

GLOBAL WATER PARTNERSHIP

ACTIVITIES & OUTCOMES

Summary note

May 2011



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1 Framework for analysis

The GWP strategy describes the various areas of work to be undertaken by the GWP during the period 2009-2013 (see below **graph A**). A simple model of "GWP change theory" has been developed in the 5-years GWP Work Programme in order to highlight the value chain going through these various areas of work and communicate /understand the rationale of GWP business (see below **graph B**).

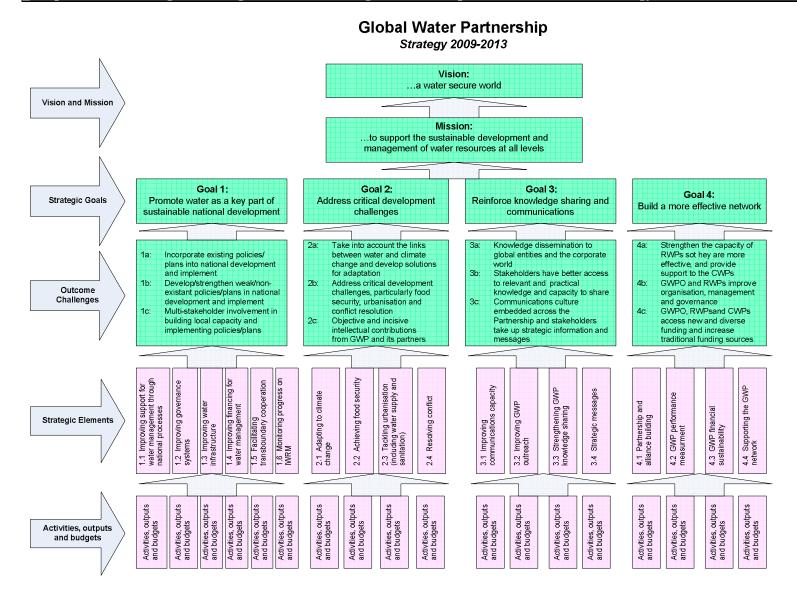
In accordance with the outcome mapping approach, GWP reporting rests on two legs: (i) activities implemented and (ii) outcomes/changes observed in the GWP environment, which can plausibly be linked to the activities.

- The "activities" that GWP undertakes in order to foster changes in the water sector are thematically related to the 18 "strategic elements" highlighted in GWP strategy. Furthermore, the activities can be described via a basic typology describing the GWP network main modes of intervention: i.a. process facilitation, capacity building, awareness raising or knowledge management on IWRM (see section on activities below).
- The "outcomes" or "changes" that GWP would like to see happening in the water sector are formulated in the form of outcome challenges and progress markers. They relate to each of the 4 goals and can therefore be connected to GWP value creation chain (see section on outcome below)

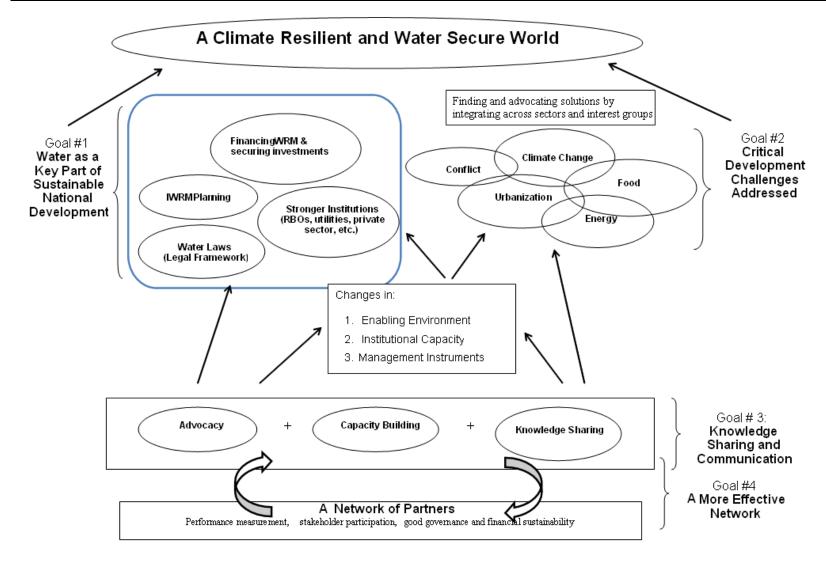
The discussion of both aspects and their linkages in a structured manner is necessary for an informed monitoring. This may be of particular importance mid 2011, at the mid point of the 2009-2013 Strategy period¹.

