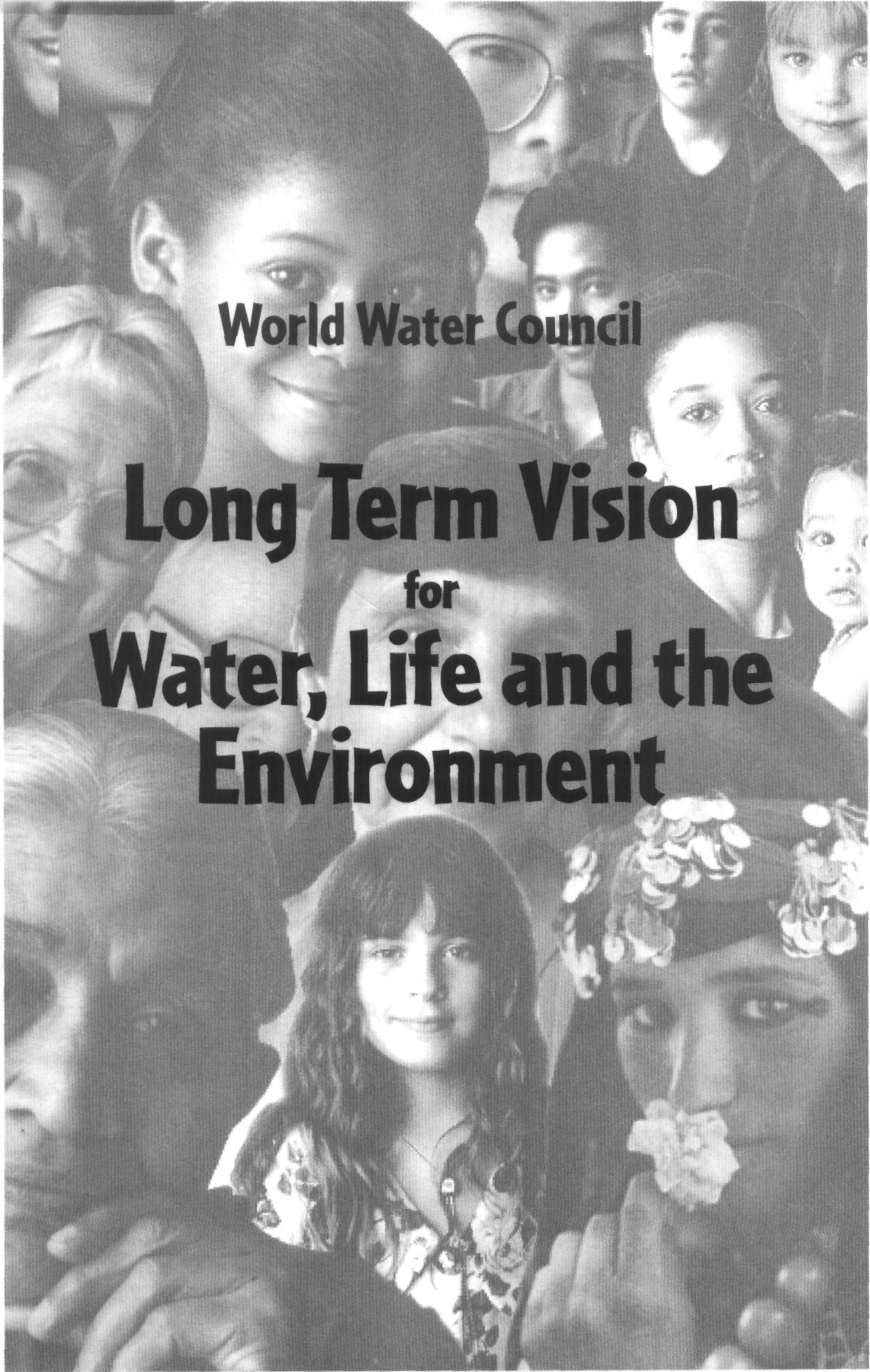


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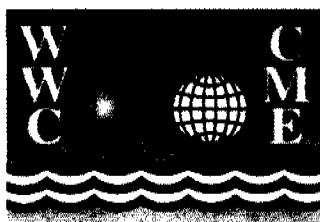
World Water Council

Long Term Vision
for
Water, Life and the Environment

Project Document
Vision Management Committee

June 1998

World Water Council



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Preface

This document presents a preliminary outline of a proposed approach and will serve as the *Project Document for the Long Term Vision on Water, Life and the Environment*. It should be read in conjunction with the Framework Proposal for the Vision dated March 1998 and written by the Secretariat of the Council based on the contributions received during the development phase of the Vision project. The document will be used by the Council to attract funding for the Vision project and as a basis for its implementation.

The Long Term Vision for Water Life and the Environment is seen by the World Water Council as an opportunity to bring people involved in, and affected by, water - that is virtually everybody - together. Bring people together behind and around common goals to prevent water related conflicts, provide affordable food, safe drinking water and sanitation for everyone and protect and restore the natural values of ecosystems. Get agreement on the manner in which these goals can be reached and, above all, get commitment to take action to achieve them.

The essence of the Vision exercise, i.e. the process of development of the Vision, is to assure that the end-product reflects the views of participants around the world and thus is widely supported. Supported in the sector as well as by the stakeholders, at the political level as well as by the public at large. This requires a special character of the Vision activities. It should be open, transparent, inclusive, and interactive. It requires a partnership approach. It requires openness to voices that have not been heard in the debate, voices of young people, voices of non-experts.

The World Water Council has taken up the challenge to develop such a Vision. The Council needs partners. The kind of collaboration, consultation and networking envisaged for the Vision exercise, are immensely challenging indeed. This will require a joining of forces, a building of bridges, doing away with parochial interests, to define and prevent a future problem in a manner that the world has hardly seen before. The World Water Council has over 160 member organisations. Many of these have large networks that need to be mobilised to make the Vision a success. But there are many more water-related organisations out there that have not yet joined the Council. They also need to become partners in the interest of the users of water, and their children, in the next century.

The World Water Council needs partners to help fund the Vision. A number of donor agencies have expressed interest in supporting the Vision. The interests expressed are ranging from a promise of substantial contributions from the Netherlands Government, to interests to contribute from the governments of Germany, France, Italy, Sweden and Canada, as well as UNESCO, the World Bank and UNDP. There have also been offers of in-kind substantive support for the Vision from a number of Council member organisations in various locations across the globe, such as Montreal, Stockholm (SEI), Cairo (Ministry of Water Resources), New-Delhi (Water Resources Commission), Adelaide and Bari (IAM). All these organisations, and quite a few others, will be approached to finalise their contributions to the Vision project.

