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ADVANCING THE BLUE REVOLUTION INITIATIVE

MAPPING OF ALLIANCE AND PARTNERSHIP OPPORTUNITIES AND IMPLEMENTATION PLAN

PREPARED BY

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1. TOP TRENDS IN THE WATER SECTOR

Based on conversations with investors, water technology companies, foundations, corporations from various sectors and donor groups in the United States, Egypt and elsewhere in the Middle East, we have identified seven trends that reflect the direction of the water sector over the next decade and suggest an enabling environment for growing the Blue Revolution Initiative.

1. **Water technology development is driven by water scarcity/demand management needs and new environmental regulations and the growth is focused in emerging markets.**
 - a. Emerging markets (China, India, Brazil) but also the Middle East are recognized as key target markets for new technologies, and significant international sales (25%-50%) are expected by some companies from these markets.
 - b. Technology trends include lower cost and energy efficient desalination, water reuse, conservation (industrial and household), irrigation, water quality/disinfection, analytics (increased contaminant detection levels, plant optimization, regulations-driven analysis) and water security.
 - c. Both the corporate sector and investor community look to the government to institute and enforce regulations, policies and incentives (on the federal and watershed level) in order to remove the institutional obstacles for growth for new technologies and to create an environment where investment dollars can flow without risk.

2. **Corporations and financial institutions are just beginning to recognize the economic impact of water scarcity on business.**
 - a. Companies are beginning to capture their water footprint (amount of water used) within business operations and supply chains.
 - b. Collaboration among companies is necessary in order to gain negotiating power with suppliers in order to pressure them to adopt water efficient best practices.
 - c. World Business Council for Sustainable Business (WBCSD) developed the Global Water Tool to help companies start to capture their water footprint and has convened a Water Footprint Working Group.
 - d. A handful of visionary leaders from across various sectors (led by the beverage industry) have started to articulate a corporate water strategy and are coming together to address this issue for the broader business community through platforms such as: World Economic Forum, WBCSD, UN Global Compact, and Businesses for Social Responsibility (BSR). These water task forces are still very new (1-3 years old) and are trying to figuring out how to scale their activities.
 - e. These activities reflect the first steps in building a business case for water at the corporate level. It is a difficult task because water processes and indicators vary across industries.

3. **Creating regional networks and strategies for utility capacity building is becoming a priority for the international development community.**
 - a. Various groups have established networks to train/build capacity, share best practices and facilitate twinning relationships to improve water supply and sanitation, including UN-Habitat's Global Water Operator Partnerships (GWOPs), Global Water Partnerships (GWP), and Water Sanitation for the Urban Poor (WSUP).
 - b. Twinning continues to be of interest yet some continue to struggle to make it effective and sustainable. AWWA is doing a twinning test pilot with the World Bank in Indonesia; Water Environment Federation's International Committee has twinning listed as an objective; WSUP has a sophisticated match-making process that goes beyond traditional one-on-one utility matching; and Danida is supporting business-to-business twinning in multiple sectors.

4. **There is widespread recognition that innovative new financing mechanisms are needed.**
 - a. Utilities and investors highlight the financing gap between most water project needs (under \$2 million) and investor interest (\$100+ million). This gap is being referred to as the “missing middle”.
 - b. Social venture funds, such as Acumen Fund, are addressing this gap. Over the next years, it is expected that more such funds will enter the market to support new technologies serving the poor, particularly in the water sector.
 - c. Micro-finance solutions (both savings and loans) at the individual and community level are being developed to help provide funding for clean drinking water to thousands of marginalized communities. WaterPartners International has received funding to support their Water Credit Initiative; Grameen Bank has partnered with Veolia to get water to poor communities in Bangladesh; and Acción, one of the largest Micro Finance Institution networks, is interested in exploring this product need.

