, Norway, Sweden, Switzerland and the UK. With their agreement we may call them "the friends of the GWP". Our aim should be to expand the group later, including also other important donors with an interest in water (e.g. Japan, Australia, Canada).

Frankle?
Serageldin?

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GWP Activities to be Supported

At that meeting the rationale underlying the GWP should be carefully explained and the different approaches to financing the Partnership and its programmes should be laid out. It would appear that there are essentially three types of GWP activities to be supported.
i. Major Field Programmes ("investments") There is much ongoing investment in the water sector. According to World Bank data the total cost of water projects initiated by the Bank in 1996 alone is USD11.1 billion of which the sum of loans amounts to USD3,9 billion. I have been unable to find data on what other donors do in the water sector, but it certainly is substantial.

But far from all of this will be consistent with the Dublin principles and other internationally agreed guidelines. There is likely to be a number of projects that should be brought to a close forthwith if such guidelines were to be applied. The GWP will use the STAC to develop sustainability criteria, to determine what investments are required and what is required of ongoing investments to meet such criteria.

Donors will invest in the water sector regardless of the GWP. Certainly the GWP aims to have them increase these investments but that is a large and long-term objective. In the short term, the purpose of the Partnership is to increase the number of water-related investments carried out in keeping with criteria to be established by the STAC, thus expanding what some have called "the GWP in the large sense". The task is done if and when all water-related investment is included in the GWP thus understood.

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The WSP would fall in this category although it predates the GWP. We will here be somewhat presumptuous in preempting the judgement of the STAC, since the GWP was recently evaluated with a good result. This is a programme with a long history and a good record. Any difficulties that it might encounter in securing adequate finance will therefore be a harbinger of future problems of raising funds for well-nigh any water projects.

So everyone will have to raise

The Partnership should, in Zurich in June, in Stockholm in August as well as on other occasions, make a strong plea for the need for increased investment by aid donors, governments and others in the water sector. When overall aid resources decline the donors may be sympathetic but unable to be very accomodating. Our plea to them should then be for continued support to good ongoing programmes (such as the WSP) and for modifications of ongoing programmes, as required, to conform to the (yet undefined) sustainability criteria to be elaborated by the STAC.

This is why we must act in soon

ii. "Field Activities" of the GWP. The GWP has an important function of information dissemination that is largely absent at present. This

Sida

will be discharged through a number of activities carried out by the Partnership "in the narrow sense", what in a memo to the previous meeting of the Interim Committee was called "field activities". Most of these are low-cost, some will be difficult to budget beforehand with any precision. They include

- * the build-up of a data base on water projects,
- * collection of information on best practice,
- * dissemination of such information through newsletters, e-mail networking, research seminars, conferences, etc.,
- * joint planning of all parties interested in a given watershed or river basin,
- * awareness-raising related to specific water management issues,
- * exchange visits (officials from country A to visit a successful project in country B, etc), and
- * provision of consultancy services.

Some of these activities might most appropriately be carried out by the GWP Secretariat but not all. GWP members should be encouraged to assume responsibility for some, including finance as required. However, the Secretariat will need to have some financial freedom of movement to be able to carry out activities of this nature on short notice or, if more appropriate, agree with another party to have them done.

It is difficult to estimate the cost of GWP "field activities". In a previous memo I mentioned the figure USD0.7-1.2 million per year but that was a very hypothetical figure. At the outset a more modest amount (USD200,000 - 300,000) might suffice to mount a few activities with good visibility (such as a seminar series on Latin American water legislation discussed as an early STAC activity). With time this could increase to perhaps a few million US dollars.

There are two important points to stress here. *First, the amounts involved are tiny both relative to investments in the water sector overall and in the absolute sense even in a situation of declining aid.* Second, with the creation of the STAC the Partnership has added an important resource to the water sector. With modest funding this resource can be used to its full potential.

This is the new ars. fund. reaches around?

iii. Costs of the Basic GWP Structure. Sida has made a contribution to the GWP Secretariat through 1997. The World Bank has contributed USD250,000 to the operations of the STAC during 1996, and the presumption is that the Bank will support the STAC in 1997 also. UNDP has agreed to augment the Bank support to the STAC by waiving its normal overhead charges for recruitment of the STAC members as UN consultants. All of this will pay for a bare-bones basic GWP structure.

Sida

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But this structure should not, at least not in the short term, increase much beyond what is now foreseen. At present three professional officers are budgeted for the GWP secretariat, and it is not self-evident that Sida will finance a much larger group. The Bank's contribution to the STAC was not raised easily. *It is important to underline that the Partnership should not be seen as a joint concern of Sida and the World Bank.*

They should therefore not be seen as donors of last resort for the GWP, always stepping in where others are hesitant. Sida and the Bank have made necessary but insufficient contributions to bring the GWP to fruition. Funds will have to be raised also from other sources to enable it to become functional.

Sources of Financial Support to the GWP

At the previous meeting of the Interim Committee there was a discussion about annual membership dues according to a sliding scale (from USD50,000 for bilateral aid agencies and development banks to USD5,000 for NGOs, research institutes and professional associations). There was also a discussion about the need to have all members, rich and poor alike, contribute financially to the cost of operating the GWP "in the narrow sense"

There was agreement on these points. However, it was pointed out that it would be difficult to nickle-and-dime small contributions from a large number of members (although this is precisely what the World Water Council will do with even smaller amounts). In any event, the ability of the Partnership to enforce payment of dues from member governments would be small.

The idea of a "processing fee" was therefore raised. It would be included in the project cost of major water-related investments. The "friends of the GWP" would be asked to include their membership dues (USD50,000 per agency and year) in the contributions to the WSP as a first step. In its support to a field programme in a given developing country (say, Tanzania) a given donor (say, Switzerland) would be asked to include the membership dues of that country, given its explicit consent. The GWP Secretariat would have the responsibility of keeping a record of which donors have paid on behalf of what country.

The difficulty with this approach may well be that aid recipient countries feel that financial responsibility for the GWP should at the end of the day rest with the traditional aid donors. They may well be lukewarm to the principle of responsibility of all members to contribute financially. *Acceptance of this principle by representatives of the developing countries should be a key issue for the August meeting of the Consultative Group.* It would be useful if we before

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the meeting could reach agreement with some key developing countries that they would speak up in favour of this principle.

But even if this principle is widely accepted, developing countries may reasonably object to paying for membership in the GWP until they see some tangible benefits. The Partnership will not be able to be everywhere initially, and it will for many partners take some time until they see such benefits. *It would therefore be useful to modify the aforementioned principle by saying that members will be asked to pay for services rendered by the Partnership.* If the first steps are now going to be taken in southern Africa, the countries in that region should be the first to be asked to pay for membership. Since the benefits introduced as a result of GWP activities there are assumed to be lasting, these countries would be asked to pay annually from now onwards. Other countries would be phased in as the Partnership turned its attention elsewhere.

The approach to payment of membership dues would be as discussed in a memo to the previous meeting of the Interim Committee, i.e. in kind payments (e.g. through air fares to GWP meetings) would be acceptable as long as they would offset cash outlays the Partnership would otherwise have.

Any GWP member would, of course, be free to contribute toward the costs of specific activities identified by the STAC. Without prejudice to their core funding even the World Bank and Sida may from other sources, e.g. regional funds, contribute to discrete projects. With time the STAC should be able to spin off project ideas that could be developed for funding either by its putative secretariat or by any GWP member interested in the subject matter.

Issues for the Interim Committee

The Committee is requested to consider the points made and issues raised in this note with a view to giving advice (i) to Ismail Serageldin for the June meeting with the "friends of the GWP", and (ii) to the Secretariat for the drafting of a note to the August meeting of the Consultative Group. The structure of membership fees and the approach to soliciting payments from members are issues of particular importance.

Johan Holmberg

**Sida**

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J Holmberg/K Kemper

PROMEMORIA

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1996-05-02

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GWP INTERIM COMMITTEE MEETING IN WASHINGTON DC ON 9-10 MAY 1996 - NOTE # 6

GWP Governance and the August meeting of the CG

Where We Stand Today

Since our meeting in February the building-up of the GWP structure has made significant progress, and it might be useful to recapitulate where we stand today.

We have a GWP Chairman, Ismael Serageldin, in a personal capacity for two years.

There has been a very positive response from the STAC candidates. The Interim STAC will constitute itself at a first meeting in Copenhagen on 10 - 11 June. The interim STAC, consisting of 12 members, will work until the end of 1997 when it will be succeeded by a regular STAC. Torkil Jonch-Clausen has agreed to chair the interim STAC.

The GWP Secretariat at Sida currently has three positions. Karin Kemper works as a Network Officer and Karin Jonsson started on May 1 as an Administrative Officer. The third position, another Network Officer, is planned for the fall, assuming good progress at the August meeting. With that recruitment, all of the Secretariat's currently planned positions will be filled.

As Chair of the Interim Committee I have functioned as a de facto Executive Secretary, spending about half of my time on GWP matters. In the future I will probably only be able to devote about one-third of my time to this. The cost is not carried by the Secretariat but is absorbed within Sida's administrative budget. If this arrangement is to continue I should be appointed as Executive Secretary by the Consultative Group.

At our last meeting, we discussed the necessity of a separate STAC Secretariat and agreed that at this early stage there is no need yet. There is, however, a nucleus for a STAC secretariat. Torkil Jonch-Clausen will have an assistant working part time with him in

Sida

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Denmark. Karin Kemper and Karin Jonsson will also work part of their time with the STAC.

With the overall GWP structure in place, a number of more detailed issues remain on the agenda. These concern the role of the Chairman, the Executive Committee, the future placing of a STAC Secretariat and the August meeting of the Consultative Group.

The Role of the Chairman

If should be agreed in consultation with Ismail Seragelding how activist a chairman he wants to be. Should he perhaps chair meetings of the Executive Committee (see below)? What sort of reporting should he have on progress and on problems? How should he work with the Patron(s)?

The Need for an Executive Committee

At the February meeting we briefly discussed the need for an Executive Committee. The Executive Secretary will need a group at his disposal which he can draw upon to discuss pertinent issues, which can help him in key decisions and on whom he can rely for part of the GWP work (see also Agenda item #2 of the February 23 meeting).

Two issues need to be addressed. First, should an Executive Committee have an advisory or a decision-making function? Second, should the Committee be selected by the Consultative Group or simply be appointed by the Executive Secretary?

At this stage, I would consider it preferable to work with a Committee appointed by the Executive Secretary (i.e. by myself). The Committee should ideally have approximately the same composition as now in order to guarantee further support by the Partnership's key founding members. Once the GWP is consolidated, however, the members of the Executive Committee ought to be selected by the Consultative Group.

The STAC Secretariat

Another governance issue concerns the STAC Secretariat. While the secretariat in Stockholm is sufficient for current purposes we will soon have growing demands for support to the interim STAC (see also Agenda item # 2 of the February 23 meeting).

We should therefore consider the Partnership's relations with the WWC. Given that the WWC has an ambition to work as a kind of think tank, it should be the natural host for the scientific branch of the Partnership. This would make a logical link between the GWP

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and the WWC which should eliminate much of the risk of these being seen as two competing initiatives. In addition, a number of WWC members might eventually become associated in various ways with the future STAC creating a natural overlap between the two organizations.

The interim STAC will as part of its mandate make suggestions for the organization of the STAC on a more permanent basis, including the location of its secretariat. However, it would be useful to establish early on whether this possible link to the WWC should be pursued further or not.

The Meeting of the Consultative Group in August

According to our decision in February, I have made reservations for August 9 for the first meeting of the CG. It is an assembly hall in downtown Stockholm that seats 180 people.

The Stockholm Water Symposium will take place during 5 - 8 August, culminating in the prize award ceremony on 8 August presided over by the King of Sweden. Many of the participants in the Symposium will be scientists, all of whom are not necessarily the same people who should be attending the meeting of the Partnership. Then again many will come for both the Symposium and the GWP.

The organizers have made explicit mention of the meeting of the GWP on 9 August in their invitations to the Symposium, so participants in the Symposium will be able to indicate whether they also wish to be present at the GWP meeting. Nevertheless, the Partnership should send out its own invitations. These should be addressed first to the organizations that were represented at the Stockholm meeting last December and second to other key institutions.

Sida will be able to pay for the travel costs of some participants from developing countries but not necessarily for all. It would therefore be helpful if other GWP donor members could contribute towards these costs. The modalities for doing this will need to be discussed.

In the minutes of the February meeting we have the following preliminary outline:

- Keynote address
- Chairman's speech
- STAC chairman's speech
- lunch

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*No membership
decisions taken*

- Presentation by the Executive Secretary of papers on
 - value added by the Partnership (Mission Statement),
 - how the Partnership would operate,
 - costs and finance of the Partnership.
- Debate
- Endorsement of the Mission Statement
- Endorsement of the STAC
- Concluding statement by the chair.

The documentation to be prepared and issued ahead of the meeting should include many of the papers prepared for the Interim Committee, including

- revised Mission Statement,
- a note on the rationale for the GWP,
- membership of the interim STAC (with brief biodata on each member)
- statutes for the Interim STAC,
- a note on the STAC assignments, particularly southern Africa and Latin American water legislation
- value added by the GWP,
- a note on costs and finance, and
- a note on membership criteria.

An issue to be discussed is whether one day will be sufficient. A number of the participants will not have been at the December meeting and will thus have little advance knowledge of the GWP. There may be a need to discuss some issues more thoroughly than a one-day meeting with many participants will allow. On the other hand, this will not be a conference with seminar-type discussions in small groups. Its overriding purpose will be to obtain a broad consensus on GWP objectives and approaches. In future years when some experience has been gained and the issues to be discussed are more specific, meetings of two (or even three) days might be more appropriate. In any event, it would be possible to use the venue also on 10 August. It also has a number of smaller meeting rooms for necessary committee meetings.

Johan Holmberg

1. ~~S. Lee~~

i. Black Book - GWP

THE WORLD BANK/IFC/M.I.G.A.

OFFICE MEMORANDUM

DATE: May 14, 1996

TO: Mr. Louis Forget, LEGAD

FROM: John Briscoe, Chief, TWUWS

JB

EXTENSION: 35557

SUBJECT: **Letter of Agreement - SGP for Sida**

Attached for your records is an original signed Letter of Agreement for the Special Grant Program of \$250,000 which was signed on behalf of the Bank by Mr. Ismail Serageldin, Vice President, ESD and on behalf of the Swedish International Development Cooperation Agency (Sida) by Mr. Johan Holmberg, Director, Department for National Resources and Environment, Sida.

- for GWP Secretariat

cc: w/o attachment: Mmes. Pina De Santis (SPG), Christine A. Stover (ESDVP)
Messrs. Brian Grover, Bruce Gross (TWUWS)

KTran:kt



Record Removal Notice

File Title The World Bank - TWUWS - Global Water Partnership - Water and Sanitation - Documents and Correspondence		Barcode No. 1811395		
Document Date May 14, 1996	Document Type Memorandum			
Correspondents / Participants To: Mrs. Pina De Santis, Secretary, Special Grants Program Oversight Committee From: John Briscoe, Chief, TWUWS				
Subject / Title TWU Special Grants Program: FY96 Funding of \$250,000				
Exception(s) Financial Information iv				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"><tr><td>Withdrawn by Kim Brenner-Delp</td><td>Date November 2, 2023</td></tr></table>	Withdrawn by Kim Brenner-Delp	Date November 2, 2023
Withdrawn by Kim Brenner-Delp	Date November 2, 2023			

SAMPLE FAX

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:	May 5, 1996	NO. OF PAGES: 4 (including cover sheet)	MESSAGE NO.:
TO:	Mr. John Hodges Title: Chief Engineering Adviser Organization: Overseas Development Administration City/Country: UNITED KINGDOM	FAX NO.:	44-171-917-0793
FROM:	Brian Grover Title: Program Manager Dept/Div: TWUWS Room No.: S4-143	FAX NO.: Telephone:	(202) (202) 522-3228 (202) (202) 473-0693
SUBJECT:	LETTER FROM MR. SERAGELDIN		

MESSAGE:

Dear Mr. Hodges:


Please find attached a letter from Mr. Serageldin. This letter and the attachments are enroute to you by courier.

Mr. Serageldin has asked me to help with arrangements for this meeting. I would be grateful if you could contact me by fax or e-mail (BGROVER1@WORLD BANK.ORG) to let me know whether you will be able to join us in Zurich on June 12.

We will soon have additional information on the location and timing of this meeting - probably within the airport surroundings.

I look forward to your reply.

Yours Truly,


for Brian Grover

Transmission authorized by:

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

INVITED PARTICIPANTS FOR JUNE 12 MEETING

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FAX (819) 953-6356
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- Germany:** Dr. Rainer Lotz
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The World Bank
Washington, D.C. 20433
U.S.A.

ISMAIL SERAGELDIN
Vice President
Environmentally Sustainable Development

May 7, 1996

Mr. John Hodges
Chief Engineering Adviser
Overseas Development Administration
94 Victoria Street
London SW1E 5JL
UNITED KINGDOM

RE: PROGRESS ON THE GWP

Dear Mr. Hodges:

Over the past year we have made excellent progress with the Global Water Partnership, which Anders Wijkman from UNDP and I announced at the Stockholm Water Symposium in August of 1995.

The GWP concept (of a "reinforced network") was enthusiastically endorsed by over 70 representatives from developing countries, NGOs, bilateral and multilateral agencies in Stockholm in December of 1995. That same group decided that the most appropriate organizational form for the GWP would be one that would use, as a basis, the tried and tested structure of the Consultative Group on International Agricultural Research (CGIAR). The meeting requested that Mr. Johan Holmberg, Director of the Sida Department of Natural Resources and the Environment, chair the Interim Committee of the GWP.

Attachment #1 is a copy of the report of the Stockholm meeting, and attachment #2 is the first GWP progress report. In line with decisions taken at the December meeting in Stockholm, Swedish Sida has agreed to fund and host the Secretariat for the GWP. This committee has asked me to serve as the Chairman of the Consultative Group (CG) of the GWP. I have accepted, with great enthusiasm.

The Interim Committee has also selected members of the Interim Technical Advisory Committee (TAC) which will be chaired by Dr. Torkil Jonch-Clausen, Director of the Danish Water Quality Institute.

The need for agreement on principles for financing the GWP. We now have a sound institutional model for the GWP, including key appointments. The next vital issue which needs attention is that of principles for financing of the GWP, and some transition issues relating to specific GWP programs. The principles will obviously be an issue to be

Save letter to:
SDC - L. CURRAT
BMZ - R. LOTZ
CIDA - J. ROBINSON
NORWAY - AUD KOLBERG
~~SIDA~~
DENMARK - P. BRUECKNER
DG-15 - J. BOER

Info. Copy:
J. HOLMBERG - Sida

discussed at the first formal meeting of our CG (to be held in Stockholm on August 9, at the conclusion of the Stockholm Water Symposium). Before then, however, I feel that it is essential that Mr. Holmberg and I meet with a core group of partners who are likely to be interested in financing some critical GWP activities.

It is useful to discuss financing of the governance structures (Secretariat and TAC) separately from the financing of GWP programs. With regard to the governance structures (which have deliberately been kept light), we have been able to secure funding for the Secretariat (from Sida) and for the TAC (from the World Bank). One item to be discussed with you will be appropriate forms for stable funding for these governance structures as the GWP matures.

With regard to financing the future programs of the GWP, there are several different situations. At one end of the spectrum are long-standing, well-identified GWP programs with current funding needs to be discussed. (The Stockholm conference agreed that the Water and Sanitation Program was the prototype of such an existing program). At the other end of the spectrum exist critical issues (such as water resources management) where there are few widely-recognized, comprehensive programs. In such cases an immediate task of the TAC is to identify gaps, identify a suitable program or programs, and identify appropriate institution(s) for implementing such programs. In such cases, funding can obviously only be discussed at a later date.

It is important that we go into the first GWP meeting in Stockholm with a consensus among potential funding partners as to the "rules of the game". Accordingly, what I would like to do is to meet with a core group of bilateral and multilateral partners to discuss the following issues related to the financing of the GWP and its programs:

- a) the CGIAR model, and the appropriateness of its financing methodology for the GWP. (Attachment #3 is an article on the CGIAR financing methodology for those who are not familiar with it);
- b) the participation of the World Bank and UNDP in the GWP;
- c) the financing of the Secretariat and TAC;
- d) the financing of GWP Programs.