An additional challenge for the Vision exercise is that the Council has given itself less than two more years for the process, of which there are only 18 months to prepare the Vision. The Vision will be presented to the world at the 2nd World Water Forum, which will be held in The Hague in March 2000, at the generous invitation of the Netherlands Government. This event will not only be the occasion to share the Vision for water in the next century, but should also be the occasion to turn the awareness and political commitment that the Vision exercise will create into action. To this end the Council intends to work closely with the Global Water Partnership, which will present an Action Plan for the 21st Century at the same conference in The Hague. The final success of the Vision exercise will be measured by the degree to which it will be implemented!

H.E. Dr. Mahmoed Abu-Zeid
President
World Water Council

Table of Contents

1	Introduction	5
2	Background	7
	2.1 A vision for the next century: Goals and values	7
	2.2 A new approach	8
	2.3 Scenarios	8
	2.4 A comprehensive framework	9
3	Objectives	10
4	Approach	10
5	Project organisation	12
	5.1 Actors involved in the Vision Project	12
	5.2 Locations & offices	13
	5.3 Organisation and procedures	14
6	Vision Components	15
	6.1 Vision Management Unit	15
	6.2 International Advisory Panel	16
	6.3 Subsectoral Visions	16
	6.4 Regional Visions	17
	6.5 Consultation	17
	6.6 Communication	17
7	Planning	18
8	Budget	19
9	Provisional job descriptions	20



1 Introduction

The development of the Long Term Vision for Water, Life and the Environment in the 21st Century, the Vision, should be a process that inspires people to be their best; to come together behind goals to improve the quality of life through sustainable development of water resources. It will be a collaborative exercise involving many organisations and with the active, early and effective participation of large numbers of stakeholders and their representatives. The Vision should lead to massive public awareness of the risks of major water problems as a result of in-action, the business as usual scenarios. It should encourage and empower people to participate in devising and implementing solutions to these water problems. And it should generate the political commitment to turn this increased public awareness into effective action.

This is ambitious. It is a challenge. It is a process that has not really been attempted at this scale at any time during the history of mankind. Similar exercises have been carried out before of which the work of the Brundtland Commission is possibly the best example. The Vision project should, in a way, fill the gap left by the Brundtland Commission, which paid scant attention to water issues. Over the last 5-10 years many people have become convinced that 'water' may be the crisis waiting to happen. There is increasing attention at many levels that water is important and requires urgent action to prevent major catastrophes. The ambition of the Long Term Vision for Water, Life and the Environment is to become the vehicle through which the world's attention - in both the developed and the developing regions - is focused on water in the next century. Through the Vision the strategic first steps should be taken towards avoiding water crises and assuring that the benefits of water use are realised without inflicting major impacts.

How can this be done? The Vision exercise will be characterised by the following principles that are worked out in detail in the following chapters:

- ◆ A participatory approach with extensive consultation
- ◆ Innovative thinking
- ◆ Central analysis to assure integration and co-ordination
- ◆ Emphasis on communication with groups outside the water sector.

The main activities that are planned to be undertaken to make the Vision into a reality are briefly outlined hereafter.

1. A high-level **International Advisory Panel** will be appointed, that will consist of about ten world leaders and visionaries. The Panel will contribute to establishing the Messages of the Vision early on, and will help communicate its results to a wide audience.
2. A **first round of Consultation** will be organised through the networks of Council member organisations such as IUCN, UNESCO, ICID, etc. National level committees will be invited to organise their own meetings on the Vision Messages (that will describe the result in 2020 of a scenario in which Business-As-Usual, BAU, is continued), with the help of briefing materials, and provide comments and additions, fed back into the process through a Web-site. Major water meetings and conferences will be used as platforms for consultation.
3. Water sector organisations that jointly represent the major users, or subsectors, at the global level, such as the Collaborative Council for Water Supply and Sanitation, will be asked to develop **Visions per use or subsector**, with the participation of a large number of professionals. This will be done for at least water supply and sanitation; food security; and nature and environment. The Visions per user should provide a global picture of trends, problems, and solutions related to the demand for water, the use and productivity of water and the impacts of the water use in the subsector, taking into account regional differences.
4. Competition for water among users generally takes places at the level where they compete for the same resources, i.e. at the level of the river basin, generally speaking. Ideally this would be the level where local and regional Visions are developed, but there is a clear limit to the number of basins that can be addressed individually during the Vision exercise. To the extent feasible, problems and solutions with the allocation of water resources among users will be addressed

through the development of **Regional Visions**. This is the level where the stakeholder should participate directly.

Both the subsectoral and the regional Visions are likely to concentrate on special issues of interest to that subsector or region. For some regions the issue of water conflicts may be a dominant concern, while for others it may be the issues surrounding water supply to megacities, for example.

5. The subsectoral and regional Visions will need to be confronted with each other, integrated where useful or necessary and put together into the coherent whole that will be called the Vision. This will be one of the main tasks of the **Central Analysis** component based at the Vision Management Unit. This will also prepare some tools such as common scenarios, a Vision Tool and briefing materials. It is also the means foreseen to incorporate the feedback expected from the consultation back into the Vision process.
6. A **second round of Consultation** is foreseen at the end of the preparation of the Vision, when inputs will be requested through the same networks on the combined regional and subsectoral Visions. The objective of this second round of consultations is partly to present the Vision-in-progress to the largest number of participants - orders of magnitude more than can participate in the 2nd World Water Forum. The second objective is to obtain further inputs, even though these inputs may only be fully processed after the 2nd World Water Forum, given the very tight time schedule.
7. The activities outlined above will be accompanied by a series of **Communication** activities, intended to reach others than those habitually participating in the debate on water issues, stakeholders, affected groups, and the future generation in the form of young people, students and children. This will focus on reaching a large audience through increased attention for water issues in general and the Vision exercise in particular on television, in newspapers, etc.

The approach outlined above and worked out in this document must be considered a preliminary version of the approach that will be established during the Inception Phase, once the Vision Unit has become operational and once the International Advisory Panel has had a chance to meet. The approach outlined in this document is meant to be flexible. It will develop and evolve iteratively as the project progresses.

The Vision will be presented to the world in March 2000 in The Hague at the 2nd World Water Forum and Ministerial Conference. The preparation of the Forum is the sister-project of the Vision. The Vision will not be presented at the Forum, and commented upon, in the form of a traditional scientific conference. The Vision will already have been seen and commented upon by the water sector through the Vision exercise outlined above. The Forum will be a highly participatory exercise as well, characterised as:

- ◆ internally open
- ◆ externally open
- ◆ interesting and dynamic.