5. **Water valuation is recognized by all players as the key to unleashing true investment in the water sector, yet no one knows how to address this complex issue.**
 - a. Debate continues on which indicators (which differ by industry), geographic scope (watershed/local vs. national) and payment mechanisms should be applied.
 - b. Some companies have begun to calculate the economic value of water in their own operations but industry benchmarks do not exist.
 - c. Institutional investors have started calculating water risk for certain sectors and the market value of eco-services, which contains a water element. Yet no consistent approach across investors exists to date.
 - d. Some research institutes and business platforms are planning to conduct water valuation projects in the coming year or two (e.g. Ceres, Pacific Institute, World Resources Institute).

6. **The climate change community is beginning to highlight the impacts global warming will have on water resources, coastal mega-city infrastructure and food scarcity.**
 - a. Investors are just beginning to recognize the vast financial impacts to their traditional (non-water) business portfolios resulting from floods, drought, melting snow caps and rising sea levels.
 - b. Risk mitigation strategies are being created by corporations, such as investing in water efficient irrigation technologies and farmer training, to increase “yield per crop”.
 - c. Agri-business companies (e.g. Syngenta, Bayer CropScience) have recognized the economic threat to their business and are developing climate-resistant seeds and exploring water-efficient technologies to support their farming target market.
 - d. Food companies (e.g. General Mills, McDonalds) are beginning to evaluate the risk of water within their supply chain to ensure a stable supply of agricultural inputs going forward.

7. **Development funding priorities for water are shifting to target water sanitation and supply and Sub-Saharan Africa, and the role of women in creating sustainable solutions is of increasing importance.**
 - a. Monies for water sector projects are being withdrawn from the Middle East and redirected to Sub-Saharan Africa by key donors such as GTZ, KfW and the Italians as well as being redirected from water reform to water sanitation and supply.
 - b. Most foundations are interested in funding gender, health and education components within water sanitation and hygiene (WASH).
 - c. The “Women for Water Decade in Africa 2009-2019” is an initiative that Women for Water Partnerships (one of the largest international grassroots women’s organization) is promoting and hopes to launch (with UN support) at the World Water Forum in Istanbul, Turkey, March 2009. Their spokesperson is Maria Mutagamba (Cabinet Minister for Water and Environment in Uganda, Chair of the Nile Basin Initiative and Chair of the Lake Victoria Commission).

2. IMPLICATIONS

What do these trends mean for USAID and the ABRI program in particular?

FOR USAID

These trends suggest that over the next several years USAID has an opportunity to make a difference by focusing on:

1. Implementing regulatory reform, policy and incentives to promote new water technologies and environmental and water quality issues,
2. Investing in water efficient technology solutions,
3. Elevating the water debate within the climate change community by incorporating policies and strategies that target urban infrastructure preparedness, rural food scarcity and poverty reduction activities, and
4. Working with multiple water-intense sectors to reduce their footprint while serving the poor communities in their developing country locations.

These programmatic areas provide USAID with an opportunity for unique strategic impact on a global level; however, pursuing such efforts would extend beyond the scope of the ABRI task order.

Therefore, we consider these top trends and ask: What direction should ABRI take in developing alliances and partnerships over the next two years?

FOR ABRI

Reflecting upon the overall market trends, we can say that ABRI is well positioned to promote USAID as a leader in driving forward the discussion around water valuation, new financing mechanism, regional utility capacity building and water supply and sanitation in Africa. Additionally, the climate change and water efficient technology trends could also be integrated, for example in the Water User Association activity.

Particular opportunities and implications of the water sector trends for ABRI's alliance building and partnerships activities are summarized below by trend:

1. The focus on new technologies for analysis, data monitoring and benchmarking offer ABRI an opportunity to attract partners from the data management and GIS technology sectors, academia and trans-boundary water community (donors and NGOs) in support of the Tigris-Euphrates data management and harmonization activity.
2. The corporate sector is just beginning to focus on water strategies and calculate its own water footprint, providing a good environment for ABRI to work with strategic business platforms in order to inform and educate corporations on larger water resource management challenges. Our goal is to get corporations to begin to understand their own corporate and community water footprint and to include community development policies into their corporate water strategies.
3. Given the current trend toward establishing regional networks for utility capacity building, we can play a formative role by establishing alliances in the US, Middle East and Africa with other organizations, thereby creating an alliance across organizations and increasing the awareness of ABRI across the international development community.
4. The need for new financial mechanisms and the lack of multi-stakeholder collaboration on this issue offer an opportunity for ABRI to play a unique convening role amongst donors, NGOs, the

financial sector and select technology companies (who have an interest and/or presence in the Middle East). Our goal is to get creative financing solutions articulated and eventually funded.

