

GWP in action



2006

The Global Water Partnership (GWP), established in 1996, is an international network open to all organizations involved in water resources management – government institutions, agencies of the United Nations, bilateral and multilateral development banks, professional associations, research institutions, non-governmental organizations, community groups and the private sector. The GWP mission is to support countries in the sustainable management of their water resources.

Through its network, the GWP fosters integrated water resources management (IWRM). IWRM aims to ensure the coordinated development and management of water, land, and related resources in order to maximize economic and social welfare – without compromising the sustainability of vital environmental systems. The GWP provides a platform for multi-stakeholder dialogue at global, regional, national and local levels to promote integrated approaches towards more sustainable water resources development, management and use.

The GWP network works in 14 regions: Southern Africa, Eastern Africa, Central Africa, West Africa, the Mediterranean, Central and Eastern Europe, Caribbean, Central America, South America, Central Asia and the Caucasus, South Asia, Southeast Asia, China and Australia. The GWP Secretariat is located in Stockholm, Sweden.

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The regions are encouraged to raise their own funds. During 2006, USD 1.7 million were raised by the regions/countries, an increase of USD 0.2 million compared to 2005. Donors at regional/country level included GEF-IWLEARN, DFID, Greek Ministry for Environment, Japan Water Forum and SIDA.

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Chair report

The Global Water Partnership has celebrated its 10th Anniversary! Congratulations are in order – to network members, country partnerships, Technical Committee (TEC) members, Secretariat Staff, to donors and to all of us! Over the ten years we have raised global awareness of water resource management issues and set up a global network to provide knowledge about how water should be managed. We've organized hundreds if not thousands of events and given advice through our partners, publications, our ToolBox and events on how to bring better practice to a variety of water management issues.

Are we winning? Well, yes – and no. Yes – awareness is growing. Around the world, governments and people talk about the need to manage water better, with a more integrated approach. And that is the first step for needed action.

But also – no. Where is the action? There may be “enough water for all our purposes if it is managed properly” but this well-used phrase offers scant comfort to the woman walking to the distant well, the farmer at the end of the irrigation canal, and the urban slum dweller having to pay several times his city cousin's bill for an insufficient drinking water supply. For them, as well as for the 28% of freshwater fish in danger of extinction, for crops withering in fields parched by recurring drought and for lakes diminishing year by year, the plain fact of the matter is that there is water scarcity.

These problems need urgent attention. More effective public policy and regulatory frameworks

must be focused on urgent problems – and there must be action. Without change – investment, extension of water access to poor communities, improved irrigation, better enforcement of pollution regulations, we simply will not achieve the sustainable management of water that is widely acknowledged as crucial to the delivery of the Millennium Development Goals.

As you will read in this report, the Global Water Partnership's key strength – in fact its very essence – is its network of committed, engaged people acting at every level: global, national and local. The threads of this network are living conduits; lifelines that channel ideas, commitment, inspiration, information, tools, contacts, and of necessity money to where it is needed. We organize

public consultation and help with the process by which some countries move to problem solving, and strategies for water management – using an IWRM, approach.

The Partnership's ten years brings satisfaction with the changes provoked, but serious doubt that the pace of change is sufficient for the pace problems grow. In the year ahead we will examine the Partnership, begin the concluding phases of assisting several governments around the world with their water resource strategies, work with an External Evaluation, produce more TEC products and help the world prepare for its first global review of water management and water efficiency. And, given the urgency of the need, may we help drive toward resolute achievements on more focussed, action-oriented solutions – not easy, but imperative!



Margaret Catley-Carlson
Chair

Overview

In its first ten years the Global Water Partnership's work has secured a firm place for integrated water resources management in the worldwide debate on water. That the current water crisis arises from inadequate or improper management of water – rather than water shortages – and that more appropriate policies lie at the heart of better water development, management and use is now more widely understood.

But water policy change is a long-haul process. With every step the foundations for the next are made, which is why the GWP Anniversary Book – summarizing the first decade of the GWP – was called “The Boldness of Small Steps”.

Now is the time to turn these achievements into action and push for implementation. If we ensure the Partnership and internal relationships and procedures are in good working order, and if we find out what adjustments are needed in the network we have constructed to date and make them, we should be successful.

To help this process along we held a series of meetings in Stockholm in August 2006, a time that not only marked our tenth anniversary but

coincided with the mid-term point of our current strategy. This provided the perfect opportunity to reflect on what GWP is and how it works, what it has achieved and consider its future challenges and directions.

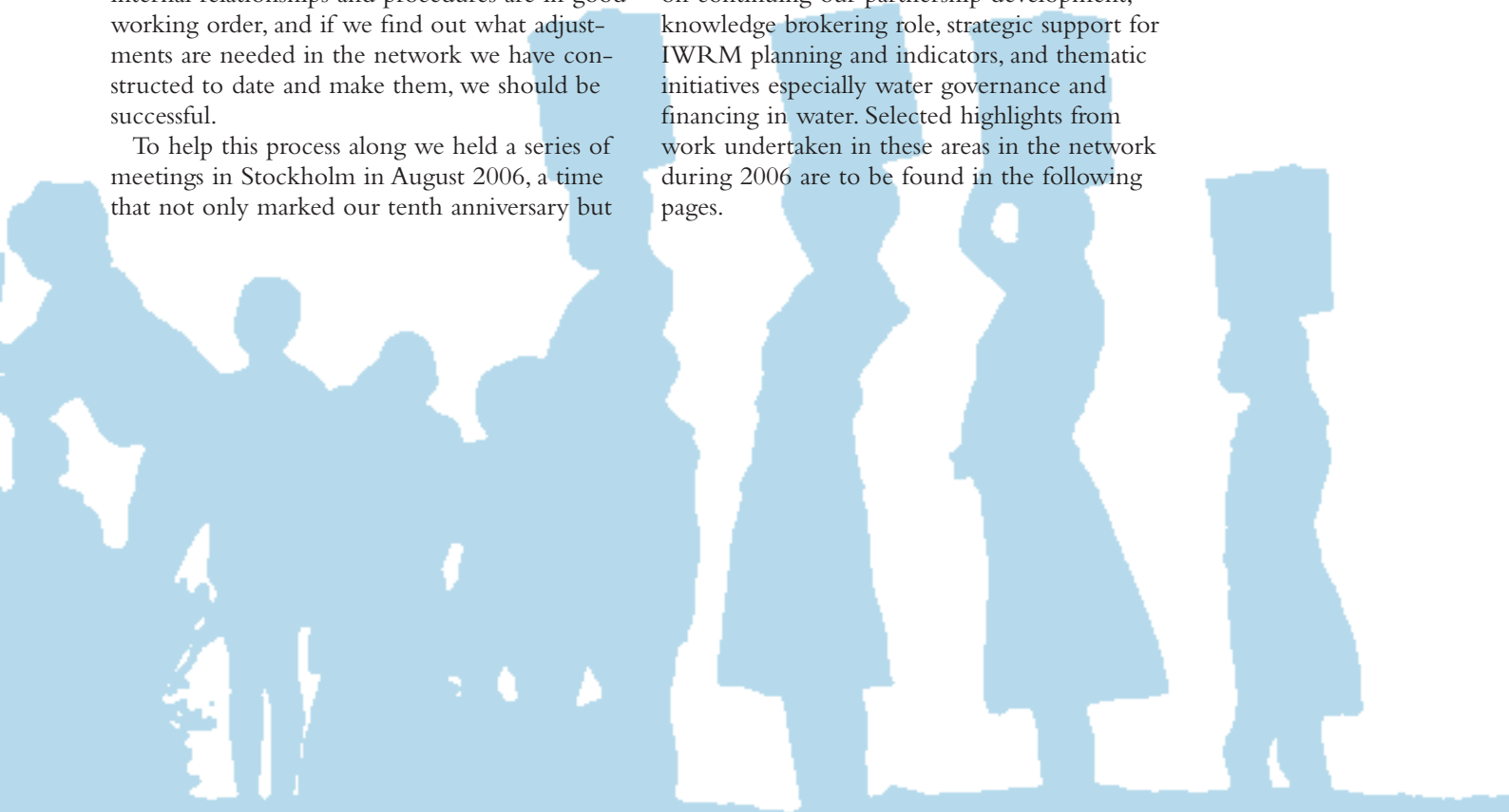
Some key issues have been reported in the first chapter of this report, together with an array of photographs that capture the spirit of our first ten years together.