The 2nd World Water Forum is described in detail in a separate Project Document.

The Vision project will also co-operate closely with other organisations that will work on the development of actions plans that can play a role in implementing the Vision, particularly the Global Water Partnership (GWP). The GWP will prepare an Action Plan for the 21st Century that is also intended to be presented at the 2nd World Water Forum.



2 Background

Development at national, regional or global level is aimed at improving the quality of life, not only socially and economically, but also culturally. Water is an important vector for development, although externalities such as water pollution or degradation of the environment can form a serious constraint to this development in many parts of the world as well.

In June 1996, the World Water Council was established in France as the International Water Policy Think Tank, its main objective being policy impact to improve fresh water management. During the First World Water Forum, organised together with the Government of Morocco in Marrakech in March 1997, the Council was mandated to 'launch a three-year initiative of study, consultation and analysis that will lead to a global Vision for Water, Life and the Environment'. Why did the Council decide to take on this formidable task? Firstly, at the brink of a new century it is worthwhile to look back momentarily. The 20th century is marked by two World Wars and the extreme tensions between two ideologies: capitalism and communism. We are witnessing society change from predominantly rural and closed communities into largely industrialised urban centres. At the same time and due to the vast developments in communication technologies, the planet is becoming a global village, and humankind is becoming aware that we all share the same limited resources which need to be managed sustainably.

Secondly, expansive demographic development from 2 billion in 1900, to 6 billion in 2000, and probably to 12 billion in 2100, forces humanity to face the complexity of issues - quantitative and qualitative, political and economic, cultural and environmental, fiscal and financial, legal and institutional - related to ensuring food security, providing adequate drinking water and sanitation services, stimulating the economy, and preserving the environment. Satisfying these needs requires a comprehensive approach and hence a good understanding of the resource.

And thirdly, despite historical, physical, and social constraints, the future is not already written. Rather than simply 'happening', our future depends on collective and individual choices and actions. Thus, conditioned by necessity and freedom, taking the long view will allow us to prepare for the changes ahead and shape our future path.

With the financial support of the Dutch Ministry of Foreign Affairs (DGIS), the Council was able to prepare a Framework for developing the Vision that was presented during the recently held International Conference on Water and Sustainable Development (Paris, March 1998). As part of the preparatory phase, two Task Manager Meetings, one in Delft on November 28, 1997 and one in Marseilles on February 6, 1998, as well as a Stakeholders Consultation in Delft on February 23 and 24, 1998 were organised. The Council is now concentrating on launching the Vision as we consider it a major challenge to successfully present the first results in March 2000 at the Second World Water Forum in The Hague.

2.1 A vision for the next century: Goals and values

Where do we want to be in the year 2010, 2020 or 2050? While the notion of a sustainable world may accommodate a diversity of views, we might agree that we would like our grandchildren and great-grandchildren to inherit a world, 30 years hence, in which:

- ◆ there is a stable peace, a world in which wars are no longer seen as acceptable methods for conflict management
- ◆ the quality of life is improving, both socially and materially, absolute poverty and malnutrition are eradicated, and access to information and education is universal
- ◆ the quality of the human environment is improving, with pollution under control, critical environmental resources recovering, and the human impact on the global climate reduced
- ◆ inequality between poor and rich, both within and among countries and regions is diminished;
- ◆ people have the opportunity to educate and develop themselves to the best of their abilities, regardless of gender, race or class
- ◆ disputes over water are solved
- ◆ human solidarity is stronger at family, community and global levels, and
- ◆ global population growth is stabilised.

This vision reflects widely held values in which water plays an important role. The goals are closely linked, yet achieving them will require not only integration within the water sector, but reaching out to all

the other sectors of society. Improving the quality of life, for example, requires arranging a world economy in which the global population growth stabilised and access to water, food a healthy environment, security and education are universal.

2.2 A new approach

Hence, providing for economic growth to raise standards of living without increasing pollution, irreversibly degrading the environment, and accelerating climate change requires a new approach to addressing water issues in the planning of economic development, industrial processes, and modern lifestyles.

First and foremost, we must foster a strong political commitment associated with representative stakeholders' participation. Selection of representative stakeholders is difficult but essential to ensure not only that their views are taken into account, but also that the process of preparing the Vision is perceived as assuring equity, transparency and fairness, and hence that the options proposed are sustainable.

The new approach will need to be tailored to the situations and constraints facing individual countries and regions. Many of the countries with limited renewable water resources are in the Middle East, North Africa, Central Asia, and Sub-Saharan Africa, where populations are growing fastest. Elsewhere, water scarcity may be less of a problem at the national level but is nevertheless severe in many areas such as in northern China, western and southern India, western South America, and large parts of Pakistan and Mexico. For some countries, such as those in Europe, pollution and groundwater over-dependency is the largest problem affecting water resources. In much of Africa, implementation capacity is a critical issue exacerbated by the frequency of prolonged droughts. In some countries, water resource management is not yet a significant problem. These differences among regions and countries will shape the design of policies and strategies for a given country (World Bank, 1993).

2.3 Scenarios

While the future is open and cannot be predicted, it is proposed to develop scenarios that would examine the forces shaping our world, the uncertainties that lie before us, and the implications for tomorrow of our actions today. To begin with this concerns one or more Business-As-Usual (BAU) scenarios that describe the result in the period 2010 - 2050 of not taking any further action. The differences between the BAU scenario(s) and the goals and values for the Vision determine the need for action. The Vision exercise will involve the largest possible number of people in the development of alternative scenarios - or strategies, rather - that would meet the desired goals and values. Such scenarios would require innovative, cutting-edge thinking.

One could think of three broad classes of scenarios, for example, that will be further worked during the first phase of the Vision exercise: a Use scenario variant characterised by essentially fulfilling the needs of the traditional user-functions, a System scenario variant which can be described as aiming to restore and protect environmental values according to the goals of the environment building block, and a Change scenario variant in which the user-functions and the environment functions are optimised and integrated into an overall socio-economic development policy.

The development of the BAU scenarios is proposed to be driven by commonly used demographic and economic projections, an assumption that the consumption and production patterns in developing regions will converge towards those in the industrialised world, a hypothesis of gradual technological development, and the absence of abrupt changes affecting water availability, needs and use. When considering the desired situation in 2020 with the BAU scenario(s) it is likely that important - maybe even radical - innovations will be required to the desired goals and values. Extrapolation of business as usual in one form or another is unlikely to hold the key to the future. This is where the Vision exercise needs to call on visionary thinkers to come up with truly new and challenging ideas.



