Creating A Global Water Partnership

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SUMMARY

Water scarcity and water pollution increasingly jeopardize 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 now global consensus on the fundamental principles to improve water management. These have been agreed and enunciated at several international conferences recently, particularly in Delhi, Dublin, Rio, and Noordwijk. Unfortunately, few countries have yet succeeded in implementing these principles.

UNDP and the World Bank address water issues throughout the developing world and are already cooperating on several global water programs. The best known are the UNDP-World Bank Water and Sanitation Program and the International Program for Technology Research in Irrigation and Drainage, or IPTRID.

This paper proposes the creation of a "Global Water Partnership", spearheaded by the UNDP and World Bank, to assist countries in effectively addressing their water crises. The Partnership would take the lead in influencing and improving policies, and would help to generate investment projects in the water sector which implement the key Dublin/Rio principles. The Partnership would consolidate and build on existing UNDP and World Bank cooperative programs, which are active in more than 40 countries and supported by many bilateral, multilateral, and non-governmental development organizations. Other partners would be encouraged to participate in and expand the Partnership.

UNDP and the World Bank would take the responsibility to arrange the financial foundation for the Partnership and support the core activities of the global network. Support from other partners would be used mainly for regional and country level activities.

The Partnership concept is being discussed and refined within UNDP and the World Bank, as well as with other U.N. and bilateral agencies. Comments on earlier drafts have resulted in significant changes in this evolving paper. Additional comments, ideas, and support are welcome.

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1. *INTRODUCTION*

In almost every religion and culture, water is a symbol of life, healing, fertility, and purification. Religious texts and myths have long recognized the complex and multi-functional role of water -- its vital role in the environment, its impacts on food production, and its fundamental influence on the viability of human settlements. All life depends on water. But, at an alarming pace, water is becoming increasingly scarce and polluted -- especially in the developing countries.

In response to this threat, local, national, and international organizations are placing increasing emphasis on improving water policies, strategies, and programs. Both UNDP and the World Bank address the entire spectrum of water management and utilization issues throughout the developing world. Together, these organizations have demonstrated strong leadership by developing a series of related initiatives designed to address water issues on a global basis. This paper has been prepared by UNDP and World Bank staff with the goal of reaching a consensus and generating initial support for a Global Water Partnership to address problems in a more comprehensive fashion.

Enlightened leaders in developing countries and the international community recognize the gravity of the situation. Their sense of alarm has given rise to a recent series of international conferences to explore potential solutions to the looming water crisis. Not surprisingly, freshwater concerns are among the most prominent in the "Agenda 21" issued at the close of the U.N. Conference on Environment and Development (UNCED in Rio, September 1992).

Drawing upon the important lessons from both industrialized and developing countries, a strong and clear consensus has emerged on the fundamental principles that must be put into practice to improve the management of water resources and water-related services. As stated in the United Nations sponsored International Conference on Water and the Environment (Dublin, February 1992), these principles can be summarized as:

- water must be managed in a holistic way, taking interactions among users and environmental impacts into account;

- institutional arrangements must be reformed so that stakeholders are fully involved in all aspects of policy formulation and implementation. This means that management must be devolved to the lowest appropriate level, with an enhanced role for NGOs, community groups, and the private sector;

- women must play a central part in the provision, management, and safeguarding of water; and

- water must be managed as an economic resource as well as a resource for meeting basic human needs.

The attention of the development community has, appropriately, turned to the translation of the Dublin/Rio principles into action. The World Bank's 1993 policy paper on Water Resources Management, for example, adopts this new approach, building on the lessons of experience.

Two recent events following on the international conferences in Delhi, Dublin, and Rio attest to the unprecedented alignment of External Support Agencies (ESAs) and policymakers throughout the developing world: the Ministerial Conference on Drinking Water and Environmental Sanitation (Noordwijk, March 1994) hosted by the Dutch Government; and the April 1994 meeting on water resource management of the Development Assistance Committee of the OECD (Paris, April 1994). The internationally agreed upon principles are now being widely adopted by both developing countries and the ESAs in order to formulate water resource management policies and programs that are economically, environmentally, socially, and financially sustainable.