The urgent financial situation of the Water and Sanitation Program. In addition to the above generic issues, there are (inevitably) issues which have to be handled in a somewhat ad hoc way before the GWP matures. Here I am particularly concerned about the financing of the Water and Sanitation Program (WSP) in this transition period.

May 7, 1996

The Stockholm Meeting correctly (in my view) identified the WSP as both a prototype for a GWP program, and as a core element on which the GWP will build. The WSP has recently been subjected to an intensive, rigorous independent evaluation (Attachment #4 is a copy of that evaluation). The evaluators reported that the WSP is performing very well, that it is highly valued by donors and recipients alike, and that there is a consensus that this Program should continue. For this to happen, however, there is an immediate need to address the funding of that Program, since the core funding from UNDP and several bilaterals (on which the Program has depended) mostly runs out in December 1996. Accordingly, once we have had a discussion of the GWP in general, and of the way in which the WSP fits into the GWP, I would like to also discuss with you the specifics of financing of the WSP in the transition period, commencing early in 1997.

A proposed meeting in June in Europe. Mr. Holmberg and I have had some preliminary conversations regarding dates and a venue for such a meeting with "friends of the GWP and WSP". What appears to be feasible is for us to meet for one day, on the 12th of June, in Zurich. I hope very much that you can join us or, if you are unable to do so personally, that you will send a high-level representative from your agency. Once we have detail, on the place and time, we will be in touch with you again.


CGIAR meeting in Jakarta in May. Finally, since time is of the essence, I thought I might take advantage of the CGIAR meeting in Jakarta in May. What I propose is that I convene a brief, informal, meeting on the GWP in Jakarta with representatives of the eight donors (CIDA, Danida, Dutch, Norad, ODA, SDC, Sida, and the UNDP) receiving this letter. It is therefore being copied to the heads of the delegations from these countries attending the Jakarta meeting.

I look forward to working with you on these GWP programs which I believe can make a real difference to the lives of the billions of people who have to deal with the consequences of inadequate water management.

Sincerely,



Ismail Serageldin
Chairman
Consultative Group of the
Global Water Partnership

An abstract graphic of a hand with olive green fingers, positioned on the left side of the page. The fingers are represented by thick, rounded rectangular bars of varying lengths, extending from the left edge towards the center. The background is white.

**SUMMARY REPORT OF THE STOCKHOLM MEETING
4-6 DECEMBER 1995 ON THE FOUNDING OF A
GLOBAL WATER
PARTNERSHIP**

**Sida/UNDP/
World Bank**

Department for Natural
Resources and the Environment

The World Bank

TWUWS

Global
Water
Partnership

SUMMARY REPORT OF THE STOCKHOLM MEETING ON THE FOUNDING OF A GLOBAL WATER PARTNERSHIP

December, 1995

The problem which the GWP seeks to address

The developing world faces a variety of water-related problems. On the one hand is the "old agenda" of providing services at the family level -- billions of people still do not have access to adequate water supply and sanitation facilities, and large numbers of those whose livelihoods come from irrigated agriculture depend on unreliable, low-quality supplies of irrigation water. On the other hand, there is the "new agenda" of ensuring that water is managed in an integrated manner, which takes account not only of traditional water-using sectors, but of environmental sustainability. While the "new agenda" poses a major challenge for industrialized countries, the challenge for developing countries are much more demanding, given

- that the quality of the aquatic environment is much worse in these countries,
- the persistent demands of the "old agenda", and
- the much more limited financial resources available to them.

In recent years a broad consensus has emerged on what is required for addressing these issues. This consensus has been spelled out in four guiding principles, articulated by over 100 countries at the International Conference on Water and the Environment in Dublin in 1991, and subsequently endorsed by international conferences (the Rio Environment Conference and the Noordwijk Inter-ministerial Conference, for instance):

- fresh water is a finite and vulnerable resource, essential to sustain life, development and the environment;
- water development and management should be based on a participatory approach, involving users, planners and policy-makers at all levels;
- women play a central part in the provision, management and safeguarding of water;
- water has an economic value in all its competing uses and should be recognized as an economic good

Just as there is a broad consensus on these principles, there is a similarly broad consensus that progress in translating them into action at all levels -- local, national, regional and global -- has been unacceptably slow. The impetus behind the Stockholm meeting was the need to find more effective mechanisms whereby international cooperation could assist stakeholders, at the local, national and regional levels, to translate the Dublin principles into practice.

How improved international cooperation can help

International cooperation for development faces several inter-related challenges. It is widely, and often correctly, perceived that international cooperation mechanisms are inadequate -- the whole is much less than the sum of the parts, the nature of the partnership (in which industrialized countries are “donors” and developing countries are “recipients”) is outdated, the exclusion of the private sector and non-governmental organizations is counterproductive, the multitude of competing programs and agencies is inefficient both on the side of external support agencies (where competition rather than partnership is the rule) and on the side of developing countries (who spend far too much time dealing with overlapping “assistance” programs and with conflicting advice, at the cost of dealing with the real problems on the ground).

It is incumbent on all parties involved in international cooperation for development to make every effort to rise to these challenges, to change with the times and to improve on past performance.

The Stockholm Meeting

The idea of the GWP arose in discussions between the UNDP and the World Bank over a year ago. UNDP and the World Bank had several examples of collaboration in the water field, often in partnership with a variety of bilateral support agencies. The oldest and largest of these is the so-called Joint Water and Sanitation Program, a multi-donor, field-oriented collaborative program focusing on community-based water and sanitation in rural and peri-urban areas. Other, much smaller, UNDP-World Bank collaborative programs include the International Program for Technology Research in Irrigation and Drainage (IPTRID), the Utilities Partnership and the Water Resources Assessment Program (WRAP).

UNDP and the World Bank agreed that there was a need to develop a more effective strategy for implementing the Dublin principles. This initially started as an effort to review ongoing UNDP-World Bank joint programs in the water sector. In discussions with others, however, it soon became apparent that the task at hand was much greater -- it was to develop a coordinated international cooperation effort for assisting local, national and regional authorities to implement the Dublin principles. An announcement of the intention to explore the formation of a Global Water Partnership was made by senior managers of the UNDP and the World Bank at the Stockholm Water Symposium in August of 1995. Shortly thereafter the Swedish International Development Cooperation Agency (Sida) offered to host a working meeting to explore the idea of the GWP and possible modalities for such a partnership. At an early stage FAO expressed its interest in the Partnership and indicated that it might work to coordinate its Water and Sustainable Agricultural Development (WASAD) Program through the GWP. FAO also made a financial contribution to initiating the GWP.

A group of about 75 people, representing 56 institutions (national governments, multilateral banks, UN agencies, bilateral agencies, professional associations, the private sector and NGOs) met in Stockholm from the 4th through the 6th of December, 1995 to consider whether there is a need for a GWP and, if so, what the GWP would do and how it would work. The Meeting Chairman was Mr Johan Holmberg, the Director of the Department for Natural Resources and Environment of Sida. The meeting was designed on a participatory basis, with both plenary and small-group sessions. At regular intervals throughout the meeting participants were polled on their assessment of critical questions (“do you believe that there is a need for a GWP on the lines discussed?”, “do you agree with the interim mission statement?”, “do you believe that the proposed model for the management of the GWP is moving in the right direction?”, etc.) and the answers used to structure subsequent sessions of the meeting.

The conclusions of the Stockholm Meeting

The participants at Stockholm were acutely aware of the international climate in which the meeting took place -- of declining overall aid resources and of little enthusiasm for new institutions.

Initial discussions in Stockholm focused on the need for the GWP. There was broad agreement that:

1. the array of water management problems affected the lives of billions of people and posed a growing challenge for environmentally sustainable development;
2. there was a need for more consistent, coherent and efficient assistance from the international community in helping people address these problems at the local, state, national and regional levels, and
3. a “reinforced network” of cooperation was needed, with the Consultative Group on International Agricultural Research, CGIAR, providing an instructive model for such a network (see Box 1, below).

Box 1

What the CGIAR is and why it provides a model for the development of the GWP

The CGIAR has been successful most of all because of the role it has played in ensuring that billions of people have an adequate, affordable supply of food. But the CGIAR has also been a model for international cooperation in meeting a critical need.

(Box continued on next page)

The essence of the CGIAR model is the way in which it combines participatory governance, science and cost-effective administration. In terms of policies, these are set by the Consultative Group, which comprises the dues-paying members (industrialized countries, developing countries, international organizations, private foundations) of "the CGIAR club". The CG has two standing committees to give members an added influence over operational matters: a Finance Committee and an Oversight Committee. These two committees can jointly constitute a Steering Committee to operate in the intervals between the CG's semi-annual meetings. In terms of science, the principal element is the Technical Advisory Committee (TAC), a body of eminent, independent agricultural researchers, who conduct assessments on the basis of the mandate of the CG, and who make recommendations to the CG on research priorities. The TAC is rigorously nonpolitical, independent and scientific and its recommendations respected by the CG, even on highly contentious issues (such as the closing of agricultural research centers which form part of the CG system). Finally, in terms of management, the CG and the TAC are supported by two lean, professional secretariats. This -- the CG, the TAC and the two secretariats -- are the core elements of the "CG-in-the-narrow-sense". A striking feature is that the CG depends heavily on culture and good faith -- it has no by-laws or regulations, can sign no legal documents and is not a legal entity of its own.

The policies of the CG are executed through a network of 16 independent research centers (of which the International Rice Research Institute in the Philippines is one of the best-known). The CG plus the 16 CG-affiliated centers is known as "the CG system", or "the CG-in-the-broad-sense". The Centers that are affiliated to the CG have full autonomy: each has its own constitution, board of trustees and legal identity. They can fund and operate programs independently of the CG if they so wish. They do, however, submit annual plans to the CG with requests for funding from the CG members (current annual funding amounts to about \$300 million) and, for CG-funded programs, are monitored by the CG.

The CG is highly valued by both contributors of resources and beneficiaries of its outputs. Contributors find it a mechanism for ensuring that the whole is much more than the sum of the parts. They value its cost-effectiveness, lean administration and direct and consensual decision-making process. In particular, they value its built-in, high-quality self evaluation function in the form of the TAC. Recipients value it for the same reasons -- they get good consistent products, with low transactions costs.

What the GWP would do

The meeting worked on a mission statement (see Box 2, below) for the GWP. As described in the mission statement, the GWP would (as in the case of the CGIAR) be essentially a "reinforced network" of its partners. An initial task for the Technical Advisory Committee (TAC) would be to review needs and instruments for implementing

the Dublin principles at the global and regional levels. Where appropriate institutions are in place for addressing these needs, then the TAC would identify these and recommend responses from these institutions (and their financiers).

An important discussion at Stockholm revolved around what the GWP would not do. It would obviously be counterproductive and inappropriate to attempt to insert the GWP into well-defined lines of accountability. To take just one example, UNICEF's staff are, and should be, accountable only to the UNICEF Board for their water and sanitation programs. The GWP should not and could not interfere in these well-defined and appropriate systems of accountability. It is, however, conceivable that agencies might request the TAC to oversee reviews of their water programs, and to provide recommendations for the more effective functioning of these.

**Box 2: The Interim Mission Statement of the GWP,
as developed in the Stockholm Meeting**

- 1 The GWP is a response to the urgent problems around the world in managing water towards sustainable development. The organizations in this field recognize through its creation the importance of coordinated action to make better use of available resources and to give higher priority to the necessary actions.
- 2 Fundamental to the work of the GWP will be:
 - a) emphasis on bringing direct benefits to people, especially the poor and other vulnerable groups and on safeguarding the environment and its ecosystems;
 - b) creating trust and understanding among the Partners and between the Partnership and other stakeholders.
- 3 The GWP therefore seeks to support integrated approaches to sustainable water management, consistent with the Dublin and Rio principles, by encouraging stakeholders at appropriate levels to work together in more effective, efficient and collaborative ways.
- 4 To this end the GWP will:
 - a) encourage external support agencies, governments and other stakeholders to adopt consistent, mutually complementary policies and programmes;
 - b) build mechanisms for sharing information and experiences;
 - c) develop effective and innovative solutions, including capacity development, to problems which are common to the implementation of integrated water

(Box continued on next page)

- management programmes and to promulgate practical policies and good practice based on those solutions;
- d) support integrated water-management programmes at the local, national, subregional, regional or river-basin levels by collaboration, at their request, with governments and existing partnerships, and by forging new partnerships;
 - e) help match needs to the available resources.
- 5 In implementing these tasks, the GWP will identify gaps and stimulate its partners to meet the critical needs through their existing programmes or by mounting necessary new programmes.
- 6 The success of the GWP will be measured by its impact at the local, national and regional levels.

How the GWP would operate

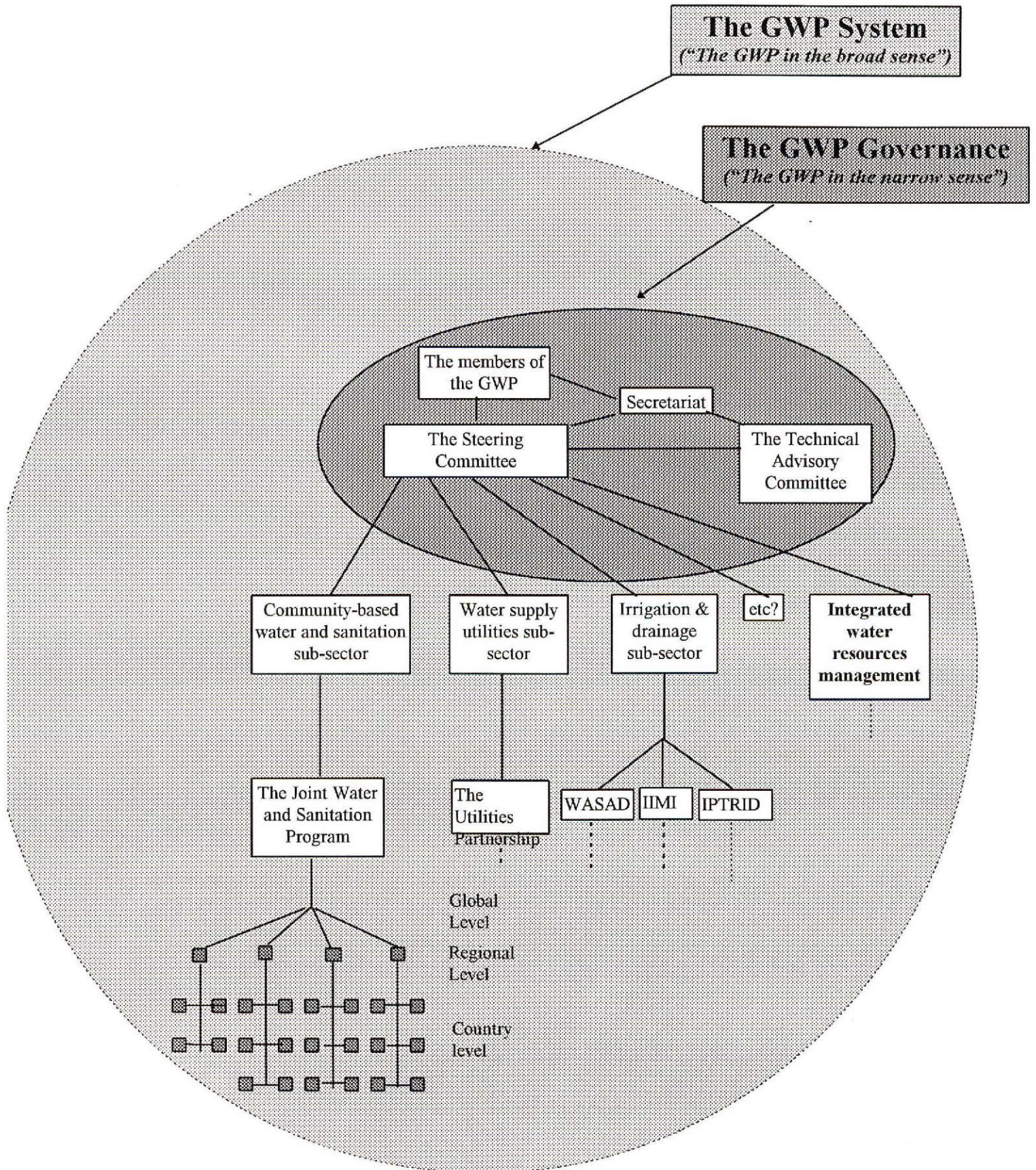
The meeting, informed by a commissioned background paper on existing partnership mechanisms in other sectors, concluded that the CGIAR model (with a number of important modifications given the different challenges of agricultural research, in the case of the CGIAR, and implementation of the Dublin principles, in the case of the GWP) contained the basic elements necessary for the GWP. The core elements of the GWP (illustrated in Figure 1, following next page) would be as follows:

The Consultative Group of the GWP:

The members of the GWP would, as in the case of the CGIAR, constitute the Consultative Group of the GWP. The CG would constitute the highest policy-making body of the GWP and would make decisions on overall program policies, work programs and funding. The CG would meet periodically, possibly once a year.

An important issue, much discussed at Stockholm, but left for resolution at a later stage, is the criteria for becoming a full-fledged member of the GWP. The difficulty arises in reconciling two conflicting objectives. The first objective is to ensure that the GWP is inclusive, that all important stakeholders are represented and that their voices are heard. The second objective arises from the need to ensure that representation is matched with commitment. Experience in the water sector (and many others) has shown that, paradoxically, when representation is very broad, it is the non-committed representatives who often dominate governance discussions and make unrealistic demands.

Figure 1: The proposed organization of the GWP and the GWP system



The Steering Committee of the GWP

The Steering Committee would be constituted by members of the CG and would be empowered to act on behalf of the CG in the intervals between the CG meetings.

The Technical Advisory Committee (TAC)

The Technical Advisory Committee (TAC) would be a group of about ten individuals, appointed on the basis of their acknowledged expertise, independence and knowledge of the conceptual and practical issues of translating the Dublin principles into practice. The principal task of the TAC would be to conduct assessments and provide recommendations on questions which are put to it by the CG. These questions would range from assessments of global programs to assessments of approaches to specific local water issues.

On most issues addressed by the TAC, there are inevitably going to be interests -- such as the interests of existing institutions -- at stake. As in the case of the CGIAR, the integrity of the GWP system will depend on the independence and integrity of the TAC. An important discussion in Stockholm revolved around the distinction between a politicized TAC (which would make the GWP non-functional) and a TAC which acknowledges the importance of politics in water management (which is essential given the pervasiveness of politics in water policy). In short, the TAC would need to be scrupulously non-political while simultaneously being attentive to the vital political elements involved in water resource policy decisions.

An initial task for the TAC would probably be a global overview of the situation in each of the major water sub-sectors and in the overall water resources management sector, with the task being the identification of critical needs, critical gaps and potential GWP programs required for filling these gaps.

An important discussion in Stockholm revolved around the complementarity and sometimes tension between a global approach and the fact that water management problems are mostly local, national or regional problems. It was concluded that while the TAC would be constituted at global level, most field level problems would be addressed by TAC sub-committees with strong regional representation.

The Secretariat

The CG, the Steering Committee and the TAC would be supported (as in the CGIAR case) by a small secretariat, initially consisting of two or three people. It would facilitate the implementation of the decisions of the CG. The Secretariat would be responsible for monitoring activities of the GWP system programs (see below). Sida has offered to mount the secretariat in Stockholm, an offer which was enthusiastically endorsed at the meeting.

The Programs of the GWP system

As indicated in the Interim Mission Statement (see Box 2), the GWP would, as deemed necessary by the TAC, mount programs to address specific gaps considered crucial to implementing the Dublin principles. A cursory overview suggests that the situation is different in the different sub-sectors. For the community water supply and sanitation sub-sector, the Joint Water and Sanitation Program has a well-established track record and (as demonstrated in a recent independent evaluation) broad support from both external support agencies and developing countries. The JWSP would appear to be the appropriate GWP system program and would continue to function as at present, but now as a program in the GWP system. For the water and sanitation utilities sub-sector, a Utilities Partnership was launched by UNDP and the World Bank two years ago, but has scarcely become functional. In the Irrigation and Drainage sub-sector, there are several existing instruments which might fall under the ambit of the GWP. These include the International Program for Research in Technological Research in Irrigation and Drainage (IPTRID), the Program on Water and Sustainable Agriculture (WASAD) of the FAO, and some of the special programs of the International Institution for Management of Irrigation (IIMI). At first glance it would appear that an early task for the TAC would be to review the needs and capacities with regard to irrigation and drainage, and, possibly, to suggest some "tidying up", which may involve some consolidation and perhaps the initiation of some new programs.

