

THE BOLDNESS OF SMALL STEPS

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Ten years of the Global Water Partnership



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*“Water is life. When there is no water, there is no life.
Between these two sentences lies the whole history of humanity.”*

MOHAMED AÏT-KADI, SECRETARY-GENERAL,
MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT, MOROCCO; SENIOR ADVISOR, GWP
AND FORMER MEMBER OF THE TECHNICAL COMMITTEE, GWP

FROM THE BEGINNING OF HUMAN HISTORY...

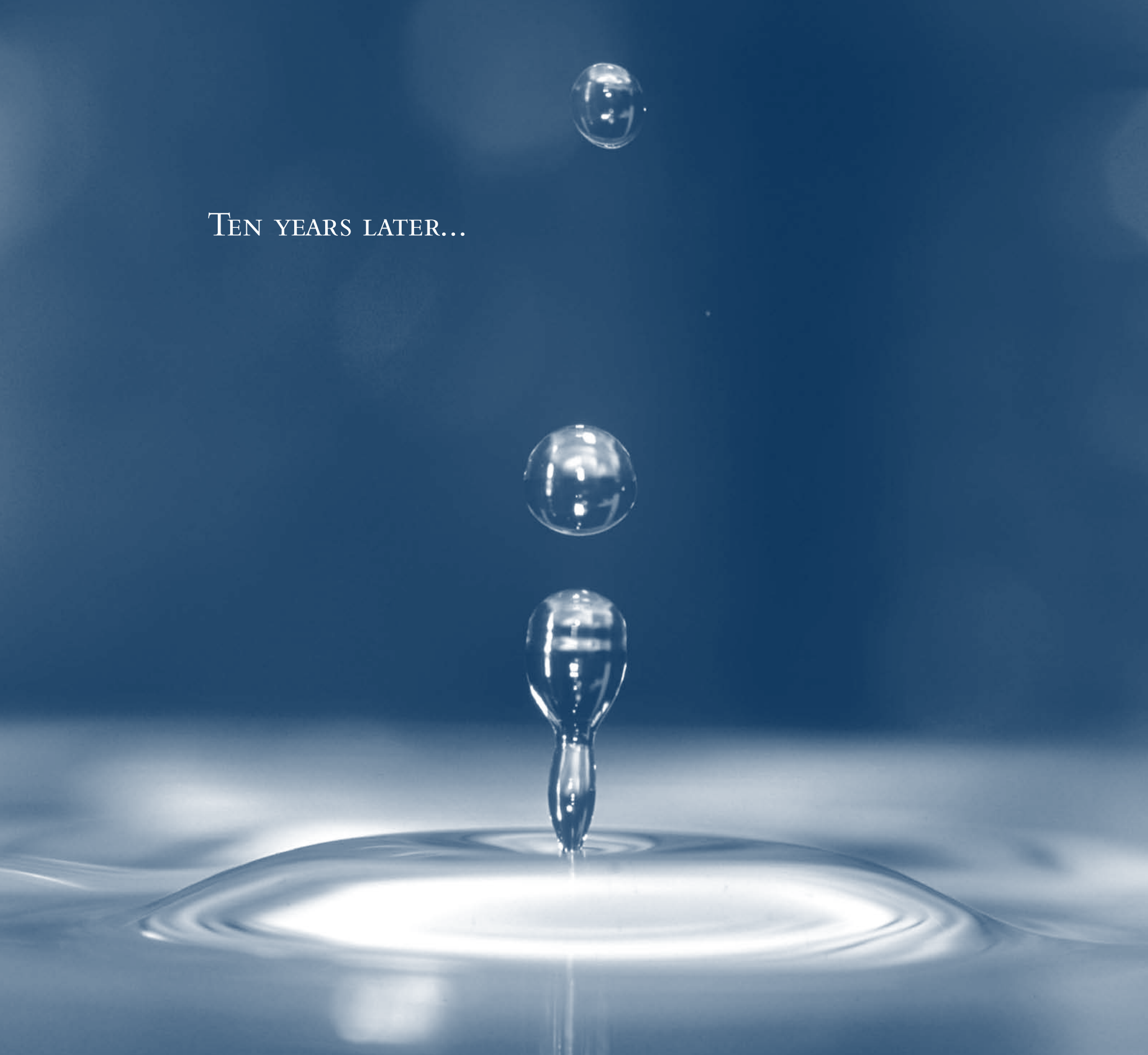
AND THEN...



A monochromatic blue-toned photograph capturing the silhouettes of a family of four on a beach. From left to right: a woman stands with her back to the camera, looking towards the ocean; a man stands in profile, his arm around a young child; the child stands with their back to the camera, holding a rope; and another child hangs from the rope, swinging. The background shows the ocean and a bright, low sun on the horizon, creating a shimmering effect on the water. The entire scene is rendered in shades of blue, with the sun's glow appearing as a lighter, almost white, area on the horizon.

SO: A PARTNERSHIP TOOK FORM...

TEN YEARS LATER...



ITS ESSENCE...



ITS FUTURE...



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Foreword

As patron of the Global Water Partnership, I am proud, gratified and sobered by the fact that our work has secured a firm place for integrated water resources management in the worldwide debate on water. It is gratifying that growing numbers of people are convinced that the current water crises arise from inadequate or improper management of water, rather than water shortages, and that we have been able to instil that message in the short time of the first decade of the Global Water Partnership. It is sobering to realise how difficult it is to make the necessary changes against the patterns of decades, even centuries.

Water policy change is a long-haul process. With every step we lay the foundation for the next. This is why we have summarised the first decade of the Global Water Partnership as “The Boldness of Small Steps”. We must be bold because we need to improve the lives of people living in water stressed areas, and protect life in all its forms. The more we know, the more we know we must do. Now is the time to turn our achievements of the last decade into action.

HRH WILLEM-ALEXANDER,
PRINCE OF ORANGE, THE NETHERLANDS, PATRON

Preface

The story of the first decade of the Global Water Partnership is the story of how the world started to move away from perilous practices, which have led to loss of life, wasted investment and endangered environments. It is also the story of how the world began to recognise that where water is not seen as a fragile, precious resource, it is unlikely to be valued, understood or protected.

Water needs careful management, which itself requires effective public policy and regulatory frameworks. When decision-making is confined within single sectors of the water management arena (irrigation, sewage, energy, transport, recreation, drinking water) it is unlikely to provide the integrated approach needed to assess and address the impact of the actions of one sector on the choices available to others. The methods that do achieve this are encapsulated in the tenets of integrated water resources management – a practice geared to the sustainable management of water for all. Integrated water resources management is widely acknowledged as crucial to the delivery of the Millennium Development Goals*. The Global Water Partnership’s mission is to support countries in the sustainable management

of their water resources. Integrated water resources management provides a valuable tool for this undertaking. However it must not be misinterpreted as a perfect virtue, nor as fault-free government; looking for places where “Integrated water resources management is being practised” is also illusory. Integrated water resources management covers a wide spectrum of activities that take place in sequence over time; improving water resources management is a dynamic process.

Another of the Global Water Partnership’s key strengths – in fact its very essence – is its network of committed, engaged people acting at every level: global, national and local. This network is both wide and deep, comprising as it does a partnership of partners operating in more than 60 countries, linked across distance and through society, with an influence extending from governments right down to the village community. 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.

The Global Water Partnership is perceived by many of as one of the new and innovative constructs that have helped shape global public governance in the last two decades. Through the Global Water Part-

*The eight goals that address the world’s main development challenges, adopted by 189 nations during the UN Millennium Summit in September 2000 and set out in the Millennium Declaration.

nership, Integrated Water Resources Management has gained much ground over the last decade, as has recognition that sustainable water use is essential to the future of society. The Global Water Partnership is proud to have been at the vanguard of that progress.