2.4 A comprehensive framework

Water situations and availability of human and financial resources vary from country to country and from region to region. Since the Vision must appeal as much to the country with abundant resources as it does to the country with scarce resources, the comprehensive framework, therefore, will have a strong regional perspective.

Worldwide, the majority of rivers and aquifers are shared by two or more countries, yet no enforceable law governs the allocation and sharing of international waters. The Vision will attempt to clarify the options available for countries to negotiate watersharing agreements and to establish mechanisms for joint river basin management.

The above considerations help shape the contours of a new comprehensive framework within which water-issues could be addressed. The subtle departure from previous approaches should lie in the emphasis placed on the integration of water related issues into the socio-economic planning and consensus building processes. Conventional socio-economic development strategies have resulted in misallocation and wastage of water, and damage to the environment, as a result of institutional weaknesses, market failures, ineffective pricing policies, and misguided investments.

Rather than only taking into account national or regional socio-economic objectives in water sector planning and management efforts, water related considerations should drive the process of setting these objectives. This requires a different mindset of water professionals, but more importantly, it requires a different mindset and a long term view of our political and religious leaders.

Into the comprehensive framework will have to be integrated and inter-linked the various water-use sub-sectors that contribute to achieving the goals set out by the Vision:

- ◆ Ensuring food security through aquaculture, and rainfed and irrigated agriculture
- ◆ Providing adequate water supply and sanitation services
- ◆ Developing water resources for economic uses, including industrial water uses, energy production, navigation, and tourism and recreation; and
- ◆ Preserving essential environmental functions with increased emphasis on sustaining our eco-systems.

Together these building blocks more or less represent the traditional water sector. In Table 1 the water sector building blocks are placed within the larger socio-economic context and linked with the pervasive water issues. Table 1 also shows another set of crosscutting themes such as legal and institutional issues, financing, culture and religion, health, and education and employment.

Table 1. The water sector placed within the larger socio-economic context

		WATER USES				
		Water supply & sanitation	Food security	Environment	Energy, navigation tourism	Industry
PERSVASIVE ISSUES	Water pollution	WATER SECTOR SOCIO-ECONOMIC CONTEXT				
	Floods, droughts, climate change					
	Legal and institutional issues					
	Finance					
	Culture and religion					
	Health					
	Education and employment					

What is missing in this table are the mechanisms and processes that allow the individual elements to interact, to create synergy in working towards realising the overall goals of the Vision. The importance of the integration of the different elements of the water management framework is underlined by the growing emphasis on the concept of Integrated Water Resources Management (IWRM). IWRM became a buzzword in the 1990s. Today, a world-wide consensus exists on the need to apply this concept in water management. However, a lot of progress still has to be made to translate the theoretical IWRM

concepts into real-world water management challenges. In particular, as indicated above, the exchanges and interactions between water sector development and socio-economic development need to be better understood. This is one of the issues that require further analysis in the process of building the Vision. To help us in the analysis of complex systems it may be useful to call on the expertise of professionals in this area.

A final ingredient that glues together the elements of the water resources management framework is the knowledge of the resource and the demand. Three aspects related to knowledge and information are, in particular, relevant to the Vision: demand indicators and efficiency targets/indicators.

3 Objectives

The overall objective of the Long Term Vision for Water, Life and the Environment is to develop a widely shared vision on the actions required to achieve a common set of water-related goals and commitment to carry out these actions. The Vision will be truly global, including both developed and developing regions, but with special attention given to the needs of developing countries and of the poor. The Vision will focus on fresh water resources but with attention for the interaction between fresh and marine resources. The precise nature of the goals, as well as the actions, will be determined at the regional, not global, level to a major extent. Three overall (or organising) objectives can be defined as follows.

- ◆ **Mobilise public opinion**, including opinion leaders, who in turn influence decision-makers, on the importance of water resources as an 'issue'.
- ◆ **Get commitment** from governments and the donor community to tackle the issue (whether through a second water decade or through other means)
- ◆ **Develop 'The Vision'**, that is, show the objectives for 2010-2050 and indicate the road to go (direction; indicative strategies, types of measures to be taken) to achieve these objectives.

The strategic plan that is laid down in the Vision is expected to be further worked out in the Action Plan for the 21st century that will be developed by the Global Water Partnership. The Vision and the Action Plan are presented during the 2nd World Water Forum in March 2000 in The Hague. This requires close co-operation and consultation between the Vision team and the GWP (Action plan) and World Water Forum team.

4 Approach

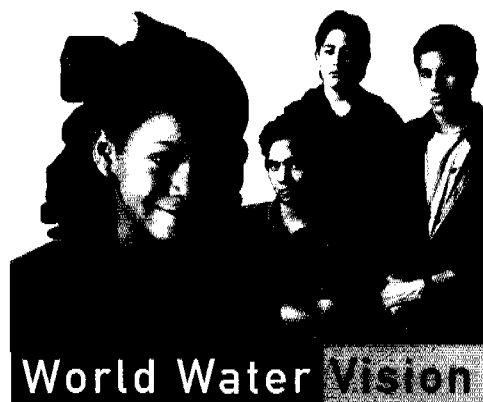
The approach adopted by the Council for the Vision exercise can be characterised as follows:

- ◆ **A participatory approach with extensive consultation** to ensure that the Vision reflects the views of all regions and (sub)sectors. Only in this way can we generate maximum ownership for the Vision in the watersector (the professions and the institutes), in the regions (stakeholder representatives and governments) and with the public at large. This is done through:
 - Development of subsectoral Visions (for Food Security, Water Supply & Sanitation, etc.) with the water professionals that leads to ownership within the watersector;
 - Development of regional Visions, at least for 6-10 major regions but paying particular attention to large river basins where these are a feature of the region, in which the future demands of the different stakeholders are confronted with each other - and with the resources! - and that are meant to lead to ownership among stakeholders within the regions
 - Consultation that will take place through various channels. At the lowest, national level through the networks of Council member organisations such as IUCN and ICID and through the national committees of UNESCO. In addition, through conferences that are already planned to be held independent of the Vision and finally through meetings organised by the Vision specifically for this purpose.

- ◆ **Innovative thinking.** It is unlikely that the goals that will be set for the period 2010 - 2050 can be achieved through extrapolation of current trends. The Vision will require innovative thinking and may have to propose radical solutions, or new technologies, to achieve the results that have eluded us to date. An emphasis on innovation does not imply a focus on research, however, but emphasis on bringing together the best available data information and experience to develop a widely shared Vision. There will not be enough time during the development of the Vision to identify and carry out new research. The Vision will need to be based on innovative, cutting-edge thinking, however. It may also identify areas where additional research and innovative thinking may be needed so that visionary thinkers may provide the necessary leap forward.
- ◆ **Central Analysis to assure integration and co-ordination.** To assure that the various contributions and consultations are based on the same starting point and assumptions, and that their results are properly integrated, a Central Analysis component is located within the Vision Management Unit. This will, in collaboration with expertise and experience in the Council members and the sector in general, prepare business-as-usual scenarios, put together briefing materials for consultations, process consultation outputs, and develop a Vision Tool.