¹ Will feed into the planned mid-term Strategy external evaluation

Graph A) The building blocks: 4 goals and 18 "strategic elements" spelled out in the GWP Strategy 2009-2013



Graph B) The storyline: "Value creation chain" from network to impact, via knowledge management and water governance reform



2 Overall assessment

2.1 On achievements

The **2010 Annual Report** provides an overview of the activities undertaken by the GWP network (GWPO Secretariat, including the Technical Committee, and the 13 Regions) in 2010 and the main outcomes achieved. These activities largely proceeded according to the GWP 2010 workplan prepared and approved in 2009. The outcomes are still difficult to assess against the pre-identified "progress markers" (see section below on monitoring function); nevertheless, the information reported shows a **satisfactory level of results under the 4 goals**.

The various thematic areas mentioned in the strategy (referred to as "strategic elements") are explored with different emphasis depending on the regions. Overall, "water and climate" related activities received a high level of attention in 2010. In terms of types of activities, 2010 was in line with GWP network traditional portfolio, in particular the emphasis on capacity building.

2.2 On the monitoring function

GWPO uses mainly **three reporting mechanisms** to monitor results (mainly activities, but also outputs and outcomes) by the GWP network²:

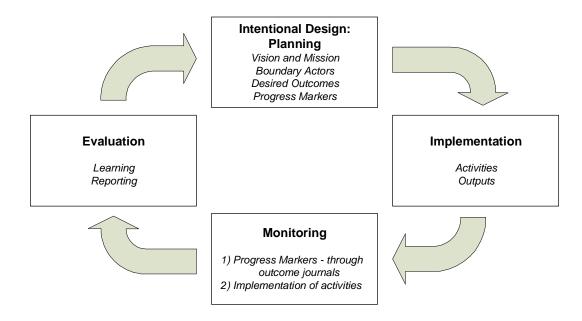
- 1. <u>Monthly narrative reports</u>. These reports are produced according to criteria established by the GWPO Communications Unit mainly for the monthly newsletter (NewsFlow).
- 2. <u>Quarterly financial reports</u>. These reports are produced according to criteria established by the GWPO Finance and Administration Unit mainly to monitor and approve financial disbursements.
- 3. (Semi) annual reports on monitoring of progress markers. This report was introduced only in 2010 following discussions at the September 2010 Regional Days. The objective is to further operationalize the Outcome Mapping approach through reporting against the progress markers established by most regions in 2009 and revisited every year at the annual planning stage. Only one report of this type has been produced (end 2010).

Based on this information, GWPO produces its Annual Report and various communication materials including a monthly Newsletter (NewsFlow).

Work on improving the GWP monitoring function is underway, as planned in 2009 with the introduction of the "programming cycle" concept.

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² Produced by all GWP entities (GWPO, including the Technical Committee & RWPs). In addition, detailed activity reports are provided to the governing bodies and detailed project reports to the sponsors when relevant.



GWP's Outcome Mapping-based Programme Cycle

The basic information provided through the various reporting mechanisms has been standardised, indexed and compiled in a database format. The analysis of 2010 monitoring information suggests that there is still room for improvement. A few areas needing further work are highlighted below:

- There may still not be a full understanding of the *connections between the different reporting mechanisms* (i.e. that they all feed into each other conceptually Monthly Report>Progress Markers Report>Annual Report); a proper realization of the underlying coherence and appropriate routines would ease a lot the reporting tasks and reduce overlaps.
- There is room for improvement in terms of *formulating progress markers* (at the planning stage); some are too vaguely formulated or too ambitious; this insight calls for taking the reporting function very seriously in order to learn and adapt for the next cycle of workplanning.
- There is no clear/consistent understanding of the *underlying framework or "GWP theory of change"* supporting the reporting materials which renders the task of communicating results / telling stories about achievements difficult³.
- There is still insufficient *use by GWPO Secretariat of the information* reported, for the purpose of learning about GWP thematic breath and achievements.