MARGARET CATLEY-CARLSON,
CHAIR, GLOBAL WATER PARTNERSHIP

Acknowledgements

The Global Water Partnership pays tribute to all who have contributed to its work to effect change. We are grateful to our visionary founders, our constant and vital donors who have worked in partnership with the Global Water Partnership, the countries that came together in treaty to give our Headquarters legal existence, our generous host, the Government of Sweden, and all those governments and institutions that have made ‘in kind’ contributions to support the Partnership. We thank our patrons, especially HRH the Prince of Orange for being our special envoy. We thank our first Chair and Executive Secretaries, our visionary first Chair of the Technical Committee and all our far-seeing technical experts – these are our

foundation stones. We thank the people who have served on our Steering Committee and Technical Committee for their inspiration, past and present. We thank our Executive Secretary and the Stockholm and New York staff, and the advisory centres and associated programmes, which are so much a part of our work. We thank our current and previous regional chairs, their staff and those of the country water partnerships. We salute the area water partnerships for making change in their own neighbourhoods. Above all, we thank our partners and all the women and men around the world who have faced the reality of the need to change the way water is managed in their own countries and communities, and who have devoted time, effort, inspiration and hard work to making change happen.

Regional Chairs 1996–2006

REGION	ESTABLISHED	CURRENT (2006)	FORMER CHAIRS
Australia	2003	Mark Pascoe	Colin Creighton 2003–2005
Caribbean	2004	Navin Chandarpal	–
Central & Eastern Europe	1998	Liviu Popescu	Janusz Kindler 1998–2005
Central Africa	2003	Jean Michel Ossete	–
Central America	2000	Maureen Ballestero	–
Central Asia & Caucasus	2002	Vadim Sokolov	–
China	2000	Dong Zheren	Rui-Ju Liang 2000–2002
Eastern Africa	2002	Ato Mebrahtu Iyassu	Charles Koske 2002–2005
Mediterranean	1998	Michael Scoullos	Michel Soulié 1998–2002
South America	1998	Carlos Tucci	Victor Pochat 1997–2000 Humberto Peña 2000–2003 Carlos Tucci 2003–2005
South Asia	1998	Nanda Abeywickrama	MA Chitale 1998–2002 Quamrul Islam Siddique 2003–2004
Southeast Asia	1997	Keizrul Abdullah	Angel Alejandrino 1997–2001 Apichart Anukularmphai 2002–2004
Southern Africa	1996	Kenneth Mbisi	Tabeth Chuita 1996–2002 Osborne Shelu 2002–2004
West Africa	1999	Madiodio Niasse	Athanase Compaoré 1999–2005





CHAPTER I

THE IMPERATIVE FOR CHANGE

In the last decades of the 20th Century, the alarm signals about the state of the world's water were so clear that the international community had little choice but to sit up and take note. Participants at the United Nations Conference on Environment and Development, in Rio de Janeiro in June 1992, unveiled a sobering picture of global water resources: there was no doubt that they were in a critical state. The problems described were neither speculative in nature nor likely to affect our planet only in some distant future. The conference concluded with a call for action: political commitment was needed urgently at the highest levels of government, as indeed was change at the local level.

Preserving the precious and fragile resource that is our planet's water, which is of such enormous economic and social value, would require substantial investments, public awareness campaigns, legislative and institutional changes, technology development and capacity building programmes, beginning right away. The survival of many millions of people demanded immediate and effective action.

But the conference also pinpointed a significant barrier to such action: the fragmentation of responsibility for the development and management of water resources between agencies in different sectors of the water arena. Unfortunately, degradation is moving faster than dialogue.

Building on the outcomes of the International

Conference on Water and the Environment held just a few months previously in Dublin, Ireland (in January 1992) – namely the Dublin Statement and the Conference Report – as well as an analysis of earlier water conferences, the Rio conference called for mechanisms that would coordinate and promote the practice of integrated water resources management (IWRM).

GWP DEFINITION OF IWRM

“IWRM is a process that promotes the coordinated development and management of water, land and related resources in order to maximise the resultant economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems.”

IWRM puts in place specific, routine processes that ensure that different, water-using sectors work together on water services, water projects and water plans.

The Rio conference also emphasised the need to involve a broader range of people in water management policy and decision-making – in other words, not just the experts and officials. This would require greater public knowledge and participation, including by women, youth, indigenous people and local communities.

The stage was set for the creation of a new organisation. There were already many organisations

with impressive expertise within specific water-related sectors, but none that could lead the way in integrating these areas of expertise. The new entity would need to get off the ground quickly and be light enough to operate with few resources. It would need the ability to mobilise the best minds and apply them to water management. It would have to be open enough to pull in, rather than alienate, the dozens of organisations already working in water. Ideally it would become a source of guidance on how to change existing investments in water resources while taking all needs into account. With luck, it would attract global attention to this emerging concept of a more integrated, more managed, more cherishing approach to water.

“As someone present at the birth of the GWP, my relationship with it has been similar to that of parents with their children. In the early years you feel you have a lot of influence. Then they find their feet. They need you less (and disrespect you frequently!). But they form their own characters, and find their own ways through life. And you love them unconditionally.”

JOHN BRISCOE, COUNTRY DIRECTOR FOR BRAZIL,
WORLD BANK, BRAZIL

In 1996, the Global Water Partnership (GWP) was born. Its birth was made possible in practice by the coming together of the World Bank, the United Nations Development Programme (UNDP) and Sweden, which also offered to host the new organisation. These were quickly followed by other donors, including the UK and the Netherlands. The GWP was on its way.

“Sweden offered to host the GWP because of a recognition of the fundamental importance of water resources management for the achievement of the objectives of Swedish development cooperation. The sustainable management of water resources is basic for economic growth as well as for improved equity and protection of the environment, and Sweden saw the unique role that GWP could play in this regard.”

MATS SEGNESTAM, HEAD OF ENVIRONMENT POLICY
DIVISION, SWEDISH INTERNATIONAL DEVELOPMENT
COOPERATION AGENCY, SWEDEN







CHAPTER II

A FRAMEWORK
FOR CHANGE:
PARTNERSHIPS
AND PROCESS

As a new organisation, the GWP took a relatively new form: an active, purpose-built network of organisations combined with an international circle of influential water experts with the vision and influence to shape and steer the network. A small circle of donors was found who would both back the organisation and also engage actively with its work. A combination of 21st Century communication tools (email and the Internet), virtual organisational structures and an entrepreneurial spirit formed the glue to hold the framework together.

Now, ten years on, GWP information sources – particularly its publications – are used globally. Multi-stakeholder water partnerships have been established in 14 regions of the world and in more than 60 countries. There are almost 40 area partnerships (i.e. partnerships centred on and defined by a specific water catchment).

These GWP partnerships were created to start conversations between people who are from different sectors, organisations and traditions yet are united by a concern about how to develop, manage and share their increasingly scarce supplies of water. The partnerships try to be inclusive. Participants include government institutions, UN agencies, development banks, professional associations, academic bodies, non-governmental organisations (NGOs), private companies, and community and other groups. In cre-

ating such a global, multi-stakeholder set-up, GWP filled a global gap in which now resides a network that is both different from and complementary to the intergovernmental family of UN partnerships.

Most regional and country GWP partnerships begin life as a small group of senior water experts who bring people together in their respective regions. Later, these groups – termed ‘start engines’ within GWP – transform into more formal, broad-based assemblies of stakeholders. These are called regional water partnerships and they are governed formally by representatives to ensure they are as inclusive and transparent as possible.

The GWP Mission is to support countries in the sustainable management of their water resources.

“We saw an urgent need for an organisation that could bring together all the existing organisations working to improve water management and increase water service and sanitation provision to the poor. Ten years on, GWP has far exceeded my expectations. The successive managers and staff of GWP are to be congratulated for this success.”