These meetings saw the largest ever gathering of GWP partners and culminated in a tenth anniversary celebration in the presence of Prince Willem Alexander of the Netherlands, GWP's Patron, and the Crown Princess Victoria of Sweden. Images of these events precede the main report of actions in this GWP in Action 2006.

The outcomes of the meetings were fed into the *Comprehensive Work Plan for 2007* that focuses on continuing our partnership development, knowledge brokering role, strategic support for IWRM planning and indicators, and thematic initiatives especially water governance and financing in water. Selected highlights from work undertaken in these areas in the network during 2006 are to be found in the following pages.



Emilio Gabbrielli
Executive Secretary



GWP at 10: Where



do we go from here?



In 2006, GWP celebrated its tenth birthday. So, what have we accomplished in our first decade? And how can we build on our achievements during the next ten years? Here we review the reflections and findings of the tenth anniversary meeting of the GWP Consulting Partners, which considered both questions.

The August meetings saw the largest ever gathering of GWP partners.

Since its establishment in 1996, GWP has played a leading role in alerting the world to the need for a more sustainable approach to the management of its water resources. We have introduced and championed the concept of integrated water resources management (IWRM), now widely recognized as crucial to sustainable development and to achieving the Millennium Development Goals (MDGs). And we have built a global network of people – spanning more than 60 countries and involving all levels of society – who are committed to promoting IWRM in their countries and regions.

More than 400 of these dedicated and active people attended the annual GWP Consulting Partners (CP) network and tenth anniversary meetings held in Stockholm in August. The CP event provided an ideal opportunity to reflect on

past achievements, take stock of current challenges, learn from experience, and set the future direction for the network. Several sessions demonstrated the challenges faced by partners in different parts of the world and provided an opportunity for learning, while others scrutinized GWP's five main output areas. Interpretation in five languages (Chinese, English, French, Russian and Spanish) enhanced participation.

THE BENEFITS OF REGIONAL ACTION

Good stewardship and equitable sharing of trans-boundary rivers, lakes and reservoirs are perhaps the most obvious reasons for regional-level dialogue. But collaboration means much more; notably the opportunity to learn from one another and pool expertise, knowledge, data and tools. The GWP regional partnerships not only

Margaret Catley-Carlson (GWP Chair) launches the anniversary book, *Boldness of Small Steps*, and presents GWP Awards to those who made significant contributions towards establishing GWP.



provide neutral platforms for dialogue, they also allow smaller or weaker countries to contribute to the global debate, such as at the World Water Forums held in The Hague, Kyoto and Mexico.

The regional partnerships have established links and credibility with several important political bodies, such as the Southern African Development Community (SADC), the Economic Community of West African States (ECOWAS) and the Association of Southeast Asian Nations (ASEAN). These regional associations have taken several years to establish and they represent a significant achievement. After much dialogue and debate, water resources management has become a priority on each organization's agenda, creating an enabling environment for shared water management between countries and water sector

reform at country level, especially through national IWRM planning.

BUILDING STRATEGIC ALLIANCES

The GWP Associated Programmes (see box) focus on specific water-related themes or issues. Their objectives are in line with GWP's own mission, they are network based, and they have similar partnership structures, some overlapping with GWP's network in the regions.

Experience shows, however, that the relationship between GWP and its Associated Programmes is mostly unstructured and the potential for complementary action has not yet been fully exploited. This may be related to a lack of capacity and the uneven distribution of the Associated Programme activities among the GWP regions.

In the future, the increasing need to adopt more integrated approaches to water resources management by governments and national water agencies will create more opportunities for GWP to promote such approaches. To take advantage of these opportunities, more strategic discussions will be held between GWP and the Associated Programmes. In addition, support for capacity building provided by the capacity building network, Cap-Net, and its associated networks for example, will help to deliver real benefits at country level.

TOOLBOX: WIDELY USED AND EXPANDING

The IWRM ToolBox was launched in 2001 and provides a database of knowledge, experience and guidance on IWRM processes. Users can select from a range of tools that can be modified according to their needs. It is continually updated, thanks to a steady flow of input from water practitioners, researchers and other experts from around the world (see www.gwp-toolbox.org).

The ToolBox has been used extensively in all GWP regions. For example, in the Central and Eastern Europe (CEE) and the Central Asia and Caucasus (CACENA) regions, it has helped build the capacity of water resource stakeholder organizations and stimulated joint efforts by water experts who previously acted in isolation or in competition. It has also provided examples of situations where integrated approaches have been used to good effect.

The Southern Africa Water Partnership has used the ToolBox to improve its target groups' understanding of IWRM. And in one of the



Bogdan Macarol



Kristofer Sandberg



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GWP'S ASSOCIATED PROGRAMMES

GWP has established its Associated Programmes to help our regional and national partners develop and implement strategies for more sustainable management of water resources. Although the core activities of each Programme focus on a specific theme, they all promote their services in the context of IWRM. These Programmes are not owned or directed by GWP; rather, they are hosted independently by different organizations. Nevertheless, their services can be accessed through the GWP network.

Here is the current portfolio of Associated Programmes:

- Capacity building, run by the Capacity Building Network (Cap-Net);
- River basin management, run by the International Network of River Basin Organizations (INBO);
- Flood management, run under the auspices of the World Meteorological Organization (WMO);
- Groundwater management, run by the Groundwater Management Advisory Team (GW-MATE) of the World Bank;
- Gender, run by the Gender and Water Alliance (GWA).

regional partnership's member countries, Zimbabwe, the ToolBox was used in the development of an IWRM plan for Zimbabwe's Lower Manyame River basin. This experience has been written up as a case study.

A 2004 survey of ToolBox users revealed that the principal users were staff in universities or technical training programmes. Since then, GWP has tried to make the ToolBox more user friendly and give it a stronger problem-solving orientation. This should attract a wider audience, including water policy advisors. Gaps in the thematic content and regional focus of the case studies are also being addressed, in particular through the addition of case studies that illustrate how the tools can help water professionals address the "I" in IWRM. With this in mind, the Malaysia Water Partnership has developed its own version of the ToolBox, transforming the database into a comprehensive electronic documentation system on water issues in Malaysia. Users can submit problem-based questions and scan the database for relevant information.

The next phase of ToolBox development will see further adaptation to local needs, including translation into more languages. More content, such as case studies, guidelines and references, will be added, and greater emphasis on a questioning approach will be introduced. Although the ToolBox cannot give all the answers, it can



help users pose the right questions and identify the type of information they really need.

ARE WE DOING IT RIGHT? ASSESSING GWP'S PERFORMANCE

Continued support from stakeholders, particularly donors, requires that GWP demonstrate concrete results. At the same time, effective planning for the future demands good information about the past. However, measuring GWP's performance is far from straightforward. The Partnership is a global action network that combines informal links between stakeholder organizations with a range of different operational models conducted mostly with different partners. Not only does the network operate under unpredictable, diverse and complex political, social and economic circumstances, but the concept of integrated water resources development, management and use is a complex one.

To measure its performance, GWP needs to be clear about its identity, role and scope of activities. The type of performance indicators chosen are important too: these should reflect the organization's impact at global, regional, national and local level, as well as its actual capacity and pace of development. Measuring activities should, of course, be in proportion to the scale of GWP activities, to avoid spending too much time on reporting and too little on action.

One session at the tenth anniversary CP meet-

ing examined the issue of performance monitoring, including how the regions perform this task, and outlined the latest thinking on network performance measurement. Guided by key questions, participants joined in an open discussion on the way forward for GWP. They also discussed the use of "learning reviews," which appear to be a promising tool. Two GWP regional partnerships have already carried out self-assessments as the first part of such a review. "These learning reviews have promoted debate on substantive issues and enhanced ownership of the evaluation process," says Roberto Lenton, Chair of GWP's Technical Committee.