2. *THE GROWING WATER CRISIS*

A. *The Problem*

The vital role that water plays in human development -- and the growing threat -- has become increasingly clear. Increased water use has been pivotal to some of the world's major development triumphs. Over the past thirty years, for example, half of the growth in global food supplies has come from expanding irrigation, and irrigated agriculture now accounts for one-third of all foodgrain production. In recent decades, large numbers of people have also gained access to greater quantities of water for domestic use. During the International Drinking Water Supply and Sanitation Decade, an additional 1.7 billion people benefitted from improved water supplies. Hundreds of millions gained access to better sanitation facilities. These achievements underlie the unprecedented increases in economic and social welfare in many developing countries.

Important as these accomplishments may be, many important problems still go unanswered. While progress during the 1980s was great, 1.2 billion people still lack access to a safe and adequate supply of drinking water. At least two million children die every year because of unsafe water and inadequate sanitation. Poor villagers throughout the developing world must walk long distances to obtain water, while the poor in urban slums and shantytowns pay as much as ten times more for a cubic meter of water than do better off residents of New York, Lima, Bombay, or Manila.

Growth in water consumption quickly meets natural limits and generates associated problems. While expansion of irrigated agriculture has slowed in recent years from 2.5 million hectares to only about one million hectares annually, misuse of water on existing lands has caused waterlogging and salinity over large areas, with subsequent reductions in yields. Irrigation uses some 70 percent of freshwater globally so this sector will increasingly be forced to reckon with conflicting demands. Better water use practices will be required, starting with the more efficient water use in existing irrigation systems.

Rapid increases in the use of water resources have accelerated the spread of organic and inorganic wastes, be they household wastes or chemicals from industry or irrigated fields. Thus, the quality of the aquatic environment is declining rapidly throughout the developing world with the deterioration most pronounced in the poorest countries. The developing world's poor are the most directly and seriously affected.

The looming water crisis has frightening financial dimensions as well. As the costs of developing new water supplies escalate rapidly, real price increases of 300 percent per decade have become the norm in many parts of the world. At the same time, many of the water and sanitation utilities in the developing world's cities are poorly managed and at or near bankruptcy.

The global water crisis is affecting the lives of millions. Water is already scarce in twenty-two countries. By the year 2025, one out of every three people will be living in countries where there is water stress or chronic water scarcity. Unless the resource is managed more effectively and water-related services can be provided more efficiently, it is no exaggeration that increasing scarcity will precipitate a fundamental crisis in the economic well-being of many countries. The world faces the prospect of a profound environmental tragedy which could seriously affect the well-being of billions of people.

B. *The Changing Demands of Developing Countries*

Requests for assistance from many developing countries now reflect the Dublin/Rio principles. A "new breed" of water projects is being presented to the World Bank for financing that has several thematic characteristics: greater attention to overall water resource management; actions to improve the efficiency of water use in irrigated agriculture; a strong emphasis on the potential role that the private sector can play in service provision; and greater participation by consumers in resource management and provision of services. A similar trend can be observed in UNDP programs.

Developing country demands for technical and financial assistance, moreover, are increasingly being "bundled" in a manner that crosses sectoral lines. For example, irrigation and urban water supply issues are being jointly addressed in the development of water markets (for inter-sectoral transfers) in Chile, and in the provision of irrigation water to the cities of Hyderabad and Madras from the heavily-used Krishna River in South India.

Interactions between utility reform and water resources management are also being fostered and coordinated. In Lima, Peru, for instance, the government recognizes the desirability of involving the private sector to improve water provision. However, the private sector has decided that mismanagement of water resources is too costly, and that fundamental reform must be a pre-condition to their involvement. Interactions between utilities and NGOs working to improve water and sanitation services on the urban periphery are likewise being advanced. In Orangi, Pakistan, continuing development of the impressive self-financed sewerage system which serves some 600,000 slum dwellers requires formal agreements between the municipal utility (which manages the trunk system) and the communities (which manage the feeder infrastructure).

C. *Current UNDP-World Bank Collaborative Programs*

UNDP and the World Bank work together on global water resources issues through a number of mechanisms. There are two joint activities at the macro level. First, UNDP, together with the World Bank and the United Nations Department for Development Support and Management Services (UN-DDSMS), has initiated a "Capacity Building Programme for Sustainable Water Sector Development." This Program began five water sector assessments (Peru, Bolivia, China, Morocco, and Ghana) in 1994. Second, UNDP and the World Bank established the Water Resources Assessment Program (WRAP), which developed guidelines for comprehensive water resources management programs concentrating on national water sector assessments and strategy formulation.