JOHN HODGES, FORMER CHIEF ENGINEERING ADVISER,
DEPARTMENT FOR INTERNATIONAL DEVELOPMENT,
UNITED KINGDOM

Since GWP’s beginnings in 1996, a network of 14 regional partnerships and more than 60 country water partnerships has been formed in Central America; South America; the Caribbean; Southern, Eastern, Central and West Africa; the Mediterranean; Central and Eastern Europe; Central Asia and the Caucasus; South Asia; Southeast Asia; Australia; and China.



Each year, more country partnerships are established. Almost 40 area water partnerships have been created – working within countries at ‘sub-national’

level – in Central and Eastern Europe, Eastern Africa and South Asia.

The water partnerships are without doubt the operating arm of the GWP. It is these that help GWP to help others to help themselves. Strengthening the regional water partnerships and building country and sub-national water partnerships lie at the heart of the organisation.

This focus reflects a conscious effort by GWP to operate ever closer to the ground and to develop a dynamic, learning organisation, which promotes partnerships working close to the reality of water problems. This strategy does not, however, mean that the network as a whole is left to random organic growth: it is steered and coordinated by lean but strong administrative and governance systems.

The network had its first opportunity to meet under one roof four years into its existence, at the 2nd World Water Forum, held in the Hague, the Netherlands, in March 2000. This was a landmark event for GWP, marking its establishment as a global organisation that promoted dialogue on sector-spanning approaches to water management. Prior to this meeting, each of the regional GWP partnerships had conducted a multi-stakeholder consultation process that resulted in the formulation of their own, regional strategies. These were published in their respective Vision to Action documents, and the key issues within them were fed into the Vision and *Framework*



for Action documents published by the World Water Council and GWP for discussion at the forum.

As a map for realising the goals in the Vision, GWP produced a document entitled: *Towards Water Security: A Framework for Action*. This set out new perspectives on how things could be changed – by moving away from fragmented approaches and towards an integrated solution to common water problems. A further small step in the right direction had been taken. The donors rallied in support of GWP. Today, practically all the major (bilateral) donors support the organisation.

GWP: an organisation for the 21st Century

- Flexible; able to respond to and address changing needs.
- Light administrative and governance structures.
- Permanent headquarter's staff of less than twenty.
- Regional and country water partnership offices hosted by other organisations.
- Most work conducted by email and the Internet.
- Single annual general meeting of partners.
- Biennial meetings for the regional partnerships.

A focus on process and change

In September 2000, during the UN Millennium Summit, 189 nations signed up for eight Millennium Development Goals (MDGs) set out in the Millennium Declaration. These are intended to focus national and international efforts on more sustainable development and social equity. They set targets to reduce poverty and hunger, to improve health and education, and to address issues of gender and the environment. Water resources management is fundamental to meeting all the goals. Water and sanitation are essential for public health, for getting more girls into school, and to ameliorate hunger and poverty, as examples. GWP is tasked with promoting an integrated approach to help meet these targets.

GWP advocates an approach to better water resources management that brings more integration between the water user sectors, more value assigned to the resource, more financially sustainable systems for managing it, improved management processes and tools (including better laws) and consultation with those involved in water resources development, management and use. Its tool for persuading people to think of water as everybody's business is IWRM, which seeks to balance the human, industrial, agricultural and environmental demands on our limited supply of water. Its success depends on everyone involved joining forces to find solutions.

“It took a major intellectual and conceptual contribution to translate the Dublin principles into simple, understandable and operational terms – IWRM – alongside a mechanism to support stakeholders worldwide in putting these into practice – the GWP network. GWP’s contribution has been significant on both counts.”

PROFESSOR TORKIL JØNCH-CLAUSEN, INTERNATIONAL DIRECTOR, DANISH HYDRAULICS INSTITUTE AND FORMER CHAIR OF THE TECHNICAL COMMITTEE, GWP

The structure by which GWP would implement this approach was its worldwide network, focused into regional partnerships.

One of GWP’s original tasks was to analyse the global water sector, including its sub-sectors, in order to identify gaps in knowledge and service provision. This mapping process was kicked off in 1997 at a global meeting in Copenhagen. The analysis pinpointed specific gaps including capacity building, groundwater management, flood management, river basin management and gender considerations in water and development processes. To address these gaps, GWP established the Associated Programmes, run by GWP together with its partners such as the UNDP (for capacity building), the World Meteorological Organisation (for flood management) and so on. Together with three Advisory Centres – the Danish Hydraulics Institute in Denmark, HR Wallingford in the UK, and the International Water Management

Institute based in Colombo, Sri Lanka – these Associated Programmes provide knowledge and services to support the efforts of GWP’s partners in their regional operations around the world. Their efforts are reported elsewhere in this publication.

The main focus of the first decade of GWP’s existence has been on improving institutions and knowledge. Most of its accomplishments take the form of capacity building, knowledge development, and improved institutional frameworks and legislation for better water resources management. It is important to understand that these are the results of a development process still underway and not the ultimate goals.

“What we’re about is small steps that lead in the right direction; slow, modest, long-term steps. Perfect management doesn’t exist. The idea that either totally implemented IWRM or the Holy Grail is within reach is nonsensical.”

MARGARET CATLEY-CARLSON, CHAIR, GWP

The governments of this world bear the greatest responsibility for defining and enforcing the laws that allocate, safeguard, and provide for the use or safeguarding of water. The GWP therefore focuses primarily on trying to make the actions of governments more effective in this regard. It does so by providing expertise, by organising workshops on specific topics and by promoting change based on knowledge of better practices.



But governments respond to public perceptions, so some of GWP's work must also focus on building better public awareness of what is at stake. Some of the impetus for change comes from the global level, including the development and financing institutions. Some comes from the media, and some also from knowledge brokers. GWP works with all of these to get its message across. Promoting a global awareness of the critical role of IWRM in sustainable development is important; engendering political will no less so. The top political leaders need to buy in, and they do so only through repeated exposure at all levels. GWP's work has visibly helped to infuse broader national development processes with considerations of water.

"I think that the two major contributions of the GWP are having built the GWP network and getting IWRM firmly and broadly accepted everywhere. Each of these is a remarkable achievement in itself."

ISMAIL SERAGELDIN,
DIRECTOR, BIBLIOTHECA ALEXANDRINA,
EGYPT AND FORMER CHAIR OF GWP

GWP 2004–2008 strategic plan

The GWP's immediate objective is to ensure that an integrated approach to water resources management is applied in a growing number of countries and regions, as a means to foster equitable and efficient management and sustainable use of water.

The programme is steered towards achieving this objective by a set of five consolidated outputs:

Output 1: IWRM water policy and strategy development facilitated at relevant levels

Output 2: IWRM programs and tools developed in response to regional and country needs

Output 3: Linkages between GWP and other frameworks, sectors and issues ensured

Output 4: GWP partnerships established and consolidated at relevant levels

Output 5: GWP network effectively developed and managed





CHAPTER III

REAL IMPACTS:
SMALL STEPS
TOWARDS A
REVOLUTION

While GWP is not the only organisation advocating the IWRM approach – indeed, if it were it would be a signal indication of failure – the acceptance within a decade of this concept owes much to GWP’s multi-pronged efforts to promote a re-think of water management at all levels. The GWP definition of IWRM is now a recognised international standard, encompassing as it does the three main facets of the approach (namely, promoting economic Efficiency, social Equity and Environmental sustainability – designated the ‘Three Es’).

GWP cannot and does not take credit for implementing public policy change; government processes are complex and involve many players and many tradeoffs. But, like other global governance institutions that have emerged over recent years, GWP has built up the necessary legitimacy to give it a powerful voice in global debates. As a result it has played a part in many such policy shifts. Here follows a list of some of the ways in which GWP’s influence has had tangible effects. Naturally, GWP has not done this alone but it has often been a catalyst for change. This is not an exhaustive listing, nor does it cover every region where GWP has worked. Rather it gives an indication of some of the steps that GWP has facilitated towards new, more integrated, more inclusive water management models. Several full stories are told later on.