A "snapshot" of the available reporting information is provided in the Annex for the 13 regional workprogramme as well as the global workprogramme.

³ This point is addressed in next para.

3 Reporting on activities

This section concerns the monitoring of **GWP activities** (obtained from the statements provided in the monthly reports). The collection of the monthly reports statements constitutes a database comprising about 550 entries per year (530 for 2009, about 550 for 2010). The basic elements of the database structure are provided below.

3.1 Structure of GWP activities

The information contained in the statements can be broadly interpreted along two main classifications suggested below⁴.

1. The **18** "GWP strategic elements" listed in GWP strategy:

Thematic portfolio Goal 1&2

P	your com raz
SE 1.1	Improving support for water management through national processes
SE 1.2	Improving governance systems
SE 1.3	Improving water infrastructure
SE 1.4	Improving financing for water management
SE 1.5	Facilitating transboundary cooperation
SE 1.6	Monitoring progress on IWRM
SE 2.1	Climate change
SE 2.2	Food security
SE 2.3	Tackling urbanization + water supply & sanitation + environment ⁵
SE 2.4	Resolving conflict

Thomatic	nortfolio	Coal	281

SE 3.1	Improving GWP communication capacity
SE 3.2	Improving GWP outreach
SE 3.3	Strengthening GWP knowledge sharing capacity
SE 4.1	Forging partnerships and alliances
SE 4.2	Measuring GWP performance
SE 4.3	Ensuring GWP financial sustainability
SE 4.4	Supporting GWP network
SE 4.5	Decreasing GWP carbon footprint

2. The 7 "types" of activities referring to GWP main modes of intervention:

process	Report on design / participation to significant planning / reform processes
capacity	Report on targeted activities with a clear purpose in terms of building capacity; training, forum, dialogue, focused Toolbox training
awareness	Report on general activities designed for raising awareness of larger public
products	Report on publications (lectures, books etc) and other products
operational	Report on programme implementation activities such as meetings of project management groups; inputs management
meetings	Report on meetings initiated by GWP for advocacy, designing or advancing a cooperation with partners
part. others	Report on participation / contribution to activities or processes initiated by others

In the table below are some illustrative examples explaining the classification of the statements.

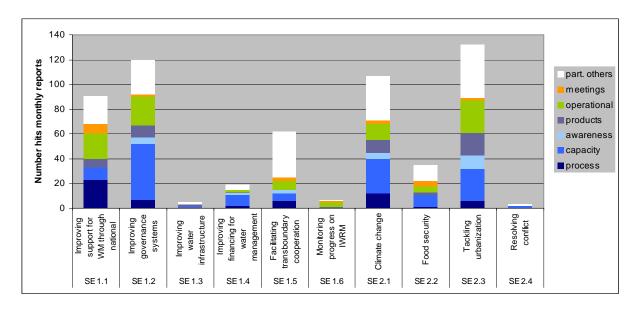
⁴ The interpretation remains rough since many statements obviously cross borders within the classifications; illustrative examples are given in annex below