The most prominent water sector collaboration is the UNDP-World Bank Water and Sanitation Program. The Program tests, monitors, and adapts various institutional, technological, and service delivery options in the design and implementation of large-scale water supply and sanitation programs serving the poor. Launched in 1978, the Program currently operates in some 40 developing countries with five regional offices and co-financing from fifteen bilateral agencies. The new Global Water Partnership will draw heavily upon the experience gained through the work of this Program.

In the irrigation sector, UNDP and the World Bank collaborate with a variety of foundations, bilateral agencies, and developing countries) on the International Program for Technology Research in Irrigation and Drainage (IPTRID). The objective is to promote the development and use of productivity-enhancing, water-efficient irrigation technologies. IPTRID creates a forum for inserting innovative research components into investment programs in irrigation and drainage by acting as a facilitator. It is currently active in six countries and one sub-region: Egypt, Pakistan, Mexico, China, India, Morocco and West Africa. The areas together comprise approximately 70 percent of the world's irrigated lands.

The recently launched Utilities Partnership is another UNDP-World Bank effort which aims to build capacity in organizations responsible for urban water supply and

sanitation services by promoting a worldwide exchange of sector experience and providing advisory services to municipal utilities.

D. *The Need for an Integrated Framework*

The international consensus has laid the groundwork for concerted and coherent actions that can reduce poverty and improve environmental quality in developing countries. But the expanding and evolving needs of developing countries cannot be met by the present global water programs supported by UNDP and the World Bank; the present framework is not sufficiently comprehensive or interactive. Water quality management, for example, receives too little attention. Moreover, the parallel development of several separate programs has failed to reap the potential benefits resulting from more inter-sectoral cooperation. The existing programs do, however, provide primary components for a more relevant and integrated Global Water Partnership.

3. *A GLOBAL WATER PARTNERSHIP*

A. Development Objective

The *development objective* of the proposed Partnership will be to support the improvement and expansion of water sector programs while alleviating poverty and improving environmental quality. An integral element of the Partnership will be the promotion of a continuous and systematic learning process that disseminates results for maximum sectoral benefits. Partnership components and activities will evolve as experience accumulates.

B. Strategic Objectives and Outputs

The Partnership would incorporate key elements of the Water and Sanitation Program's 1992 strategy. These three interrelated strategic objectives are: building national and local capacities; supporting sustainable investments; and incorporating learning into implementation. These are described below, along with examples of typical outputs.

i. Building National and Local Capacities

It is well recognized that improvements in the water sector depend fundamentally on capacity building at all levels. This will mean that all investments have capacity building as an objective, not just as a means to an end.

Capacity building involves policies, institutions, and people. At the policy level, the Partnership will help countries improve the "rules" governing the water sector, as well as the regulations and practices within which sector development occurs. The Water and Sanitation Program already assists many countries on water and sanitation policy reforms. The Partnership will be able to tackle reform more broadly and start down the

path toward the long-term goal of putting comprehensive water development and management policies in place.

The Partnership will also work to enhance the performance of the organizations active in the sector, to improve the ways in which they collaborate, and to strengthen the human resources at their disposal. Local partners will be the central actors in all activities, and the Partnership will direct substantial resources to capacity building.

The network of International Training Centers, started in the 1980s to conduct training courses in low-cost water and sanitation, potentially could move beyond its rural water supply and sanitation orientation to become a capacity building resource for the Partnership. A first step in this direction is the UADE (Union Africaine des Distributeurs d'Eau) Capacity Building Consortium, a partnership between UADE and two West African ITN Centers, that will focus on utilities. Another advance was recently made in Peru, where the Utilities Partners[illegible] provide Peruvian authorities with information on th[illegible]tor participation in a variety of countries.

IRC has contacted with them to include the low-income urban sections into the training; this will also part of PPP project proposal. Madelein has intact. Dr.

Building on these solid fou[illegible]ship would further enhance national capacities to assess, plan[illegible]s and programs.

ii. Supporting Sustainable

Experience from the UNDP-World Bank Water and Sanitation Program has shown that isolated technical assistance activities have little lasting impact. Likewise, experience has shown that technical assistance impacts are greatest when they are integrated within large scale investment projects. Linking such assistance to important new sector investments helps to extend services efficiently and effectively in light of relevant experience and lessons.