The Vision Tool is intended to be developed as a communication tool that may be used to present the subsectoral, regional and overall Vision(s). It complements (and if successful probably replaces) the traditional full paper report. It is a computer programme that can be distributed (or downloaded) through a Website and on a CD-Rom. It allows the user to explore the Vision - and its subsectoral and regional components - in a graphic and non-linear manner (as in a Website, through hypertext links, and as opposed to a report), get help or additional information when required and ask what-if questions through tables and graphs that can be manipulated. The Vision Tool will still need to be defined and its sophistication will depend both on what is perceived as the intended user's requirements and on the possibility to incorporate elements of existing tools. The Stockholm Environment Institute, for instance, has offered the use of its POLESTAR scenario tool. If this, or a similar tool, can be incorporated in the Vision Tool then the user may be able to explore the impacts of different scenarios interactively. Similarly, while it is recognised that there are many issues that can only be represented qualitatively, the Vision will need to keep track of the water supply and demand situation; it should be possible to maintain overall water balances for the main sources and uses by region. At the least, such an underlying database would be used to show the impacts of the alternative scenarios in attractive maps and other supporting graphics. At most it could be similar to a simple river basin model.

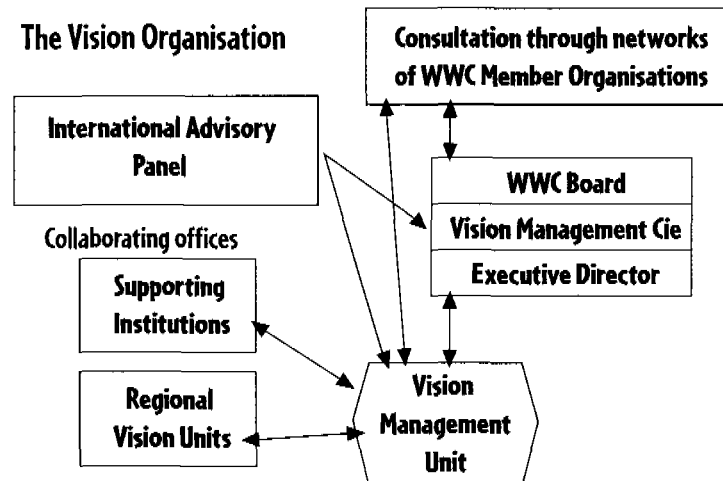
- ◆ Emphasis on **communication** to reach a much wider audience than the water sector professionals. In addition to necessary elements such as a Website, newsletters, press briefings etc. this will involve actively reaching out to stakeholder groups and the future generation (children, students). It will be crucial to attract the interest of the media (television, newspapers, magazines, science writers) and get these media to report on the issues of water in the next century and the Vision exercise. The development of a communication strategy will be a high priority action during the first months of the Vision exercise.



5 Project organisation

5.1 Actors involved in the Vision Project

Figure 1



The following entities can be distinguished:

- ◆ **The International Advisory Panel:** distinguished public figures who (help) define the main message of the Vision and communicate the results of the Vision process; not involved in (or responsible for) operational issues (except possibly the chairperson). The 'face' of the Vision should be the Panel. These people of high public stature should be opinion leaders and should come from all regions. Dr Ismael Serageldin of the World Bank, has agreed to chair the Panel and be actively involved in its establishment. Identification of Panel members, and obtaining their support, will be a top-priority. Their involvement will upgrade the status of the Vision, will encourage inputs in the consultation and will help communicate the results. The Panel would meet 3-4 times during the preparation of the Vision, a first time in September/October 1998 - or even earlier if possible - to help determine the Vision Messages, and will participate in the 2nd World Water Forum.
- ◆ **Vision Management Committee:** responsible for supervision of the implementation of the Vision project on behalf of the World Water Council and its Programme Committee. The Vision Management Committee is a sub-committee of the Council's Programme Committee. The Committee will meet by teleconference, initially once a month. The Committee has five members (three Governors of the Council) and two ex-officio members as follows:
 - 3 Council Governors: the Chairman of the Council's Programme Committee (Dr Roberto Lenton of UNDP), a representative of the Vision host organisation, UNESCO (Dr Szollosi-Nagy) and a third Governor
 - 1 NEDA representative (Mr Bert Diphooorn)
 - the Executive Director of the Council (Dr Guy Le Moigne) and the Vision Director (Dr William Cosgrove), ex-officio
 - 1 GWP representative (as observer).
- ◆ **Vision Management Unit:** day-to-day responsibility for project management, setting up the other components and co-ordinating their work, responsible for the central analysis (i.e. generating scenarios, developing Vision Tool, integrating sectoral and regional Visions) and communication & presentation of the Vision. The Vision Management Unit, or Vision Unit, will be hosted by UNESCO in Paris. A Search Committee has selected the management team: Dr William Cosgrove of Canada as Vision Director and Dr Frank Rijsberman of the Netherlands as Deputy Director. UNESCO has proposed the part-time secondment of Dr. Janos Bogardi as senior water resources expert and two junior water resources persons (to be selected) as part of its contribution. A communications expert and administrative staff will be recruited.

- ◆ **Collaborating offices:** The Council has received offers of support for the Vision from member organisations in the following locations: Cairo (President's Office), Montreal, New Delhi (WRC), Bari (IAM), Adelaide and Stockholm (SEI). The precise nature of the contribution of these organisations will be determined early on during the Inception Phase of the Vision project. Contributions are also expected to be made through the regional TACs of GWP and the UNESCO regional offices. The most likely role of the collaborating offices is that they will contribute to the development of regional Visions.
- ◆ **Supporting institutions and organizations for subsectoral Visions:** the water sector organisations and institutions that will cooperate to produce subsectoral Vision documents and other background documents. One of these will be the Collaborative Council on Water Supply and Sanitation, which will prepare a Vision for their sub-sector. The supporting organisations should, through their own mandates, prepare sectoral Vision documents and background papers. These may be partially funded through the Vision exercise, but the organisations would be expected to help raise funds through their own channels as well. IFPRI has recently developed a Vision document for the Food Security subsector Regional Vision Units (and ILRI/IPTRID have offered to continue this work).
- ◆ **Regional Vision Units:** institutions or organisations that assist in the co-ordination of the development of regional Visions - itself a (limited) consultation process among the water professionals and users in a region. Regional Visions will be prepared for at least the 6-10 major UN regions, but preferably for large river basins and possibly some of the large countries (China, India, USA). For this Regional Vision Units will be set up that could potentially be led through the Regional TACs of GWP. Other existing organisations or ongoing projects that could be used are e.g. large bilateral, Dutch-funded water projects that could obtain additional funds through the Dutch embassies to contribute to the regional visions; or lead their co-ordination and development).