Visions of “what could be”

“Pakistan’s Vision for Water, prepared with support from the Pakistan Water Partnership, forms the basis for the country’s National Water Development Plan to 2025. In recognition of its work the President of Pakistan donated ten million rupees to the Pakistan Water Partnership for promotion of IWRM.”

KHALID MOHTADULLAH, FORMER EXECUTIVE
SECRETARY OF GWP

1. The 2nd World Water Forum in the Hague, 2000, sounded a wake up call for many governments. After this the South African Development Community (SADC) charged their Water Division to produce a Vision for Water, Life and the Environment. When the Division turned to GWP’s Southern Africa Water Partnership for help, GWP rallied stakeholders, and the resultant multi-stakeholder Vision was formally approved with an operating plan to 2015.

2. GWP Malaysia has created channels to involve NGOs in the process of implementing the country’s official *Framework for Action* for water, and worked with the Ministries of Education and Information on improving public understanding of water issues.

“Water has always been a priority theme of the regional and national agendas for sustainable development in the Mediterranean. The GWP Vision and Framework for Action are among the schemes shaping the common Mediterranean water policies and practices.”

HE MRS RODOULA ZISSI, FORMER DEPUTY MINISTER FOR ENVIRONMENT, PHYSICAL PLANNING AND PUBLIC WORKS, GREECE

“One of the significant early contributions that GWP made was the preparation of the regional Visions, submitted at the 2nd World Water Forum in The Hague. The South American Technical Advisory Committee (SAMTAC) was involved from the beginning. It began by establishing what the Vision meant and then participated in the preparation and revision of the country drafts and the elaboration of the final document.”

VICTOR PCHAT, FORMER CHAIR OF SOUTH AMERICA TECHNICAL COMMITTEE, GWP

Widening the consultation process

3. In Malawi in 2004, fully 29 of a possible 33 Permanent Secretaries took part in the workshop organised by GWP aimed at bringing greater understanding of the negative impacts of working in isolation from other sectors and the benefits of adjusting national policies to support integrated approaches. Described as an “enormously important” achievement, senior policy-makers met with the new thinking.

4. A series of multi-stakeholder workshops on “Water in the 21st Century,” organised by the regional partnership in Central America during 2002–2004 brought legislators, agriculturalists, industrialists, domestic users and others together to discuss the value of integrated approaches to water resources management in accordance with people’s needs. A visible interest by legislators in the value of integrated approaches showed up in discussions about new water laws.

5. GWP’s active engagement of politicians in the Mediterranean in the Regional Dialogue on Effective Water Governance led to the creation of the Circle of Mediterranean Parliamentarians for Sustainable Development (COMPSUD). The Secretariat for these 60+ Members of Parliament and active politicians from 16 Mediterranean countries is facilitated by GWP Mediterranean and the Mediterranean Information Office.



“Water – and water governance in particular – has been among the issues of focus for COMPSUD since 2002. By addressing governance, we extend our focus from the purely physical aspects of water to the crucial political, social, economic and administrative systems under which we all live and which have such a profound impact on achieving our vision for sustainable water use.”

MR NIKOS GEORGIADIS, MEMBER OF THE HELLENIC PARLIAMENT, CHAIRMAN OF COMPSUD

6. Reducing the vulnerability of communities in Central and Eastern Europe to flash floods is the object of a GWP collaboration with the World Meteorological Organisation in the framework of the jointly-run Associated Programme on Flood Management. This works by pulling together a significant number of national institutions – the hydro-meteorological institutes, civil defence and local authorities – in Poland, Romania and Slovakia.

Improving laws and regulation

7. A successful 2005 amendment to Chilean water law (a process in which GWP worked closely with the government) includes regulations balancing private security and public protection, and private and public water rights. Water rights are now subject to specific conditions including a duty to use the water

effectively before being granted. The UN Economic Commission for Latin America and the Caribbean argues that this is a breakthrough that has encouraged worldwide debate.

8. China’s new 2002 water law is based on IWRM principles. Eight ministries began work in 2002 on a system for comprehensive, nationwide water planning. By 2005, water quantity and quality had been evaluated, water development and use assessed, and the environmental implications considered. The second stage, which started in July 2004, brought allocations according to the new system. The Chinese authorities acknowledge the assistance and influence of GWP.

9. Two Ministries of the Nicaraguan government requested that GWP Central America study the appropriate allocation of levies for water use. The proposal, developed among key groups of water managers and users in early 2005 and being integrated into a new water law, allows for gradual implementation to avoid worsening poverty conditions, and progressive adjustments to ensure its applicability over time.

10. At the request of the Philippines government, GWP helped draft provisions for a new water law and conducted public hearings throughout the country on the proposed amendments.

Building better institutions

11. Working closely with the Association of South East Asian Nations (ASEAN), the GWP Southeast Asia Water Partnership had by 2003 helped nudge the concept of IWRM onto ASEAN's agenda. The Association's leaders agreed to establish a working group on water resources management, which continues to this day.

"If GWP did not exist it would be invented because of the urgent need for everyone to talk together to solve water problems."

CHEICK TIDIANE TANDIA, DIRECTOR GENERAL,
REGIONAL CENTER FOR DRINKING WATER AND
SANITATION (CREPA), BURKINA FASO

"Institutionally we need to create multi-stakeholder fora in all countries in the basin. As we do not have mechanisms for this we count on the support of the GWP country partnerships that are already established for help."

MOHAMED BELLO TUGA, EXECUTIVE SECRETARY OF
THE NIGER BASIN AUTHORITY (ABN), NIGER

12. The 1998 Ouagadougou Declaration joined 12 West African states in the search for better ways of consulting over the 25 shared river basins in the region. GWP West Africa with the International Network of Basin Organisations made this declaration

effective via the African Network of Basin Organisations (ANBO), which by 2002 had spread to cover the whole of Africa.

"GWP has provided a platform on which government, industry and civil society can work together on integrated water resources management. Through GWP actions, countries and civil societies have been galvanised and mobilised into more committed action towards sustainable water management."

PROFESSOR CHAN NGAI WENG, UNIVERSITI SAINS
MALAYSIA, MALAYSIA

"What I admired was the function of the GWP Central and Eastern Europe to act as a focal point to help the new EU member countries to meet the requirements to attain the full body of EU laws in the accession process."

STEFAN HELMING, GTZ, GERMANY

13. From 40 water-managing departments to 5! GWP Thailand and GWP Southeast Asia Water Partnership members played a pre-eminent role in the Thai government's working group to restructure its Department of Water Resources and adopt IWRM approaches. The resultant streamlining meant that only five departments in three ministries bear water-managing roles, where previously it had more than 40 departments in 9 ministries.

14. GWP Vietnam helped the Vietnamese government to promote and introduce IWRM principles into their water policies and strategies and in their new concepts of improved water resource management, including those aimed at improving the water resources management functions of the Ministry of Natural Resources and the Environment. GWP studies and awareness raising activities were further used in the government documents.

Promoting women's participation

15. The Associated Programme 'Gender and Water Alliance' was established by GWP and others following the success of a group of gender ambassadors at the World Water Forum in The Hague. The Women and Water Network in South Asia is active in several South Asian countries and was formed as a direct result of GWP's focus on social equity issues, one of the 'Three Es' of IWRM.

"After the collapse of the former Soviet Union, Central Asian countries reverted to some extent to traditional stereotypes. Economic hardships in the transition period hit women the hardest. Women in the water sector found themselves in danger of losing the professional status and income they once enjoyed. The work that GWP does in facilitating access for women to decision making in the water sector pro-

motives livelihood security as well as women's dignity."

KUSUM ATHUKORALLA, PRESIDENT, NETWORK OF
WOMEN WATER PROFESSIONALS, SRI LANKA

16. The GWP Pakistan Water Partnership and the Women's Welfare Association in the Sanghar District, launched the Women and Water Network of Pakistan in 2002. This network has helped to create women and water networks at the community level. Such platforms have brought together women from all sectors of society to promote women's participation in discussions and actions leading to improved water management and use.