In the area of water resources management, the small existing programs do not seem to offer the depth and range of services required by developing countries. Here, again, an early task of the TAC would be to identify the needs and possibly define a GWP-sanctioned program for addressing this vital area.

The participants at the Stockholm meeting repeatedly stressed the fact that most water problems are local in character and that the GWP must take this specificity into account. In this context it is instructive to consider the Joint Water and Sanitation Program. The vast majority of the activities of the JWSP are, in fact, undertaken at the local and national level, in collaboration with a variety of external support agencies (UNICEF, the World Bank and bilaterals, for example) and in collaboration with relevant government and non-governmental organizations. What the JWSP does is (a) link these local activities into an overall regional and global framework so that lessons can be learned and disseminated on a broader basis, and (b) facilitate the more effective linkage of the actions of a variety of stakeholders.

The same modes of action will characterize the other actions of GWP programs, with the addition being that much greater emphasis will be made on ensuring that the various subsectoral programs of the GWP add up to a coherent and sustainable overall approach to water resources management.

The Relation of the GWP to the World Water Council

Simultaneous with the launching of the GWP, a World Water Council (WWC) has been started, with its base in Montreal, Canada. There is considerable confusion about the relationship between these two embryonic efforts. There was considerable discussion of this at Stockholm and it was identified by the meeting as an issue which needed to be clarified.

In the week following Stockholm, an initial meeting was held with some of the principals in the WWC. What emerged was greater clarity about the WWC and how it might relate to the GWP. The WWC would be a deliberative group of eminent people which would focus its attention on the big picture and the long-term issues. The GWP, on the other hand, would be an action-oriented effort focussing on what needs to be done in the short term. The link between the two efforts would be clear and mutually-reinforcing -- the WWC would help identify issues and chart directions to be taken into account in determining the long-term program on the GWP. The details of the relationship between the WWC and the GWP will be sorted out later in the spring.

Next Steps

The conclusion of the meeting involved a discussion of the next steps to be taken in the GWP. The meeting agreed on the following:

1. The establishment of a small (about six persons) Interim Committee (including strong representation from developing countries and NGOs) to be appointed by the Conference Chair from among participants at the Stockholm meeting. The purpose of the Interim Committee would be to "move things forward".
2. The establishment of a small (about six persons) Interim Technical Advisory Committee (TAC), with regional, thematic and disciplinary diversity.
3. Acceptance of the Sida offer to host the Secretariat, and a request that Sida proceed to set up the secretariat as soon as possible.

The meeting also agreed on the following next steps:

- i) Circulate a record of the Stockholm meeting to all participants, and invite nominations for the Interim Committee and Interim TAC (by end December);
- ii) The Conference Chair to appoint members of the Interim Committee (by end December);
- iii) The Interim Committee to develop Terms of Reference for the TAC (by end February);
- iv) The Interim Committee to appoint members of the Interim TAC on the basis of nominations (by the end of February);
- v) The Secretariat (on behalf of the Interim Committee) to invite parties to become members of the Consultative Group for the Global Water Partnership and to attend the first meeting of the CG (by June);
- vi) The first meeting of the CG for the GWP to be held in Stockholm around the time of the Stockholm Water Symposium (August of 1996).

- Appendices:**
- 1. Agenda of the meeting**
 - 2. List of participants**

AGENDA

Monday, 4 December

- 0830-1800 Arrival and registration
- 1800-1900 Icebreaker, cocktails
- 1900-2030 Dinner and Speech
Mr. Goransson, Sida

Tuesday, 5 December

- 0830-0845 **Plenary #1: Opening**
Welcome by Conference Chair
Mr. Holmberg, Sida
- 0845-0930 **Why a GWP? Historic Opportunity and Rationale**
Mr. Briscoe, World Bank and Mr. Lenton, UNDP
- 0930-1000 Expectations and needs for the meeting
Additional issues and adjustments, if necessary.
Facilitator
- 1000-1030 Break
- 1030-1230 **Working Session #1: Identifying and defining what the work
and modus operandi of a GWP could be.**
- 1030-1045 Review of current ideas on windows and opportunities
Mr. Hartvelt, UNDP and Mr. Grover, World Bank
- 1045-1230 Facilitated Discussion, Brainstorming, Prioritizing ideas on
Possible work of the GWP
- 1230-1400 Lunch
- 1400-1530 **Working Session #2: Governance: How Could a GWP be
Organized: Principles and Mechanisms.**
- 1400-1415 Overview of Existing Models of International Partnerships
Mr. Cosgrove, Consultant
- 1415-1530 Facilitated Discussion, Brainstorming, Identifying areas of Agreement

- 1530-1600 Break
- 1600-1730 **Working Session #3(in Groups)**, on: Work of the GWP: Modus Operandi: Governance: Possible Projects; Other Areas
- 1730-1800 Review of the Day
- 1900-2030 Dinner
- 1900-2200 As needed, Facilitators and Spokespersons meet to produce and copy the Day's output

Wednesday, 6 December

- 0830-1230 **Working Session # 4:** Discussions on the Work of the GWP, Governance, Modus Operandi, possible projects, Others.
- 0830-0845 Review of the Day
- 0845-1030 Facilitated discussion to find areas of agreement
- 1030-1100 Break
- 1100-1230 Facilitated discussions continue
- 1230-1400 Lunch
- 1400-1530 **Working Session #5:** Facilitated discussion on Identifying next steps and creating an action plan
- 1530-1600 Break
- 1600-1730 **Plenary #3:** Summary of findings and reflections on future
- 1730-1745 Closing Remarks

Updated version Dec 6, 1995

GLOBAL WATER PARTNERSHIP - STOCKHOLM PLANNING MEETING

December 4 - 6, 1995

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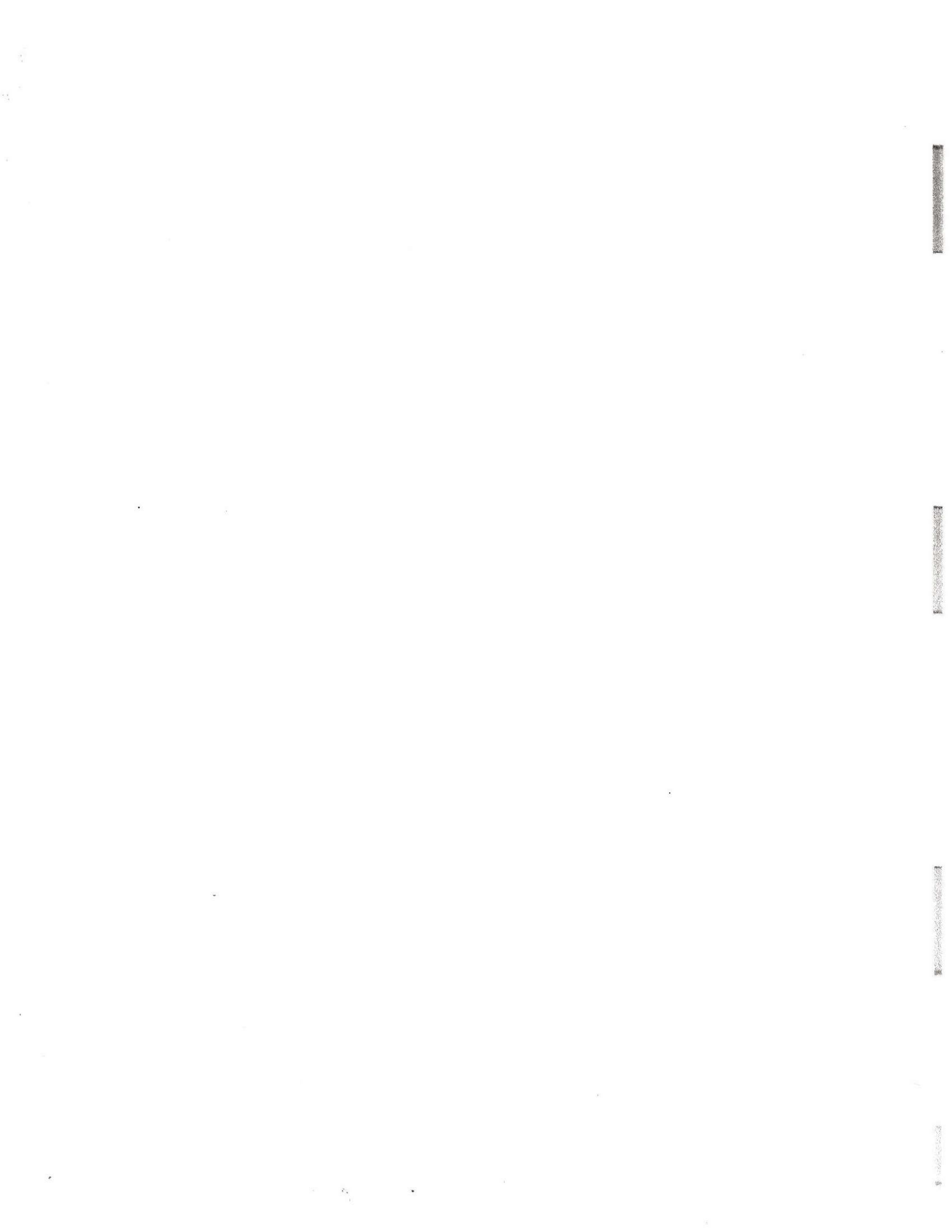
**Renewal of the CGIAR:
Sustainable Agriculture for Food Security
in Developing Countries**



**New Financing Arrangements for the CGIAR:
Re-engineering the Planning, Budgeting,
and Funding Systems**

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New Financing Arrangement for the CGIAR: Re-Engineering the Planning, Budgeting, and Funding Systems

INTRODUCTION

The CGIAR is an informal association whose membership is open to any government, agency, or organization, public or private, that is willing to provide financial support to its goals on a sustained basis.

The CGIAR was established through cooperation between the philanthropic private sector (the Ford and Rockefeller Foundations in the United States) and the international community (represented by governments as well as international agencies). The reasons for the involvement of the international community are:

- CGIAR research is aimed at benefiting the poor in developing countries. The CGIAR's research products are in the public domain to ensure that researchers and farmers in developing countries can have free access to them.
- The research undertaking requires genuine international cooperation to ensure that researchers can collaborate across national borders and have unhindered access to germplasm from different environments.

The CGIAR's financial operations are governed by the following precepts:

- The CGIAR agrees, as a group, to a common research agenda, based on advice from TAC.
- The agreed agenda is derived from research proposals presented by the sixteen CGIAR cen-

ters, which are legally independent entities.

- The member donors directly fund research activities of the individual centers of their choice, according to their own policies and priorities.

These precepts have accomplished two fundamental goals: (i) they have fostered an entrepreneurial environment for researchers that has been responsible for the CGIAR's successes, and (ii) they have given the donors an unmatched level of transparency and accountability for their funding.

Although the overall level of resources available to the CGIAR has remained remarkably robust despite the cutbacks in aid (evidenced by the 10 percent drop in overseas development assistance in 1993), the CGIAR faced a financial crisis in 1994. At the start of 1994, the CGIAR was faced with a US\$30 million shortfall on its basic research agenda of US\$270 million.

To resolve this financial crisis, the CGIAR embarked on a program to reform its governance and financing arrangements. The short-term component of the reform program, a financial stabilization program for 1994 to 1995, co-financed by the World Bank, has been successful in leading to full and stable funding in 1994 and 1995. The longer-term component of the reform program is a major re-engineering of the CGIAR's financing arrangements. This phase involves a sharper focus on the CGIAR's agreed research agenda, an explicit link to the global development agenda, and a clearer identification of the CGIAR's

The CGIAR is an informal association whose membership is open to any government, agency, or organization, public or private, that is willing to provide financial support to its goals on a sustained basis.

The CGIAR should continue to focus on research which generates international public goods, leaving to the private sector what it does best, and to national institutes what is strictly national in orientation.

catalytic role in global agricultural research.

This document describes how the re-engineering is intended to ensure full financing of the agreed research agenda, improve predictability and stability of financial flows to the centers, increase transparency, and strengthen the accountability of CGIAR finances. This will be pursued in parallel with a major effort to improve the efficiency and effectiveness of the use of each dollar.

Guiding Principles

The financing strategy for the CGIAR recognizes the increasing limits on development assistance. However, it is premised on continuing development assistance support for two sound reasons.

1. The CGIAR has an outstanding track record. Studies conducted in many parts of the world and by different actors have confirmed that the CGIAR is one of the best investments in terms of returns. In relation to the largely troubled record of agricultural investments by international agencies as well as bilateral donors, the CGIAR is notable for consistently returning to humanity benefits far in excess of initial investments.
2. The CGIAR contributes to the development agenda. CGIAR products, by leading to cheaper and more food while conserving the environment, have a direct impact on the development goals of poverty reduction and natural resources conservation.

The re-engineering program reflects the following principles:

- The CGIAR should continue to focus on research which generates international public goods, leaving to the private sector what it does best, and to national institutes what is strictly national in orientation. The CGIAR should promote research networking and partnerships, and not seek to commercialize its outputs as a source of funding for the System.
- The CGIAR is an international enterprise with global benefits accruing from its research and, therefore, should be supported multilaterally.
- Multi-year support is essential to guarantee that CGIAR researchers working on priority long-term programs have stable funding over the minimum of 8 to 10 years required to develop new research products.
- Equal participation and joint ownership must replace outdated concepts of "donors" and "recipients." In this environment, more developing countries should contribute financially and participate fully in decisionmaking, thus becoming "owners" of the CGIAR.

Underlying Premises

The following premises underpin the proposed reforms:

- The agreed research agenda, defined by the needs of research partners and other beneficiaries in the developing world, remains the central focus of the CGIAR. In the past, donors could allocate their resources without reference to the research agenda to which they agreed. Now, full funding of the common agenda is the priority for

donors, collectively and individually. The agreed research agenda should drive the budget of the individual centers, not *vice versa*.

- Donor autonomy and center independence remain the principles guiding CGIAR governance. Donors may select what part of the agreed agenda they wish to support and how they wish to do so. Center boards and management have the responsibility and authority to manage the programs of research within their mandate.
- The CGIAR must retain its flexible funding arrangements, which allow donors to provide unrestricted support to centers, restricted support to discrete components of center programs, or a combination of both approaches.

THE PROGRAM STRUCTURE

The key concept behind the re-engineering is a matrix framework for planning and financing CGIAR activities.

Defining the Agenda at the Global Level

At the global level, the framework will identify the linkages between the work of the CGIAR and that of other actors in the international agricultural research community relevant to developing countries. This will sharpen the CGIAR's focus in the design of center programs and the agreed research agenda. [See Table 1, page 130.]

The global programs will be expressed as common themes; the cells in the table will be cohesive sets of research activities with timed objectives, expected outputs, and cost require-

ments. The new structure will illustrate, in both qualitative and quantitative terms, how the CGIAR contribution (modest in the broad perspective) plays a catalytic role as a bridge among other research entities. It will also identify more clearly the contribution of research to the global development agenda. Using the matrix framework in the CGIAR's priority setting processes, the CGIAR will be able to delineate its position in the international agricultural community, based on factors such as identified knowledge gaps, the CGIAR's comparative advantage in particular research activities, and its role in ensuring the international public goods nature of its research products.

Executing the Agenda at the CGIAR Level

To ensure effective management, the CGIAR's revised program and financial structure must facilitate the allocation of donor contributions, assist in negotiating among donors a balanced funding of the common agenda, and give donors control over the use of their funds. With this structure, it will be possible to show how the research agenda is linked with the development agenda (for example, environment, food, and poverty) and still maintain the focus of specific research programs (for example, breeding, genetic conservation, and policy). At the same time, the new structure should be consistent with center operational arrangements for implementing research programs, such as project based management and budgeting.

Each cell in the matrix will represent a cohesive set of activities. [See Table 2, page 131.] These activities will have an objective that is consistent with

Using the matrix framework in the CGIAR's priority setting processes, the CGIAR will be able to delineate its position in the international agricultural community, based on factors such as identified knowledge gaps, the CGIAR's comparative advantage in particular research activities, and its role in ensuring the international public goods nature of its research products.

All research organizations must have a reasonable provision for "unconstrained" or "unprogrammed" research to foster innovation and creativity, and to provide flexibility to management.

the research program to which they contribute, expected outputs or performance or impact indicators, partnerships, and financial allocations.

The CGIAR considers strategic research capacity and managerial and physical infrastructure prerequisites for any research project. It recognizes that centers must have a basic institutional foundation and research capacity before they can develop and conduct research programs. This, in turn, requires adequate and sustained funding.

Two other factors are relevant in establishing the program structure. The first is that all CGIAR centers have overhead costs. Some of these fixed overhead costs, such as a board of directors, a director general, finance and administrative staff, are somewhat independent of the size of the center. In addition there are the "normal" overhead costs within which we must distinguish between those costs intended for quality enhancement and assurance, such as external reviews and peer reviews (which should be protected), and other overhead costs, such as maintenance of plant and facilities.

The second is that all research organizations must have a reasonable provision for "unconstrained" or "unprogrammed" research to foster innovation and creativity and to provide flexibility to management. Table 3 [see page 131] illustrates these costs as columns in the matrix for fixed overhead and unconstrained research. Associated with each activity (each cell of the matrix) there is a bit of variable overhead. There is a transaction cost to executing each of these activities and they must be identified and

coupled to the activity with which they are associated. Only thus will true transparency be obtained.

FINANCING THE RESEARCH AGENDA: METHODS OF FUNDING

This section illustrates ways in which the CGIAR's various funding methods could be applied to the program matrix to develop a comprehensive financing plan for the agreed research agenda.

System Support—World Bank Funding

The World Bank funds 15 percent of the CGIAR's agreed research agenda and work program. The contributions are provided to the System as a whole and are allocated to individual centers on the basis of CGIAR decisions. [See Table 4, page 131.] This practice is not likely to change; the Bank will continue to support the agreed research agenda. Its contributions, in conjunction with funding from other donors, will be available to cofinance either centers (rows) or programs (columns). The Bank may also cover a portion of the fixed costs of the centers.

Center Funding

A significant proportion of the CGIAR's resources (55 percent, excluding the World Bank) is in the form of unrestricted contributions to individual centers. By their nature, these contributions provide a critical element of flexibility to center management and, hence, this approach will continue to be encouraged. The matrix approach facilitates these contributions. [See Table 5, page 132.]

Program Funding

The CGIAR recognizes a need to develop intercenter research programs that can address the multidimensional nature of problems in the agriculture sector, particularly in the areas of natural resources management and sustainability. CGIAR donors have demonstrated strong support for such cross-center system-wide programs being implemented under the 1994 to 1998 Medium-Term Plan. [See Table 6, page 132.]

Funding of Specific Activities

In the final funding approach, specific cells or discrete projects within the matrix are funded. [See Table 7, page 132.] Although only a few CGIAR donors use this approach, it permits financing by donor agencies whose regulations limit their contributions to project funding.

THE FINANCING PLAN

Each Donor's Contribution

The financing plan for the CGIAR research agenda is the sum of contributions by individual donors to centers, programs, and projects in addition to the contributions by the World Bank, which finances the CGIAR System as a whole. Table 8 [see page 133] shows how one donor might contribute through each of these methods.

Center and Program Budgets

Because standardization of information is essential to a transparent and predictable financial system, one early step in the development of the CGIAR

financing plan will be to solicit contribution information from all donors in a format that transparently links the contributions to individual centers or to the program structure. The next step in formulating the CGIAR financial plan will be to aggregate allocations by individual donors. [See page 9, page 133.]