⁵ Needs more detailed unpacking

		process	capacity	awareness	products	operational	meetings	part. others
1.1	Improving support for WM through national processes	e.g. High level national roundtables; invitation to join high level processes	(cap. sessions related to Goal1 & Goal2 themes)	(events related to Goal1 & 2 themes)	(publications related to Goal1 & Goal2 themes)	e.g. ref group PAWD	GWP initiative: e.g. RECs, AMCOW, gov. meetings on G1&2 themes	Others initiative: e.g. RECs, AMCOW, gov. meetings on G1&2 themes
1.2	Improving governance systems	e.g. Passing laws	id	id	id			id
1.3	Improving water infrastructure		id	id	id			id
1.4	Improving financing for water management		id	id	id			id
1.5	Facilitating transboundary cooperation	e.g. UNECE process; Drin dialogue	id	id	id		e.g.CICOS	id
1.6	Monitoring progress on IWRM		id	id	id			id
2.1	Climate change	e.g. Danish led process to COP 15	id	id	id			id
2.2	Food security	e.g. setting up rural boards	id	id	id			id
2.3	Tackling urbanization	e.g. Bic river	id	id	id			id
2.4	Resolving conflict		id	id	id			id
3.1	Improving GWP communication capacity				setting up electronic medias; calendar			
3.2	Improving GWP outreach		journalists; youths; teachers	World water day, youth, schools, teachers, roadshow	Videos, issues of newsletters, posters/ displays at for a			General meetings; International fora e.g. World Water Forum,
3.3	Strengthening GWP knowledge sharing capacity	e.g. setting up Lusophone process	general Toolbox training; general IWRM training;		Translations; producing Toolbox cases	***************************************		•
4.1	Forging partnerships and alliances	e.g. Forming national IWRM NGO's group					MOUs; new partners; creation AWP	
4.2	Measuring GWP performance		OM training; LRs					
4.3	Ensuring GWP financial sustainability				fund raising manual	GWP targeted fund raising workshops or events	GWP initiated donors meetings	Others donors meetings
4.4	Supporting GWP network		general sec training		e.g. strategy launch	TC; planning, sec. meetings, nominations, accreditations (CWPs)	CP, SC, boards	
4.5	Reducing GWP's carbon footprint					and an		

3.2 How is the GWP system addressing the different strategic elements? (2009 & 2010)

The reporting mechanism for following activities (monthly reports) has been in use and refined for a few years. It is not a systematic reporting against workplans but allows GWP entities to report on the most significant activities completed during a given months in a free format. It still needs some efforts for improvement and harmonization across the network. The statistics below give an overview of GWP intervention pattern in the different "thematic areas" being addressed, based on the number of reported items in each areas.

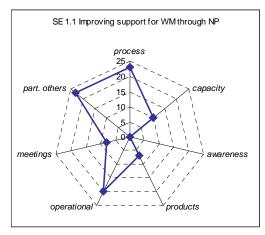


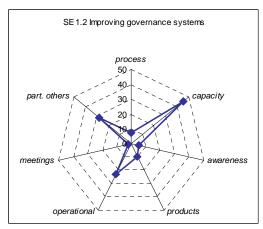
Total number of hits per strategic areas split by types.

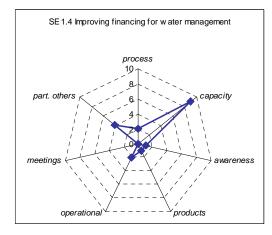
- Blue color (4 shades) represents reports mostly associated with outputs/ outcomes

 due to the types of activities reported
 (proc, cap, awa, products),
- Green color is a mix of **operational activities** contributing to a larger project
 purpose
- Orange color represents GWP initiated meetings
- White color represents participation in others activities

Remark: under the strategic element "tackling urbanization" are recorded a number of different issues (e.g. WSS, environment), which explains the high number of hits.

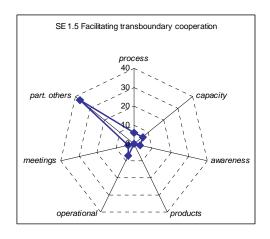


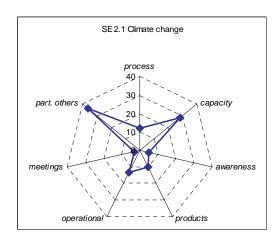


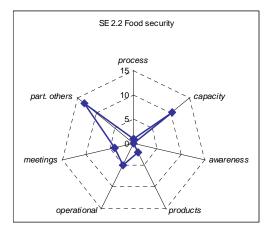


SE 1.1.:
Facilitation
of reform
processes is
the
preferred
avenue to
induce
outcomes

SE 1.2. & 1.4: A lot of workshops/capacity building







SE 1.5: mainly via participation to others processes

SE 2.1. & 2.2⁶: Much more activities in climate than food, with similar pattern

4 Reporting on outcomes

This section concerns the monitoring of GWP outcomes (obtained from the statements provided in the semi-annual reports on monitoring of progress markers). The data base of GWP progress markers comprises about 400 entries.