5. Given broad stakeholder interest in water valuation, ABRI has a unique high profile opportunity to convene a group of leaders from the corporate and financial sectors, academia and research institutes to discuss the political, social and economic implications of water valuation.
6. In defining possible solutions to increase commercialization opportunities for water user associations in the region, we will need to take the impacts of climate change into consideration. Inviting private sector players (such as agri-business, farmers, export marketing associations, climate change experts) to participate in the discussion will ensure we create solutions that take future weather pattern changes into account.
7. Given the important role of women in managing sustainable water supply and sanitation solutions, we have a unique opportunity to elevate ABRI by forming alliances with leading women's organizations such as Women for Water Partnerships, Greenbelt Movement, and UNIFEM among others. Having a gender focus also opens up multiple new funding sources from the private sector and foundations.

3. IMPLEMENTATION PLAN: JUNE – DECEMBER 2008

The following section will lay out the targeted next steps of the alliance/partnership development team over the next seven months, June – December 2008 as well as the value of these activities for ABRI.

DEFINITIONS

Going forward we will refer to “alliances” and “partnerships” as this terminology more aptly describes the format and value-add we are pursuing.

ALLIANCE

An alliance is a relationship with one or more groups in order to:

- Raise awareness and spread the word on the Blue Revolution.
- Gain access and exposure to strategic networks addressing critical water issues.

The ways in which we will build alliances and promote ABRI are through:

- International Venues – hosting panels and/or side events, participating on panels organized by others, exhibiting, and networking.
- Business Platform/Association Events – presenting at association meetings, roundtables or annual conferences, and participating in working groups.
- ABRI Hosted Roundtables – inviting targeted groups to participate in roundtables on specific topics to be located either in the Middle East or the United States.

PARTNERSHIP

A partnership is a relationship in which one or more parties bring a specific asset or value-add to the ABRI activity. We are speaking with a number of targeted companies, business platforms/associations, foundations, and donors in order to secure money or in-kind donations such as:

Financial Investment:

- Sponsorship

In-Kind Contributions:

- Best Practices / Knowledge Sharing
- Education & Training
- Capacity Building
- Research

SELECTION CRITERIA

Before we describe the specific alliance and partnership opportunities, let us review the selection criteria applied in determining our target prospects. Each target must meet the following selection criteria:

- Programmatic fit – is there a good match between our needs and their focus?
- Compelling value – do they bring significant value to our efforts?
- High profile – do they have brand recognition and market reach?
- Strategic fit – is the activity goal of strategic value to the partner?
- Investment value – does the level of commitment justify the time investment to forge the relationship?
- Leadership commitment – does the relationship have top executive commitment and exposure?

A. ALLIANCE BUILDING INTERVENTIONS

The following specific activities will be undertaken to promote ABRI and build our network of alliances.

1. INTERNATIONAL VENUES

We have already begun speaking with a number of international organizations that host conferences or have task forces focusing on water. Our intention is to get ABRI on conference agendas and identify other ways to collaborate and promote our program. Groups we have targeted include the Swedish International Water Institute (SIWI), International Water Association (IWA), World Water Council (WWC), Water Environment Federation (WEF), World Economic Forum (WEForum) and World Business Council for Sustainable Development (WBCSD).