The emphasis in the regional Visions would be on:

- Identification of problems and issues that are specific to the region
 - Further specification of the scenarios with issues relevant specifically to the region
 - Development of priority strategies to achieve the Vision goal for the region (what to do in the region).
- ◆ **Consultation Partners:** organisations - preferably Council members - that have networks through which a large number of meetings can be organised to generate comments on and inputs to the Vision process. This could involve both meetings that the national committees of organisations such as IUCN, ICID and UNESCO organise specifically on the Vision as well as the use of already organised water-related meetings where the Vision is put on the agenda such as the 1998 Asia Water Symposium in Adelaide and the 1999 Stockholm Water Symposium. The Vision should organise only a few key meetings itself (if any), in the sense of arranging the venue, paying the tickets etc., but should use the existing meetings and network infrastructure to get feedback. Instead, the Vision project should (1) prepare briefing materials to allow other to have effective consultations and (2) process the feedback obtained from the consultations.

5.2 Locations & offices

The Vision Management Unit will be hosted by UNESCO in Paris. However, the Montreal Office will carry out part of the exercise and therefore the Vision Director may need to spend part of his time in Montreal. The Vision Management Unit will collaborate with other offices of the Council that are either established to develop a regional presence of the Council or to make a substantive contribution to the Vision. Offers for such support have been received from a number of organisations, as mentioned above. In addition, the Vision Management Unit will collaborate with a host of other organisations and offices, such as the GWP regional TACs and the UNESCO regional offices.

UNESCO has offered to host the Vision Management Unit on a partnership basis, i.e. without charging overheads. UNESCO has offered four offices with communication equipment, the part-time involvement of Dr Janos Bogardi and two full-time associate experts (junior programme officers), and the use of the workshop and conference facilities free of charge.

An important advantage for the Vision exercise of the co-operation with UNESCO are the links with the IHP network. Within this programme there are numerous groups of water professionals that have co-ope-

rated, largely through their own resources, on a range of issues pertinent to the Vision. One important project that is being completed is the assessment of water resources in the 21st century, which was presented at a UNESCO conference in June 1998. A second example is an IHP working group on scenario development, with a scheduled workshop in September 1998. A third is the programme related to conflict management in water resources (with a new center in Valencia, Spain).

5.3 Organisation and procedures

The Vision project is a major undertaking of the World Water Council. The Council will involve its member organisations and particularly the members of the Board of Governors in the Vision exercise. The Board of Governors, at its meeting in Cairo in May 1998, has delegated its oversight function for the Vision exercise to the Vision Management Committee, a sub-committee of the Programme Committee. The Vision Director has overall day-to-day responsibility for the Vision exercise. He reports to the Executive Director of the Council in between meetings of the Vision Management Committee. The Vision Director may delegate the Vision Deputy Director to act for him during his absences.

UNESCO will create an extra-budgetary project for the Council. The staff of the Vision Management Unit will have temporary positions with UNESCO, except for Rijsberman, who will be seconded to the unit by the Netherlands Government. The use and administration will, for the sake of transparency and accountability, follow the UN-rules, but the status of an extra-budgetary project does leave the control over the funds for, for example, sub-contracting, with the project in a flexible manner.

The core funds to start the operations of the Vision Management Unit will be requested from the Netherlands Government, but the Unit will raise additional funds for the remainder of the scheduled activities. Additional resources may become available in three ways:

- ◆ Contributions in kind to the Vision. These will be co-ordinated substantively by the Vision Management Unit, but without financial involvement. These contributions will be valorised and included in the budget
- ◆ Financial contributions, not through the Vision Unit. Donors may contribute to the Vision directly to institutions linked or related to them. SIDA of Sweden, for example, may well contribute to the Vision through support of work carried out by the Stockholm Environment Institute (SEI), funded through a direct contract between SIDA and SEI. In this case the Vision Unit may be involved in raising the funds and the Unit will co-ordinate the activities, but there is no financial responsibility from the Vision Unit directly
- ◆ Financial contributions through the Vision Unit. Donors may also contribute funds to the Vision, general or earmarked, to the Council, such as the expected Netherlands Government contribution to the core funds of the Vision. The Vision Management Unit may subcontract other organisations to contribute to Vision components and will raise funds to this end. The regional offices, for example, are expected to raise funds for their own operation from the donors with which they maintain a special relationship (e.g. the host organisation). If invited, the Vision Unit will assist them in this effort.



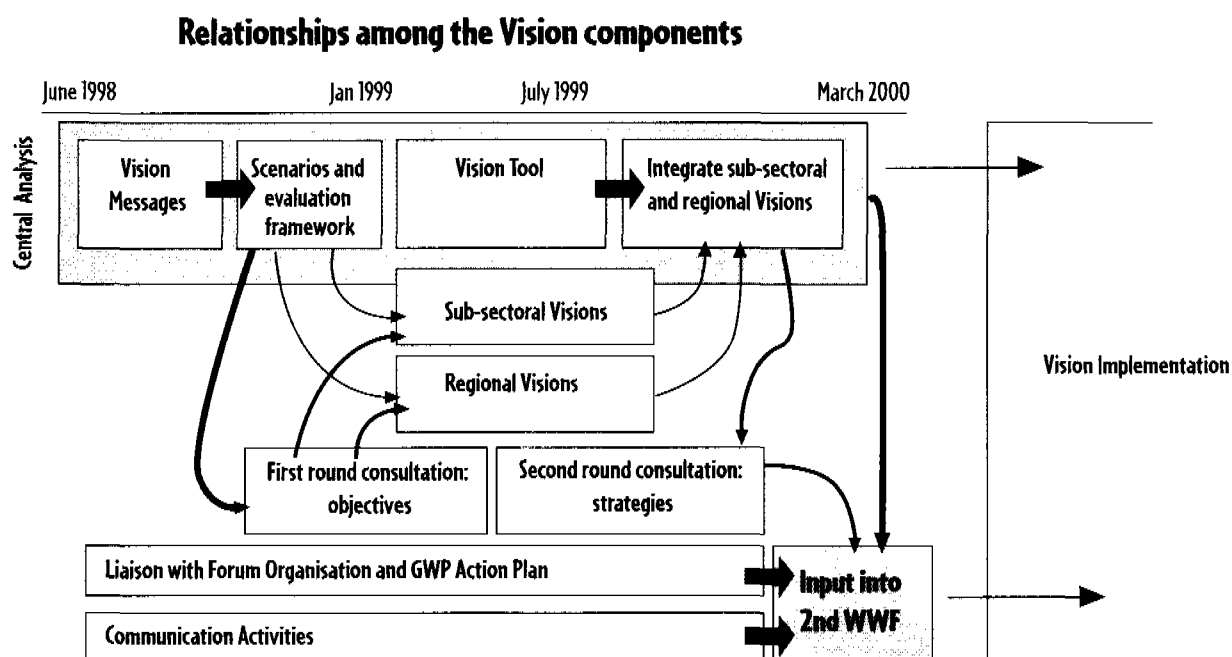
6 Vision Components

The Vision project consists of the following components (or intermediary products, as in the case of sub-sectoral and regional Visions):