4.1 Structure of GWP outcomes

	Description of changes	Value added at different stages leading to real impact
Goal 4	Boundary actors work as "partners" in a network mode	VA_Goal_4: Contribution of networking arrangements to Impact (often via contribution to Goal 1,2,3 activities)
Goal 3	Boundary actors participate to and benefit from awareness raising, knowledge sharing, capacity building activities on IWRM	VA_Goal_3: Contribution of awareness raising, capacity building, knowledge sharing activities on IWRM to Impact (often via contribution to Goal 1, 2 activities)
Goal 1 & 2	Boundary actors reform their water governance system towards IWRM (working on one or several " change area " such as items listed in the ToolBox structure)	VA_Goal_1&2: Contribution of IWRM oriented water governance to Impact
Mission	Boundary actors work within the (IWRM oriented) governance system to address concrete water related problems affecting direct beneficiaries as "change area".	Real Impact on beneficiaries

⁶ Remember the scale / number of hits is different on each graph

4.2 How is the GWP system influencing boundary actors? (2009 & 2010)

The reporting mechanism for following progress markers has been tested for the first time end 2010⁸ and lessons for harmonization of practices across entities and improvement have not been drawn yet. The statistics provided below are therefore <u>indicative and should be treated as illustration / work in progress only</u> (moreover, only progress markers relating to VA Goal 1 and VA Goal 2 have been kept). GWP entities make an analysis of the progress markers pre-identified at the planning stage on a 3 levels scale:

1	Something can be reported about the boundary actor, mostly in terms of connection / interest / participation to GWP activities (10%)
+	A change process is identified while not fully implemented; the discussion of the link to GWP activities is worth reporting (50%)
++	A significant change can be reported; the discussion of the different influences/ processes leading to this change is worth reporting, including the link to GWP activities (90%)

asic statisti	cs				Examples of boundary actors and change areas	as formulated in prog. markers (VA Goal 1 &
GLOB	PM	1	+	++	Boundary Actors	Change Areas
/A_Goal_4	3	0	1	0	National and Regional Climate Centres	climate services
/A_Goal_3	5	- 0		-	Adaptation Fund	facilitating mechanism
	_	1	1	0	UN Water	indicators
'A_Goal_1	22	7	5	2	Media	media vehicles?
A_Goal_2	0	0	0	0	Multi and bi lateral support	Multi and bi lateral support
Total	30	8	7	2	Rio+20	strategy?
		_	-	_	National ministries of finance and planning	water resources management projects
					UNEP and UNDP	adaptation funding
					National governments	adaptation strategies
					GEF, UNDP, UNEP, World Bank, et al. as well as regional	IWRM plans implementation and climate change adaptation
					and national policy makers	plans
					global entities	key documents?
					NGOs such as ICRC and International Alert	programmes
					GEF, UNDP, UNEP, World Bank, et al.	PRSPs, MEAs, NAPAs, Transboundary Basin strategies
					Knowledge partners (UNDP, UNEP, SEI, IIED,CPWC)	adaptation strategies
					UN-ISDR	disaster risk reduction strategies
					OECD	funding
					World Bank, ADB, AfDB	funding
					SIWI	World Water Week
					countries	adaptation strategies
					UNFCCC, UN-Water	institutional Mechanism?
					countries	adaptation strategies

Central Asia & Caucasus

⁷ Remember the scale / number of hits is different on each graph

⁸ Two regions did not have progress markers in their 2010 workplans and therefore could not fully report. This problem is addressed in the 2011 workplan. One region reported without using the scale.