"A critical role played by GWP has been in creating political space for women's voices in IWRM – providing the authority for gender perspectives to be part of our natural resource negotiations."

DIANNE DILLON-RIDGLEY, CHAIR,
RIVER NETWORK, USA

Helping improve the on-ground situation

17. Conflict resolution between gold panners and resettled farmers, and improved payment of levies are but two of the recent results from a Zimbabwe Lower Manyame Sub-catchment Council request to GWP Southern Africa and others to help them prepare a local water management plan based on IWRM.



18. It took Hurricane Stan's hit on Guatemala in October 2005 to highlight the need for reformed legal and institutional frameworks to provide a coordinated and integrated approach to disaster management. These emerged from a GWP Associated Programme on Flood Management workshop with the Guatemala National Forecasting and Warning Service and the Secretariat for Planning, and its Ministry of Agriculture on integrated flood management.

19. The poor governance of the Huatanay basin in Cuzco, Peru is reflected in the negative impact of its communities on the environment. Discovering and understanding the IWRM approach has allowed the NGO Guamán Poma de Ayala to promote the involvement of local governments and populations, which has led to increased access to drinking and irrigation water, the replenishment of aquifers, the control of pollution, and the progressive recuperation of a river used as a sewer. A healthy relationship between the river and people is also being fostered.

"The GWP's initiative to promote IWRM in the region came at a time when our countries, facing the challenge of EU integration, needed to address every aspect of the issue. We will support country water partnerships promoted by GWP so that they develop into real stakeholder fora for public participation. We will promote IWRM with special regard to shared river basins. To meet water security targets

in the region we will jointly seek ways to improve investment processes. We are aware that to meet these challenges requires real commitment and determination from our side and we pledge to act accordingly."

EXTRACT, MINISTERIAL DECLARATION OF THE
CENTRAL AND EASTERN EUROPEAN COUNTRIES,
MARCH 2001, HUNGARY

"We mandate the organisers of the seminar, that is, the Government of Morocco, GWP Mediterranean, the African Development Bank and the United National Environment Programme (represented by the Collaboration Centre on Water and Environment), in close collaboration with governmental and non-governmental regional and national partners, to ... organise a series of follow-up meetings and dialogues where ... 'roadmaps' towards formulating national IWRM plans will be presented and discussed, aiming for mutual benefits for the countries and the region."

EXTRACT, DECLARATION, RABAT SEMINAR ON
REGIONAL COOPERATION FOR IWRM PLANNING IN
THE MEDITERRANEAN, JANUARY 2006, MOROCCO

Providing intellectual resources

20. The GWP Technical Committee (TEC) has outlined the main elements of an integrated approach towards better water resources management in its Background Papers series. Background Paper No. 4,

Integrated Water Resources Management, has been translated into over 25 languages by users and local institutions. *Catalyzing Change: A handbook for developing integrated water resource management (IWRM) and water efficiency strategies* has been reprinted several times. TEC papers were routinely used by UN Millennium Development Goals Task Forces.

“The strongest contribution from GWP that comes to mind was the active sponsorship of Financing Water for All. It addressed a serious topic that, even now, too few institutions are tackling seriously, and it looked beyond the conventional approaches.”

RUTH MEINZEN-DICK, INTERNATIONAL FOOD POLICY
RESEARCH INSTITUTE, USA





CHAPTER IV

A NETWORK
GROUNDED IN
KNOWLEDGE

To manage water resources better, people need new knowledge. Evidence shows that a small increase in knowledge considerably increases the chances of success. This is especially true when the knowledge is based on experience, not just theory. Herein lies a critical role for GWP.

The Dublin Principles provided the academic blueprint for sustainable water resources management. Their translation into practical action was an entirely separate challenge, one to which GWP has risen and still addresses, in large part by means of a programme of dissemination of knowledge and expertise.

The principles call for more careful management of the world's water resource, to reflect its fragility and to safeguard its future. This, they propose, requires a new, integrated, 'holistic' approach to its management. They also require users of water to be involved and consulted, which means introducing special measures to bring women to the table.

The social and health dimensions of water were already well appreciated. To these the Dublin statement added, with some force, the controversial notion that since the delivery of water requires investment and upkeep, and since water can also offer economic benefits, water must be treated as an economic resource. Since water is essential to life, water is also of course a social resource – many consider it a

right. With this new facet, the Dublin principles thus reinforced the need for integration – both within and across sectors – taking social equity concerns and environmental needs into account, with added stress on the economic value of water.

The Dublin Principles

1. Fresh water is a finite and vulnerable resource, essential for sustaining life, development and the environment.
2. Water development and management should be based on a participatory approach, involving users, planners and policy makers at all levels.
3. Women play a central part in the provision, management and safeguarding of water.
4. Water has an economic value in all its competing uses and should be recognised as an economic good.

Although some of these elements are still in contention, at the senior policy level the principles and concepts of IWRM generally find ready recognition. At the Johannesburg Summit in 2002, many of the Ministerial Statements noted the need for change, and the importance of integrating water considerations into overall national development processes.

Many credited the six-year-old GWP with catalyzing this change in their approach. Indeed, the Summit's action plan called for all countries to prepare IWRM and water efficiency plans by 2005. Applying the principles to real world situations requires their translation into understandable managerial precepts. Much of GWP's work has centred on this practical undertaking.

GWP is part of a global effort to disseminate knowledge on IWRM. It contributes by means of its own publications, the IWRM ToolBox, training and tutorials provided by the capacity building network Cap-Net, workshops and meetings, and an array of other communication tools and products.

“Translating the Dublin principles into practical action was key. At the time – this was the mid-1990s – the Dublin principles were the general guide for those interested in the theoretical aspects of water resources management. They had been adopted by the UN conference in 1992, but they had not been much further developed outside the academic environment. GWP used them as the basis for its work, developed them further, and made them operationally useful.”

JOHAN HOLMBERG,
FORMER EXECUTIVE SECRETARY OF GWP

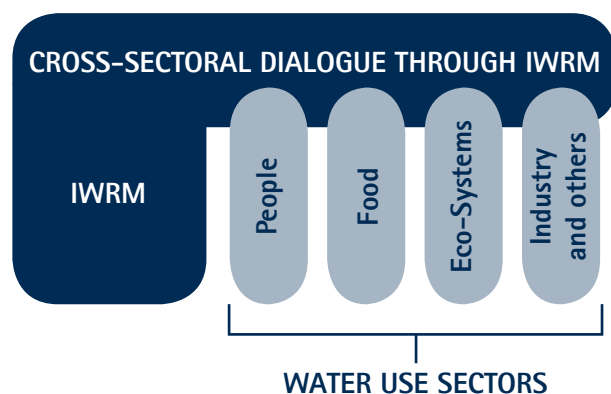
Publications

GWP's publications on IWRM represent the consensus work of the Technical Committee, a small group of prominent but very different water professionals representing all continents and all major water-related disciplines. The paper *Integrated Water Resources Management* became the world's main information source on the components of IWRM. The paper describes these components, though it offers no blueprint for their application. Different countries have different problems, even if several elements may be common to all. People in many parts of the world have translated the paper into regional and local languages, including Arabic, Chinese, Hindi and Sinhala, all without GWP financial support. Today, more than 25 language editions are known to exist.

Simple illustrations in the paper, such as the 'comb' illustrated here, help to make the point that IWRM is about developing and managing water within and across sectors: environment, agriculture, water supply and sanitation. In this fashion, GWP gave life to the Dublin principles, making them intelligible to everyone.

The Comb

IWRM is the ‘integrating handle’ leading us from sub-sectoral to cross-sectoral water management.



“The GWP comb has been used to define the ‘scope of water resources management’ in the Bank’s Water Resources Sector Strategy and hence influences our operations.”