To create a plan and give centers firm guidance, the CGIAR will have to develop operational procedures for resolving differences, such as overfunding or underfunding of cells, in a timely manner. These will take the form of consultations with donors, followed by a review of funding prospects by the Finance Committee, leading to the adoption of the financing plan by the CGIAR.

OPERATIONAL CONSIDERATIONS

Schedule of Decisions

Implementation of the new financing arrangements raises several operational issues related to timing; Table 10 [see page 133] illustrates the schedule that will be used in the future. Points worth highlighting in this schedule are:

- Decisions on the agenda for next year and its financing will be made at the Mid-Term Meeting in May to facilitate discussion within donor agencies before International Centers Week in October and to harmonize decisions about the CGIAR with other annual overseas development assistance (ODA) decisions in those agencies.
- Discussions about the CGIAR financing plan will take place between the Mid-Term Meeting in May and International Centers Week in October to ensure that a

The financing plan for the CGIAR research agenda is the sum of contributions by individual donors to centers, programs, and projects in addition to the contributions by the World Bank, which finances the CGIAR System as a whole.

The CGIAR will continue to collaborate with the private sector on technical issues as long as the exchange remains within the bounds of its guiding principles. Private sector financial support could be solicited as corporate philanthropy with appropriate safeguards to avoid an appearance of privileged access to CGIAR research products.

firm financing plan can be completed at Centers Week. This schedule permits stable and predictable planning and implementation of the research agenda.

guarantor of predictability without requiring any new legal or procedural arrangements.

Private Sector Support

The CGIAR will continue to collaborate with the private sector on technical issues as long as the exchange remains within the bounds of its guiding principles. Private sector financial support could be solicited as corporate philanthropy with appropriate safeguards to avoid an appearance of privileged access to CGIAR research products. In this respect, the participation of the two US foundations would be the obvious model. What may be worth exploring is whether the CGIAR ought to extend its efforts to solicit philanthropic participation from the private sector through a "CGIAR foundation."

Multi-year Financing

Because CGIAR research involves medium- to long-term programs, the financing process ideally should involve multi-year funding commensurate with the time span of these programs (for example, three to five years). The CGIAR recognizes, however, that some donors are not in a position to provide multi-year funding for reasons that range from internal financial regulations to conflicting schedules of financial decisions. For this reason, the new financing arrangements will encourage multi-year commitments from all donors, but accommodate annual financing procedures and varying forms and durations of commitments.

It should be noted, however, that given the relatively small amount that CGIAR funding represents in the total budget of each donor, a strong political commitment by ministers/heads of agencies would be a reasonably good

IMPLEMENTATION

A transition to the new financing arrangement, including the matrix approach, has already begun; the new system is expected to be in place by the start of 1996.

Table 1.

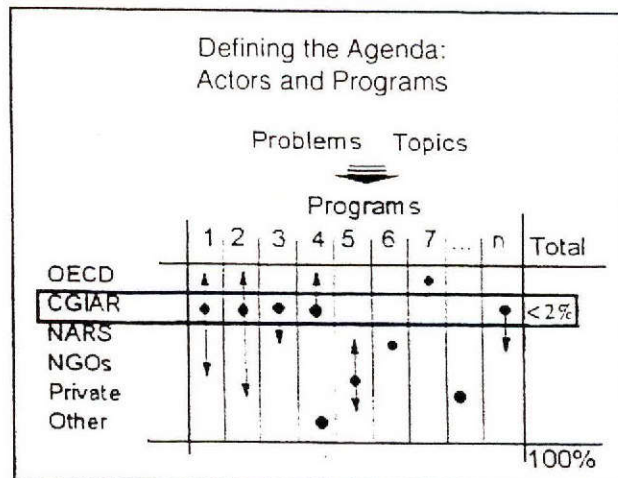


Table 2.

Executing the Agreed Agenda

		Programs										
Centers		1	2	3	4	5	6	7	...	n	Total	
A							•	↑			Bdgt 'A'	
B											Bdgt 'B'	
C				•	↓			•		•	Bdgt 'C'	
D			•	↓							Bdgt 'D'	
•												
•						•						
CGIAR											Total Budget	

Agreed Agenda and Work Program

Table 3.

Overheads and Unconstrained Research

F=Fixed overhead
U=Unconstrained research

		Programs										
Centers		F	U	1	2	3	4	5	...	n	Total	
A		■	■				■				Bdgt 'A'	
B		■	■		■						Bdgt 'B'	
C		■	■					■			Bdgt 'C'	
D		■	■			■					Bdgt 'D'	
•		■	■					■				
•		■	■							■		
CGIAR											Total Budget	

Agreed Agenda and Work Program

Table 4.

World Bank Funding

		Programs										
Centers		F	U	1	2	3	4	5	...	n	Total	
A												
B											▲	
C											⋮	
D											⋮	
•											⋮	
•											⋮	
CGIAR											15% Total Budget	

Agreed Agenda and Work Program

Table 5.

Center Funding

Centers	Programs										Total
	F	U	1	2	3	4	5	...	n		
A											
B					←	←	←	←	←	←	█
C					←	←	←	←	←	←	█
D											
•											
•											
CGIAR											Total Budget

Agreed Agenda and Work Program

Table 6.

Program Funding

Centers	Programs										Total
	F	U	1	2	3	4	5	...	n		
A											Bdgt 'A'
B											Bdgt 'B'
C				▲	▲						Bdgt 'C'
D											Bdgt 'D'
•											
•											
CGIAR				█	█						Total Budget

Agreed Agenda and Work Program

Table 7.

Funding Specific Activities

Centers	Programs										Total
	F	U	1	2	3	4	5	...	n		
A											
B				█	→						█
C					█	→	+	█	→		█
D				↓							
•											
•											
CGIAR				█	█	→		█	→		Total Budget

Agreed Agenda and Work Program

Table 8.

Each Donor's Contribution

Centers	Programs										
	F	U	1	2	3	4	5	...	n	Total	
A				■							■
B			■							■	■
C											↓
D						■					■
•											⋮
•											⋮
CGIAR			■	■	▶	■	▶	▶	▶	■	Total Contribution

Agreed Agenda and Work Program

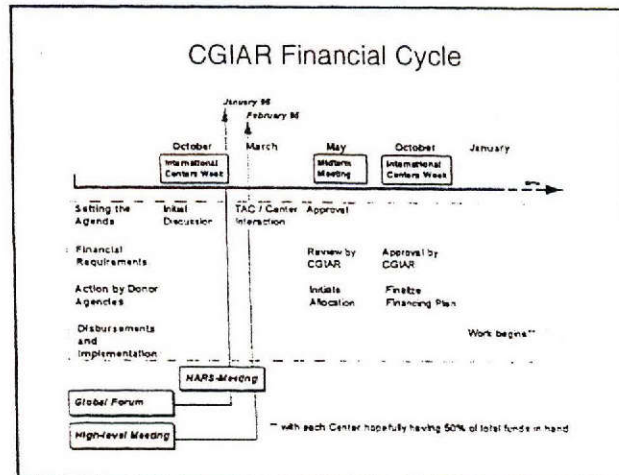
Table 9.

CGIAR Financing Plan
with Center and Program Budgets

Centers	Programs										
	F	U	1	2	3	4	5	...	n	Total	
A											Bdgt 'A'
B											Bdgt 'B'
C											Bdgt 'C'
D											Bdgt 'D'
•											
•											
CGIAR											Total Budget

Agreed Agenda and Work Program

Table 10.





Sida

1

22 April 1996

Department for Natural Resources and the
Environment

Johan Holmberg/Karin Kemper

cc:

To participants in the meeting
in December 1995 on the Global
Water Partnership

Reference number

Your ref

The Global Water Partnership - A Progress Report

Dear friends,

You will recall our meeting in Stockholm in December 1995. There have been several developments since then, and I therefore thought it would be appropriate to provide you with a brief progress report.

Interim Committee

An interim committee of nine members was formed and met in Stockholm on February 23 to discuss how to proceed and to start up activities.

The committee consists of E. Aguilar (Mexico), J. Briscoe (World Bank), L. Currat (Swiss Dev. Cooperation), G. Ghosh (UNICEF), J. Holmberg (Sida, Chair), J. Lane (WaterAid, United Kingdom), B. Leleka (SADC-ELMS, Lesotho), R. Lenton (UNDP), and P. Najlis (UN/DPCSD).

The following summarizes progress since the February meeting. The next meeting of the interim committee will take place in Washington, D.C., on 9 and 10 May.

GWP Chairman

Ismail Serageldin, Vice President of the World Bank, has "with considerable enthusiasm" agreed to chair the Partnership in a personal capacity for a period of two years. I have not met him recently, but we are in touch by e-mail.

He has already been supportive: we now have World Bank finance for the interim Technical Advisory Committee (TAC) to the tune of

USD250,000 for this year. This should be sufficient to get the interim TAC going.

Creation of the Interim TAC

In February the interim committee agreed on a short-list of 13 candidates for the interim TAC on the basis of the nominations received at that time from participants in the December meeting. I sent out invitations to all 13 candidates and the response was extremely positive. I received eleven acceptances and only two regrets. I have now written to them again with a view to organizing a first TAC meeting in Copenhagen on 10 and 11 June.

The interim committee has also prepared Terms of Reference for the interim TAC. It will work until the end of 1997. One of its tasks will be to facilitate the process of forming a regular TAC which will be selected through an international peer review process. Torkil Jonch-Clausen from Denmark has agreed to chair the interim TAC.

GWP Launching Conference in August

The date for the first meeting of the GWP Consultative Group, during which the GWP will be formally created, has now been set for 9 August. This will be immediately after the Stockholm Water Symposium which takes place during 5 - 8 August. We have provisionally reserved a venue here in Stockholm that seats some 180 people and you will receive invitations during the month of June.

Secretariat Working

Sida has approved resources for the GWP secretariat which is now in business under my supervision. Dr.Karin Kemper started work on 1 April as a Programme Officer, Ms Karin Jonsson will start on 1 May as an Administrative Officer.

Contacts with the World Water Council

I attended the meeting of the World Water Council in Marseilles on 21-22 March (as did Roberto Lenton and also Ismail Serageldin). They are keenly aware of the need for close collaboration with the Partnership which is reflected in the minutes of their meeting. It is likely that the key role of the Council relative to the GWP will be to serve as a forward-looking forum for analysis of strategic issues and awareness raising.

First GWP Activities in Planning Stage

The interim committee has tentatively identified a number of issues where the Partnership should focus its attention at the outset in order to make a difference. The focus is on making the GWP as

action oriented as possible from the beginning. Our discussion of these issues is still in progress and it would therefore be wrong of me to be specific. We are currently considering the following areas:

- * a geographical region where several countries experience water shortage as an impediment to their development,
- * a subject matter area where the Partnership can promote dissemination of valuable information on practical experiences,
- * a close look at the issues involved in water supplies to selected major urban areas with a review of the options available and the possible role of the international community,
- * a review by the interim TAC of the Dublin principles with a view to making them as practical and operational as possible,
- * a review of major ongoing water management programmes with a view to identifying gaps, shortcomings and areas requiring attention by the international community.

Our intention is that after the May meeting of the interim committee we should be able to come up with an agreed list of priority areas for action by the Partnership.

You can address any correspondence to

GWP Secretariat
c/o Sida
10525 Stockholm
Sweden

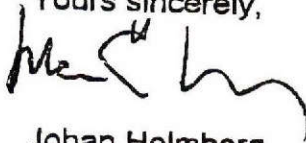
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I sincerely hope that I will see you here in August - it will be a more pleasant time to visit Stockholm than December and we should have a lot to discuss!

With my best regards,

Yours sincerely,



Johan Holmberg
Chair, GWP Interim Committee



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Department for Natural Resources and the Environment

*** FAX ***

960422

No. of pages (incl this page) 1/.....

SENT (date/sign)

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John Briscoe
World Bank
Water & Sanitation Div

Ref. Nr.

Fax No.

0091 202 522 3228

Re: GWP

Please, see attached letter.

From:

Maria Forslund

Copy to
Growth
Copy to
HE



Sida

S-105 25 STOCKHOLM, SWEDEN

Telephone: + 46 (0)8-698 5322
 Fax: + 46 (0)8-698 5653
 e-mail: johan.holmberg@sida.se

*** FAX ***

22 April 1996

No. of pages (incl this page) 1/3
 SENT (date/sign)

From
 NATUR

To
 Members of the Interim Committee

cc:

Ref. Nr.

Fax No.

The Global Water Partnership - Agenda for the Meeting on 9-10 May

Dear friends,

We had earlier agreed to meet in Washington DC on 9 and 10 May. This will be our last meeting prior to the first meeting of the Consultative Group in Stockholm on 9 August.

The meeting will be held at the World Bank. I am touch with John Briscoe regarding meeting room, security passes and others details, I will get back to you with more information in this regard. The Bank will make reservations for those in need of hotel rooms at a hotel close by. In case you do NOT require a hotel room you should advise John's secretary, Ms Chantal Fox at fax no 1-202-522 3228.

The enclosed agenda is still provisional, pending receipt by me of supplementary information regarding meetings with various bank officials. Again, you will shortly have more firm information.

I have invited IIMI and the Inter-American Development Bank to be represented at this meeting, since I believe that they will add valuable dimensions to our deliberations. Torkil Jonch-Clausen, the Chair of the interim TAC, will also participate.

With my best regards,

Johan Holmberg
 Director

Department for Natural Resources and the Environment

Global Water Partnership, Interim Committee - Provisional Annotated Agenda for the Meeting on 9-10 May 1996 at the World Bank, Washington DC

1. The interim Technical Advisory Committee

- membership
- Terms of Reference
- mode of operations
- major tasks ahead
- finance
- first meeting on 10-11 June

I am trying to have Mr. Alexander McCalla, the former chairman of the TAC of the CGIAR, attend the meeting first thing on Thursday morning in order to describe his very comprehensive experience from working with a body of this kind. With the TAC being the key operational entity of the Partnership we should discuss in some detail how it should function. In particular, we need to **decide** on the major assignments that we should propose to the Consultative Group to be given to the interim TAC.

2. The GWP Mission Statement

- the wording of the statement itself (a new draft will have been prepared for the meeting)
- value added (a brief memo will be available)
- objectives
- membership criteria

It may seem pedestrian to revisit these issues which we discussed in February. However, since I believe that there is still room for some ambiguity, since these are very basic issues, and since we need to be in full agreement on them well before the Consultative Group meeting in August, I believe it would be well worth our while to review them again.

3. Finances

- review of the current financial situation and future prospects
- different strategies for raising funds for the Partnership (a brief memo will be available)

If possible we should aim at having full finance ahead of the August meeting of one or two of the activities on which we propose the Partnership should focus at the outset. Efforts are under way to organize a meeting with the principal donors of the Water and Sanitation Programme as soon as possible and to discuss the Partnership on that occasion. We need to **decide** on the most appropriate fund raising strategy for the Partnership.

4. The meeting in August of the Consultative Group

- scope of meeting, attendance
- agenda

|| Brian

- contents of prepared speeches
- finance

The South African Minister of Water and Forestry Affairs has confirmed his interest in giving a keynote address and in being the first Patron of the Partnership. An assembly hall accomodating 180 people has been provisionally reserved - do we envisage that we can handle a larger audience than that? Is there a need for special committees to be convened prior to the meeting (or thereafter)?

5. Meeting with Ismail Serageldin

John Briscoe is coordinating a meeting for us with Ismail. At that time we should raise all our concerns, including the various issues mentioned above. ✍

6. Meeting with representatives of other World Bank departments

- Eastern Europe
- Middle East/North Africa
- Southern Africa

There are a number of activities related to water management and falling under the Partnership umbrella in which the Bank is involved with other partners. It would be valuable to use the opportunity of our presence within the Bank to initiate a dialogue with some of the departments concerned. John will organize this agenda item. ✳

7. Miscellaneous

- report from the meeting of the World Water Council
- the secretariat at Sida
- additional Patrons?
- any other business

I hope no member hesitates to raise any other business that we may need to discuss.

A final version of this agenda will be sent out to you together with other documentation a few days prior to the meeting.

Johan Holmberg



Sida

S-105 25 STOCKHOLM, SWEDEN

Telephone: + 46 (0)8-698 5000

Fax: + 46 (0)8-698 5653

From

Department for Natural Resources and the Environment

Ref. Nr.

*** FAX ***

960422

No. of pages (incl this page) 11 ⁴

SENT (date/sign)

To

Brian Grover

Program Manager

UNDP Water & Sanitation Program
World Bank

Fax No.

0091 202 522 3228

Re: The Global Water Partnership

Dear Mr Grover,

Please find enclosed a letter from
Mr Johan Holmberg.

COPIES
RWSG Managers
B. Gross, S. Lee

Yours sincerely

From:

Maria Fastlund



Sida

1

22 April 1996

Department for Natural Resources and the
Environment
Johan Holmberg/Karin Kemper

To participants in the meeting
in December 1995 on the Global
Water Partnership

cc:

Reference number

Your ref

The Global Water Partnership - A Progress Report

Dear friends,

You will recall our meeting in Stockholm in December 1995. There have been several developments since then, and I therefore thought it would be appropriate to provide you with a brief progress report.

Interim Committee

An interim committee of nine members was formed and met in Stockholm on February 23 to discuss how to proceed and to start up activities.

The committee consists of E. Aguilar (Mexico), J. Briscoe (World Bank), L. Currat (Swiss Dev. Cooperation), G. Ghosh (UNICEF), J. Holmberg (Sida, Chair), J. Lane (WaterAid, United Kingdom), B. Leleka (SADC-ELMS, Lesotho), R. Lenton (UNDP), and P. Najlis (UN/DPCSD).

The following summarizes progress since the February meeting. The next meeting of the interim committee will take place in Washington, D.C., on 9 and 10 May.

GWP Chairman

Ismail Serageldin, Vice President of the World Bank, has "with considerable enthusiasm" agreed to chair the Partnership in a personal capacity for a period of two years. I have not met him recently, but we are in touch by e-mail.

He has already been supportive: we now have World Bank finance for the interim Technical Advisory Committee (TAC) to the tune of

USD250,000 for this year. This should be sufficient to get the interim TAC going.

Creation of the Interim TAC

In February the interim committee agreed on a short-list of 13 candidates for the interim TAC on the basis of the nominations received at that time from participants in the December meeting. I sent out invitations to all 13 candidates and the response was extremely positive. I received eleven acceptances and only two regrets. I have now written to them again with a view to organizing a first TAC meeting in Copenhagen on 10 and 11 June.

The interim committee has also prepared Terms of Reference for the interim TAC. It will work until the end of 1997. One of its tasks will be to facilitate the process of forming a regular TAC which will be selected through an international peer review process. Torkil Jonch-Clausen from Denmark has agreed to chair the interim TAC.

GWP Launching Conference in August

The date for the first meeting of the GWP Consultative Group, during which the GWP will be formally created, has now been set for 9 August. This will be immediately after the Stockholm Water Symposium which takes place during 5 - 8 August. We have provisionally reserved a venue here in Stockholm that seats some 180 people and you will receive invitations during the month of June.

Secretariat Working

Sida has approved resources for the GWP secretariat which is now in business under my supervision. Dr. Karin Kemper started work on 1 April as a Programme Officer, Ms Karin Jonsson will start on 1 May as an Administrative Officer.

Contacts with the World Water Council

I attended the meeting of the World Water Council in Marseilles on 21-22 March (as did Roberto Lenton and also Ismail Serageldin). They are keenly aware of the need for close collaboration with the Partnership which is reflected in the minutes of their meeting. It is likely that the key role of the Council relative to the GWP will be to serve as a forward-looking forum for analysis of strategic issues and awareness raising.

First GWP Activities in Planning Stage

The interim committee has tentatively identified a number of issues where the Partnership should focus its attention at the outset in order to make a difference. The focus is on making the GWP as

action oriented as possible from the beginning. Our discussion of these issues is still in progress and it would therefore be wrong of me to be specific. We are currently considering the following areas:

- * a geographical region where several countries experience water shortage as an impediment to their development,
- * a subject matter area where the Partnership can promote dissemination of valuable information on practical experiences,
- * a close look at the issues involved in water supplies to selected major urban areas with a review of the options available and the possible role of the international community,
- * a review by the interim TAC of the Dublin principles with a view to making them as practical and operational as possible,
- * a review of major ongoing water management programmes with a view to identifying gaps, shortcomings and areas requiring attention by the international community.