CAC	PM	1	+	++
VA_Goal_4	9	4	3	2
VA_Goal_3	19	6	7	4
VA_Goal_1	1	0	0	0
VA_Goal_2	0	0	0	0
Total	29	10	10	6

Boundary Actors	Change Areas
EC IFAS, APWF, ADB, SDC, EU, UNECE, et al.	transboundary policy dialogues

Central Africa

Central Air ica									
CAF	PM	1	+	++					
VA_Goal_4	17	5	3	1					
VA_Goal_3	8	2	1	0					
VA_Goal_1	20	3	6	1					
VA_Goal_2	0	0	0	0					
Total	45	10	10	2					

Boundary Actors	Change Areas
Brazzaville and Bangui universities	curricula
training institutions	curricula
Governments	fundraising
Countries	institutional framework and an orientation document (policy
	paper, action plan)
National hydrological services	monitoring of water resources
Journalists in Central Africa	network of journalists
Governments of Congo, Central African Republic and	situation analysis documents
Sao Tome and Principe	
Governments in Central Africa	water resources monitoring
Riparian countries	advisory institution
Government of Cameroon	IWRM action plan
AMCOW-Central Africa	Secretariat
Financial partners	funding
CICOS	IWRM SAP
Training institutions	knowledge
ECCAS regional policy document	
ECCAS Heads of States and Governments regional water policy document and its institutional framework.	
CICOS	Strategic Action Plan (SAP)

Caribbean

CAR	PM	1	+	++
VA_Goal_4	8	6	0	0
VA_Goal_3	10	2	0	1
VA_Goal_1	9	5	0	1
VA_Goal_2	2	1	1	0
Total	29	14	1	2

Boundary Actors	Change Areas	
Planning agencies	Flood Help Desk	
Cooperating Partners	knowledge sharing centre	
Ministers of Water and CARICOM	strategy?	
Government in St. Kitts	cabinet appointed committee	
Ministry of Agriculture	conservation and WUE measures	
Countries	IWRM plan	
Journalist	knowledge?	
Regional and national media	knowledge?	
Hotelier	WUE and conservation devices	
rural community	RWH	
Ministers or Permanent Secretaries from the Ministry of	High Level Summit	
Planning		

Central America

CAM	PM	1	+	++
VA_Goal_4	5	2	3	0
VA_Goal_3	13	2	11	0
VA_Goal_1	31	22	7	2
VA_Goal_2	1	1	0	0
Total	50	27	21	2

Boundary Actors	Change Areas		
three countries	adaptation strategies		
two municipal associations	climate change adaptation plans		
SICA	climate change strategy		
two countries	financing strategies		
financial and water sector	institutional Mechanism?		
journalist network	institutional mechanism?		
three municipal associations	local policies		
three countries	national adaptation strategies		
one more country in the region	national IWRM Plan		
two countries in the region	national IWRM Plan		
two countries	new regulations		
Governments	PACAGIRH		
Relevant actors of the different sectors	planning tools		
Specialized organizations on training and education	programs		
water and sanitation sector	Regional and national level coordination and planning meetings		
academic organizations	task force		
GATLA	technical advisory group		
journalist network	working basis		
Youth organizations	activities?		
journalist network	articles		
presidents of Central America	ECAGIRH and PACAGIRH		
El Salvador	National IWRM Plan		
Panama	National IWRM Plan		
Countries that already have a plan	plan		
Honduras	regulation for the application of the Water Law		
Costa Rica	PNGIRH		
Authority of the Panama Canal	water regulation		

Central and Eastern Europe

CEE	PM	1	+	++
VA_Goal_4	3	1	1	1
VA_Goal_3	1	1	0	0
VA_Goal_1	6	1	2	3
VA_Goal_2	1	0	0	1
Total	11	3	3	5
China				

Boundary Actors	Change Areas
National and local governments	IWRM plans
Key "water" stakeholders	region River Basin Management Plans
country level	collection, processing and assessment of water quality data at
	transboundary level
Municipalities	IWRM planning
Small and medium size settlements	initiatives?