CLAUDIA W. SADOFF, LEAD ECONOMIST, WATER RESOURCES ANCHOR TEAM LEADER, WORLD BANK

The GWP Background Papers series has been widely distributed to water stakeholders around the world through its extensive network of partnerships. The series, which includes the IWRM paper, covers topics ranging from regulation and private-sector participation, through water as a social and economic

good, to risk management, effective water governance, poverty reduction, and water management and ecosystems. The paper entitled *Letter to my Minister* translated IWRM into the language of the ordinary politician. It is designed to help decision makers at all levels to understand the need for, and components of, improved water resource management using IWRM.

“GWP is about applying knowledge from different disciplines and the insights from key stakeholders to devise and implement efficient, equitable and sustainable solutions to the world’s most challenging water and development problems.”

ROBERTO LENTON,
CHAIR, TECHNICAL COMMITTEE, GWP

The Background Papers series

- No 1: *Regulation and Private Participation in the Water and Sanitation Sector* by Judith A. Rees (1998)
- No 2: *Water as a Social and Economic Good: How to Put the Principle into Practice* by Peter Rogers, Ramesh Bhatia and Annette Huber (1998)
- No 3: *The Dublin Principles for Water as Reflected in a Comparative Assessment of Institutional and Legal Arrangements for Integrated Water Resources Management* by Miguel Solanes and Fernando Gonzales-Villarreal (1999)
- No 4: *Integrated Water Resources Management* by the GWP Technical Advisory Committee (2000)
- No 5: *Letter to My Minister* by Ivan Chéret (2000)
- No 6: *Risk and Integrated Water Resources Management* by Judith A. Rees (2002)
- No 7: *Effective Water Governance* by Peter Rogers and Alan W. Hall (2003)
- No 8: *Poverty Reduction and IWRM* by the GWP Technical Committee (2003)
- No 9: *Water Management and Ecosystems: Living with Change* by Malin Falkenmark (2003)
- No 10: *... Integrated Water Resources Management (IWRM) and Water Efficiency Plans by 2005: Why, What and How?* by Torkil Jønch-Clausen (2004)
- No 11: *Urban Water and Sanitation Services; An IWRM Approach* by Judith Rees (2006)

Ten likely elements of IWRM

Water solutions are always local: each country will have to decide on the priorities most essential to its problems and goals. Nevertheless, strategies for improving water resource management will probably include these ten essential elements:

1. High-level political support.
2. Processes for regularly bringing together key stakeholders from different sectors – government departments, water-using private sector, environmental representatives and others.
3. A focus on major water problems and challenges (including, where relevant, the MDGs) and on the improvements needed to accelerate development.
4. Processes by which stakeholders are kept informed and have some share in management decisions; measures to involve women and poor people.
5. An inventory of capacity-building needs, another of institutional capacities.
6. Financing secured for infrastructure investments, capacity-building, and institution-building; funding sources identified; agreement on ongoing operational financing, whether via taxation or clients.
7. A baseline assessment of physical water resources by basin.
8. Information dissemination processes.
9. Links as appropriate to national development plans, poverty reduction strategies, and trans-boundary, biodiversity and/or international accords.
10. Agreement on a road map of change, mileposts, and deadlines; an established monitoring and evaluation system to track progress in the reform of water resources management.

“It quickly appeared that some other aspects of water resources management had to be clarified, defined in a more practical way or even introduced in the decision-making process. The topic of risk management in the water field was undoubtedly also one of the most important in the GWP’s programme as it introduced this essential matter in a way which was not widely acknowledged in the water community.”

IVAN CHÉRET,
FORMER MEMBER OF TECHNICAL COMMITTEE, GWP

GWP publications are playing their part in accelerating national efforts to achieve the IWRM and water efficiency planning targets set by the 2002 World Summit on Sustainable Development. These include a practical manual, *Catalyzing Change: A handbook for developing integrated water resources management (IWRM) and water efficiency strategies*, together with a series of policy and technical briefs (see box). Providing the tools to keep IWRM strategic planning on track, the manual and briefs tackle the key issues and stumbling blocks in the planning process. They provide lessons already learned from countries that are well advanced in the process to those that are at earlier stages of their planning programmes.

“IWRM is not a plan, it is a process. Each country must choose how it needs to implement it.”

APICHART ANUKULARMPHAI, CHAIR,
THAILAND WATER PARTNERSHIP

Catalyzing Change series

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

Technical briefs

- No 1: *Checklists for change: Defining areas for action in an IWRM strategy or plan*
- No 2: *Tools for keeping IWRM strategic planning on track*
- No 3: *Monitoring and evaluation indicators for IWRM strategies and plans*
- No 4: *Taking an integrated approach to improving water efficiency*
- No 5: *Mainstreaming gender in integrated water resources management strategies and plans: Practical steps for practitioners*

Policy briefs

- No 1: *Unlocking the door to social and economic growth: How a more integrated approach to water can help*
- No 2: *Water and sustainable development: Lessons from Chile*
- No 3: *Gender mainstreaming: An essential component of sustainable water management*

IWMI–GWP water policy briefings

- IWMI–GWP wastewater policy briefing*
- IWMI–GWP multiple uses water policy briefing*

Most regional water partnerships produce publications to share knowledge on IWRM. For example, in South America, GWP's regional members facilitated the exchange of IWRM experience and knowledge, spearheading the development and production of the journal *Water Management in Latin America* (REGA). Four issues of REGA have been published since its launch in 2004. GWP members are on the Executive and Associate Editorial boards. The journal is published in hard copy and electronically and can be accessed from the website of the Brazilian Association of Water Resources.

Similarly, the Associated Programmes make a range of useful material available free on their websites. For example, the World Bank-supported Groundwater Management Advisory Team (GW-MATE) has developed a collection of briefing notes and case profiles that illustrate lessons learned from its work in various parts of the world. They include guidance papers such as *Groundwater Legislation and Regulatory Provisions* and case profiles such as *The Guarani Aquifer Initiative for Transboundary Groundwater Management*. In collaboration with the UNDP, the Gender and Water Alliance has recently produced the *Gender and IWRM Resource Guide* – a comprehensive reference document to assist water and gender practitioners and professionals working to make gender a mainstream issue in water resources management and use.

The ToolBox

The IWRM ToolBox, launched in December 2001 at the Bonn International Conference on Freshwater, was designed to be a dynamic and evolving resource on integrated approaches to water resources development, management and use. Structured around the three spheres of activity that must be developed and strengthened concurrently to ensure an effective water management system – the enabling environment; institutional roles; and management instruments – the ToolBox supports policy-makers and water professionals by offering easy access to practical information and guidance on establishing better water management nationally and locally. It includes information and case studies on policy issues, strategies and plans. Having identified the options relevant to a problem, users can select a suitable mix and sequence of tools and test cases to work with as appropriate to any given country, context and situation. The ToolBox is available on the internet via the GWP website, on CD-Rom and in hard copy in English and Spanish. Given slow internet connections in some countries, the CD is especially in demand.

Who uses the IWRM ToolBox? How useful is it? Together with three Japanese bodies – the Water Forum, the National Institute for Land and Infrastructure, and the Water Resources Association – GWP surveyed users in October 2004 by putting 20 questions to ToolBox subscribers. The survey results and analysis are helping to guide improvements.

Most users are educators, trainers, academics and/or water management professionals. Over 80% of respondents held at least a postgraduate degree and one-fifth of users were policy-makers.

The main uses identified by respondents were for guidance on IWRM planning, for finding reference material and for education purposes. In these ways the ToolBox is making a vital contribution to training the next generation of water managers.

“The ToolBox is currently useful as an education tool, and therefore it has good potential to become a platform for IWRM dissemination as a new generation will be ready to apply the tools.”