- **Activity 4.5 Consultations** – We are contacting the organizations listed in the Activity 4.5 work plan conference calendar to identify the best promotional opportunities (panels, side events, etc), exhibition fees, and participation deadlines to specify an action plan and budget allocations. Of particular priority are the Arab Water Forum (Nov '08), World Economic Annual Forum (Jan '09) and Middle East Forum (May '09), and World Water Week (Mar '09).
- **SIWI World Water Week (Stockholm, Aug. 17-23)** – In addition to the USAID hosted panel on water financing, we are working on the following:
 - Confirm the USAID speaker to participate on UN-Habitat hosted panel “Water Operators Partnership: Building Strategic Partnerships for the Provision of Water and Sanitation Services” (Tuesday, August 19, morning session)
 - Setup meeting for USAID to meet with Bert Diphorn and Farah el Awar (UN-Habitat) and Sam Parker and Will Day (Water Sanitation for the Urban Poor) to discuss next steps in formalizing alliance/partnership.
 - Meet with Joakim Harlin, Susanne Schmidt and Andy Hudson from UNDP as well as Martin Welsh from Global Water Partnership to introduce John and Eric.
 - Organize an evening cocktail hour (targeting Thursday Aug. 21); send email invitation to all contacts made to date (promotional opportunity for ABRI whether contacts attend or not); distribute flyer at key convening locations (conference café, etc) the day of the event to remind people.

2. BUSINESS PLATFORM / ASSOCIATION EVENTS

US/Europe-Based Activities:

- **Ceres Annual Conference and Investor Network on Climate Risk Summit** – Ceres (a network of investors, NGOs and corporations active in climate change) will begin a water initiative this summer. We have agreed with Brooke Barton, their water program manager, that we will follow-up in June to discuss collaboration opportunities around water valuation and ABRI/USAID participation in next year's conference.
- **Water Industry Summit** – Debra Coy from Janney Montgomery Scott investments, the coordinator of the summit, has expressed interested in including USAID in next year's investor summit. We agreed that once she starts planning the 2009 conference, we will specify how ABRI can be featured in the conference. One option we are exploring is to do a panel with Water Environment Federation's International Committee as many of their members are present at the summit and the committee's key interest is on financing issues for the water sector.

Middle East –Based Activities:

- **The American Chamber of Commerce in Cairo (AmCham)** – We will be presenting ABRI to a targeted group of businesses at a breakfast meeting on the 23rd of June. The presentation is being organized by the environment committee of the AmCham.
- **The British Egyptian Business Association (BEBA)** – We will be presenting ABRI in the afternoon of June 23rd to representatives from the European and Egyptian business associations. The meeting will take place at the British Embassy in Cairo.
- **The American Chamber of MENA** – We are in conversation with Hisham Fahmy, Executive Director of AmCham Cairo, to present ABRI at an event which will be hosted by AmCham MENA in Jordan during the fall, and to advise AmCham on establishing a water resource knowledge unit.
- **The Federation of Egyptian Industries** – We have agreed with Mr. Hany Hafez to organize a round table during the fall which will expose ABRI to sixteen chambers of Egyptian industries.
- **The Federation of United Arab Emirates Chambers of Commerce and Industry** – We are planning to organize an event, hosted by the federation during the fall, at which we will present ABRI to various member chambers.
- **Donor Venues** – We will present ABRI at existing multi-donor meetings in Egypt, Jordan and elsewhere in the Middle East. Starting with Egypt, we have agreed with Dr. Tarek Morad to present at the donor sub-group on water. We are currently discussing the an appropriate date for the event.

3. ABRI-HOSTED ROUNDTABLES

ABRI-hosted roundtables give USAID the opportunity to demonstrate leadership in the water industry by convening multi-stakeholder groups to share their perspectives, learn from each other and explore solutions. The effort to organize these roundtables is well spent because it promotes the ABRI program and creates a platform through which USAID can engage in a unique dialogue with non-traditional development entities, learning what is relevant to the private sector and developing relations with prospective partners for future activities. Furthermore, the content and lessons learned at the roundtables can be used for USAID hosted panels at international venues. We intend to organize two roundtables in the United States focusing on the following two topics:

New Financing Mechanisms for Water

- We will build upon the SIWI water financing panel and organize a roundtable in the United States (targeted for October) to convene a diverse group of experts representing various stakeholder perspectives (e.g. financial, corporate, government and NGO sectors) to discuss challenges and opportunities for creating new and innovative financing models for the water sector.
- We will target representatives from the US government and World Bank financial mechanisms, micro-finance institutions, foundations, private equity funds, social responsibility investment funds, corporate venture funds and relevant NGOs.
- We will reach out to Ken Maynard, Director of WEF's International Programs and Business Development, and Kathy Shandling, Executive Director of International Private Water Association, to co-develop this roundtable – both organizations focus on financing models for the water sector and have great access to our target audiences.
- We will also coordinate with the GDA group as they have an effort underway that is looking at “alternative financing mechanisms”.

Water Valuation

- We will convene a roundtable in the United States (targeted for November) to present the initial findings on the water valuation field research and to solicit private sector input to identify opportunities for future water valuation work.
- In preparation for the roundtable, we will be contacting targeted financial institutions, multi-sector business platforms and research institutes to explain our activity goals and objectives, to solicit feedback and topics of interest and to begin assessing partnership opportunities for the future.

B. PARTNERSHIP DEVELOPMENT INTERVENTIONS

Partnerships are activity-focused, while alliance building focuses on international organizations/venues and platforms. A natural outcome of building alliances can, of course, be the development of specific partnerships, and vice versa. We see that ABRI has the opportunity to invite individual partners in support of a specific activity into a multi-partner alliance around a common interest.

The value of building partnerships is to free up budgeted dollars that can then be used either to enhance and/or expand existing activities or be used for completely new and innovative activities. Additionally, by creating a strategic partnership we establish a relationship with an entity that has a vested interest in supporting the activity past the life of the ABRI task order. Finally, by working with partners on regional activities, USAID will be able to expand an ABRI program more efficiently into a new region.

Below is a summary of the partnerships we have begun or plan to pursue in support of specific ABRI activities.

4. FUTURE WATER LEADERS

- The United Nations University is very interested in partnering with ABRI on FWL curriculum development and translating the modules into a digital format that can be used for case studies and multi-use training in their coursework globally. This offers ABRI global branding opportunities in addition to in-kind curriculum contribution. Our contacts, Velma Grover and Colin Mayfield, would like to join our FWL curriculum team and have agreed to share relevant educational materials from their courses and to support our collaboration with their regional center the University of Bahrain (with whom Manar has also worked).
- Khalid Al-Naif and Makiko Omitsu, program consultants from William Davidson Institute who are implementing the USAID JEWEL program (Jordan Education for Water & Environment Program), are

also very interested collaborating with ABRI on capacity building and education/training activities. Additionally, we are talking about leveraging their Center of Excellence resources and potentially participating in their 2009 Queen Rania sponsored conference connecting students/future water leaders with private sector, government and water utility leaders.

- Sam Parker, CEO of Water Sanitation for the Urban Poor (WSUP), sees a strong strategic fit between their mission for capacity building/knowledge sharing and ABRI's poverty oriented activities and has expressed interest in contributing content/expertise to Module 1.
- In addition to seeking specific partners to provide module curriculum support, we are targeting to create an alliance of universities with training resources in the Middle East whose mission is to build the capacity of future water leaders yet have complementary activities and audiences in the region – the goal of such an alliance is to build a network of partners that enhance the program with content, promote ABRI on a regional level and could potentially manage FWL after May 2010.
- We will be contacting targeted private sector entities to solicit sponsorships such as Dow Chemical, Citibank, Orascom, and ARTOC among others.

5. UTILITY CAPACITY BUILDING (ACWUA POVERTY ORIENTATION TECHNICAL WORKING GROUP AND AFRICAN REGIONAL UTILITY ACTIVITIES)

- We are reaching out to UN-Habitat's Global Water Operator Program (GWOP), WSUP, Global Water Partnership (GWP), Global Water Challenge (GWC), UNDP's Cap-Net and AquaFed to create an alliance of regional utility capacity building organizations.
- Once activity leads provide the utility twinning objectives and match criteria, efforts can begin to reach out to AWWA, WEF, World Bank and other partners to find appropriate twinning partners.