Our intention is that after the May meeting of the interim committee we should be able to come up with an agreed list of priority areas for action by the Partnership.

You can address any correspondence to

GWP Secretariat
c/o Sida
10525 Stockholm
Sweden

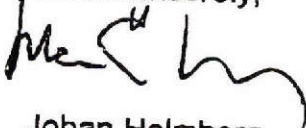
Phone: +46-8-698 5582
Fax: +46-8-698 5627

E-mail: karin.kemper@sida.se, or
johan.holmberg@sida.se

I sincerely hope that I will see you here in August - it will be a more pleasant time to visit Stockholm than December and we should have a lot to discuss!

With my best regards,

Yours sincerely,



Johan Holmberg
Chair, GWP Interim Committee

29 December 1995

GWP

Department for Natural Resources and the
EnvironmentBrian Grover
UNDP/WB

JAN 16 1996

Reference number

Your ref

Report from Meeting in Stockholm on 4-6 December on the Global
Water Partnership

Dear Mr Grover,

It is my pleasure to send you as an enclosure to this letter the report from the Stockholm meeting on the Global Water Partnership. The report is the result of joint efforts by the organizers of the meeting: the World Bank, UNDP and Sida.

As a supplement to the report we will later send you notes taken by Mr. Jerry Delli Priscoli, the facilitator of the meeting. These notes will be sent to meeting participants only, while the report enclosed with this letter is intended for a wider audience also.

I would like you to give me suggestions for the Interim Committee. However, time is very short, since I would wish to Committee to have its first meeting in late February. It would therefore be necessary to select the members of the Committee within the next few weeks. Please give me any suggestions of names for the Committee by fax or e-mail immediately after the holidays. I expect the Committee to have about ten members and to be meeting a maximum of three times before next summer.

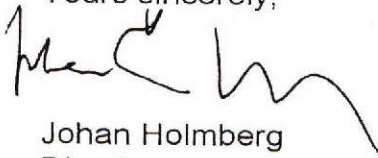
On the basis of this letter I also wish to invite submissions of candidates for the Technical Advisory Committee. Candidates should be internationally well established scientists with a proven record of research in disciplines related to water resources management: hydrology, irrigation management, water use economics, water resources planning are *examples* of such disciplines. Names of suggested candidates should be accompanied by full particulars of their professional and scientific record. I intend to have proposed candidates peer reviewed by independent scholars. Also in this case time is of the essence. The Interim

Committee should make appointments to the Technical Advisory Committee following the peer review, preferably at its first meeting in late February. Proposals should therefore be communicated to me no later than 25 January 1996.

I believe our meeting in Stockholm was remarkably productive and successful. Judging from comments I have received since then from several participants this belief was shared by many. I hope and believe that we can jointly translate the spirit of partnership from the meeting into an operational service of use to all concerned!

With my best wishes for the season!

Yours sincerely,



Johan Holmberg
Director

Department for Natural Resources and the Environment

SWP

The World Bank

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
INTERNATIONAL DEVELOPMENT ASSOCIATION

1818 H Street N.W.
Washington, D.C. 20433
U.S.A.

(202) 477-1234
Cable Address: INTBAFRAD
Cable Address: INDEVAS

December 7, 1995

Mr. William A. Ashe
Director
Lifewater International
P.O. Box 1126
Arcadia, CA 91077

Dear Mr. Ashe,

John Briscoe has asked me to respond to your letter of 22 November, 1995 expressing interest in the proposed Global Water Partnership.

As you may know, the Swedish International Development Agency (Sida) has agreed to host an initial consultation on the Partnership. This consultation will be the next critical step in determining what the Partnership should begin to do and how it should evolve.

It is anticipated that the Partnership will eventually involve many partners in many different ways. It would, of course, be desirable to have all potential partners involved at this preliminary planning stage. Since we envision the Partnership as a collaboration among many actors in water sector management, such a consultation could justifiably include hundreds of participants. Clearly, this would not be practical.

Accordingly, the organizers have planned for a limited number of participants, representing a cross-section of potential stakeholders: experts from developing countries, bilateral development agencies, UN agencies, development banks, NGOs and professional associations. The organizers tried to select invitees in such a way that the products of the consultation would be acceptable to the broader set of partners who will participate in the Partnership as it evolves.

I would like to assure you that even though you have not been invited, we welcome your interest in the Partnership. We expect to keep interested parties informed of the results of the Stockholm meeting and subsequent progress. Methods of future communications will be discussed in Stockholm.

We believe that the Partnership is a timely initiative for addressing a problem central to human and environmental development. We look forward to collaborating with you in the future.

Kind regards,



Susan M. Lee
Operations Assistant



LIFEWATER INTERNATIONAL

*Sue L.
Thanking
Lutner*

November 22, 1995

Mr. John Briscoe
Global Water Partnership,
The World Bank
1818 H Street, NW
Washington, DC 20433

Dear Mr. Briscoe:

As suggested, by Stephen Lintner, I am sending information on Lifewater. I understand that you are the Chief of the Water and Sanitation Division and might find our organization of interest in your efforts to create a Global Water Partnership.

We are interested in being a part of the Global Water Partnership. This is a giant step in the right direction.

Please keep us abreast of the progress.

Yours for "making the most of the time."

W. Ashe

William A. Ashe
Director

enc.



LIFEWATER INTERNATIONAL

The Gift of Water --- The Gift of Life

Who We Are. Lifewater International is a non-profit organization of Christian water specialists based in the United States. We have over forty volunteer well drillers, hydrogeologists, mechanical engineers, water company executives, environmental scientists and businessmen. Lifewater's volunteers travel to developing countries and train nationals in ways to improve their water supplies. We leave all necessary equipment with a national crew and continue to provide technical and financial support. The national crews are then able to share the free gift of clean water with their neighbors and break the cycle of disease and poverty caused by unsafe drinking water.

Founded in 1979, Lifewater has completed, or is now working on, water projects in thirty countries on five continents. Our volunteers and national crews have installed over 650 successful wells and water systems that are presently serving more than 170,000 people.

Lifewater's Strategy. Lifewater helps people help themselves. There are many different ways to improve rural water supplies. We look for the best approach for each location. Our most successful strategy uses a small, portable well drilling machine that can install a 4-inch (10 cm) diameter well in which we place a hand pump. Lifewater involves the local community through a Water Committee that participates in the selection and construction of the well. The Water Committee takes ownership of the well, establishes rules for its use and performs routine maintenance. The total cost of a well and hand pump ranges from US\$450 to US\$2,500 depending on the country and local conditions. A single well typically serves 200 to 500 people.

How To Start a Lifewater Project. First, it should be understood that Lifewater is not a funding organization. Rather, we provide technical, scientific and engineering assistance to national groups. We help them plan, construct and maintain successful water projects. The funds required for this work are obtained from the supporters of the national groups and from friends of Lifewater. With this in mind, we suggest the following beginning steps:

1. Learn as much as you can about your present water supply and ways it might be improved. Talk to health workers and anyone else who has experience with water sources.
2. Identify an "Action Agency" that will be the primary organization with which Lifewater will work. This might be a church, mission organization or relief and development group. This should be an agency that can assist you with the legal and governmental aspects of your program, help you obtain funds and provide long-term supervision.
3. Fill out and return Lifewater's "Water Survey Questionnaire" (if not attached, request one from us). The primary purpose of this survey is to give Lifewater the information we need to determine how we can best help with your water project. If we decide that we are able to help, we will work with you to develop a plan and a budget.
4. Obtain the funds needed for your project. It is usually best if your Action Agency writes the funding proposal, but Lifewater can help in many ways.

We have found that planning a project takes at least a year. Obtaining funds may take another year. For those who persist, the reward is much more than a safe water supply. It is the opportunity to restore hope to those who are suffering. We look forward to your partnership.

William A. Ashe, Director

P.O. Box 1126, Arcadia, CA 91077 - (818) 962-4187 - FAX (818) 962-6786



Record Removal Notice

File Title The World Bank - TWUWS - Global Water Partnership - Water and Sanitation - Documents and Correspondence		Barcode No. 1811395
Document Date November 22, 1995	Document Type Letter enclosure	
Correspondents / Participants To: Mr. John Briscoe, Global Water Partnership From: William A. Ashe, Director, Lifewater		
Subject / Title 1995 Profile [Information on Lifewater]		
Exception(s) Financial Information iv		
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.
		Withdrawn by Kim Brenner-Delp
		Date November 2, 2023

LIFEWATER INTERNATIONAL

September - November 1995 Newsletter

Christian organization dedicated to helping the rural poor obtain safe water.

LIFEWATER CONFERENCE GROWS 35%



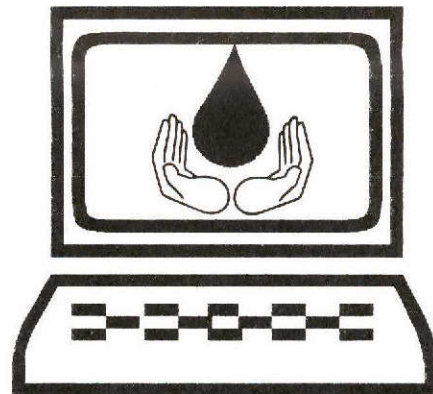
Of the sixty-two attendees, twenty-two team leaders and thirty-one volunteers are putting together schedules, fund raising, proposals and overseas communication links to insure we will reach out to these projects to the best of our ability. At the team leader planning session we were in agreement that starting fewer new projects and focusing more on assisting established projects would be 1996's first priority strategy.

Lifewater overseas directors and Pastor Don Ashe gave wonderful challenges to conclude our conference at the Saturday evening banquet.

Lifewater Home Page on the Internet!

Dr. Eric Frost of San Diego State University established our "Home Page" on the World Wide Web. You will find it at: <http://earthview.sdsu.edu> just click on "Lifewater". If you prefer the full address is:

<http://earthview.sdsu.edu/lifewater/lifewater.html>



☎ 818-962-4187 (800)369-3426 Fax 818-962-6786 🖨 E-mail: lifewater@xc.org
15854 Business Center Drive, Irwindale, CA 91706

The 1995 Lifewater Annual Conference concluded with 62 attendees. A common suggestion after the banquet was to give a better presentation of the financial needs for the coming year. Projects for 1996 are in planning stages for the following countries, see list below for an approximate budget need. Our phones, salaries, mail printing and office expenses are running approximately \$ 2,700 per month.

Country	Partner Agency	Need to raise budget	Possible Team	Type of Project
Albania	AMG	\$12,000	Turvey, Drake, Siahaya	Drill training start-up program
India	EGO	\$9,000	Khan, Moughamian	Drill training & cottage industries.
Kenya	Lifewater Kenya	\$30,000	Maina, Klein	New vehicle, cottage industries, & women's projects.
Liberia	Maranatha Evangelical Association of Liberia	\$21,000	Gehrels, Russell, Apambire	Advanced training, cottage industries.
Malawi	Malawi Evangelical Church	\$8,000	Heule, Hamer	Management training center start-up
Mexico	Local Churches and Groups	\$2,000	Fain, Bushnell, others	Drilling for orphanage.
Mozambique	Free Methodist Church, Mozambique	\$10,500	Anderson, Fain, Apambire	Drip irrigation, advanced drilling.
Morocco	Several	\$12,000	Lavato, Acuna, Kittrell, Siahaya	Bush pump development.
Nigeria	AEO	\$8,000	DeVries, others	Training center teachers
Philippines	OB	\$6,000	Bushnell, others	Advanced training.
Tanzania	Moravian Church Western Tanzania	\$15,000	Not filled yet.	Cottage industries, Bush pump, advance training.
Uganda	All Nations Christian Care	\$12,000	Siahaya, Arnett	Drill training start-up program
Uzbekistan	Cross-Link	\$14,000	Kittrell, Ashe, Siahaya, Cleath, Sorensen	Center construction, water testing, and pump manufacturing.
Zambia	Helmet Rutter	\$15,500	Anderson, Hamann, Ackerman, Wolanek	New drill training, emergency response.
Guyana	World Harvest for Christ	\$5,000	Nadolski, Perkins	Cottage industries, tank construction.
Myanmar (Burma)	Free Methodist Church	\$8,000	Cleath, Sorensen	Water development survey.
Haiti	World Harvest for Christ/Men with a Mission	\$7,000	Turvey, Lack, Silliman, Russell, Easley	Hand pump repair.
Togo	Family Worship Center	\$9,000	Holsten	Hand pump repair. Water testing
El Salvador	CoCo	\$4,000	Lavato	Drill training, cottage industries.

Water Testing Kits for All Projects

At our conference Michael Turvey introduced the concept that every Lifewater volunteer going overseas should be able and equipped to test water quality. These simple tests can be performed with a small kit and would develop valuable data for each project. Mike Turvey and Jim Gehrels will develop the kit and instructions. Dr. Silliman of Notre Dame offered to have students test out the instructions. These will be available from Lifewater International for each team and project in 1996.

Cottage Industries

Several volunteers expressed an interest in developing the plan and design for the pump cylinder manufacturing/job creation concept. For an investment of \$4,000 we will produce the pump valve and plunger to make water pump cylinders, as a new product and retrofit other makes of cylinders. Currently these items in cast brass are \$80-100 per set. With injected molded parts and overseas cottage industry labor they could be produced, in-country, for \$8-10 per set! A distinct price advantage. Each shop making two or three cylinders per day would produce a wage for three or four families! Four current projects are slated to introduce this idea in 1996.



Lifewater, teaching for the future.

Overseas Director Guests Bring Good News

David Maina, Director of Lifewater Kenya, and Ramiro Acuna, Director of Lifewater North Africa, were in attendance at the Annual Conference and gave inspiring talks regarding the progress of these centers.

Ramiro has been a pioneer in developing the Bush pump and a successful relationship with government agencies. Four government wells need Bush Pump retrofits. Each costs approximately \$980. Here is another important need.

David runs the longest established, overseas center. Programs are now expanding to a place where another vehicle is needed. He is praying for \$22,000 for a 4-wheel drive truck. He is also hopeful that a women's team will be sent next year to begin the orphan's and widow's bakery project.

Pray for these ongoing outreaches. Join us in financial partnership if you feel led. They are truly extraordinary in their expression of love. A very practical way to help a poor community in Jesus name. 1 John 3:18, Loving in deed and truth.

Conference Final Team Reports

The conference team huddles are designed to produce a final outline for the 1996 project. Some have been received but many are still due! TEAM LEADERS, gitty-up! Please complete these reports. Those already received include Mozambique, Zambia, Haiti, Malawi, Morocco, Kenya thanks so much. It really help your Lifewater staff with long range planning.

Mozambique

Team leaders, Dr. Don Anderson and Randy Fain together with 7 volunteers have completed the beginnings of the well drilling project in Mozambique. We have partnered with the Mozambique Free Methodist Church, Bishop Uanela, and are very pleased with their skill. We are sure they will make a successful project of the 1995 Lifewater Village Well Program beginning. Randy trained the crews and before he left they were drilling successful wells. During the management discussion they advised us that the impoverished war-torn country needs assistance for wage-earning skills. Randy Fain and the team are planning a drip irrigation project for raising cash crops. The Drip Tape Manufacturing & Engineers company have donated 20 miles of drip tape! Thank you Delmar's!

LATE NEWS...connections are being established with a Brazil church team who will be sending missionaries to the Mozambique Lifewater team already helping with water projects. This Brazilian church is motivated to help, they speak the language and should make wonderful partners. More later on progress with this team.

Lifewater International

15854 Business Center Drive, Irwindale
California 91706-2052

Address correction requested.



LIFEWATER
INTERNATIONAL



**WATER PROFESSIONALS
HELPING THE DISADVANTAGED
IMPROVE THEIR LIVES**

VOLUNTEER TRAINING

Christian water engineers and technicians gather yearly to train.

The experienced explain the entire program to new volunteers.



Drip Irrigation Training

TEAMS OF USA VOLUNTEERS GO OVERSEAS FOR;

- Training National Leadership • Hygiene Education
- Equipment Use • Repairs and Maintenance • Well Drilling
- Pump Installation • Soap Making • Cottage Industries

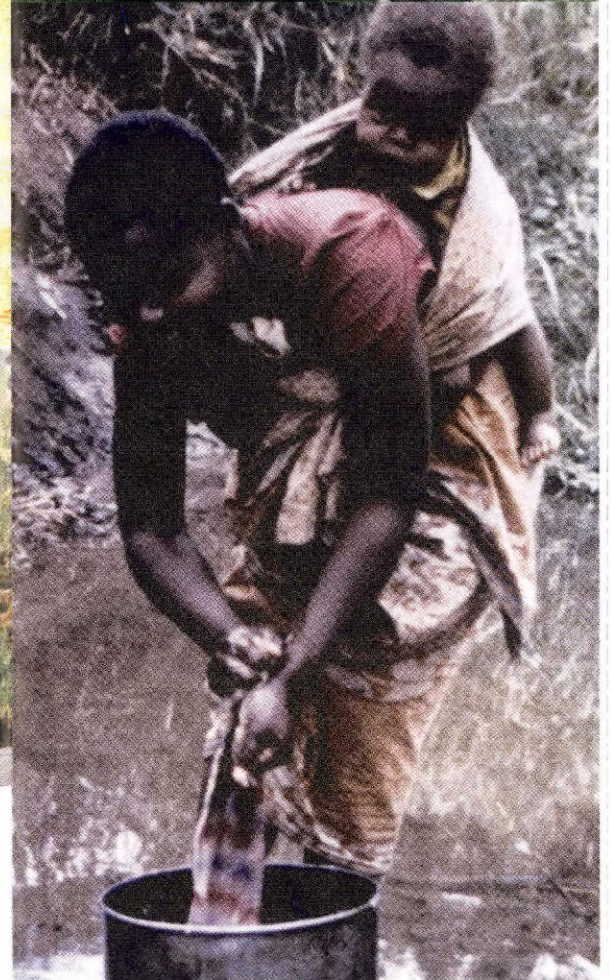


FAMILY GARDEN IRRIGATION SYSTEMS

American Families can supply a needy family with a system for only \$20. In four months it will grow \$150 worth of crop.



Hygiene education through soap making



YOU MAY REACH US AT:
LIFEWATER INTERNATIONAL
P.O. Box 1126, Arcadia, CA 91077
PH (818) 443-1787 FAX (818) 443-4264

Please apply the enclosed gift for: \$50 for safe water for two families \$35 for safe water for one family \$20 for one family garden drip irrigation system \$_____ where needed most

Please put me on your mailing list for newsletters



When the water is safe. The whole village has new hope for body and soul.

**ALL GIFTS ARE TAX
DEDUCTIBLE TO THE FULL
EXTENT OF THE LAW.**

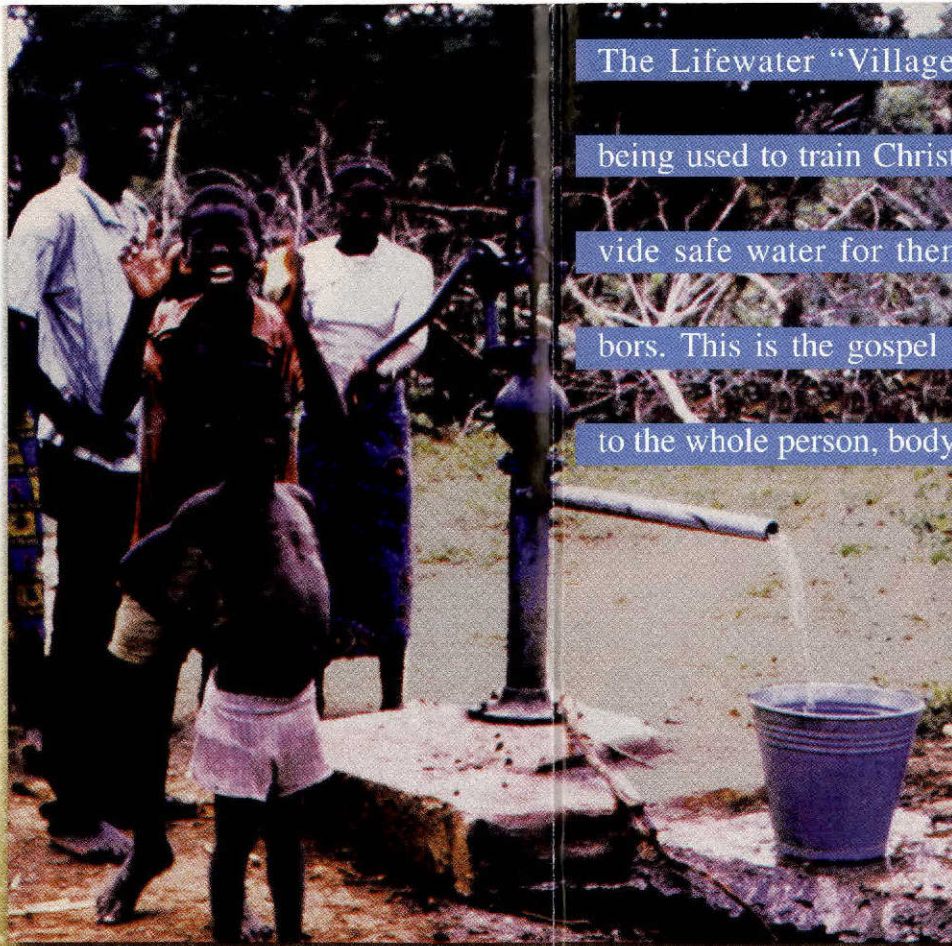


NAME

ADDRESS

LIFEWATER INTERNATIONAL
P.O. Box 1126
Arcadia, CA 91077

We Invite You to Join Us in Sponsorship.