Until now the learning reviews have only debated the performance of regional partnerships and specific indicators have not yet been applied. The next step for GWP will be to learn from other networks' experience with performance measurement. "We will form a working group with representation from the technical committee, the secretariat, and the regional, country and local networks," adds Lenton. "We will then develop our own hybrid performance measurement model driven by simplicity, clarity, continuity and reality."

THE WAY AHEAD

In drawing the tenth anniversary events to a close, GWP's Executive Secretary Emilio Gabbrielli said, "This has been a unique oppor-

tunity, not only for our network to come together for a ‘reality check’ on what we are about, but also for us to feel the real power and diversity of our extensive global network. We have tried to create a common basis of understanding by reflecting on GWP’s history, governance, strategy, experiences, difficulties and accomplishments.”

The five-day programme fostered extensive debate – within and outside the sessions – helping GWP to reflect on what we have achieved and what we should do in the future. The full proceedings are available on the GWP website (www.gwpforum.org). The meeting’s conclusions concerning the way ahead are summarized under five themes: a strong identity, a clear role, respect for diversity, strategic choices and enhanced communication.

A strong identity

We must strengthen GWP’s identity by promoting the network as a knowledge broker that works to share experience and learning. It is time to move on from promoting the broad concept of IWRM to focusing on the specific elements (as outlined in the ToolBox). Only then will we be able to bring about positive change on the ground. The partnership approach must remain central to the way we operate. And we must continue to provide a neutral platform for multi-stakeholder dialogue and consensus building – a platform that promotes participation and inclusiveness and stimulates rather than hinders progress.

A clear role

Our primary role is one of facilitation, which means managing and encouraging negotiation, agreement and cooperation between vested interests and competing sectors on water resource issues. To be effective, we must continue to develop and strengthen our alliances and ensure that words are translated into actions that achieve goals. We need to identify and use influential champions to catalyze change at all levels, especially at the country level.

Respect for diversity

A major strength of GWP is the diversity of interests and perspectives within our organization and networks. While encouraging them to work together, we also need to recognize their differences. IWRM is a journey, not a destination, and people and countries are at different stages of that journey.

MEASURING OUR PERFORMANCE

Measuring the performance of GWP not only makes us more accountable to stakeholders, including donors, but also improves our understanding of the Partnership’s strengths, weaknesses, opportunities and threats. This makes for better forward planning. However, performance monitoring is a challenging new undertaking for networks as there are many intangibles and complexities involved in measuring how they operate.

Performance monitoring can focus on three elements:

- *process*, implementation of actions;
- *outcome*, direct results of actions; and
- *impact*, progress towards achieving goals.

The GWP regions currently use process indicators more than outcome indicators (which are linked mostly with bigger projects), while impact indicators are seldom used. More formal and structured performance monitoring is one of GWP’s key aims for the next ten years.

Strategic choices

Growing global awareness of water issues has created expectations for change and raised demand for our services. GWP therefore must focus on priority areas, making strategic choices that will maximize the return on our investment and leverage additional resources. This applies to investments of money, ideas, time and other inputs. We must also become more of a learning network, using knowledge to sharpen our focus and enhance the efficiency of our operations. This includes paying more attention to measuring performance.

Enhanced communication

Networking is fundamentally about communication. Participants stressed the value of face-to-face meetings in stimulating and maintaining contact throughout our extensive networks. We also need to improve communication with stakeholders outside the networks and the conventional water domain. “Outsiders” can provide us with reality checks on how we are doing and help us learn how to build more effective partnerships and alliances.

Establishing Country Water Partnerships: The secrets of success

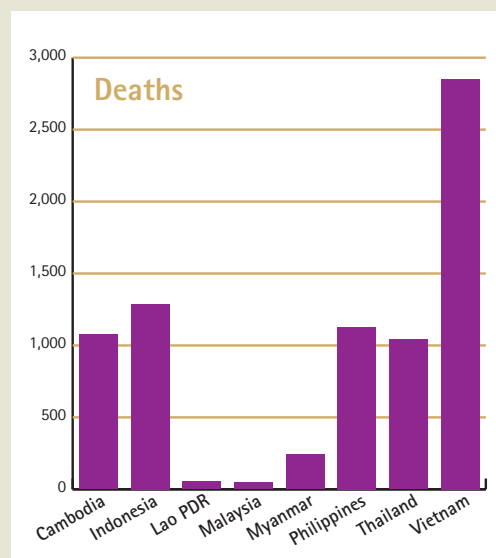
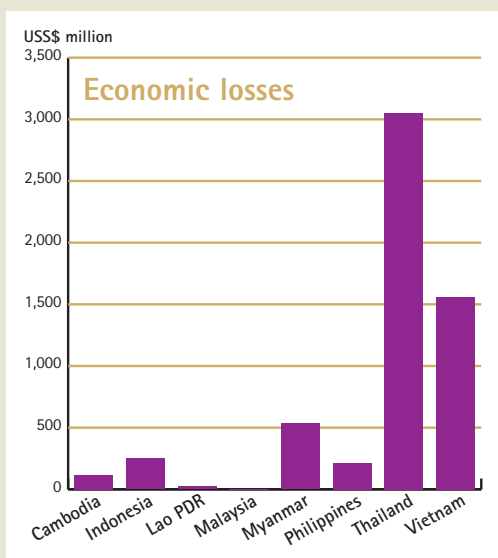
The GWP country water partnerships have been highly successful in stimulating dialogue and facilitating policy change at the national level. What are the secrets of this success? Here we focus on two regions that have very different experiences – Southeast Asia and Southern Africa. We also take a brief look at the new partnership in Guatemala and how Yemen is meeting its water challenges.

As a sub-region of the humid tropics, Southeast Asia is well endowed with water. Some parts, for example, receive 5,000 mm of rainfall a year. The Malaysian peninsula has a distinct double rainy season, with the northwest monsoon bringing rain during April–May and the southeast monsoon during October–November. However, during the past ten years, floods and droughts have struck the region with increasing severity, causing loss of life and property and hampering economic development. For example, in June 2003, Kuala Lumpur ground to a halt when a torrential downpour caused flash floods. By contrast, in 1997 there was a prolonged drought and water rationing was imposed in the

Klang Valley, a densely populated and economically important area.

Between 1990 and 2001, an estimated 7,726 people in Southeast Asia lost their lives due to floods and droughts. The economic losses were also enormous: close to US\$5,800 million. Vietnam suffered the highest death toll, while economic losses were greatest in Thailand (see table). Solving such water-related problems depends on getting diverse groups of stakeholders – from grassroots water users through to government offices – to work together, both nationally and internationally. This is where GWP partnerships have a key role, providing a platform for dialogue at all levels.

CONSEQUENCES OF FLOODS AND DROUGHTS IN SOUTHEAST ASIA 1990–2001





Tina Gue/Phoenix

During the past ten years, floods and droughts have struck the Southeast Asia region with increasing severity, causing loss of life and property and hampering economic development.

GWP’s strategy is to operate through regional and country multi-stakeholder groups constituted as Water Partnerships. These networks promote action to achieve sustainable water resources management through an integrated, participatory approach.

The regional water partnerships (RWPs) and country water partnerships (CWPs) have different visions and structures according to local conditions. An RWP has the special role of ensuring coordination of GWP activities across the region and to address issues such as water sharing across national boundaries; it is not just simply a source of funds or expertise for a CWP. A new CWP is established only if it expects to become financially self-supporting within a reasonable period.

Southeast Asia has played a pioneering role in GWP’s network. The Malaysia Water Partnership, formed in 1997, was one of the first CWPs. Indonesia, the Philippines, Thailand and Vietnam formed CWPs in 2002 and the Lao People’s Democratic Republic followed in 2003. Discussions are currently being held to establish CWPs in Cambodia and Myanmar, while Singapore has also expressed interest.