CHI	PM	1	+	++
VA_Goal_4	10	0	10	0
VA_Goal_3	6	0	5	0
VA_Goal_1	18	2	7	3
VA_Goal_2	2	0	0	2
Total	36	2	22	5

Boundary Actors	Change Areas
Dongting lake stakeholders	committee for management of the river basin
Fujian Provincial Government leaders, business sector	sharing water resources
and water stakeholders	
Hebei Province	strategies
water stakeholders	water management scheme
Yellow River Conservancy Commission (YRCC)	water resources distribution, regulation and management
YRCC and the riparian provincial governments	water sharing.
relevant lawmakers	China's Water Law
Wei River Basin	ecological civilization
Fujian Province relevant governmental departments	management ability for disasters prevention
Hebei province, Stakeholders of relevant sectors	measures and polices
Hebei Province	strategies for dealing with water-related disaster
Yellow River	water and ecologic compensation mechanisms
governmental departments, NGOs and relevant	wetland protection programs
stakeholders	
High-Level decision makers	strategy?
Fujian province; Professionals of sectors involved in rural	WUAs
development and water resources management	
people	water and sanitation security

Eastern Africa				
EAF	PM	1	+	++
VA_Goal_4	3	0	0	0
VA_Goal_3	1	0	0	0
VA_Goal_1	2	0	0	0
VA_Goal_2	2	0	0	0
Total	8	0	0	0

Boundary Actors	Change Areas
Governments	regional, national and sub-national development plans and
	financing strategies
governments and stakeholders	roadmaps and financing strategies
National and regional policy makers, civic organizations, water managers, and international development agencies	solutions for climate change adaptation
National and regional policy makers, civic organizations, water managers, and international development agencies	solutions?

Mediterranean					
MED	PM	1	+	++	
VA_Goal_4	0	0	0	0	
VA_Goal_3	0	0	0	0	
VA_Goal_1	0	0	0	0	
VA_Goal_2	0	0	0	0	
Total	0	0	0	0	

Change Areas		
Boundary Actors Change Areas	Boundary Actors	Change Areas

South Africa						
SAF	PM	/	+	++		
VA_Goal_4	11	9	2	0		
VA_Goal_3	5	2	3	0		
VA_Goal_1	7	1	5	1		
VA_Goal_2	0	0	0	0		
Total	23	12	10	1		

Boundary Actors	Change Areas
local, national and basin authorities	institutions and IWRM planning processes
Govts of Botswana& Namibia	IWRM plan framework
National lead ministries	IWRM planning
SADC	IWRM status monitoring
other key sectors	national, basin and regional CCA strategies
GWP sub regions in Africa	work programme
2 countries' water sectors	working closely with Finance & economic planning sector