A new generation of projects embodying the Dublin/Rio principles is essential to demonstrate and build support for lasting reform in water resource management and utilization at the country level. Blueprint approaches are clearly not what is called for. What is needed is a structured learning approach, both within and between projects -- especially large-scale projects. Most importantly, a robust institutional capacity must be built directly into major investments.

The Water and Sanitation Program has already been able to directly influence billions of dollars in external and domestic investments, including some $1.2 billion of current World Bank projects supplying water to rural regions of Asia and millions of investment dollars in other regions. The quality of these investments is being improved with Program assistance so that people are served on a more sustainable basis.

With about $1.3 million yearly, IPTRID has generated $60 million in loans and grants for technology research on irrigation and drainage. Drawing upon cumulative experience, the Partnership would be able to provide a comprehensive range of advisory services to water authorities (local, regional, national) on improved designs and more effective implementation strategies for investment projects.

iii. Incorporating Learning into Implementation

The Partnership will be designed to promote a "learning culture", both within specific projects and across sectors and countries. The learning will be fully rooted in well developed, country-led experiences. The record of creative water resources management in both industrialized and developing countries has demonstrated that there is considerable value in cross-national learning and that are a few general principles (now incorporated in the Dublin/Rio consensus) that can lead to successful reform. Water resources management practices have evolved over centuries and, in any particular setting, are deeply embedded in local historical, social, and legal cultures. Accordingly, there can be no mechanical transfer of experience; rather, the development of appropriate management systems must be an iterative and systematic learning process.

Learning is valuable only if the people who need to learn are reached. The experiences and lessons (successes as well as failures) must be extracted, converted into articles, best-practice papers, presentations for other media, and disseminated in user-friendly ways. "Tool kits" providing practical guidance might address issues such as economic analyses of water resources, assessment of private and public options for utility management, demand management, and involvement of stakeholders.

4. *FEATURES OF THE PROPOSED GLOBAL WATER PARTNERSHIP*

The Partnership would maintain three basic features which have proved invaluable to both IPTRID and the Water and Sanitation Program: the emphasis on building operational alliances; the use of UNDP and World Bank core contributions to provide overall coordination, a global orientation, and cohesion to regional, country, and thematic activities; and the focus on direct delivery of services on the ground in developing countries.

The Partnership would initially comprise four "windows," representing the present global programs supported by UNDP and the World Bank: capacity building; irrigation and drainage; water and sanitation; and water resources assessment and strategy. Over time, additional programs or "windows" could be included in the Partnership, such as water quality management (or aquatic habitats), depending on future demands and resources. These windows are illustrated in Figure 1.

All of the work undertaken through the Partnership would have a strong capacity-building orientation and would pay special attention to inter-sectoral concerns. This will

require a broad framework in which several related concepts and objectives are incorporated.

A. Global Orientation

The primary reason for creating a Global Water Partnership is that major international and bilateral agencies must work together in a common strategic alliance. The agencies would pool resources for "upstream" development leading to a significant increase in resources and more effective implementation of country-level programs and projects. The Partnership can develop a process that facilitates learning by all participants and, local circumstances notwithstanding, can discover and refine some of the universal factors at play in implementation. When such universals are successfully identified, lessons can be transferred across countries and between regions. Systematic learning can become a powerful factor in maximizing the possibilities of success, and minimizing the costs of reform efforts in different countries.

A few examples illustrate this strategy. The first large implementation of the "management by stakeholders" and "use of economic instruments" principles was undertaken in the Ruhr Basin in Germany in 1918. Over time, the success of this effort inspired the French to implement the "River Basin Financing Agency" system in 1964. Water sector reform efforts in Poland, Brazil, Spain, Venezuela, and Indonesia are now adapting these principles (which are essentially the Dublin/Rio principles) to local cultural, social, economic, and environmental conditions.

Efforts to reform water utilities in Guinea-Conakry have likewise provided a model for utility reform in the Baltic states. The challenges in West Africa (how to transform heavily-subsidized, highly-inefficient utilities into autonomous, financially viable institutions in a period of economic hardship) have been more relevant than nearby experiences transferred from neighbors across the Baltic Sea.

By providing high quality, low-cost urban sanitation services to the poor, the condominial system in Northeast Brazil has proved to be a model of several successful operational principles. The system was subsequently refined and adapted in the Orangi Pilot Project in Karachi, Pakistan.