The Lifewater "Village Well" strategy is being used to train Christian workers to provide safe water for themselves and neighbors. This is the gospel in action; attending to the whole person, body and spirit.



REMEMBER

- 30,000 people die every day from diseases linked to contaminated water.
- 50% of these deaths are children under the age of five.
- 80% of all sickness and death among children in the developing world are caused by unsafe drinking water.
- Today in 52 countries of the world over 2 billion people do not have enough safe water to keep them healthy and alive.

In 5 years we expect to expand our projects into 25 countries of the world with 50 trained and equipped well drilling crews.



GWP

The World Bank

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
INTERNATIONAL DEVELOPMENT ASSOCIATION

1818 H Street N.W.
Washington, D.C. 20433
U.S.A.

(202) 477-1234
Cable Address: INTBAFRAD
Cable Address: INDEVAS

December 4, 1995

Dr. Stephen Merrett
43 Anson Road
London N7 0AR
United Kingdom

Dear Dr. Merrett,

John Briscoe and Brian Grover have asked me to respond to your letter of 30 September, 1995 expressing interest in the proposed Global Water Partnership. I apologize for the long delay in responding to your inquiry.

As you may know, the Swedish International Development Agency (Sida) has agreed to host an initial consultation on the Partnership. This consultation will be the next critical step in determining what the Partnership should begin to do and how it should evolve.

It is anticipated that the Partnership will eventually involve many partners in many different ways. It would, of course, be desirable to have all potential partners involved at this preliminary planning stage. Since we envision the Partnership as a collaboration among many actors in water sector management, such a consultation could justifiably include hundreds of participants. Clearly, this would not be practical.

Accordingly, the organizers have planned for a limited number of participants, representing a cross-section of potential stakeholders: experts from developing countries, bilateral development agencies, UN agencies, development banks, NGOs and professional associations. The organizers tried to select invitees in such a way that the products of the consultation would be acceptable to the broader set of partners who will participate in the Partnership as it evolves.

I would like to assure you that even though you have not been invited, we welcome your interest in the Partnership. We expect to keep interested parties informed of the results of the Stockholm meeting and subsequent progress. Methods of future communications will be discussed in Stockholm.

We believe that the Partnership is a timely initiative for addressing a problem central to human and environmental development. We look forward to collaborating with you in the future.

Kind regards,



Susan M. Lee
Operations Assistant

Dr. Stephen Merritt

CC: Brian Grover

43 Anson Road London N7 0AR United Kingdom
Telephone: 44 + 171 609 1013 Fax: 44 + 171 609 8648
Email: steve@tufpark.demon.co.uk

Saturday, September 30, 1995

John Briscoe
Water and Sanitation Division
The World Bank
1818 H Street NW
Washington DC 20433
USA

Dear Mr. Lenton,

I would like to join the UNDP/World Bank as a partner in the Global Water Partnership.

I have a major interest in the economics of water, including water utility services, river basin and coastal management. I am available for work on a world-wide basis and for up to two months at a stretch. I have a particular interest in Latin America because my Spanish is very strong.

I enclose a personal profile and a recent list of publications.

Hoping to hear from you if you have any interesting work where you would like my input.

Yours Sincerely

Steph. Merritt

Reply for John Lenton

- Thanks for letter
and interest

- GWP concept is
still evolving :
first planning meeting
among experts invited
by Sida in ~~London~~

- interest noted for
future reference.



Record Removal Notice

File Title The World Bank - TWUWS - Global Water Partnership - Water and Sanitation - Documents and Correspondence		Barcode No. 1811395		
Document Date no date [1995]	Document Type CV / Resumé			
Correspondents / Participants Dr. Stephen Merrett				
Subject / Title Dr. Stephen Merrett - Personal Profile				
Exception(s) Personal Information				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"><tr><td>Withdrawn by Kim Brenner-Delp</td><td>Date September 22, 2023</td></tr></table>	Withdrawn by Kim Brenner-Delp	Date September 22, 2023
Withdrawn by Kim Brenner-Delp	Date September 22, 2023			



Record Removal Notice

File Title The World Bank - TWUWS - Global Water Partnership - Water and Sanitation - Documents and Correspondence		Barcode No. 1811395		
Document Date November 15, 1995	Document Type Facsimile			
Correspondents / Participants To: Hans Wolter, Chief, AGLW, Food and Agriculture Organization From: Frank Hartvelt, Deputy Director, Science, Technology and Private Sector Division				
Subject / Title [FAO contribution to Global Water Partnership]				
Exception(s) Financial Information iv				
Additional Comments		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"> <tr> <td>Withdrawn by Kim Brenner-Delp</td> <td>Date September 22, 2023</td> </tr> </table>	Withdrawn by Kim Brenner-Delp	Date September 22, 2023
Withdrawn by Kim Brenner-Delp	Date September 22, 2023			



Food and Agriculture Organization of the United Nations

Viale delle Terme di Caracalla, 00100, Rome, Italy

FACSIMILE TRANSMISSION

Date: 27 October 1995

AGL Facsimile Despatch No. 2470

Page 1 of 1

To: Mr. Frank Hartvelt
UNDP

From: H. Wolter
Chief, AGLW

Our E-Mail: hans.wolter@fao.org
@CGNET.COM@INTERNET

Country: New York, N.Y. 10017 USA

Our Fax No: (39-6) 5225-6275

Fax No.: 212 906-6350

Our Telephone: (39-6) 5225-4702

If repetition required, please call back (39-6) 5225-3136

Facsimile transmission authorized by: H. Wolter, Chief, AGLW *HW*

Our Ref.: AGLW: UN 12/13.1

Your Ref.:

**In reply please mention
our subject code ref.
and date of this letter**

27 OCT 1995

Dear Frank,

I would like to refer to our recent discussion on the Global Water Partnership and on ways how FAO could contribute to the effort. In the meantime our management has agreed to make a financial contribution of \$ 30,000.- from this years budget. The amount should be used to pay for the service of a consultant during the preparation phase. The expectation is that this gesture would be understood as a sign of FAO's commitment to the idea of the partnership. Additional financial contributions in the next year are unlikely in view of the severe budget cuts, however, in kind contributions from our regional office and joint field programmes are a realistic possibility. We would like to explore these ideas further at the planned Stockholm meeting.

In order to initiate the transfer of the funds, I suggest that UNDP writes a letter to FAO (Attn. Mr. Sombroek) with a justification of the request and some information on how the money should be used. We will also require the account and routing number of the special account for the Global Water Partnership.

Looking forward to seeing you in Stockholm,

With best regards,

Yours sincerely,

Hans

H. Wolter

END

File GWP

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

DATE: 20-Sep-1995 07:57am

TO: See Distribution Below

FROM: Brian Grover, TWUWS (BRIAN GROVER)

EXT.: 30693

SUBJECT: PUBLICITY RE WATER

COLLEAGUES,

THE MAGIC OF INTERNATIONAL EM COMMUNICATIONS ENABLES ME TO ADVISE YOU, FROM JAKATA, OF THE ATTACHED SUMMARY OF RADIO AND TV COVERAGE RELATED TO THE SINGLE PRESS RELEASE GENERATED AUGUST 6 BY ISMAIL SERAGELDIN AND HIS MEDIA GUR MARSHALL HOFFMAN.

THIS IMPRESSIVE LIST OMITTS THE (PROBABLY) MORE IMPRESSIVE PRINT MEDIA COVERAGE. BRUCE - CAN YOU ASK SUSAN TO SEE WHETHER WE CAN SEE A SIMILAR SUMMARY OF PRINT MEDIA COVERAGE?

I SUSPECT THERE ARE LESSONS FOR US FROM THIS EXERCISE RE FUTURE PROMOTION OF THE . MOST IF NOT ALL OF THE MEDIA COVERAGE RECENTLY HAS BEEN IN RESPONSE TO THE SENSATIONAL "WATER CRISIS" STORY. UNFORTUNATELY THERE SEEMS TO BE VERY LITTLE COVERAGE RELATED TO THE STOCKHOLM SPEECH AND THE GWP ANNOUNCEMENT.

CHEERS,

BRIAN

DISTRIBUTION:

TO: John Briscoe	(JOHN BRISCOE)
TO: Bruce Gross	(BRUCE GROSS)
TO: ROBERT BOYDELL	(ROBERT BOYDELL @A1@DELHI)
TO: JERRY SILVERMAN	(JERRY SILVERMAN @A1@JKRTA)
TO: ALAIN MATHYS	(ALAIN MATHYS @A1@IVOIRE)
TO: TORE LIUM	(TORE LIUM @A1@KENYA)
TO: Jennifer Sara	(JENNIFER SARA)
TO: FRANK HARTVELT	(FRANK HARTVELT @A1@WBWASH)

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

DATE: 18-Sep-1995 05:00pm EDT

TO: ISMAIL SERAGELDIN (ISMAIL SERAGELDIN@A1@WBHQB)
TO: Mark Malloch Brown (MARK MALLOCH BROWN@A1@WBWASH)

FROM: Marie-Christine Bonzom, EXTCU (MARIE-CHRISTINE BONZOM@A1@WBWASH)

EXT.: 30697

SUBJECT: WATER CRISIS: RADIO+TV COVERAGE REPORT

This wraps up the radio and TV coverage arranged for the EARTH
FACES WATER CRISIS story.

The story was released on August 6 at 4pm Washington Time.

The main spokespersons were Ismail SERAGELDIN and Stephen
LINTNER. Other interviews were done by Brian GROVER and Luis
CHANG. John HAYWARD, Rafik HIRJI and Hassan Mohamed HASSAN
participated in that effort too and I gave a few interviews in
French.

I produced a B-Roll on this story. The tape included
soundbites with Ismail SERAGELDIN in English, French and
Arabic.

All three major TV news agencies broadcast a piece.

<u>U.S. RADIO</u>	<u>AUDIENCE</u>
ABC A piece was broadcast on August 6.	2200 stations
NBC/MUTUAL A piece aired on August 6 at 5pm.	2000 stations
AP BROADCAST A 3-minute live interview with Steve LINTNER aired on August 6 at 4:20pm.	1600 stations
CBS 2 items: 1/- A piece including interview with Steve was broadcast on the news at 5pm on August 6. 2/- Interview with Steve was featured on the "Charles Osgood File" on August 7.	500 stations
CNN RADIO Interview with Steve on August 6 at 5pm.	515 stations

NPR 500 stations
2 items:
1/- A piece using an interview with Ismail SERAGELDIN was broadcast on August 7.
2/- A "reader" was included in the morning news on August 7.

BLOOMBERG RADIO 200 stations
A piece including an interview with Steve was broadcast on their international affairs segment on August 7.

STANDARD RADIO 500 stations
An interview with Steve was broadcast on August 6.

TALK RADIO NEWS U.S.by satellite
An interview with Steve was broadcast on August 11 on their "Washington Day" program between 6 and 7pm.

WORLDWIDE RADIO AUDIENCE

VOICE OF AMERICA Worldwide
3 items:
1/- News item was aired on August 7.
2/- Feature piece, including interview with Ismail SERAGELDIN, was broadcast on August 7.
3/- Brian GROVER and John HAYWARD were guests on their one-hour talk and phone-in show called "Talk to America" on September 12.

VOA ENGLISH TO AFRICA SERVICE Africa
Interview with Steve was broadcast on August 7.

VOA FRENCH SERVICE Africa
An interview with me was broadcast on August 7 on their evening news.

BBC WORLD SERVICE Worldwide
5-minute interview with Steve. Aired on "Newshour" on August 6 at 11pm London Time.

BBC LATIN AMERICAN SERVICE Lat.America
Interview in Spanish with Luis CHANG aired on August 9.

BBC ARABIC SERVICE Arab World
Interview in Arabic with Hassan Mohamed HASSAN. Aired on August 8 at 7:30 am London Time.

BBC FRENCH SERVICE France+Africa
Interview in French with me. Broadcast on the evening news on August 8 and, as longer piece, on their morning edition on August 9.

COM RADIO

Spain

A live 10-minute interview in Spanish with Luis was broadcast on their rush hour current affairs program called "La Tarde es Nuestra", at 5:30pm, on August 9.

BFM

France

An interview in French with me was broadcast on August 7 on the evening news.

TELEVISION NEWS AGENCIES

AUDIENCE

REUTERS TV

Worldwide

A piece using our B-Roll was broadcast on August 6.

WTN

Worldwide

A piece using our B-Roll was broadcast on August 6.

AP TV

Worldwide

A piece using our B-Roll was broadcast on August 6.

TELEVISION

AUDIENCE

CNN

Worldwide

The International Affairs 30-minute program "Global View" was dedicated to water issues and featured Ismail SERAGELDIN as the guest for a 20-minute interview. Broadcast on August 19.

CNN HEADLINES NEWS

U.S.

A "reader" was broadcast on August 6.

BLOOMBERG TV

U.S.

A "reader" was broadcast on their "Bloomberg Business Report" on August 7.

BBC WORLD SERVICE TV

Worldwide

A piece using our B-Roll was aired on "The World Today" morning newscast on August 8.

BBC ARABIC SERVICE

Arab World

A piece using our B-Roll and an interview in Arabic with Ismail aired on August 7.

WORLDNET

Worldwide

A piece using our B-Roll was broadcast on August 7.

DEUTSCHE WELLE

Worldwide

A piece using our B-Roll was broadcast on August 7.

MBC Arab World
A piece using our B-Roll was broadcast on August 7.

CTV Canada
A piece using our B-Roll aired on their "Canada a.m." program (equivalent of "Good Morning America" here) on August 8.

TELEVISA-ECO Latin America
+Spain
Interview in Spanish with Luis. Broadcast on August 7.

NBC SPANISH Lat.America
Live 6-minute interview in Spanish with Luis on August 7 at 2pm Washington Time.

TELEMUNDO Lat.America
A piece using our B-Roll was broadcast on August 7.

EURONEWS Europe
A piece using our B-Roll was broadcast on August 8.

SVT 1 Sweden
A piece put together with our B-Roll was broadcast on August 7.

ANTENNA 3 Spain
A piece using our B-Roll was broadcast on August 7.

CANAL PLUS Spain
A piece using our B-Roll was broadcast on August 7.

TV 1 Portugal
A piece put together with our B-Roll was broadcast on August 7.

FRANCE 2 France
A long-form news documentary using our B-Roll is being prepared.

SENEGALESE TV Senegal
A piece put together with our B-Roll was broadcast on August 8.

ADDITIONAL COVERAGE THAT I ARRANGED: An interview with Luis CHANG for the Spanish daily paper "LA VANGUARDIA". The paper published a full page on our story complete with a chart on August 8 (p.13).

CC: PETER STEPHENS (PETER STEPHENS@A1@WBHQB)
 CC: SARWAT HUSSAIN (SARWAT HUSSAIN@A1@WBHQB)
 CC: STEPHEN LINTNER (STEPHEN LINTNER@A1@WBHQB)

CC: LUIS V. CHANG
CC: BRIAN GROVER
CC: John Hayward
CC: Salah Darghouth
CC: RAFIK HIRJI
CC: Rebeca Robboy
CC: David Theis
CC: Rest of Distribution Suppressed

(LUIS V. CHANG@A1@WBHQB)
(BRIAN GROVER@A1@WBHQB)
(JOHN HAYWARD@A1@WBWASH)
(SALAH DARGHOUTH@A1@WBWASH)
(RAFIK HIRJI@A1@WBHQB)
(REBECA ROBBY@A1@WBWASH)
(DAVID THEIS@A1@WBWASH)

13 September 1995

Johan
Dear Mr. Holmberg,

Thank you for your letter of 6 September 1995 confirming Sida's preliminary interest in hosting a meeting for prospective participants in the Global Water Partnership. I understand that you discussed the main points of your letter with my colleague Mr. Frank Hartvelt during his recent visit to Stockholm and that his clarifications were useful.

I am pleased to provide the following information on the specific points of your letter.

- UNDP and the World Bank are committed in principle to provide long-term core-funding to the Partnership. We very much appreciate your point about funding in addition to the level of funding for the current UNDP/World Bank Water and Sanitation Programme. Given the importance of the Partnership we will do our utmost to allocate the necessary resources within the framework of UNDP's priorities for the next cycle starting in 1997. Equally, bilateral cost-sharing or parallel funding will be essential to a successful partnership.
- the Partnership is best described in a discussion paper dated 3 March 1995 a copy of which is attached for ready reference (Mr. Hartvelt handed this paper to you in Stockholm). In our view this document represents a good basis for discussions and is sufficiently open-ended to accommodate the views of the prospective stakeholders. Between now and early December our colleagues in the World Bank and we are planning a number of preliminary consultations with prospective stakeholders in order to obtain their ideas which are critical for the creation of "ownership" of the partnership. Clearly, it is essential that we all proceed in a truly participatory manner.

/...

Mr. Johan Holmberg
Director
Department for Natural Resources and the Environment
Swedish International Development Cooperation Agency (SIDA)
S-105 25 Stockholm
Sweden
Fax: 46 8 612 0976 or 673 2141

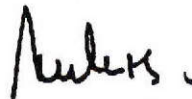
- The main purpose of the Partnership will be to support the improvement and expansion of water sector programmes while alleviating poverty and improving the environment. It has three interrelated strategic objectives : building national and local capacities; supporting sustainable investments; and incorporate learning into implementation. The Partnership should be able to influence "ordinary" programmes supported by UNDP, the World Bank and other development banks as well as bilateral agencies.

- The concept of the World Water Council is based on the need perceived by many agencies and water sector professionals for a global forum to exchange ideas on water issues in a comprehensive and integrated fashion. In contrast, the Partnership would be an operational country-based programme. Although we in UNDP sympathize with the idea of a global forum we are not yet in a position to commit ourselves to it.

I have been informed that Mr. Brian Grover, Manager of the UNDP/World Bank Water and Sanitation Programme, will visit you next Friday, 15 September and will be able to discuss the concept, consultative process and the meeting in some more detail. I also have been informed that Sida may positively consider a request to bear the cost of participants from developing countries to the meeting and perhaps other meeting costs. We do appreciate this gesture on the part of Sida.

Lastly, I am delighted to inform you that I plan to be in Stockholm at the time of the meeting which I understand is scheduled to take place from 5 to 6 December 1995.

Yours sincerely,



Anders Wijkman
Assistant Administrator and Director
Bureau for Policy and Programme Support

cc: Mr. Ismael Serageldin
World Bank

Mr. Roberto Lenton
Mr. Timothy Rothermel
Mr. Bruce Gross
Mr. John Briscoe
Mr. Guy LeMoigne



S-105 25 STOCKHOLM, SWEDEN

Telephone: + 46 (0)8-+46 8 728 5477

Fax: + 46 (0)8-+46 8 612 0976

From

Department for Natural Resources and the Environment
Lena Larsson

Ref. Nr.