1. The Vision Management Unit, including the Central Analysis
2. The Vision Commission
3. The Subsectoral Visions
4. The Regional Visions
5. The Consultation process
6. The Communication process.

Figure 2 shows the relationship among these components. The nature of the contribution of the collaborating offices will be determined during the Inception phase of the project.

Figure 2



6.1 Vision Management Unit

The Tasks of the Vision Management Unit, or Vision Unit, carried out under the responsibility of the Vision Director and supervised by the Executive Director and Vision Management Committee will include, *but not be limited to*:

1. Support for the International Advisory Panel in its provision of intellectual leadership to the Vision, including the development of effective and innovative ideas consistent with the approach and issues noted in the Framework
2. Preparation and management of detailed workplans, budgets and terms of reference for the various Vision components
3. Setting up the organisational structure (recruiting/establishing International Advisory Panel, Regional Vision units and obtaining support from Supporting Organisations and Consultation Partners)
4. Liaising with the UN system and bodies and other agencies, including the Global Water Partnership, the Commission for Sustainable Development and the organising committee of the Second World Water Forum in the Netherlands
5. Ensuring that all outputs are produced on time and are of the highest standards in terms of quality, analytical rigor and understandability to specified audiences
6. Development of the Vision messages, scenarios and a common evaluation framework through

the Vision Commission (based on existing work such as scenarios available at SEI and through the IHP programme) into briefing packages usable for the first round of consultation and the development of sub-sectoral and regional Visions

7. Organisation of a first round of consultations to obtain inputs on the 'messages' and Vision elements through the networks of the Consultation partners
8. Co-ordination of the preparation of sub-sectoral Visions, where possible based on available material or ongoing initiatives (such as the IPTRID Vision and the Vision under preparation by the Collaborative Council) and other background papers
9. Co-ordination of the development of regional Visions, a consultation process within the water sector led by a Regional Vision unit
10. Responsible for the 'Central Analysis' component, including development of a Vision Tool, integration of sub-sectoral and regional Visions into global Visions, and integration into the Vision Tool format for interactive exploration through the second round of consultation
11. Organisation of the second round of consultation, again through the partner organisations, to get feedback on the global, sub-sectoral and regional Visions (briefing materials and Vision Tool available for this was well)
12. Development of a communications strategy, and managing relationships with the media, including preparation of awareness-raising and educational materials for general distribution; and
13. Management of all funds allocated to the project.

6.2 International Advisory Panel

It will be the task of the Vision Director, with the President of the Council, Dr Abu-Zeid and Dr Serageldin of the World Bank (who has offered to chair the Panel), to establish the Panel, recruit its members and prepare the meetings. There are four meetings of the Panel foreseen (with a possible preparatory meeting in July), as outlined hereafter.

- ◆ First meeting on 'Message': goals and objectives (October 1998). This meeting could be held in Cairo, in the regional office established for the Council by its President
- ◆ Second meeting: to discuss the progress of the Vision exercise and the consultation activities (June 1999). - Third meeting to discuss draft Vision (December 1999)
- ◆ Fourth Meeting associated with the 2nd World Water Forum (March 2000), held in The Hague.

A certain involvement of the Members of the Panel is foreseen in Communication (beyond listing their membership in the appropriate documentation). The members of the Panel will be the best placed to communicate the Vision to a wider audience. They would guide the Vision Management Unit on how to present the Vision at each stage of the process so as to have maximum impact. The members of the Panel will also be actively involved in the communication strategy. This could imply the organisation of interviews of Panel members, the participation of Panel members in one or more consultation meetings in their own region. An active contribution to the communication of the results of the Vision is expected around the period of the 2nd World Water Forum (through press conferences and interviews).

6.3 Subsectoral Visions

The subsectoral consultation process will produce subsectoral Visions for, at least:

- ◆ water supply and sanitation
- ◆ food security (i.e. agriculture, irrigation and drainage); and
- ◆ environment and ecosystems.

There are other subsectors, of course, such as hydropower, tourism and navigation, but it will be decided during the Inception phase whether these will be addressed through the regional Visions or whether a subsectoral Vision can or should be developed.

The function of the subsectoral Visions is not to do new research, develop new methods or gather new data. The main function is to have extensive consultations among those involved in the sub-sector to develop a perspective on the BAU scenario for the subsector, the goals and values, the measures that could be taken to achieve those, particularly innovative ways to manage water resources, produce the products and services with less water, reduce impacts, etc. Non-traditional uses of water, desalination, water reuse and other hot topics within the sector need to be treated. The subsectoral Visions are the place where the professional expertise and experience in the water-sector is brought to bear on the Vision.

6.4 Regional Visions

The regional Visions focus on the issues of specific regions. This is intended to be the platform where the stakeholders consult each other over the alternative uses of water in their region or, where appropriate, river basin. If the sum of the subsectoral claims for water surpass the likely available resources then the regional Visions should provide perspective on the societal choices that need to be made concerning allocation of water over users.

While the subsectoral Visions will also involve others than the water professionals, it is in the regional Visions that the stakeholders themselves need to play a central role in the consultations. The consultations need to explicitly attract a wide representation of stakeholders, including professionals and government officials but far from limited to those representatives. Innovative ways need to be found to have civic leaders, religious leaders, educators, trade unions, women's movements, etc. involved.

The number of regions that can be dealt with individually will have to be a balance between the need to deal with as many regions as possible - where Africa alone should really be divided in at least 4-5 regions - and the practical limitations of the exercise (time, resources). During the Inception phase the number of regions and the institutions and people willing and able to be the driving force and co-ordinators behind the development of regional Visions will be further detailed.