Principles emerging from the Water and Sanitation Decade are being applied in a growing number of large-scale rural water and sanitation projects. In Nepal, Sri Lanka, and Bolivia, for example, NGOs and other intermediaries are helping stakeholders decide what services they want and are willing to pay for. With support of the Water and Sanitation Program, lessons from these and other projects are being disseminated and applied to the design of demand-responsive projects elsewhere. Frameworks are being developed which promote learning within each project, and networks are being established which encourage the exchange of experiences among countries. A recent seminar in Asia brought together national project managers and World Bank task managers of seven rural

water supply projects to share experiences and find ways to improve implementation in each project.

The global orientation of the Partnership offers significant financial advantages, with the two UNDP-World Bank Programs providing good empirical evidence. For example, UNDP's former Division of Global and Interregional Programmes (DGIP) contributed about $2.5 million in 1993 to the Water and Sanitation Program, while the World Bank contributed about $1.5 million. This $4 million of "core funding" leveraged an additional $11 million in funding -- $2.2 million from UNDP regional funds, $2.5 million from UNDP country funds, and $6.3 from bilateral partners. This "core funding" (of about 25%) from UNDP/DGIP and the World Bank has been essential in mobilizing resources from regional and country programs. It has also shaped the global character and the substantive contributions of the Program and been directly associated with more than $4.0 billion in investments, primarily from the World Bank.

IPTRID provides a second example of advantages for financing. Core funding by the World Bank of $350,000 annually leverages three times this amount from some fourteen ESAs.

B. Focus on Field Activities

While simple to comprehend, implementation of the Dublin/Rio principles will be protracted and complicated. Incremental steps must be taken at moments of opportunity in specific projects in developing countries. For the ESAs to be helpful in these steps, a field presence is essential.

The Water and Sanitation Program provides an excellent example to draw upon. The Program works as a partner at the country level, maintaining an ongoing dialogue with the stakeholders involved in the sector through field-based staff, managed regionally. This has continuously proven to be very effective in providing assistance on a range of issues from sector planning to implementation of specific projects.

C. Synergy in Partnerships

Behind the Dublin/Rio process was a solid alliance of ESAs and developing country governments. Maintaining such an alliance is vitally important in the implementation phases of sectoral reform.

No single sweeping action can implementation reform in a country. Rather, myriad actions are required at all levels, ranging from reformulating water resource management policies at the national level to organizing irrigation and domestic water users groups at local levels. Evidence from numerous projects illustrates that agency actions have often been inconsistent. For example, urban water supply projects and irrigation projects are frequently operating at cross purposes -- unwittingly drawing on the same, depleted aquifers. Projects within a country may be applying fundamentally different management

or financial practices. The Dublin/Rio principles are consistent and coherent, and must be manifested in the policies and the actions of ESAs.

As a core Partnership member and one of the largest development finance agencies, the World Bank can play a leading role. With the leverage of its investment, the Bank can help to bring key actors to the table. It can also build alliances with partners at the country level through the presence and networking of the Program's Regional Water and Sanitation Groups (RWSGs). Although they have no specific aid coordination mandate, the RWSGs often play a part in pointing out conflicts and finding solutions, thereby helping to forge consensus among the developing country partners and with the concerned ESAs on the way forward. This role, suitably broadened to deal with a wider range of issues, will grow stronger under the Partnership.

5. *HOW THE GLOBAL WATER PARTNERSHIP WOULD BE ORGANIZED*

UNDP and the World Bank would be the core partners, reflecting their global roles in technical and financial support for all aspects of water management in developing countries. The core partners will be responsible for providing initial leadership and core funding.

Developing countries will be prominent members of the Partnership, since they alone can take responsibility for finding solutions to their problems. Developing country governments provide the bulk of water investments, and their national and regional policies and strategies have the most to gain from more effective development cooperation. The services demanded by these partners will effectively define the nature and products of the Partnership.

ESAs, including the bilaterals, development banks, and U.N. agencies -- particularly those already supporting one or more of the current global water programs -- will be encouraged to join the Partnership and to contribute resources.