LOW KWAI SIM,
WATER MANAGEMENT EDUCATIONALIST, MALAYSIA

ToolBox casebook: transferring knowledge to Central Asia

Some GWP regions share a common past. One is Central Asia and Caucasus, which is made up of newly independent countries finding their way after the demise of the centrally planned economies of the Soviet era. Each country has plentiful and gifted intellectual resources, but economic development remains problematic. In this region, the environment has been ravaged. The problems of the Aral Sea provide the most dramatic manifestation.

Since 2001, the ToolBox has been used in Central and Eastern Europe to support the introduction of holistic approaches to more sustainable water management. In 2003, GWP colleagues from this region helped spread the use of the ToolBox to the GWP Central Asia and Caucasus Partnership by conducting a series of capacity-building workshops. GWP Central Asia and Caucasus found that the ToolBox can cross regional boundaries in this way because it allows users to custom-select a basket of options – a mix of tools, plus related case studies, references and Internet links – that is pertinent to just about any specified aspect or phase of introducing holistic approaches to water resources management.

While the principles of IWRM were reasonably well known in Central Asia, their application to policies and practices lagged some way behind.

To close the gap, four further workshops were held in 2004–2005, each limited to 20 participants from a wide range of disciplines and backgrounds in governments and NGOs. These workshops covered water planning and management, translating policy into law, integrating economics into planning and policy, public involvement, conflict negotiation and raising awareness. That these countries are now beginning to contribute their own case studies to the ToolBox shows the importance of these small steps in taking the IWRM agenda forward.

Many find the IWRM ToolBox helpful. According to GWP partners in Central America it has even been used to reach grassroots organisations and stakeholders lacking higher education. Such applications, however, might be more effective if the ToolBox were enriched with cases studies designed to inspire people to take action in their region. Lecturers at the Institute of Technology and Higher Studies, Monterrey, Mexico were well aware of the ToolBox and were using it as a teaching tool, while several students were interested in developing case studies.

ToolBox casebook: supporting planning in Costa Rica

Costa Rica accounts for less than 0.5% of the world's land area, but biologists believe it harbours up to half a million species, perhaps 4–5% of the planet's terrestrial biodiversity. Safeguarding the habitat and the environmental services provided by the country's waterways and rainforests is therefore vital, both to species' diversity and to the national economy. But two major issues undermine efforts in this area – inefficient use of water for irrigation, and the deteriorating state of the Tarcoles River basin, whose central valley is home to a large part of the human population of the country.

Management consultants called in to help the government with institutional and investment aspects of its water planning exercise were keen to impress the benefits of an integrated water management plan for the country and to use the Toolbox to that end. They particularly valued its ability to help assess the required financial resources to set phased priorities. It was agreed that establishing a system by which the government could harmonise, approve or reject projects according to need and priority, would be better than the existing system in which funds are requested in isolation for a particular project.

“I also believe the ToolBox still has too low a profile among stakeholders in my country. Not enough people know about it yet, including those in decision-making positions. Somehow you’ve got to direct traffic to the ToolBox. A bit of spam may be in order!”

JAIME ECHEVERRÍA, ENVIRONMENTAL AND AGRICULTURAL ECONOMIST, COSTA RICA

The ToolBox was also used by economists and planners to analyse the Costa Rican water equation, including use efficiency in agriculture, industry, households and other settings. They found that ToolBox provided a valuable knowledge base on IWRM and an educational experience. Its three-part structure – the enabling environment, the institutional framework and the management instruments – provided a practical template for analysing the requirements for good water management.

A capacity-building network

There is an urgent need to train professionals so that they understand how to make sustainable and equitable water management a reality. In response to this need, GWP worked with the UNDP to establish an Associated Programme on Capacity Building. The resulting global network, Cap-Net, joins water professionals and other stakeholders across the world, now

linking more than 20 regional and country capacity-building networks committed to sharing experience and knowledge. The South–South exchanges are especially significant, as they share experience in reforming developing countries’ water sectors. Training materials developed by Cap-Net participants are made available in English, French and Spanish.

“Cap-Net’s role in supporting the development of the Arab Integrated Water Resources Management Network (AWARENET), and in building the capacity of its members, was instrumental in making resource and training materials available to the network, supporting network activities, providing technical support in IWRM implementation and supporting and encouraging the secretariat and the members to maintain their momentum.”

ROULA MAJDALANI, COORDINATOR, AWARENET

Among the networks cooperating with Cap-Net are: the Latin American Water and Education and Training Network (LA-WETnet); the Central American Network of Education Institutions (REDICA); WaterNet, a network of university departments and research and training institutes in Southern Africa specialising in water; the South Asia Consortium for Interdisciplinary Water Resources Studies (SaciWATERS); and the GWP regional and country capacity-building networks in Southeast Asia.

Knowledge and expertise need to be rooted in lo-

cal institutions if capacity building is to be sustainable. Consequently, Cap-Net focuses its attention on pivotal learning organisations at the local level – universities, training centres and NGOs – encouraging them to conduct water management courses that encompass the broader approaches of IWRM.

Courses offered at the global level by Cap-Net itself cover such topics as the principles of better water management, the training of trainers and gender issues in water management. However, as the responsibility for spreading the knowledge provided by the courses lies with the local networks, Cap-Net aims to ensure that follow-on courses are managed and funded locally.

“Everyone improved their knowledge of IWRM and we learned new strategies for identifying major stakeholders – a central part of the process. We made many useful personal contacts which will help us to improve coordination and co-operation in our capacity-building efforts, especially among our regional and country networks.”

KOJO KPORDZE, COORDINATOR,
WEST AFRICA CAPACITY BUILDING NETWORK, GHANA

Introductory tutorial on IWRM

What does Integrated Water Resource Management really mean? Why does it matter? Would we be worse

off without it? Why should we introduce it? Why isn't everybody doing it already?

Questions like these crop up all the time in high-level postgraduate courses and train-the-trainer programmes. The answers lie in the series of papers produced by the Technical Committee and in the training materials provided in the ToolBox. Cap-Net has used these resources to put together an IWRM Tutorial providing a basic introduction to IWRM that can be tailored for use worldwide.

“In Thailand we appreciate the CD-ROM, training and meeting on IWRM provided by GWP.”

LERSAK REWTARKULPAIBOON,
DIRECTOR, IRRIGATION DEVELOPMENT INSTITUTE,
ROYAL IRRIGATION DEPARTMENT, THAILAND

The IWRM Tutorial is available in hard copy or as a short, colourful presentation for viewing on-screen. It explains the concept of IWRM and shows how different water uses in different sectors – the environment, agriculture, industry, energy, drinking and sanitation – affect each other. It is aimed at policy-makers, water managers, trainers and educators who need a basic understanding of IWRM principles. The Tutorial is available in English, French, Portuguese and Spanish.

The tools in use

To support UN member states addressing the problem of water scarcity, the United Nations Economic and Social Commission for Western Asia focuses on capacity building that incorporates the principles of IWRM. Developed with the assistance of water specialists in the region and members of AWARENET, the agency's basic training package is based on GWP's IWRM ToolBox and Cap-Net's Tutorial. This package is then customised to address water priorities in different countries and regions and to reach different groups of water stakeholders.

Brazil has been working with IWRM since 1997, when legislation introducing it was approved by Parliament. Since then the challenge has been to spread and apply the concept in practice. As a first step, institutions such as the Brazilian Water Agency, the National Council and the Water Resource Research Fund were created. Brazil uses other Latin American and Portuguese-speaking countries as reference points in its work on adapting and adopting the IWRM approach. GWP has been part of this approach, supporting capacity building and knowledge transfer both within and from outside the country. Courses, seminars and workshops, publications and a website have been developed in collaboration with Cap-Net-Brasil and global Cap-Net, which produced the IWRM and capacity building tutorials in Portuguese to aid this effort.

“Construction of sustainable and integrated water resources management is a long-term process in which each society has to find its own strengths for success.”