Initial efforts at the regional level focused on raising awareness among opinion leaders and decision makers of the principles of IWRM. A key target was the Association of Southeast Asian

Nations (ASEAN). GWP Southeast Asia has worked closely with the ASEAN Secretariat and was instrumental in the formation of the ASEAN Working Group on Water Resources Management (AWGWRM).

NO STANDARD MODEL

It is not always necessary to establish a national water partnership for GWP partners to be active in a country. There is little financial support that can filter down from the global and regional levels to support the activities of these entities, so finding alternative financing mechanism to sustain their activities requires careful consideration before such partnerships are created.

A challenge facing stakeholders wishing to set up a new CWP is that there is no standard model to follow. As every country is economically, socially and politically unique, with its own special arrangements for governance, each CWP must evolve to suit its own environment. “Establishing a CWP must be both a top-down and a bottom-up process,” says Datuk Keizrul Abdullah, Director-General of the Malaysian Government Department of Irrigation and Drainage and Chair of the regional Southeast Asia Water Partnership. This means that all stakeholders should be involved in the process, from governments and large institutions to civil society groups.

Datuk Abdullah also recommends that the process of introducing IWRM should take account of local traditions and practices. He cites the example of gender requirements, saying it is important that these are not seen as a new form of western cultural colonization. Another common pitfall to avoid is “capture” by a small segment of stakeholders, or individuals acting as “gatekeepers” and effectively excluding the majority from gaining information or contributing to decision making.

STEPS TO ESTABLISHING A CWP

Despite the need to adapt to local conditions, Datuk Abdullah suggests several steps most countries can follow when establishing a CWP. The first is to identify a “water champion” or advocate for IWRM. This can be an individual or institution that has a good understanding of the principles of IWRM and strong links to national government. In the case of the Malaysia Water Partnership, this was the Department of Irrigation and Drainage (DID) (see box).

Next, stakeholders should organize a national consultation meeting. (GWP has given technical, logistical and financial support for such events all over the world.) The meeting allows participants to come to grips with the principles of IWRM

and brings different water user groups and sectors together. Providing a neutral platform for dialogue helps create a better understanding among the diverse actors and allows them to “buy in” or feel ownership of the reform process. At the same time, this allays fears that one particular group or sector will hijack the proceedings.

The third step is to develop transparent rules and procedures, adapted to the local situation, and allow the partnership to move gradually towards accreditation. Finally, the CWP can begin to organize its own activities as it works to increase understanding of IWRM and drive the process of governance reform.

SECRETS OF SUCCESS

What lessons have emerged from the establishment of the Southeast Asia CWPs? Datuk Abdullah responds: “We’ve learned that it is important to be inclusive when building the country partnerships. This means bringing in representatives from all the water sectors: irrigation, water supply, water quality and sanitation, as well as other categories: governmental and non-governmental organizations, the private sector and academia.”

All Southeast Asian CWPs have chosen a key partner, which may have the added benefit of

Raging floodwaters in Malaysia's northeastern states in December 2004 killed at least 11 people and forced the evacuation of more than 10,000 from their homes.

MyWP, MALAYSIA'S WATER PARTNERSHIP

A key factor in MyWP's success was its early association – right from the inaugural meeting – with the Department of Irrigation and Drainage (DID), a major government agency responsible for managing irrigation, drainage, rivers, floods and water resources assessment. Involvement of DID gave the meeting and subsequent activities a semi-official yet neutral status and provided acceptability for broader civil society involvement. At the same time, other water agencies wanted to be represented so they could keep a watching brief on the proceedings.

The inaugural meeting was a great success since it brought together, for the first time, over 60 water-related organizations. The subsequent discussions generated a better appreciation of the issues affecting various water sectors, and the benefits to be gained through an integrated and holistic approach to water resources management.

A decade later, MyWP has become the umbrella organization for water and water-related organizations in Malaysia, with an active and busy annual work programme that is largely self-financing. In recognition of this, MyWP has been appointed by the Economic Planning Unit of the Prime Minister's Department to carry out a study on increasing public participation in the IWRM process.





Pontus Liljenberg

New CWP for Guatemala

While Guatemala is not a “water poor” country, it suffered 36 years of civil unrest and dictatorship during which little attention was paid to IWRM. Things began to change in 1996 when the Peace Agreement introduced the concept of participation in decision making. However, lack of awareness, capacity and leadership meant that several technical and political processes initiated before formulating the water policy and strategy did not give any qualitative result. In 2004, a Water

Commissioner was appointed and the planning and programming secretariat of the Presidency began formulating a strategy to coordinate public actions as a first step to make efficient use of public funds for the water sector. Guatemala has been a member of the GWP Technical Advisory Committee for Central America since 2000 and has participated in regional governance dialogues and capacity-building activities coordinated by the capacity building network, Cap-Net. Guatemala established its CWP in March 2006.

GWP Guatemala is made up of committed institutions that share common principles and values. Members are drawn from a wide range of interest groups and are aware of the need to seek broad agreements. To this end, the water partnership has a strategy to bring in currently voiceless groups such as indigenous communities and slum-dwellers. This will be achieved by working with existing organizations that represent such groups or by making contact with opinion leaders and working in local languages.

The Guatemalan Government sees the CWP as a neutral platform and mechanism to promote IWRM. Elisa Colom, Chair of GWP Guatemala, believes it is important to use the *Conditions for Accreditation* drafted by the GWP Secretariat.

“These set out the rules very clearly and provide guidance for healthy governance,” she says. “We adopted them because they reflect our own philosophy.” She agrees with Beukman that it is crucial to have a set of agreed statutes or similar documents that set a common direction and allow participants to develop a shared understanding of the partnership’s aims. This means operating transparently, maintaining a balanced constituency and building ownership, so that all participants feel part of the network, want to give their best, and are willing to overcome differences of opinion along the way.

enhancing the credibility of the CWP. In Malaysia, for example, the connection with DID confers semi-official status on the water partnership.

The CWPs have also ensured different stakeholders get their chance to lead the process. “We have made fairly frequent changes of Chair,” says Datuk Abdullah, “rotating the role among the different water sectors to avoid favoritism and marginalization.”

CWPs in Southeast Asia have worked hard to create an enabling environment for IWRM. This has entailed building awareness through seminars, workshops and other meetings. The activities have helped opinion leaders and decision makers to gain a better understanding of IWRM. For example, GWP Southeast Asia organized two regional water forums, in 2003 and 2005, each incorporating a ministerial-level meeting. Although the sessions and debates were targeted primarily at civil society, the proceedings of the forums were captured in a formal declaration, which was presented to the water ministers of participating countries for national government consideration. “It is important to identify the real decision movers,” adds Datuk Abdullah, who believes one of the first tasks of a CWP should be to educate and sensitize the aides or government officers who influence ministers.

National and international news media are powerful tools for creating awareness of IWRM and mobilizing public opinion and interest in adopting a more sustainable approach to water use. Environmental issues are hot topics. But it is important to build a smart partnership with the media since they can be equally quick to seize on bad news, particularly where government decisions are concerned. When the Malaysia Water Partnership organized workshops for journalists, a number of feature articles appeared in the local press stressing the need to shift from a supply management approach (which advocates more source facilities) towards a demand management approach (where the emphasis is on reducing the demand). In response, elected representatives have been raising the same issues in Parliament. Similarly, the Thai Water Partnership has worked with civil society and the media to advocate for decentralization of water management. Subsequently the Thai Government passed legislation for the creation of river basin management committees.

One reason Southeast Asia has been particularly successful in establishing CWPs is that the

countries of the region had already recognized the importance of IWRM, in part because of the severity of floods, droughts and other water-related problems during the 1990s. “But it is also important to remember that the CWPs will need further nurturing if their success is to continue,” says Datuk Abdullah. “This will require continuation of GWP’s financial and capacity-building support.”