The Partnership will seek to strengthen working relationships with other agencies and programs active in the sector. Together, these partners will construct a global framework in which others can participate with thematic and sector-specific programs. For example, when water resource issues impinge on more than one country, it will be appropriate to work with the international waters arm of the Global Environment Fund. When addressing irrigation issues, the Partnership would expect to cooperate with the Food and Agriculture Organization (FAO). Collaboration will be sought with UNICEF in community-based water supply projects and with WHO when dealing with health dimensions, just as the Water and Sanitation Program now does. UNDDSMS can offer the Partnership expertise in water resources assessment.

There are many international agencies involved in water sector management, however, and collaboration will be sought where it adds value, not just for the sake of collaboration itself. Supporting water sector investments is a key Partnership objective,

and the multilateral development banks -- Asian, African, and Inter-American Development Banks, as well as the operating divisions of the World Bank -- will be encouraged to become important, active partners.

Underlying the need for more effective sector institutions is the reality that water is a unitary resource that permeates administrative boundaries and sectoral divisions. Administrative arrangements currently governing relationships among the many agencies involved are complex, so innovations crossing traditional administrative and sectoral boundaries will be required. Such innovations are required in the design and implementation of the Partnership as well as in sectoral programs of various partners.

The key to the success of the Partnership will be its ability to develop and support high quality, integrated programs at the country level. The Water and Sanitation Program presently has five regional water and sanitation groups (RWSGs) in Abidjan, Nairobi, Delhi, Jakarta and La Paz that manage its development support operations effectively and efficiently in nearly 40 countries. The Global Water Partnership would likely build on these regional organizations (and possibly expand them), augmenting the RWSG staffs with specialists able to respond to demands for assistance for a variety of services for the various "windows." Over time, the RWSGs might evolve to the point where, depending on demand and resources, they become "full service water programs" for their country and agency clients.

Partnership Governance

There are numerous "models" for organizing the Global Partnership, with different types of involvement of Governing Councils and the World Bank. At one extreme is the Water and Sanitation Program (where ESAs constitute an advisory board, while the World Bank has full responsibility for management); at the other extreme is the GEF, which follows the World Bank procedures, but operate completely independently of the Bank.

The appropriate "model" would appear to be neither of these two extremes, but the "hybrid" version currently followed by IPTRID. If this model were adopted, policy making authority would rest with a Consultative Group representing both ESAs and developing countries. ESA representation would be limited to those making a substantial contribution of resources to the Partnership. A Consultative Group would review and approve the organization, activities, work program, and budget of the Partnership on an annual basis. UNDP would chair the Consultative Group. The World Bank would propose a project manager, and administer the program outside the Bank's regular organizational structure. This hybrid would appear to provide the appropriate blend of open and transparent governance, and administrative responsibility and capacity. Advisory groups might also be constituted at the regional level and in countries where the Partnership is especially active.

Management of the Partnership

Under the direction of the Consultative Group, the Global Water Partnership would have an overall general manager. Each of the specific Partnership "windows" (see Figure 1) would have a separate manager to coordinate the activities and oversee the quality of its work. The existing RWSGs of the Water and Sanitation Program could provide the regional and country-level infrastructure for decentralized staff. This would indicate the need for a form of matrix management whereby country staff could obtain technical guidance from the "window" manager and overall guidance from the regional manager.

More detailed organizational and administrative arrangements will emerge from consultations with the principal partners before the Partnership becomes operational.

6. *INDICATIVE FINANCIAL PLAN AND TIMETABLE*

The scale of the Partnership is presently envisaged at a level of about $20 million annually, which is about the aggregate total cost of all global water programs co-financed by the UNDP and the World Bank. Like these programs, however, the ultimate size of the Partnership will depend on demand. As with the largest ongoing program for water supply and sanitation, it is anticipated that the UNDP inter-regional program would provide roughly 15 percent of core costs, with the World Bank contributing an equal amount. This would require annual commitments of $3 million from each organization over the period 1997-2001. The majority of the funding, for country and region-specific activities, would come from bilateral agencies, UNDP regional and country Programs, regional development banks, the bilaterals, and other sources.

With respect to a timetable, the current funding for the global portion of the UNDP-World Bank Water and Sanitation Program comes to a conclusion in 1996. If continuity is to be ensured, and if the Partnership is to have a functioning organization and structure on which to build, then the global funding commitments must be made later in 1995. Assuming this will happen, a transition period of less than two years (1995 and 1996) is envisaged, during which the multi-service Global Water Partnership would be established.

Figure 1: Global Water Partnership -- Prospective Windows