Α	PM	1	+	++	Boundary Actors	Change Areas
_Goal_4	9	2	1	4	Government institutions	policy and legislations
Goal 3	13	6	0	6	Government	WRM units
_Goal_1					Government institutions in countries of Cambodia,	new policies and legislations
Goal 2	6	2	0	2	Indonesia, Lao PDR, Malaysia, Myanmar, Philippine,	
_Goal_Z	0	0	0	0	Thailand and Vietnam Regional and international organizations namely	WRM instruments?
Total	28	10	1	12	Aguajaring, UN-ESCAP, UNESCO, UNEP, SEAWUN, NAHRIM, ICHARM	VVRM Instruments?
					Central, provincial and local government units in countries of Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippine, Thailand and Vietnam	training and seminar
					Regional and international organizations namely Aguajaring, UN-ESCAP, UNESCO, UNEP, SEAWUN, NAHRIM, ICHARM	WRM instruments?
st Africa						
F	PM	1	+	++	Boundary Actors	Change Areas
Goal_4	23	0	8	11	AMCOW Executive Secretariat and UNEP	1997 UN Convention on transboundary waters
Goal 3	10	3	0	2	Countries that were part of the Programme for Water	national dialogue
Goal 1	11				Governance PfWG (Ghana, Benin, Niger and Burkina	
Goal 2		2	3	4	Faso) financial donors of the sector	Funding
	0	0	0	0	GEF	funding
Total	44	5 11 17		17	AMCOW and ECOWAS , African Water Facility, GEF and UNEP	funding
		3 basin organisations	management plans			
					Journalists from at least 12 countries in West Africa	Articles and radio productions
					2 countries amongst Liberia, Benin, Cote d'Ivoire and Togo	IWRM plan
					professors from 8 universities and training institution	training module
th Ameri	ca					
M	PM	1	+	++	Boundary Actors	Change Areas
_Goal_4	2	0	0	0	LATINOSAN	economic instruments and financial instruments
_Goal_3	7	0	0	0	Educator, journalists, water users and governments from local, regional and national sectors in Peru	information about the impacts of climate change
_Goal_1	10	0	0	0	teachers in southern Andes	information about the impacts of climate change
_Goal_2	0	0	0	0	Authorities in Argentina	legislative framework
Total	19	0	0	0		

SAS	PM	1	+	++
VA_Goal_4	12	1	4	0
VA_Goal_3	11	3	4	0
VA_Goal_1	43	10	10	1
VA_Goal_2	10	1	0	1
Total	76	15	18	2

Boundary Actors	Change Areas
Bhutan the National Environment Commission	coordinate
Bangladesh, water utilities	development projects
Baluchistan, province of Pakistan	ground water regulation
water users associations, village development committees,	improved technologies
Panchyat raj institutions, farmers and farmers' organizations	
ministries responsible for climate change	IWRM based planning
Bhutan, Pakistan and Sri Lanka	national water policy and law
relevant state agencies	Peoples Participatory Management Institutions
relevant institutions and local authorities, civil society organizations, and water users	pilot RBO's
area, zonal water partnerships, women water networks and local water parliaments	plan, budget and undertake IWRM programs
responsible government departments and research organizations	share hydro-metrological data
concerned agencies and public.	Short, medium and long term user friendly forecasting
area, zonal water partnerships, women water networks and local water parliaments	social accounting of water sector activities
countries in South Asia	transboundary cooperation on water resources and hydropower development
governments	transboundary cooperation on water resources and hydropower development
Sri Lanka the ministry of water resources	umbrella law and apex body
young people	water messengers
Bangladesh, India, Nepal, Pakistan and Sri Lanka, the water utilities	work plans
farmers	Practices, agricultural productivity
water utilities	delivery service mechanisms
Pakistan the four provincial irrigation departments	equitable distribution
water users associations, village development committees, Panchyat raj institutions, farmers and farmers' organizations	improved technologies
Poor and marginalized people	livelihood strategies
water users; youth	recycling and water efficient use solutions?
area water partnerships	AWPs and LWPs.
Nepal	constitution
Bangladesh and Pakistan	financial mechanism
state governments of India and relevant authorities	Ground Water Development Act
Bangladesh and Bhutan the ministries	National Water Act
policy makers	RBOO
three countries (India, Nepal and Bangladesh	sharing of hydro-meteorological data
India government	state water policy
planning commissions/ministries in Bangladesh, India and Pakistan	state water policy
Pakistan, Sri Lanka, Bhutan	productivity per unit of land
Nepal	constitution
Bhutan, India, Nepal, Pakistan and Sri Lanka the ministries	institutional mechanisms for participation
Pakistan Government	laws and frame policy
Nepal the Department of Irrigation	management of irrigation projects
governments	national development plans
Nepal the ministries	National Water Plan
Trained local people in Nepal	water master plan
Trained water professionals	water projects
Central Environmental Authority, Geological Survey and Mines Bureau, Provincial, District and local authorities in Sri Lanka	regulate effectively
Pakistan, Sri Lanka, Bhutan	productivity per unit of land

5 Annex: Supporting Information (See Companion Document)