EXPERIENCES FROM SOUTHERN AFRICA

Africa is a victim of dramatic extremes of rainfall, a factor that has long hampered its agricultural and economic development. Climate change and intensifying land use are likely to increase the frequency and severity of droughts, floods and pollution. Policy responses to drought have often been based on short-term crisis management, with little attention paid to long-term issues. At present, the region possesses little in the way of water storage infrastructure. The result is an increase in competition between countries for scarcer water resources – with associated growth in the potential for conflict.

Launched in 2000 to confront these challenges head-on, the Southern Africa Water Partnership (SAWP) now has 250 members in 12 countries, reflecting consensus on one point at least: that the problems of water management are urgent and demand immediate attention from decision makers throughout the region. A key stakeholder is the Southern African Development Community (SADC), a leading force in the water sector. Eleven of SADC’s 14 member states have established country water partnerships.

Ruth Beukman, Executive Secretary of GWP Southern Africa, agrees with Datuk Abdullah that a key factor in a successful CWP is the presence of one or more water champions. “In the case of Southern Africa, the champions are mostly people or institutions who are also involved in regional SADC initiatives,” she says. “Champions keep the partners interested and the CWP alive.” She also believes it is vital to have government support and involvement as well as clearly defined roles, activities and resources. “It is important to encourage government to be a lead partner in the CWP,” she says, “and to consider ways in which the CWP can add value to government-led national priority projects.”

A CWP should fill a water resource management and development gap, addressing urgent water needs that are not being tackled by government or other stakeholders. Beukman cites

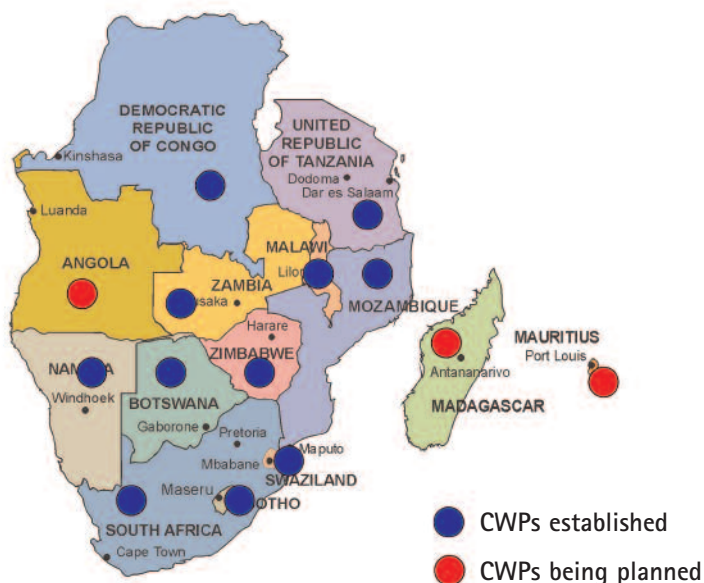


A country water partnership should fill a water resource management and development gap by getting diverse groups of stakeholders to work together to address urgent water needs.

the example of Mozambique, where a CWP was established only when the government had appreciated the added value of having one. However, the protracted establishment process allowed relevant government personnel to develop a true sense of ownership and become committed to the IWRM approach.

So how does a CWP add value to government processes? Beukman explains: “Providing a neutral multi-stakeholder platform is definitely adding value. And through the wider GWP network, a CWP has access to a huge range of information and experiences in other countries that can be fed into national programmes.” But the benefits of that access to the wider GWP network are also important for the CWPs themselves, particularly at the outset. Since they are growing institutions, they need support to build their own capacity for fundraising, network management and project development. The RWPs therefore need to budget seed money to help CWPs kick-start their national activities.

SAWP now puts higher priority on strengthening its CWPs and has developed a regional plan with their full involvement. This focuses on building capacity and ensuring sustainability.



“CWPs are critical in translating IWRM talk into action,” concludes Beukman. “Given the focus of development agendas and the MDGs, it is only at country and local level that a meaningful difference can be made on the ground.”

Eleven of the 14 SADC countries have already formed CWPs.

YEMEN ADOPTS AN IWRM APPROACH

With no rivers or perennial streams, Yemen is highly water-scarce. Some surface water is available seasonally in the coastal areas but, in general, groundwater is the main water source for domestic, agricultural and industrial use. Agriculture relies heavily on irrigation, but efficiency is low and many farmers are deepening their wells every year.

Fragmentation of responsibility for water resources prevented movement towards IWRM until 2003, when the new Ministry of Water and Environment was established. This allowed decision makers to put a new strategic focus on water development and management. After eight months of stakeholder consultation, the National Water Sector Strategy and Investment Programme (NWSSIP) was finalized as a shared vision of the way forward and as a tool for implementing IWRM and attracting investment in the water sector. The programme has its own website to facilitate communication among stakeholders, especially regarding monitoring and evaluation of progress.

Although not part of GWP, Yemen is following a parallel road through adopting an IWRM approach, introducing multi-stakeholder participation, and creating an enabling environment for sound water policies to develop its scarce water resources. Since introduction of the NWSSIP, the country has made significant savings in irrigation water. GWP is backing stakeholders’ efforts to create a CWP since this will further reinforce and support the reform process. “Establishing a regional water partnership for West Asia would provide further capacity building and networking support to the process,” says Mohammed L. Al-Eryani, Yemen’s former Minister of Water and Environment.

Linking better water to development and

Anti-poverty efforts around the world, guided by the UN's Millennium Development Goals and country-level strategies, increasingly recognize the importance of good water management. The corollary is that no national water plan is an island: to succeed, it must be connected to the "mainland" – to the country's national development plans, poverty reduction papers and social and economic goals.

In a time of unprecedented global wealth, almost two million children die each year for want of clean drinking water and adequate sanitation. Millions of women and young girls are forced to spend hours collecting and carrying water, a burden that restricts their opportunities and choices. And water-borne infectious diseases are retarding economic growth and perpetuating poverty in some of the world's poorest countries.

Water is closely bound to health, energy and the environment, and is essential for agricultural production and food security, making it central to sustainable economic and social development. It is no surprise then that the majority of the billion people who lack access to safe drinking water are poor and that half the people in developing countries still have no proper sanitation.

The problem is daunting: meeting the Millennium Development Goals (MDGs) related to water means bringing clean water to an additional 300,000 people and sanitation to 450,000 people each day, every day, for the next nine years. To do this, stakeholders, including donors, the international community, civil society organizations, and especially individual governments, must all play their part. Strategies encompassing irrigation, drinking water supply, sanitation, conservation and other uses and issues need to be linked to, and made consistent with, national development plans (NDPs) and / or Poverty Reduction Strategy Papers (PRSPs).

Reported in the *GWP in Action* reports since 2004, GWP is supporting many African coun-

tries with their IWRM planning activities. In support of these initiatives the GWP Technical Committee has produced several Policy and Technical Briefs – under its Catalyzing Change publications series – providing practical advice on the planning processes (see page 30). In this report we focus on how two countries – Zambia and Benin – are integrating the sustainable use of water with national development planning.

WATER AND NATIONAL DEVELOPMENT IN ZAMBIA

Although Zambia has abundant water resources, clean drinking water reaches only 47% of the urban population and only 51% of the total population. And less than half the urban population has access to sanitation facilities. This results in regular outbreaks of water-borne and water-related diseases, such as cholera, which particularly affect women and children, the most vulnerable members of society. In rural areas, water is essential to survival, since many people depend on fishing and cultivating rain-fed crops.

During the past 15 years, democracy, stable government, agricultural development, privatization of industry and a programme of economic reform have put the country on the road to significant economic growth. The impact, however, has been uneven: poverty is still on the rise, reaching unprecedented levels between 1991 and 2000. The government of Zambia is now concerned with ensuring that the benefits of a healthier economy reach the rural and urban

management plans poverty reduction



Lorentz Christensen/Phoenix

Linking the national IWRM plan with the National Development Plan is fundamental to achieving the MDGs related to social and economic development.

poor. Thus, “pro-poor” growth is the focus of the country’s fifth National Development Plan (NDP, 2006–2010).