***** FAX *****

12 September 1995

No. of pages (incl this page) 1/1

SENT (date/sign)

To

The World Bank
Mr Brian Groover
Division for Water and Sanitation
Washington
USA

Fax No.

202 477 6391

Re: Your visit

Dear Mr Groover,

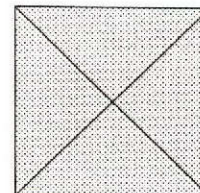
You are most welcome to a meeting this Friday September 15, at Sida between 11.00 - 13.00, including lunch.

Mr Jan Bjerninger, Head of Department for Southern Africa and Mr Johan Holmberg, Head of Department for Natural Resources and the Environment will be participating along with Mr Ingvar Andersson, Mr Jakob Granit and Mr Bengt Johansson from the Africa Section/Water.

Yours sincerely,

Lena Larsson
for Bengt Johansson

United Nations Development Programme



to: Anders Wijkman, Director
Bureau for Policy and Programme Support, UNDP
Roberto Lenton, Director
Sustainable Energy and Environment Division, UNDP
Tim Rothermel, Director
Science, Technology and Private Sector Division, UNDP

from: Frank Hartvelt, Deputy Director
Science, Technology and Private Sector Division, UNDP

date: 8 September 1995

subject: Global Water Partnership

I invite your attention to the following main points discussed with the Danish and Swedish governments during my recent mission.

- **Denmark (4 and 5 September 1995)**

meeting with

- Mr. Anders Serup Rasmussen, Head of Technical Advisory Service, Danida
- Mr. Jes Boye-Mollar, Senior Advisor, Danida

Danida is a major donor to the UNDP-World Bank Water and Sanitation Program. Mr. Rasmussen is interested in the idea of a Global Water Partnership and will convey Danida's views in October after consultation with Danida's water expert who is part of the Program's management team at the World Bank in Washington D.C.

Since Denmark is one of the top-donors to UNDP, Mr. Rasmussen expects UNDP to allocate sufficient inter-regional funds (US\$ 2-3 million annually) - together with an equal amount from the World Bank - to provide credible leadership and management of the Partnership if and when it materializes. He queried the small size of the Program's regional teams in New Delhi and Jakarta in terms of their meeting some of the vast needs in Asia. While I agreed with him in general, I pointed out some of the Program's achievements in the region (e.g. Indonesia, Philippines, China, Viet Nam, Laos and Pakistan) as described in the Program's annual report.

meeting with Mr. Jønch-Clausen, Managing Director Water Quality Insititute (VKI)

Mr. Jønch-Clausen reacted favorably to our invitation to join the task force for the preparation of the UNDP strategy paper on water. He will attend the brainstorming session on October 18 in New York.

- **Sweden (6 September 1995)**

meeting with

- Mr. Johan Holmberg, Director Department for Natural Resources and the Environment, Sida
- Mr. Ingvar Andersson, Head of Division, Department for Natural Resources and the Environment, Sida
- Mr. Bengt Johansson, Senior Programme Officer, Sida

Sida agrees with the idea of the Partnership. A favorable response is being prepared to Mr. Wijkman's request to finance and host the 'constituent' meeting in late 1995 during which the principal stakeholders of the future Partnership are expected to reach agreement on its objectives, activities, outputs and governance. Approximately 40-50 participants would be invited by UNDP and the World Bank from the principal UN agencies, developing countries and institutes (e.g. VKI Copenhagen, IHE Delft, IRC The Hague). SIDA's formal agreement would depend on UNDP's providing more details on the proposed Partnership ("putting flesh on the bones"). Like the Danes, Sida expects UNDP and the World Bank to finance at least US\$ 2 million each annually for the Partnership's core budget. I explained that 1996 would be a year of transition and that the Partnership is planned to become fully operational in 1997.

The tentative dates for the Stockholm meeting are 5-6 December 1995. Sida will request the Stockholm Environmental Institute (SEI) to organize the meeting. These arrangements were confirmed during a subsequent meeting with Ms. Gunilla Björklund of SEI.

- cc. John Briscoe, TWUWS, World Bank
Brian Grover, UNDP-World Bank Water and Sanitation Program
Bruce Gross, UNDP-World Bank Water and Sanitation Program
Piet Klop (STAPSD, UNDP)
Arienne Naber (STAPSD, UNDP)



Sida

S-105 25 STOCKHOLM, SWEDEN

Telephone: + 46 (0)8-+46 8 728 5467

Telefax: + 46 (0)8-+46 8 612 0976

***** TELEFAX *****

8 September 1995

No. of pages (incl this page) 1/3

SENT (date/sign)

From

Department for Natural Resources and
Environment
Bengt Johansson

To

The World Bank
John Briscoe
Washington
USA

Ref. Nr.

Telefax No.

009 1 202 477 0164

Global Water Partnership

Dear Mr Briscoe,

Please find enclosed for your information a copy of Sida's response to the letter from Mr Anders Wijkman regarding the Global Water Partnership.

I am looking very much forward to meet you in Stockholm next week.

Yours sincerely

Bengt Johansson

Senior Programme Officer, Department for Natural Resources and
Environment

cc

Ingvar Andersson, Department for Natural Resources and
Environment



Sida

6 September 1995

Department for Natural Resources and
Environment
Bengt Johansson

UNDP
Anders Wijkman
One United Nations Plaza
New York, NY 10017
USA

cc: Gunilla Björklund, SEI
Susanne Jakobsson, Ministry for
Foreign Affairs

Reference number

Your ref

GD-1995-0019
NATUR-1995-0143

Global Water Partnership

Dear Mr. Wijkman,

Börje Anders!

With reference to your letter dated 27 July 1995 and the meeting held during the Stockholm Water Symposium between representatives from UNDP, WB, SEI, the Swedish Ministry for Foreign Affairs and Sida, we hereby confirm Sida's preliminar interest in hosting a meeting for prospective participants in the Global Water Partnership. The practical arrangement for a possible meeting should be administered by the Stockholm Environment Institute.

However, before a formal decision can be made we need information on the funding of the planned Global Water Partnership. We believe that long-term core-funding by the World Bank and UNDP, in addition to the funding of the ongoing Water and Sanitation Program, is a prerequisite for success of the proposed GWP. Following consultations with the Ministry for Foreign Affairs we feel that the Partnership to be meaningful needs to be underwritten by some additional financial resources, presumably to be contributed by the World Bank and/or UNDP. Furthermore, we need additional information on the concrete content of the Partnership and which activities will be included. It is also important to explain more in detail the envisaged Partnership's relationship to the ordinary programmes supported by UNDP and the World Bank as well as its possible relation to other global initiatives such as the World Water Council.

In accordance with the discussions at the above mentioned meeting we envisage a meeting in November/December 1995 during a maximum of three days with forty to fifty participants. At least 10-15

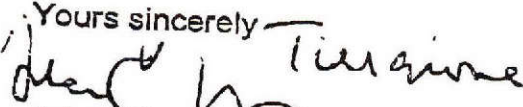
Sida

2

of the participants would come from developing countries, and we also assume that UNDP/WB will cover the costs for their participation.

We suggest that the proposed meeting be discussed more in detail during the envisaged visit by Mr John Briscoe from the World Bank in Stockholm in mid-September.

Yours sincerely



Johan Holmberg
Director, Department for Natural Resources and the Environment

27 July 1995

Dear Mr. Karlsson,

Subject: Global Water Partnership

Water scarcities and water pollution increasingly jeopardise the lives of millions of people in developing countries. This crisis will worsen continuously until countries improve their management of this precious resource. Fortunately, there is a growing global consensus on the fundamental principles to improve water management (as captured by the 1992 International Conference on Water and the Environment in Dublin). Unfortunately, few countries have yet succeeded in implementing these principles.

The United Nations Development Programme (UNDP) and the World Bank, the principal UN-system funding agencies, are already cooperating on several global water programs in more than 40 countries. Many bilateral, multilateral and non-governmental development organisations support these programs, one of which is the UNDP-World Bank Water and Sanitation Program. Responding to countries' demands for assistance in effectively addressing their water crises, it is proposed to create a Global Water Partnership.

Consolidating and building on existing programs, such a Partnership would fill the gaps in external assistance to integrated water resources management and foster its coherence, consistency and efficiency. It would take the lead in influencing and improving policies, and help generating sustainable investments in the water sector. The Partnership would have a strong field focus and presence through regional 'water groups'.

To help get this initiative off the ground, Mr. Serageldin of the World Bank and I plan, at the upcoming Stockholm Water Symposium, to invite potential partners to participate in developing the Global Water Partnership. These partners will include UN and bilateral agencies, non-governmental organisations as well as key developing country organisations and individuals.

Mr. Mats Karlsson
Under-Secretary
Ministry for Foreign Affairs
Box 16121
10323 Stockholm
Sweden

Sweden is one of the principal contributors to the UNDP-World Bank Water and Sanitation Program and is highly regarded for its support to integrated water resources management in Southern Africa. In this light, I would appreciate it if the Swedish Government, through SIDA, and the Stockholm Environment Institute would be willing to lend support and to sponsor a meeting for prospective participants in the Global Water Partnership in November or December this year. This constituent meeting would identify the chief gaps in assistance to improve water management, define field-based and global activities and products, consider governance and organisation structures and invite commitments of support to the Partnership.

I would hope that you favourably consider this request, which I will also send to SIDA and the Stockholm Environment Institute.

Yours sincerely,

Anders Wijkman

cc: Ismail Serageldin, World Bank

27 July 1995

Dear Mr. Göransson,

Subject: Global Water Partnership

Water scarcities and water pollution increasingly jeopardise the lives of millions of people in developing countries. This crisis will worsen continuously until countries improve their management of this precious resource. Fortunately, there is a growing global consensus on the fundamental principles to improve water management (as captured by the 1992 International Conference on Water and the Environment in Dublin). Unfortunately, few countries have yet succeeded in implementing these principles.

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Mr. Bo Göransson, General Director
Swedish International Development Agency
Stockholm
Sweden

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I would hope that you favourably consider this request, which I will also send to Foreign Ministry and the Stockholm Environment Institute.

Yours sincerely,

Anders Wijkman

cc: Ismail Serageldin, World Bank

27 July 1995

Dear Mr. Chadwick,

Subject: Global Water Partnership

Water scarcities and water pollution increasingly jeopardise the lives of millions of people in developing countries. This crisis will worsen continuously until countries improve their management of this precious resource. Fortunately, there is a growing global consensus on the fundamental principles to improve water management (as captured by the 1992 International Conference on Water and the Environment in Dublin). Unfortunately, few countries have yet succeeded in implementing these principles.

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Dr. M.J. Chadwick, Director
Stockholm Environment Institute
Lilla Nygatan 1
S-103 14 Stockholm
Sweden

Sweden is one of the principal contributors to the UNDP-World Bank Water and Sanitation Program and is highly regarded for its support to integrated water resources management in Southern Africa. In this light, I would appreciate it if the Swedish Government, through SIDA, and the Stockholm Environment Institute would be willing to lend support and to sponsor a meeting for prospective participants in the Global Water Partnership in November or December this year. This constituent meeting would identify the chief gaps in assistance to improve water management, define field-based and global activities and products, consider governance and organisation structures and invite commitments of support to the Partnership.

I would hope that you favourably consider this request, which I will also send to the Foreign Ministry and SIDA.

Yours sincerely,

Anders Wijkman

cc: Ismail Serageldin, World Bank



Record Removal Notice

File Title The World Bank - TWUWS - Global Water Partnership - Water and Sanitation - Documents and Correspondence		Barcode No. 1811395		
Document Date August 24, 1995	Document Type Facsimile			
Correspondents / Participants To: Mr. Frank Hartvelt, Deputy Director, STAPSD From: Brian Grover, Manager, UNDP-World Bank Water and Sanitation Program				
Subject / Title Staff Assistance for Building Global Water Partnership				
Exception(s) Personal Information				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"><tr><td>Withdrawn by Kim Brenner-Delp</td><td>Date November 2, 2023</td></tr></table>	Withdrawn by Kim Brenner-Delp	Date November 2, 2023
Withdrawn by Kim Brenner-Delp	Date November 2, 2023			

Statement by
ANDERS WIJKMAN
Assistant Administrator and
Director, Bureau for Policy and
Programme Support, UNDP

to
The Stockholm Water Symposium
11 August 1995

1. It is an honor to be with you here today! Having followed closely the Stockholm Water Symposium ever since its start, I can give witness as to the importance of conferences like this. We do need - awareness-creation activities like this. We also need to develop multi-sectoral partnerships and cross-cutting problem solving mechanisms. The Stockholm Water Symposium provides an excellent platform for all this.

2. My task here is not to dwell into a description or survey with regard to the water crisis in different parts of the world. Ismael Seragelding as well as Sandra Portel have very eloquently analyzed the problems and given a lot of strong arguments for concerted action.

3. One thing is absolutely clear. Demands for freshwater are growing. For hundreds of millions of people shortage of water is a major obstacle to development. Because of population growth and unsustainable use of water in many parts of the world, water scarcity and water stress - to use the terminology of Mrs. Falkenmark - that technical fixes will prevent -any resource constraint - will affect more and more poor people in the years to come.

4. Some 25 years ago the Club of Rome presented its report "Limits to Growth". In it the Club warned that growing populations and growing economies would result in shortages of key resources in the years to come. The Report was dismissed by many experts. The Club was said to have a too pessimistic outlook. Technologies would improve and thus off-set any problem of supply. This kind of attitude, is still prevailing all over the world.

5. Let me make one thing clear. The Club of Rome Report was too static in its view. Technology change has meant a lot. However, I think we all agree today that there is a lot of truth in the basic message of the Report. There are limits to growth. Water is one obvious example. Another one is the overall capacity of the global eco-system to absorb the many waste products our society produce. There is indeed a risk today that our culture will literally drown in its own waste products.

6. When looking at water management from the perspective of developing countries, a number of problems come to the fore:

- In most countries, there are serious institutional and policy weaknesses, such as fragmented planning and management, as well as pricing policies which do not encourage efficiency - on the contrary.
- Water is most often looked upon as a sector issue..
- Water management most often is characterized by top-down regimes, thus not benefitting from

participation of the people concerned.

7. Malin Falkenmark often refers to the phenomena of "water blindness" in our culture. When Malin first introduced this concept most people thought she exaggerated. Many of us felt criticized since we felt we had done quite a lot in terms of water projects, dams, small scale pumps, irrigation, sewage treatment, etc.

Today we know that Malin was right. Much more ought to be done -both in terms of research and analysis and in terms of action.

In particular there is a need to look much more carefully at the inter-sectoral dynamics. Environment in general -and water in particular- can no longer be treated as sector issues.

8. In order to give our contribution to a more integrated approach to water and water management, the World Bank (WB) and the United Nations Development Programme (UNDP) have decided to invite governments, development cooperation agencies, other UN agencies, research institutions as well as private sector, and NGO's to what we label a Global Water Partnership.

9. The World Bank and UNDP are already collaborating in a number of water projects and programmes. Multilateral, bilateral and specialized agencies run their own projects in the water sector. Most of these programmes, however, are sector-oriented, thus leaving critical strategic gaps.

There is fragmentation but there is also a foundation on which to build.

10. The Global Water Partnership would aim at

- (a) consolidating existing WB/UNDP programmes and bringing together key partners from different sectors;
- (b) pooling resources to assist countries to build capacity, to improve management of water and to put into place cross-sectoral policies;
- (c) helping to identify strategic gaps - in particular from the point of view of integrated cross-sectoral approaches;
- (d) helping to set up regional cooperative schemes;
- (e) helping to promote the dissemination of eco-technologies in developing countries;
- (f) supporting programmes - not least involving women.

11. In partnership, the World Bank and UNDP are well suited to take a leading role in this field. The World Bank with its analytical capacity and its access to significant financial resources. The United Nations Development Programme with its field offices, its traditional role as dialogue partner to developing countries governments and its role as aid coordinator. Through our network of field offices we also have a unique opportunity to disseminate best practices.

12. We are still in the early stages of developing this Partnership. Hence, today we are not launching a full-scale project where priorities are fixed and a plan of action agreed upon. Rather, what we do is to invite others concerned about these problems to join us in this partnership and together with us develop it into an effective imaginative and dynamic programme. The soundings

so far have been positive -among UN agencies as well as among bilateral donors.

We hope to have the Swedish Government to support us to organize a workshop later on in the year to allow interested potential partners to discuss with us how to organize the Partnership most efficiently!. Outside the room you will find a small brochure explaining. Please contact us!



UNDP-World Bank Water and Sanitation Program

OFFICE MEMORANDUM

DATE: August 9, 1995

TO: See Distribution

FROM: Brian Grover, Manager *BG*
UNDP-World Bank Water and Sanitation Program

EXTENSION: 30693

SUBJECT: Inquiries regarding the Global Water Partnership

In Stockholm on Monday, August 14, the Global Water Partnership is to be announced by Mr. Ismail Serageldin and Mr. Anders Wijkman of UNDP.

We may anticipate inquiries on this topic.

Attached for your information is the summary announcement, points for a suggested response, and telephone and fax numbers of the Steering Committee that was determined at the July 18 meeting with UNDP. You may want to share this information with relevant colleagues, including support staff who may receive related telephone calls.

cc: S. Lintner, A. Busia, M. Hatzios, R. Hirji, C. Lundin, R. Paton, J. Post, R. Robelus, M. Sahori, H. van Veldhuizen, ENV
Guy LeMoigne, Randall Purcell, David Steeds, AGR
Paula Stone, Chantall Fox, Bruce Gross, Susan Lee, TWUWS

Global Water Partnership

Suggested Response to Inquiries

1. A follow-up meeting will be held in about November, possibly in Sweden, to bring together potential partners from the international community and developing countries.
2. Names of potential partners expressing interest in GWP (in response to Stockholm announcement/invitation) will be forwarded to Steering Committee. Inquirers should send letter of interest to John Briscoe.
3. Steering Committee will meet within the next two months to decide on followup steps, including meeting of interested partners. The Steering Committee includes:

Roberto Lenton, UNDP
Guy LeMoigne, World Bank
Tim Rothermel, UNDP
Brian Grover, World Bank
Steven Lintner, World Bank

4. Newly available materials:

Announcement and Invitation -- Creating a Global Water Partnership brochure

Speech -- Transcript from Stockholm speech of August 14/95 by Serageldin

ESD Publication -- Toward Sustainable Management of Water Resources by Ismail Serageldin (based on Cairo speech of November/94)

Minutes -- Record of July 18 planning meeting of UNDP and World Bank in Washington on the Partnership

5. Keep Global Water Partnership mailing lists:
 - internal UNDP
 - internal World Bank (all water sectors)
 - external

**Steering Committee
of the
Global Water Partnership**

United Nations Development Programme

Roberto Lenton, Director
Sustainable Energy and Environment Division
One United Nations Plaza
New York, NY 10017
Tel: 212-906-5705
Fax: 212-906-6973

Tim Rothermel, Director
Science, Technology and Private Sector Division
One United Nations Plaza
New York, NY 10017
Tel: 212-906-5856
Fax: 212-906-6350

World Bank

Guy LeMoigne, Senior Agriculture and Natural Resources Adviser
Agriculture and Natural Resources Department
1818 H Street, N.W.
Room N8-055
Washington, DC 20433
Tel: 202-473-0342
Fax: 202-334-0568

Stephen Lintner, Principal Environmental Specialist
Land, Water and Natural Habitats Division
1818 H Street, N.W.
Room S5121
Washington, DC 20433
Tel: 202-473-2508
Fax: 202-477-0568

Brian Grover, Manager
UNDP-World Bank Water and Sanitation Program
Water and Sanitation Division
1818 H Street, N.W.
Room S4-055
Washington, DC 20433
Tel: 202-473-0693
Fax: 202-477-0164/522-3228

AN INVITATION

The UNDP and the World Bank invite other partners to join them in addressing the long-term challenges facing the water sector, by participating in the development of the Global Water Partnership (GWP).

The scope of many of the challenges is clear, but the final design of the GWP has yet to be determined. A follow-up meeting will be scheduled before the end of 1995 to bring together key participants from developing countries and the international community to plan the GWP.

The success of this venture--and of its objective to improve the management of water as a scarce resource--ultimately depends on the participation of key actors at all levels.