6.5 Consultation

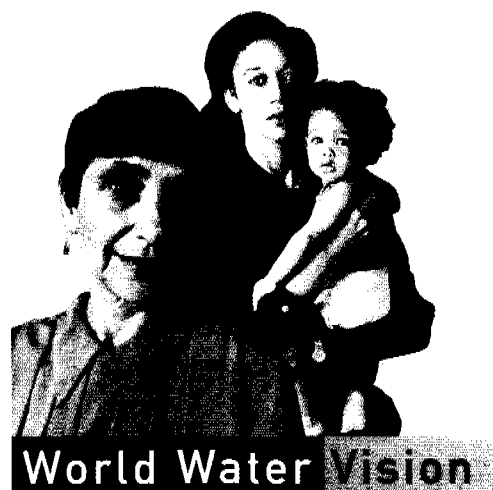
For the consultations at the lowest or smallest scale level, the Visions exercise will make use of the extensive networks that have been built up over the years by Council member and other organisations, such as the national committees of IUCN, UNESCO, ICID. Other civic organisations, such as Rotary International or Lions, could be approached as well. These organisations will be requested to put the Vision on their agenda, organise meetings on the Vision and provide feedback. The Vision Unit will make briefing materials available for such meetings and will process the feedback.

Following an inventory of major water meetings (international but also regional) that will take place until March 2000, the organisers will be contacted to see whether it is possible to link with these meetings (have side meeting, have part of programme, use for consultation, or simply have presentation).

It should also be determined what meetings should be organised by Vision project itself. Possibly a meeting around World Water day 1999 (as may be organised in Cairo), and/or the Stockholm Water Symposium 1999 could be a good mid-point for the Vision and could be used as a more formal Council stakeholder consultation. The organisation of the Stockholm Water Symposium has offered to make the Stockholm Water Symposium available for this purpose.

6.6 Communication

- ◆ prepare Communications plan, link with Forum Communications plan
- ◆ develop Vision Identity (logo, letterhead, newsletter, brochure, flyer)
- ◆ develop contacts with the media, journalists etc. to get free publicity, commissioned articles etc.
- ◆ develop and maintain Website



7 Planning

The Vision exercise is planned in four phases:

- ◆ Phase 1: the inception phase, which will be used to start the project up, begin the first round of consultations, focus strongly on fund raising and prepare a detailed workplan and budget for the remainder of the Vision exercise
- ◆ Phase 2: the implementation phase for the Vision, focusing heavily on the various consultations and developing media relationships
- ◆ Phase 3: the communications phase, linked directly to the 2nd World Water Forum, during which the main emphasis will be on communicating the results to a wide audience.
- ◆ Phase 4: implementation and follow up phase, where the emphasis will shift to actions in the field.

The start of the Vision Management Unit is foreseen for 1 July 1998 and operations are expected to last for two years. The main activities in the three phases are outlined hereafter.

Phase 1. Inception Phase: 6 months, July-December 1998

Workplan for Vision in general and Communication Plan in particular
 Definition study for the Vision Tool
 Establishment of International Advisory Panel - first meeting Panel: September 1998
 Preparation of BAU Scenarios by September 1998
 Preparation of Briefing materials before 31/12/1998

Phase 2. Implementation of Vision: 12 months, January-December 1999

Start first consultation 1/1/1999 (lasting 6 months) on Messages
 Start Subsectoral and Regional Visions a.s.a.p., finished before 1 July 1999
 Development of Vision Tool (etc.), finished before 1 July 1999
 Analysis, intergation and 2nd set of briefing materials: April-August 1999
 Second round of consultation: September-december 1999
 Finalization Vision: September 1999- January 2000
 Communication activities building up.

Phase 3. Reporting & 2nd World Water Forum: 6 months: January-June 2000

Increased attention for the Vision in the media
 Presentations by Panel members
 2nd World Water Forum
 Finalization / review of project.

Phase 4. Implementation and follow up

8 Budget

The budget for the Vision exercise is not easy to determine precisely at this point in time because the objective is to make this a 'snowball-process'. Once the Vision is underway and seen to become an important, even critical, activity, more partners - both substantive and financial - will come in. The budget given below is therefore the best that can be done at this point in time, but it will need to be updated at the end of the Inception phase as the actual activities and sponsors have become clearer.

Table 2

Budgetline	Estimated total (1000 US\$)		Possible Source
1. Vision Management Unit	1,765		
- Staff		1.100	NL / UNESCO / Montreal
- Admin services		100	NL
- Office equipment (partial)		25	NL
- Consumables		40	NL
- Travel		100	NL
- Consultants, Central Analysis		400	NL / Germany / other donors
2. International Advisory Panel	500		
- Travel & meetings		500	World Bank / NL
3. Subsectoral Visions	1000		Various donors
4. Regional Visions	1,500		NL/ various donors
5. Consultation	1,400		
- Printing briefing materials		50	NL
- Meetings organised by Vision		250	Various donors
- Meetings organised by others:		1000	Various donors
- Processing feedback		100	NL
6. Communication	600		
- Prep communication strategy		25	NL
- Development of identity		50	NL
- Printing costs, various		225	NL
- Website		100	NL
- Other activities, to be defined		200	Various donors
7. Supporting offices	1,075		
- Montreal		450	Montreal International
- UNESCO		100	UNESCO
- Bari		25	CIMEAM
- Others		500	Various donors
8. World Water Council	600		NL /other donors
9. Contingencies, 5%	400		
Total Vision project	8,540		

9 Provisional job descriptions

Hereafter preliminary, indicative job descriptions are given that will be discussed and modified as a first item of work for the Vision unit.

Director

- ◆ Overall responsibility for the Vision project, reporting to The Executive Director and Vision Management Committee
- ◆ Intellectual leadership for the project, establishing the process to get subsectoral and regional Vision background papers, establishing the consultation process
- ◆ Contracts
- ◆ Representing the Vision Project externally
- ◆ Fundraising

Water policy person / Deputy Director

- ◆ 'Central Analysis':
 - development of objectives (with Vision Commission), criteria, scenarios etc.
 - development of the Vision Tool
 - integration of regional and subsectoral papers
- ◆ Processing feedback from consultations
- ◆ Liaison with Forum

Communications specialist

- ◆ Development of identity (logo, letterhead etc.)
- ◆ Coordination of the consultation process
- ◆ Management of media relationships, i.e. responsible for attracting media attention
- ◆ Links with GWP electronic Forum
- ◆ Development/writing of public relations material, newsletter, etc

Two Programme assistants (JPOs)

- ◆ Writing, processing feedback of consultations, integration / analysis of regional and subsectoral Visions

Secretary

Admin/personnel etc.

- ◆ assistance