Creating advisory groups

When formulating the fifth National Development Plan, the government used a participatory approach by involving 17 Sector Advisory Groups (SAGs) such as the Water Sector Advisory Group (Water SAG). These included representatives from ministries, donors, civil society organizations, local authorities, training and research

institutions, the private sector and special interest groups. Each SAG had a consultant whose main role was to consolidate submissions – from SAG members and those from the 72 districts in Zambia – into one document as the process consisted of both bottom-up and top-down approaches. This document was then debated during the various SAG meetings with the consultant taking minutes with assistance from the SAG secretariat. The Water SAG is chaired by the Permanent Secretary, Ministry of Energy and Water Development (MEWD) as the lead

Ministry and the secretariat is the Department of Planning in the same ministry. A representative from the Department of Planning, Ministry of Finance and National Planning (MFNP) acted as a liaison between the MEWD and MFNP.

In the Water SAG, Zambia Water Partnership was represented by the Coordinator – Professor Imasiku Nyambe – who served as the consultant for the Water SAG. (It is interesting to note that most of the members of the Water SAG were also partners in the Zambia Water Partnership.) The Zambia Water Partnership contributed to the process by submitting information derived from the draft IWRM and Water Efficiency Plan being formulated under GWP's Partnership for African Water Development (detailed in *GWP in Action 2004 and 2005*). This information, together with information provided for example by the Department of Water Affairs and Water Resources Action Programme, was consolidated before being debated by the Water SAG. The final outcome of this whole process emphasized the need to place high priority on water, whether for agricultural, tourism, energy or domestic use. "Consequently, 'fairness in water resource allocation' with emphasis on water efficiency in order to create wealth are among the fifth NDP's water aims," says Professor Nyambe.

Linking to development

Even before introducing the fifth NDP, the government had begun to think about reforming the water resources sub-sector through the Water Resources Action Programme. To provide a network and platform for dialogue between government ministries, water utility companies, NGOs, community-based organizations, learning institutions and stakeholders in water the Zambia Water Partnership was established in 2000. Importantly, this multi-stakeholder platform provided an avenue for facilitating the formulation of the national IWRM and Water Efficiency Plan on behalf of the Ministry of Energy and Water Development.

James Mulungushi is Permanent Secretary in Zambia's Ministry of Finance for National Planning and Economic Management. The Partnership, he explains, was formed with a simple aim of sharing information on water activities in the country. This role, was translated into a big picture of facilitating the formulation of an IWRM and Water Efficiency country plan which has been integrated into the fifth NDP.

"Linking the NDP and the IWRM plan," says

Mulungushi, "is fundamental to achieving the MDGs related to social and economic development, as well as those more directly related to domestic water and sanitation services and environmental sustainability." In particular, establishing such links is likely to have a significant positive impact on sectors with potential for pro-poor development. These include rural tourism and river transport – both of which depend on maintaining healthy aquatic ecosystems, and both of which are entry points for the poor into the national economy. "In 2003, for example," adds Professor Nyambe, "landlocked Zambia's tourism industry, much of it centering around river ecosystems, brought in an estimated US\$145 million."

While an IWRM plan can clearly reinforce economic progress and anti-poverty activities, or make links between them, its advocates may not always be preaching to the converted. In a presentation to the Fourth World Water Forum in Mexico in March 2006, Alex Simalabwi, Regional Project Manager for GWP Southern Africa, stressed the importance of "selling" an IWRM plan. Target audiences include the finance and economic planning ministry officials responsible for formulating the NDP, non-water related ministries, parliamentarians, cabinet ministers and the news media. Among the most attractive selling points are the fact that water is a key resource for the economic sector and lies "at the heart of the MDGs." At the same time, better water management approaches can, through improved allocation efficiency, help create "more value per drop." Simalabwi concluded that a key task of water planners is to "make an economic case for improved water resources development, management and use, backed by quantifiable data."

Encouraging stakeholder participation

Zambia's case underlines the benefits of stakeholder participation in planning and decision making. "From our experience," says Mulungushi, "we would advise that everyone be involved from the inception stage and throughout the process, with a lot of capacity building in getting everyone on board. Almost all our success is attributed to the formulation of the Sector Advisory Groups, which act as coordinating bodies."

"Water Watch" groups made up of consumers in the various communities help monitor the performance of Zambia's water service providers. In this regard, they play a significant



role in tracking progress towards the MDG of clean water for all.

“In addition,” notes Mulungushi, “reforms under the water resources sub-sector have advocated for legal recognition of Water User Associations that were represented in the SAGs.” These groupings have a high level of community representation and will be directly involved in the management of water resources, helping to ensure “buy in” to the IWRM plan and its implementation.

BENIN: GIVING WATER MANAGEMENT HIGHER PRIORITY

The initial stages of the IWRM planning processes in Benin, reported in *GWP in Action 2004*, got firmly underway in 2005. Following the March 2006 presidential elections, the new government of Benin formulated a national development plan. This NDP for 2006–2011 centres around six “strategic directions” – covering social, economic and administrative reforms – which are in turn supported by “strategic axes.” One axis is the implementation of the IWRM approach, aimed at securing fair access to drinking water, managing water for food security, and ensuring the sustainability of water resources.

By any standard, Benin’s water problems, from the perspective of human health and hygiene, remain urgent, especially if the MDGs are to be

taken seriously. While notable progress has been made in recent years on potable water supplies, as of 2005 only half of city dwellers had access to clean drinking water. For rural and peri-urban people, the figure was 41%.

For sanitation facilities, the percentages are much lower, with an even wider rural–urban gap. Nationally, just over one-third of Benin’s population had access to such basic infrastructure in 2005. “To achieve the MDG, we must obtain a national access rate of 67.2% for sanitation infrastructure,” says Grégoire Alé, Director of Water Planning and Administration in Benin’s Ministry of Mines, Energy and Water. “That is the equivalent of building more than 850,000 sanitation units from 2006 to 2015.”

Cutting across the strategic directions of the National Development Plan are several measures, all of which should promote the kind of institutional, policy and financial environment conducive to improved and more sustainable water management approaches. These measures include resource mobilization and the promotion of leadership, dialogue, participatory development and international partnerships.

Tooling up for better water management

The strategic directions of the National Development Plan are to be operationalized through Benin’s Growth and Poverty Reduction

One axis of Benin’s national development plan is the implementation of the integrated approach towards water resources management aimed at securing fair access to drinking water, water for food and ensuring the sustainability of water resources.

Strategy (SCRIP), which dates from 2002 and operates via three-year action programmes. The original Strategy called for improvements in water management, sharing of water resources among various users, setting up a consultative national body, and support for integrated approaches to water resources management. However, in the context of water management, the Strategy prioritized drinking water supply and water resource monitoring and paid scarce attention to other key water issues.

The national government and other authorities responsible for water management later realized that the first Growth and Poverty Reduction Strategy had too narrow a focus: they needed to develop a broader perspective through the development of IWRM and water efficiency plans. In support of this initiative, the Benin Water Partnership provided knowledge and experience arising from the IWRM planning exercises underway in other countries in West, East and Southern Africa.

As a consequence, the Strategy has been revised. It now, for example, calls for standards, regulations and other measures in the areas of water protection (against pollution) and the management of water resources such as wetlands, rivers, lakes, lagoons and artesian sources. It also calls for the provision of advice, information, technical assistance and training to various actors in the water sector, including those at the local (commune) level.

The Benin Water Partnership has been instrumental in supporting the participatory consulta-

tion processes that were held during 2003 and 2005. These consultations included technical and financial partners within Benin's water sector, together with government as one of the key stakeholders. Not only has this led to a revision of the Growth and Poverty Reduction Strategy but the process has also led to a national water policy paper and a draft water law based on IWRM principles. "These two documents, currently in the adoption stages, constitute our country's basic tools for sustainable management of water resources," says Alé.

TOWARD 2015 AND BEYOND

Assisted by GWP, Zambia and Benin have made significant progress in planning for improving the management of their water resources and their efforts are now bearing fruit. That the governments of both countries have linked these to national development plans illustrates an awareness of the vital role that water and its availability play in social and economic development.