6. IMPROVE WATER USE EFFICIENCY AND COMMERCIALIZATION FOR WUAS

- Once the activity report is complete, we will assess partnership opportunities with agri-business leaders (e.g. Syngenta, Dow Chemical, Crop Life International) and others to explore potential partnerships for introducing water efficient technologies to WUAs while enhancing their commercial opportunities through private sector market linkages.
- We will explore whether any BSR, WBSCD or Ceres food/agri-business members are active in the Middle East to identify whom to engage.

7. DATA MANAGEMENT FOR TIGRIS-EUPRHATES

- We continue our conversations with the Dutch and hope to secure funding for Syrian participation.
- We are exploring whether funding is available from Mohamed Bin Rashid El Maktoum or Qatar foundations.
- We plan to meet with World Wildlife Fund to see if we can collaborate on corporate solicitations.
- We will discuss with the TE team how partnerships with GIS and data management companies could be useful and most appropriately targeted.

8. WATER VALUATION

- We will begin outreach to interested partners first through the roundtable on water valuation and then see where partnership opportunities emerge.

5. TIMELINE

Activity 4.2	Activity/Individual Tasks (Timeline: May 2008 – April 2009)	M	J	J	A	S	O	N	D	J	F	M	A
		INTERVENTIONS: Alliance Building											
I. International Venues													
	▪ Contact Activity 4.5 target organizations and specify action plan		■	■	■								
	▪ Secure slots on 2009 international venues		■	■	■								
	▪ Confirm meetings at SIWI for USAID with various organizations		■	■	■								
	▪ Secure location for ABRI promotional cocktail hour		■										
	▪ Send email invitations to cocktail hour and advertise ABRI sessions			■	■								
	▪ Prepare for 2009 conferences						■	■	■				
II. Business Platforms & Associations													
	▪ Secure slots on 2009 Ceres and Water Industry Summit conferences				■	■							
	▪ Secure presentations at Middle East business platform targets			■	■								
	▪ Prepare for and present at for various Middle East business associations					■	■	■					
III. ABRI-Hosted Roundtables (in the US)													
	▪ NEW FINANCING MECHANISMS: Convene USAID new financing mechanisms working group and write-up roundtable SOW / concept paper		■										
	▪ Explore partnership with IPWA and WEF to co-develop roundtable		■										
	▪ Prepare roundtable (format and panel) and send invitations				■								
	▪ Hold roundtable						■						
	▪ WATER VALUATION: Reach out to target invitees and solicit input/interest				■								
	▪ Prepare roundtable (panel, content, dates)						■						
	▪ Hold roundtable							■					

Note: Kristina is on vacation for 12 days in July and 5 days in August

Activity 4.2	Activity/Individual Tasks (Timeline: May 2008 – April 2009)	M	J	J	A	S	O	N	D	J	F	M	A
		INTERVENTIONS: Partnership Building											
IV. Future Water Leaders													
▪ Develop partnerships with WSUP, United Nations University, JEWEL program													
▪ Agree on in-kind contributions, partner roles and craft MOU													
▪ Begin discussion on a FWL alliance													
▪ Conduct sponsorship outreach to US private sector													
▪ Conduct sponsorship outreach to Middle East private sector and Gulf State Funders													
V. ACWUA and African Water Utilities													
▪ Establish partnership understanding with various regional groups (agree on roles & responsibilities with UN-Habitat, GWP, GWC, UNDP, AquaFed)													
VI. Improve Water Use Efficiency for WUAs													
▪ Assess partnership opportunities after report is available													
VII. Data Management for Tigris-Euphrates													
▪ Follow up with the Dutch until funding decision is made													
▪ Hold meetings with World Wildlife Fund corporate giving group													
▪ Discuss GIS partnership outreach with TE team leads													
VIII. Water Valuation													
▪ Note: the partnership activities for this activity will be defined after the water valuation roundtable (intervention III)													