For further information, please contact:

Roberto Lenton, Director
Sustainable Energy and Environment Division
United Nations Development Programme
One United Nations Plaza
New York, New York 10017
USA

Phone 1-212-906-5705
Fax 1-212-906-6973

John Briscoe, Chief
Water and Sanitation Division
The World Bank
1818 H Street, NW
Washington, DC 20433
USA

Phone 1-202-473-5557
Fax 1-202-522-3228

CREATING A GLOBAL WATER PARTNERSHIP



AN ANNOUNCEMENT AND INVITATION

AT THE

STOCKHOLM WATER SYMPOSIUM

AUGUST 14, 1995

THE CHALLENGE

Water scarcity and water pollution increasingly jeopardize the lives of millions of people in developing countries. The crisis will worsen until countries improve their management of this essential resource.

Fortunately, an international consensus has emerged on the fundamental principles to improve water management. These principles have been endorsed at conferences on water and the environment in Dublin and Rio de Janeiro. They include:

- Water is a scarce resource and should be treated as both a social and an economic good.
- Water should be managed at the lowest appropriate level, using demand-based approaches and involving stakeholders, particularly women, in decision making.
- Water should be managed within a comprehensive framework, taking cross sectoral considerations into account.

These principles must now be translated into practice.

THE CONCEPT

The challenges facing the water sector will require more coherent and integrated approaches in the years ahead. Calls for improved approaches have been coming both from the country level and from the international community. It is in response to these demands that the concept of a Global Water Partnership (GWP) has emerged.

The GWP aims to achieve a dual objective: to support country-level activities adopting the internationally-endorsed principles and to bring a global perspective to these activities.

There are a number of existing collaborative programs funded by UNDP, the World Bank, and external support agencies. Multilateral and specialized agencies have their own mandates in the water sector. These programs are almost always targeted by subsector and often by country, leaving critical strategic gaps. Despite this fragmentation, there is a foundation on which to build.

The GWP would consolidate the existing UNDP-World Bank programs, and bring together key partners, not just from water supply and sanitation, but from irrigation, the environment, and other subsectors. It would help pool resources for "upstream" development, thereby contributing to more effective country-level programs and projects. It would also identify strategic gaps and develop tools, expertise, and specialized programs to address them.

More effective use of water will occur as the result of actions at all levels. The GWP will provide knowledge and assistance, and help countries make the critical linkages necessary to bring about often difficult reforms.

The GWP will start with the field structure of the UNDP-World Bank Water and Sanitation Program, but will later expand the scope of services, activities, and products in response to demand.

THE FOUR MAIN FEATURES

The GWP will have four main features:

- **Integrated Programs at the Regional and National Levels.** The key to success of the Partnership will be its ability to promote and support high quality, integrated programs at the regional and national levels that adopt the Dublin/Rio principles.
 - **Capacity building.** Capacity building involves policies, institutions, and people. At the policy level, the GWP will help countries improve the "rules" governing the water sector in its broadest context. The GWP will assist institutions to improve the ways in which they operate and collaborate. Training will be offered.
 - **Sustainable Investments.** The GWP will support the preparation and testing of innovative, integrated approaches to sustainable investments. A key concern will be planning projects that deal with competing demands for water from various user groups.
 - **Global Orientation for Learning Across Frontiers.** The GWP's global orientation offers significant opportunities for learning across frontiers. The lessons from the regional, national and local levels will be disseminated to target audiences through a variety of traditional and innovative, user-friendly mechanisms.
-

Done
8/4/05
DWC

Be sure to send
copies to:

Guy LeMoigne ^{nee & address}


Mantha Koch-Woser

Shaviki Barykonti

5 copy of minutes + ¹⁰ brochures
to Piet Klop, UNDP by DHL

100 brochures to John Briscoe
c/o Chantal

THE WORLD BANK GROUP

ROUTING SLIP		DATE: August 4, 1995	
NAME			ROOM. NO.
TWUWS staff			
RWSG Managers			
Participants from the July 18th meeting on the Global Water Partnership			
<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: Global Water Partnership			
REMARKS:			
Attached are the minutes from the July 18 meeting on the Global Water Partnership and a brochure to be distributed at the Stockholm Water Symposium on August 14.			
FROM John Briscoe 		ROOM NO. S4-117	EXTENSION 35557

**SUMMARY OF UNDP AND WORLD BANK MEETING
ON THE GLOBAL WATER PARTNERSHIP**

JULY 18, 1995, WASHINGTON, DC

A one-day meeting was held on July 18 in Washington to allow UNDP and the World Bank an opportunity to discuss the creation of a Global Water Partnership (GWP). The notion of a Global Water Partnership had been previously outlined in a discussion paper and jointly reviewed by UNDP and the World Bank, with a number of other organizations, as a way to address the need for more integrated approaches to water resources management.

The group agreed to the Partnership concept and on a short-term action plan to move it forward. The action plan includes steps to open the dialogue on the GWP to other major organizations active in the sector. The GWP remains in a formative stage, with the shape, scope, governance, and organizational structure yet to be defined. The success of the venture will depend on the extent to which UNDP and the World Bank engage such partners early on in the process of taking it from concept to reality.

Below is brief summary of the main discussion points of the meeting. The agenda and list of participants are attached.

Introductions

The meeting opened with statements from John Briscoe of the World Bank and Roberto Lenton of UNDP. Mr. Briscoe noted that calls for more integrated approaches were coming from the "bottom up" from the field as well as from the "top down" from various international conferences. He emphasized that the GWP needed to preserve a field orientation of the current UNDP-World Bank Water and Sanitation Program and that the process of how to develop the GWP was critical.

Mr. Lenton noted that there were both changes and continuities in the water resources sector. He mentioned changes such as less core funding and the emergence of new actors on the scene. He stated that the meeting could help move the GWP forward, but that it did not have to come to closure on some of the outstanding issues. The GWP should be different in scope from the Water and Sanitation Program; the partners will change and larger players will have to be involved.

Perspectives on the Global Water Partnership

A general discussion followed which focused on: the need for a clearer statement of GWP objectives; strategies to bring in large ESAs (including regional development banks); how to deal with donor fragmentation and targeted interests; and the "windows" concept. There was considerable support for taking an incremental approach to the GWP that builds upon what is

already in place. The group discussed the dilemma of how to move quickly to capture opportunities, but also take time to build ownership of the GWP.

Substantive Issues and Products

The group held a brainstorming session to identify the substantive issues and potential products of the GWP. The GWP should seek to focus on innovative ways to translate the Dublin/Rio principles into practice. It must deliver a range of demand-driven products, define gaps and its comparative advantage, and avoid duplicating existing programs or services.

The group recognized the need for the GWP to achieve a dual goal: to facilitate country-level activities and to provide a global vision which encompasses the internationally endorsed principles of water management. The GWP could help agencies work together to meet client demands and exchange lessons and best practices across countries and regions. Building upon the successful structure of the Water and Sanitation Program, it would maintain the focus on three areas: capacity building, supporting sustainable investments, and learning and dissemination.

After a discussion of how the GWP would differ from previous efforts, the group concluded that an important role of the GWP would be to fill strategic gaps in the sector. The group listed a few examples of where such strategic gaps currently exist, with no single organization able to respond to requests for assistance. In addition to the ongoing work on community-based approaches by the Program, the list included the following: regulation, pricing/markets, environmental operations, utility restructuring, and integrated water resources management.

Organization and Governance

William Cosgrove had been asked to prepare a paper on governance options. He presented his findings and options to open the discussion of the GWP's governance structure. This was based on a review of existing mechanisms and their advantages and disadvantages for the GWP. The group felt strongly that it should not get diverted on the details of the governance before other potential partners had a chance to provide input. The governance and organizational structure is likely to take shape over the next few months as a greater number of agencies become involved; the structure must respond to, not dictate, the size and scope of the GWP.

Next Steps

The final discussions of the day focused on next steps to move the GWP forward. The group discussed ideas for the August 14 GWP announcement at the Stockholm Water Symposium to be delivered by World Bank VP Ismail Serageldin and UNDP Assistant Administrator Anders Wijkman. They agreed that the announcement should:

1. indicate that the World Bank, UNDP and some other agencies are moving toward a "Partnership" approach in their policies and operations; and
2. offer an invitation to partners to join the process of creating the GWP.

The group agreed to the following four next steps:

1. Form an interim steering committee that will convene in three or four weeks to define and oversee the next set activities. The committee will include Roberto Lenton, Guy LeMoigne, Tim Rothermel, Brian Grover, and Steven Lintner.
2. The World Bank will take the lead on the following:
 - a) Produce a record of this meeting by July 27.
 - b) Revise the governance paper to explore additional options.
 - c) Produce a brochure to accompany the Stockholm GWP announcement.
3. Tim Rothermel and Roberto Lenton will explore the possibility of a follow-up conference to be hosted by Sweden this fall. The steering committee will also take responsibility for the agenda and list of participants.
4. This full group will meet again if deemed necessary by the Steering Committee on September 25 in either New York or Washington.

The meeting concluded with statements from some participants who felt that the day was productive and that their expectations had been met.

GLOBAL WATER PARTNERSHIP
UNDP-WORLD BANK PLANNING RETREAT

Tuesday, July 18, 1995
9:00 AM to 4:00 PM

The Nest, Willard Hotel
14th & Pennsylvania Avenue, NW

Proposed Agenda

- Welcome and Introductions
- Review of agenda
- Perspectives on Global Water Partnership (GWP):
 - World Bank: John Briscoe
 - UNDP: Roberto Lenton
- Substantive issues for GWP
 - “Windows”
- Expected Products of GWP
 - Field-based activities and products
 - Global activities and products
- GWP Organization and Governance
 - Potential Partners
- Next Steps:
 - Immediate
 - Medium term

Coffee, juice, and Danish will be available first thing in the morning

Lunch will be served

GLOBAL WATER PARTNERSHIP
UNDP-WORLD BANK PLANNING RETREAT

Tuesday, July 18, 1995

UNDP Participants

Sustainable Energy and Environment Division (SEED)

Roberto Lenton, Director
Luis Gomez-Echeverri, Deputy Director

Science, Technology and Private Sector Division (STAPSD)

Tim Rothermel, Director
Frank Hartvelt, Deputy Director
Piet Klop, Programme Officer

World Bank Participants

Letitia Obeng	Environmentally Sustainable Development Division (AFTES)
John Hayward	Agriculture & Water Team (EMTAW)
Francois-Marie Patorni	Infrastructure & Urban Development Division (EDINU)
Keith Oblitas	Agriculture & Water Operations Division (SA2AW)
Steve Lintner	Land, Water & Natural Habitats Division (ENVLW)
David Steeds	Natural Resources Division (AGRNR)
Randall Purcell	Natural Resources Division (AGRNR)
John Briscoe	Water & Sanitation Division (TWUWS)
Brian Grover	UNDP-World Bank Water and Sanitation Program
Bruce Gross	UNDP-World Bank Water and Sanitation Program
Alexandra Gross	UNDP-World Bank Water and Sanitation Program

UNDP-World Bank Water and Sanitation Program Evaluation Team

William Cosgrove
Jerry delli Priscoli

one copy

FORM NO. 75
(6-83)

THE WORLD BANK/IFC

ROUTING SLIP	DATE: 8/4/95
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NAME	ROOM NO.
envs: Le Moigne	
Luther	
Grover	
Briscoe	

APPROPRIATE DISPOSITION	NOTE AND RETURN
APPROVAL	NOTE AND SEND ON
CLEARANCE	PER OUR CONVERSATION
COMMENT	PER YOUR REQUEST
FOR ACTION	PREPARE REPLY
INFORMATION	RECOMMENDATION
INITIAL	SIGNATURE
NOTE AND FILE	URGENT

REMARKS:

Text of the letters from UNDP to Sweden re: follow-up support to the GWP.

FROM: Bruce Ginn	ROOM NO.: 54139	EXTENSION: 33080
-------------------------	------------------------	-------------------------

27 July 1995

Dear Mr. Karlsson,

Subject: Global Water Partnership

Water scarcities and water pollution increasingly jeopardise the lives of millions of people in developing countries. This crisis will worsen continuously until countries improve their management of this precious resource. Fortunately, there is a growing global consensus on the fundamental principles to improve water management (as captured by the 1992 International Conference on Water and the Environment in Dublin). Unfortunately, few countries have yet succeeded in implementing these principles.

The United Nations Development Programme (UNDP) and the World Bank, the principal UN-system funding agencies, are already cooperating on several global water programs in more than 40 countries. Many bilateral, multilateral and non-governmental development organisations support these programs, one of which is the UNDP-World Bank Water and Sanitation Program. Responding to countries' demands for assistance in effectively addressing their water crises, it is proposed to create a Global Water Partnership.

Consolidating and building on existing programs, such a Partnership would fill the gaps in external assistance to integrated water resources management and foster its coherence, consistency and efficiency. It would take the lead in influencing and improving policies, and help generating sustainable investments in the water sector. The Partnership would have a strong field focus and presence through regional 'water groups'.

To help get this initiative off the ground, Mr. Serageldin of the World Bank and I plan, at the upcoming Stockholm Water Symposium, to invite potential partners to participate in developing the Global Water Partnership. These partners will include UN and bilateral agencies, non-governmental organisations as well as key developing country organisations and individuals.

Mr. Mats Karlsson
Under-Secretary
Ministry for Foreign Affairs
Box 16121
10323 Stockholm
Sweden

Sweden is one of the principal contributors to the UNDP-World Bank Water and Sanitation Program and is highly regarded for its support to integrated water resources management in Southern Africa. In this light, I would appreciate it if the Swedish Government, through SIDA, and the Stockholm Environment Institute would be willing to lend support and to sponsor a meeting for prospective participants in the Global Water Partnership in November or December this year. This constituent meeting would identify the chief gaps in assistance to improve water management, define field-based and global activities and products, consider governance and organisation structures and invite commitments of support to the Partnership.

I would hope that you favourably consider this request, which I will also send to SIDA and the Stockholm Environment Institute.

Yours sincerely,

Anders Wijkman

cc: Ismail Serageldin, World Bank

27 July 1995

Dear Mr. Göransson,

Subject: Global Water Partnership

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Mr. Bo Göransson, General Director
Swedish International Development Agency
Stockholm
Sweden

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Yours sincerely,

Anders Wijkman

cc: Ismail Serageldin, World Bank

27 July 1995

Dear Mr. Chadwick,

Subject: Global Water Partnership

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Dr. M.J. Chadwick, Director
Stockholm Environment Institute
Lilla Nygatan 1
S-103 14 Stockholm
Sweden

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I would hope that you favourably consider this request, which I will also send to the Foreign Ministry and SIDA.

Yours sincerely,

Anders Wijkman

cc: Ismail Serageldin, World Bank

File ~~DATA~~

Copies - John
Bonne
Alex

Internal UNDP meeting on the Global Water Partnership (GWP), 17 July 1995

present: Anders Wijkman (BPPS)
Sally Timpson (BPPS)
Camilla Otto (BPPS)
Roberto Lenton (SEED)
Luis Gomez-Echeverri (SEED)
Firouz Sobhani (SEED)
Tim Rothermel (STAPSD)
Frank Hartvelt (STAPSD)
Piet Klop (STAPSD)
Arienne Naber (STAPSD)
Sharon Capeling-Alekija
Thierry Lemaesquier (SDPED)
Sabir Cheema (MDGD)
Robertson Work (MDGD ?)
Suzanne ? (UNCDF)
Caitlin Wiesen (RBA)
Christian Lehembre (RBA)
Amal Medani (?) (RBAS)
Annie Roncerel + ? (RDEC)

Points of Discussion and Their Clarification

Due to time limitations, many of the issues raised could not be adequately discussed. However, many can be clarified:

- UNDP leadership and visibility

UNDP would manifest itself through its people-centered approach (Sustainable Human Development), as well as through its focus on capacity building. The World Bank would lead in terms of investments and financial clout. Ten years of UNDP-World Bank Water and Sanitation Program has demonstrated that, based on their respective institutional roles, UNDP and the World Bank can operate in full partnership. It is incorrect to take the World Bank's role as the GWP's executing agency for hegemony in its policy and strategy.

- UNDP's substantive capacity

Since UNDP is supposed to avail itself of the technical expertise of executing agencies, it should not build its own substantive capacity, beyond overall policy and management issues.

- UNDP's water strategy

BPPS is currently preparing a position paper on 'water'. A first draft will be floated early September for comments from selected field offices, the regional bureaux and other units within UNDP. The paper will forge a consensus on UNDP's involvement in water resources management, water supply and sanitation, etc. It will link 'water' with UNDP's four priority areas: poverty, employment, gender and environment. Governance issues (water policy coordination and operational decentralization) and conflict prevention (competition of water) are just two of the cross-thematic linkages the paper will make. Furthermore, the position paper will bear out the principles of sound water resources management as endorsed by developing countries and the donor community at conferences in Delhi (1990), Delft (1991), Dublin (1992), Rio (1992), Noordwijk (1994).

- Related programs

The GWP will have to specifically address its 'interface' with related programs as GEF and Capacity 21.

- Capacity building

The GWP is a program designed to build indigenous capacity. Its capacity building activities will 'anchor' the Partnership in participating countries. The GWP adds an (inter)regional 'structured learning' component.

- Demand-driven

The GWP is conceived as a demand-driven program par excellence: its operations are decentralized to Regional Water Groups that will be able to respond to specific country demands.

- Poverty elimination and food security

The GWP will continue alleviating household poverty by its water supply and sanitation services for the rural and peri-urban poor. Through its irrigation and drainage component, it will contribute to food-security.

- Pre-investment

If UNDP would decide that it should no longer be funding pre-investment programs, it could stop pursuing partnerships with the World Bank (or any other banks for that matter). However, it is understood that UNDP is currently reviewing its collaboration with a rapidly changing World Bank.

- Follow-up investment

It is the countries that will decide whether to approach the World Bank or other financial institutions for follow-up investments. The UNDP-World Bank Water and Sanitation Program has successfully demonstrated that community-based projects can be bankable. The Program influenced some \$4 billion of follow-up investments, mostly financed by the World Bank, also from 'social development funds'.

Next to its aim of influencing large-scale ventures, the GWP would certainly facilitate small-scale investments at community-level, based on the ability and willingness to pay.

- Governance of the GWP

Current thinking has it that the GWP would be governed by a consultative group, chaired by UNDP and composed of developing countries and donor agencies' representatives. It is also foreseen that each region (ie. each Regional Water Group) will have its own consultative group, so that regional characteristics and concerns can be addressed adequately.

- Countries' part

A number of developing countries have directly or indirectly influenced the Partnership concept (at meetings, conferences, through Regional water and Sanitation Groups).

- Staffing of regional water groups

The regional water groups will be staffed according to the demand for their services. It is anticipated that current Regional Water and Sanitation Groups will be complemented with expertise on capacity building, water resources planning, irrigation and drainage, water quality etc. Like the UNDP-World Bank Program, the GWP will make extensive use of local experts and consultants. Both WHO as FAO have indicated their commitment to make available the required expertise from their regional offices and head quarters.

- Why the rush

Donors want it, the World Bank is prepared to enter into a full partnership, and (if the GWP is to start in 1997) decisions need to be taken now.

Further in-house consultations will increase the level of understanding of and commitment to the GWP. It must be realized that UNDP donors as well as developing countries are favoring this initiative, as evidenced by their comments at the annual UNDP-World Bank Program and IPTRID meetings.

Based on previous discussions, the following units of UNDP have expressed themselves in favor of the GWP concept:

unit	position vis-à-vis GWP
Administrator	positive in principle
RBAP	positive
RBA	positive
RDEC	positive
STAPSD	positive
SEED	positive, subject to water strategy
CDF	positive

Other UN-agencies have expressed themselves in favor, albeit with some substantive or procedural reservations:

agency	position vis-à-vis GWP
FAO	positive, ref. letter 4 July 1995
WHO	positive, ref. letter 3 July 1995
UNEP	initial reservations, but in favor (subject to agreement on modalities)
UNICEF	initial reservations, but in favor (subject to agreement on modalities)
DDSMS	reservations, not full partner
Africa Initiative (UN-system)	UNEP welcomed existing mechanisms of delivery