The challenge now is to maintain the pace and to build on what has already been achieved, not only with the MDG target date of 2015 in mind, but also with a view to progress in the decades beyond. Water management reform however, is a slow process and considering an overhaul of the entire water resource management system can look overwhelming. Instead, many important changes can be made quite rapidly. It is the sum of these small, bold steps that will ultimately make the difference.

PASSING ON SKILLS IN CONFLICT MANAGEMENT AND NEGOTIATION

After involving communities in IWRM planning, some countries felt the need to build up their skills in conflict resolution. Through their country water partnerships, they asked GWP and the capacity building network, Cap-Net, to help. The result was a workshop held in August 2006, in Dakar, Senegal, where 24 participants from six countries received training in conflict management and negotiation skills.

The workshop was organized by the regional West Africa Water Partnership (WAWP) and the West Africa Capacity Building Network (WA-Net). Its aims were to develop a constructive attitude towards conflict, to understand the role of negotiation in water sharing, to promote methods of non-violent communication and conflict resolution, and to plan how to apply the knowledge acquired.

The training included role-playing in a simulated negotiation among water users, presentation of a case study from Burkina Faso entitled *Negotiations within the framework of national water plans*, and a three-day field trip to a conservation project in a fishing community.

At the end of the workshop participants were invited to draft plans to convey their results to the national authorities of their own countries, together with a time frame for passing on the information to selected audiences, thus facilitating the work of the Secretariat of the West Africa Water Partnership.

Learning from dialogue: Steps towards better water governance

Throughout history, humans have sought to control the water they need to sustain life. Building infrastructure like irrigation channels, drainage ditches and reservoirs has allowed agriculture to expand into new areas, food yields to increase, and the global population to rise. But water is also a source of risk and vulnerability. Equitable sharing of the world's water resources is one of humanity's greatest challenges. The global water crisis is deepening, not primarily because of a lack of water on the planet, but because the institutions set up to manage it are not up to the challenge.

Although some communities around the world have introduced various elements of IWRM, such as water legislation, regulation and charges the wider governance and political aspects of water are relatively new. Good water governance seldom arises on its own: stakeholders first need to be aware of the need for better governance, then encouraged to introduce the necessary reforms. This is what GWP set out to achieve in 2002 with its Dialogue on Effective Water Governance, which took place at local, national and regional levels. Working with the United Nations Development Programme (UNDP) and the International Council for Local Environment Initiatives (ICLEI), GWP held more than 40 dialogues to raise awareness of the importance of water governance. The resulting themes and highlights were brought together in the report *Effective Water Governance: Learning from the Dialogues*, which served as the focus of a two-day session at the Third World Water Forum in 2003. Since then, GWP has continued to build awareness and support countries in the steep learning curve they must ascend if they are to change behaviour and ensure equal weight is given to the non-technical aspects of water resources management.

DIALOGUE AND CONSULTATION

The Programme for Effective Water Governance, funded by the European Commission and managed by GWP, aims to improve water resources management and service delivery in seven East and West African countries. The focus is on promoting dialogue and consultation between government and civil society on issues related to IWRM at local, national and regional levels. The target countries in East Africa are Kenya,



Anita Andersson/Phoenix

WHAT IS WATER GOVERNANCE?

It was at the Second World Water Forum in 2000 in The Hague that the international community first recognized that the water crisis is essentially a crisis of governance. Effective water governance is needed to ensure access to water services and sustainable management and use of water resources. GWP refers to water governance as, *the political, economic, social and administrative mechanisms that are needed to develop and manage water resources and the delivery of water services at different levels of society*. Good governance can overcome fragmentation of effort and resolve conflict between competing water users. It is critical to attracting finance and has the potential to contribute hugely to economic development and poverty reduction.

Decentralization of water governance has significantly improved stakeholder involvement.



Sean Sprague/Phoenix

Tanzania and Uganda; and in West Africa, Benin, Burkina Faso, Ghana and Niger.

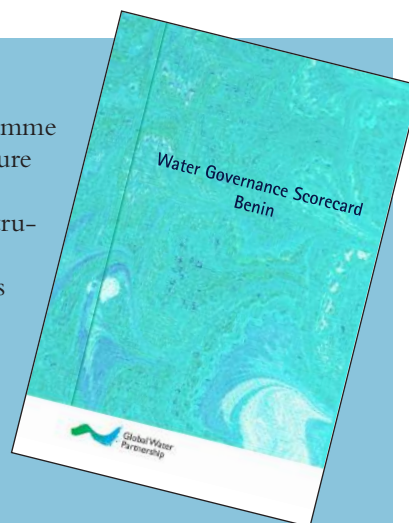
The Programme is being implemented in two phases. In the recently completed first phase, key players met to identify needs and required actions and to share knowledge about governance. In the second, more comprehensive phase, the proposed actions will be implemented. “We anticipate that, as a result of these activities, the Programme will have a direct influence on political commitment towards effective water governance,” says Paddy Bahiirwa, GWP’s Programme

Manager in East Africa. “This will in turn influence government policies and allocation of adequate resources for sustainable water resources management and service delivery.”

The preliminary mapping phase began in 2005 using GWP’s *Water Governance Scorecard*. This provides a snapshot of current arrangements within a country and indicates where there is scope for improvement. The assessments were then discussed and validated in national workshops, organized with the help of the country water partnerships in the seven nations. Workshop par-

THE GWP WATER GOVERNANCE SCORECARD

GWP developed GWP's *Water Governance Scorecard* for the Programme for Effective Water Governance. The Scorecard follows the structure of the IWRM ToolBox and looks at the various governance arrangements under the legislative framework, the regulatory instruments, the organizational framework and the role of the various service providers in IWRM. The Scorecard also assesses the status or effectiveness of current governance and highlights potential obstacles. In addition to giving an overview of the current situation, the Scorecard helps identify priority improvements. As such it serves to build the agenda for national discussions on governance. The Scorecards have the added advantage of allowing cross-country comparison of water governance.



ticipants were selected carefully. The idea was to attract people able to influence governance systems and become champions of the identified follow-up actions.

Dam Mogbante, Executive Secretary of GWP West Africa, highlights the importance of the Scorecard exercise: "It was as if the picture was presented clearly for the first time – all of sudden things started to fit together."

HIGHLIGHTING COMMON THEMES

The Scorecard process identified two main areas that need to be addressed: capacity (human, technical and financial) and integration. In recent years, many countries have planned or put in place promising new institutional arrangements – such as new legislation, regulatory bodies, apex water institutions, river basin organizations and water user groups. However, a lack of resources is hampering their ability to get the job done. Many new initiatives lack properly trained staff, basic equipment or operating budgets. "Although broad legal and organizational frameworks are often in place, the operational detail is missing," says Mogbante. "The result is that these new organizations are relatively ineffective and cannot enforce the new regulations. Policies, however good, are just not implemented."

Lack of capacity is most evident at the local level. Although the trend towards decentralization of authority provides greater opportunity for inclusiveness in decision making, it exposes the fact that local government lacks human and financial resources and operational guidelines for managing water resources. To make decentralization more effective requires a significant investment in awareness building and education – for

example, in the interpretation of the new water governance structures. Since resistance to water reforms is often due to ignorance, education can help stakeholders such as engineers, lawyers, government officers and community groups to better understand policies, laws and regulations and apply them more effectively.

Sidi Coulibaly, Communications Officer for the regional West Africa Water Partnership, agrees. "The main challenge is putting into place the new water governance arrangements and getting them operational," he says. "It is important to move into the details – rules and regulations, specific responsibilities, simple procedures, clear financing mechanisms – and build on the many new institutions that have been set in place in the last few years."

In Uganda, decentralization of water governance has significantly improved stakeholder involvement. Participation in the planning process and annual budget conferences is open to members of civil society and the private sector, allowing for more bottom-up planning. It has also given districts a political identity, which can be an advantage in making and enforcing decisions.

But decentralization has not been the panacea many originally thought it would be. There is a acute lack of suitably qualified people working in rural areas, since professionals tend to prefer city life. At the same time, local communities tend to lack the information and know-how needed to ensure the accountability of local authorities. Another problem is that decentralization does not encourage holistic management of water resources across administrative boundaries. Kenya and Tanzania are addressing this problem



The formation of multiple water governance structures at the community level will place new burdens on communities and require new capacities and additional resources.

by promoting the role of river basin organizations. How these will work with local government, however, is not yet clear.

In an ideal world, water governance would be a well-oiled machine, producing fully integrated, carefully harmonized decisions and actions. But in reality, there is often confusion over who has authority to do what, especially when it comes to the control of water quality, groundwater and irrigation. Even where strategic water resources plans are in place, governance may be ineffective due to the proliferation of regulations or the ambiguity caused by overlapping jurisdictions, such as that of land-use planners versus that of hydropower managers.

In Kenya, for example, at least 12 pieces of legislation (including the Forest Act, the Land Act, the Wetlands Act, the Agriculture Act, the Irrigation Act and the Water Act) affect water governance. There are efforts to develop a more holistic approach by building upon existing community structures such as Catchment Conservation Committees under the Forest Act and Catchment Advisory Committees under the Water Act. “Obviously, the formation of multiple

structures at the community level will be placing new burdens on communities and will require new capacities and additional resources,” says Simon Thuo, Regional Coordinator for GWP Eastern Africa.

Problems of integration and insufficient capacity also affect West Africa. For example, in both Ghana and Benin there is little coordination of planning between the water, agriculture and energy sectors. Benin and Niger have attempted to decentralize authority over water resources, much as Uganda has done. However, in practice, water supply and sanitation are still managed by the State, with considerable overlaps of responsibilities. In addition, local communities lack the skills they need to set up regulation bodies and monitor their local services.

“The lessons these consultations have provided are exciting and informative,” says Thuo. “They reveal that the way we govern water resources has a profound impact on livelihoods, opportunities and environmental sustainability. Yet governance and capacity building are receiving less investment and real attention than technical issues such as infrastructure development.”

FORWARD TO ACTION

An important objective of the national workshops was to identify priority initiatives and secure commitment to action. “The West African countries identified between one and three distinct and practical activities that would advance countries towards more effective water governance,” says Coulibaly. “It is important to avoid having a vague agenda. We should not only diagnose and plan, but also do and cure.”

The priority actions all relate to capacity building and improving integration. In Kenya, the proposed action is to integrate environmental concerns with human demand for water in the Tana River basin. This includes educating the different stakeholders in sound environmental management. In Tanzania, the aim is to strengthen four important river basin water boards to improve coordination and minimize conflict. And in Uganda, the priority actions focus on improving the technical capacity of local governance structures and improving coordination between neighbouring districts that share water resources.

In Burkina Faso, the main action identified was to capitalize on the example of good water governance set by the Local Water Committees of Liligouri and Yakouta. The main objective is to use this experience to help build capacity for more holistic and inclusive water management. The Ghana action plan focuses on supporting capacity building for local government. In Benin, the plan is to design a campaign to raise awareness of the various water laws and

institutional reforms using a wide range of media. Similarly, in Niger, a comprehensive information and communication campaign has been proposed as well as specific activities for training water users and legal personnel.

Identifying practical steps like these will move all the countries forward in their efforts to make water governance more effective, and closer to the achievement of the MDGs related to sustainable resource management, water and sanitation supply, and poverty reduction. “The programme has been very fruitful and there is growing demand to extend it to other countries in the region...GWP could play a key role in making effective water governance better understood and applied, for instance by promoting legal awareness campaigns on water and by showing the link between effective water governance and more productive use of water while avoiding conflict,” concludes Thuo.

GWP’s work so far has raised awareness and educated a wide range of stakeholders, but now the hard part begins. It is the responsibility of government to make the required governance reforms and this will take considerable time. GWP will help the target countries build on this promising start and tackle specific elements. This includes implementing the action proposals and developing crosscutting or regional programs in support of the various themes in effective water governance. Finally, GWP will share the knowledge gained with other countries in East and West Africa and encourage them to develop similar processes.

CONFLICT CURTAILED THROUGH CONSULTATION

During the past decade, tenant farmers in the Gash watershed in northeastern Sudan have experienced a range of problems related to poor management of land tenure arrangements and water shortages. As a result, production of cash crops (mainly cotton and castor bean) has fallen, the number of conflicts has risen, and livelihoods have suffered.

The situation has improved since the creation of legally recognized land and water user associations (LWUAs). Power has been devolved to them for allocation of land, collection of land and water use fees, water management, financial services and conflict mitigation. Tribal cohesion, local knowledge and customary arrangements have been taken into account in the operation of the LWUAs through a lengthy “sustainable livelihoods analysis” stakeholder consultation. This was the key to success in implementing the reforms, since it built trust between different stakeholder groups, allowing them to feel part of the process and understand the benefits of complying. Political commitment to linking local action to national policies was another factor.

Farmers now lease land on a rolling tenure basis, which gives them access to more land and better water services. Documenting the process has allowed it to be scaled up to a wider area. Although costly in terms of time and resources, the experience shows that it is possible to dovetail land and water reform to the benefit of local communities.



Intellectual resources and practical advice

Over the years the GWP Technical Committee (TEC) has outlined the principal elements of an integrated approach towards better water resources management in its “Background Papers” publication series. The most recent, *Urban Water and Sanitation Services: An IWRM Approach* authored by TEC member

Professor Judith Rees of the London School of Economics, addresses the challenges of delivering essential water and sanitation services and environmental protection in the face of the rapid pace and scale of urbanization.

Several Policy and Technical Briefs were published during 2006 (see panel). The Policy Briefs cover gender mainstreaming and how integrated approaches to better water resources development, management and use can help meet the Millennium Development Goals.

The five Technical Briefs, designed to support the work of water professionals, include checklists for defining areas for action in IWRM strategies and plans, tools for keeping strategic planning on track together with guidelines for monitoring and evaluating the implementation of the strategies and plans.

These Briefs have been published in the “Catalyzing Change” series: a series designed to support countries in their efforts to prepare IWRM and water efficiency strategies or plans as advocated by the 2002 World Summit for Sustainable Development, and reinforced by the 2005 World Summit. The series tackles key issues and potential stumbling blocks along the way and attempts to give countries beginning the process the benefit of the lessons learned by those further down the path.

GWP CATALYZING CHANGE SERIES

Catalyzing Change: A handbook for developing integrated water resources management (IWRM) and water efficiency strategies

Policy Briefs

Policy Brief 1

Policy brief for governments on the practical steps for making national water management plans

Policy Brief 2

Water and Sustainable development: Lessons from Chile

Policy Brief 3

Gender mainstreaming: an essential component of sustainable water management

Policy Brief no 4

How IWRM will contribute to achieving the MDGs

Technical Briefs

Technical Brief 1

Checklists for change: defining areas for action in an IWRM strategy or plan

Technical Brief 2

Tools for keeping IWRM strategic planning on track

Technical Brief 3

Monitoring and evaluation indicators for IWRM strategies and plans

Technical Brief 4

Taking an integrated approach to improving water efficiency

Technical Brief 5

Mainstreaming gender in integrated water resources management strategies and plans: practical steps for practitioners

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GWP Technical Committee

The GWP Technical Committee (TEC), whose members are leading practitioners and scholars drawn from around the world, is a resource to the GWP network and to the broader water and development community for supporting policy and practice change in water resources management. central work and role is to provide intellectual leadership for the identification and understanding of critical emerging issues with regard to water and sustainable development; spearhead initiatives to support changes in policy and practice; work to demonstrate the economic and developmental value of integrated approaches in the wider development community and in diverse political, social and economic conditions; produce timely, relevant, contextualized and rigorous information and analysis regarding water and sustainable development for use within and outside the GWP network; and advance frank and informed dialogue on water and sustainable development among water and development-related organizations and institutions.

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