CARLOS E M. TUCCI, PROFESSOR,
FEDERAL UNIVERSITY OF RIO GRANDE DO SUL, BRAZIL







CHAPTER V

SUCCESS THROUGH PARTNERSHIP

Capturing success stories about the management of water resources is difficult. The full impact of actions taken today may not become evident for many years. We can, however, take snapshots – of people, places, the state of water resources and the legal and regulatory frameworks that influence this – that illustrate progress over time. This chapter contains a selection of such snapshots.

What constitutes success? We have learned that establishing partnerships is a catalyst for success because it lays the foundations for agreed or collective action. We have also learned the importance of leadership. These two criteria may seem to stand in opposition to one another, but in fact they must work in tandem if we are to move things forward. In Thailand, for example, the GWP regional partnership helped to raise awareness of better water management, but it took a leader in government to convert this awareness into action. So success needs both partnerships and leaders – a potentially explosive combination that keeps GWP lively and dynamic.

Partnership is a fashionable word and is considered by some to be ‘soft’. But it has a hard edge: it means not only building relationships and listening to different points of view, but also such things as tackling vested interests, avoiding ‘agenda capture’ by sectoral groups, and bringing together institutions that are competing for the same thin slice of an al-

ready meagre government budget. Partnerships can, then, be very tough. Yet experiences from around the world – Europe, the Americas, Africa and Asia – suggest that they can make a real difference. In some cases they have helped to push water higher up the national agenda; in others they have provided benefits to the most remote village. Through its partnerships GWP facilitates and influences – these too are ‘soft’ words that mask a complex political process. We facilitate the discussions and negotiations needed to build the consensus for change. And through this process we try to influence water policy, law, institutional reform – things that are often driven from the national capital – so that they will lead to improved health, reduced poverty, a better conserved environment, improved status for women – and a host of other public goods.

We can provide only a few illustrations of success stories from the past ten years. Successes are often small innovations that are not exciting to read about, despite their potential to change people’s lives in the longer term. For this reason they often go unrecorded. First, therefore, we must acknowledge all the small (and sometimes big) steps taken by regional and country water partnerships, whether or not they have been documented and can therefore feature here. All steps towards IWRM, big and small, sung and unsung, are equally important.

“The formation of Mozambique’s water partnership allows a senior government water advisor and a vocal anti-dam activist to sit side by side and discuss their positions on infrastructure development whilst eating breakfast, lunch and dinner in Swaziland.”

VANESSA CABANELAS, NGO REPRESENTATIVE
(ENVIRONMENTAL JUSTICE), MOZAMBIQUE.

“The word partnership is very significant. It means individuals with sectoral interests can come together with common objectives in mind. It is a word that breaks down barriers.”

TAN SRI SHAHRIZAILA ABDULLAH, FORMER DIRECTOR
GENERAL, DEPARTMENT OF IRRIGATION AND
DRAINAGE, MALAYSIA.

Changing water management in Southeast Asia

GWP Southeast Asia was one of the first regional networks to be established. It was set up in 1997 with Indonesia, Malaysia, the Philippines, Thailand and Vietnam as founder members. Cambodia and Laos joined in 2000. The partnership works closely with the Association of South East Asian Nations (ASEAN), and has helped to introduce the concept of IWRM onto ASEAN’s agenda. This happened in 2003, when the Association’s leaders agreed to establish a working group on water resources management.

One reason why the ASEAN countries have em-

braced IWRM is its adaptability to local situations. IWRM is not a plan but a process unique to each country. It is not a top-down approach but rather involves everyone so that they buy into the idea, leading to a consensus for change.

“The whole concept of IWRM is really common sense. Now we won’t have different departments competing for budgets to do the same thing. It will be cheaper and more effective to manage water.”

DATUK KEIZRUL ABDULLAH, DIRECTOR GENERAL,
DEPARTMENT OF IRRIGATION AND DRAINAGE,
MALAYSIA.

At the first GWP meeting in Southeast Asia, in Manila in 1997, representatives from the five founding countries realised at once that integrated approaches to water resources development, management and use were a good way forward in addressing their problems. These countries were developing fast, but water problems abounded.

The representatives had been chosen carefully by GWP for their ability to push the IWRM agenda in their countries. GWP’s representative in Thailand, for instance, chaired the working group that designed the organisational chart of the country’s new Department of Water Resources. Today Thailand is making great strides in adopting IWRM. Previously, there were over 40 departments in nine ministries

managing water, but now there are only five departments in three ministries.

A few months after the first GWP Southeast Asia partnership meeting, Malaysia held a national consultation on IWRM, which led to the creation of a new organisation, the Malaysia Water Partnership. This has been instrumental in pushing for better water management across the nation. It has also argued for a new co-ordinating body to bring all states and all sectors together, so that policy decisions can be made on common ground. This body, the National Water Resources Council, is chaired by the Prime Minister. In 2001 the Council formed a network to persuade training institutions to take the new approaches on board and run new training programmes for water professionals.

The Council also encouraged consultations at river basin level on water for environment, water for food, and water for people. These consultations led to a better understanding of links between the different sectors and of the need to work together to resolve conflicts. The dialogue also led to the creation of a National Water Forum in 2004. These activities, together with the involvement of stakeholders from the beginning, contributed greatly to the building of a consensus on the move towards IWRM.

Indonesia has also been trying to adopt more integrated approaches to the management of its water resources. In 2004, a 30-year-old water resources law

Restructuring institutions

Before GWP, water in Southeast Asian countries was typically managed by different ministries that competed with each other. Each sector carried out activities based on its area of responsibility, which often conflicted with what other sectors were trying to do. Today, Thailand, Malaysia and Vietnam each have a Ministry of Natural Resources and Environment, which incorporates all the departments that manage water as a resource.

Let's look more closely at the Malaysian case. With the formation of the country's Ministry of Natural Resources and Environment (NRE) in 2004, most of the departments and agencies looking after natural resources are now under one roof, so there is much more coordination and integration in carrying out tasks. The NRE is responsible for managing water as a resource, taking a holistic and integrated approach. Two other ministries, of Energy, Water and Telecommunications, and of Agriculture, manage water as a utility, focusing on improving service delivery. Until two years ago, drinking water alone used to be managed by three different parties with conflicting interests. Water supply was managed by the Water Works Department, groundwater by the Department of Minerals and Geoscience (under the aegis of state governments), and rural water supply by the Ministry of Health.



was amended to include the concept of IWRM. The new law recognises that water has social, ecological and economic functions and emphasises stakeholder participation. It requires the country's Water Resources Council to include a wide array of stakeholders as members, and calls for decentralised authorities to prepare a water management plan for the river basins under their responsibility. These are significant changes, as previously Indonesia's water law focused only on the development of water and irrigation infrastructure, and only government officials could be council members.

How GWP has helped Morocco's water policy

Although Morocco has more water than most other countries of North Africa, it doesn't have enough to meet its development needs. The country is already water-stressed and within the next two decades it may become chronically so. Consequently, Morocco is undertaking a comprehensive reform of its water sector, changing its focus from exploiting water resources to managing them better.

As part of the reform process, Morocco recently undertook a study on water pricing. This study relied on important conceptual work on cost recovery done by GWP's Technical Committee. This work proved very useful to the government in formulating

its own proposals for change in this sensitive area.

GWP's regional network has also been of value to Morocco because of its access to other countries' experiences. Morocco was struck by severe drought in 2005. As the government developed a national programme for drought mitigation, experts in the United States, South Africa and Australia – three countries with a reputation for coping well with drought – were contacted through the network.

The experts provided advice on how their countries approached the problem and on the processes they used to develop their policies and strategies. All three countries had developed drought management strategies based on risk assessment. Morocco had previously looked at drought only in terms of climatic hazard, but in line with the concept of risk assessment other factors had to be taken into account, notably human vulnerability. Reducing vulnerability meant that agricultural and rural development policy needed wholesale reshaping to encourage diversification. One practical effect was to encourage farmers not only to grow more drought-resistant crops but also to grow cereals for human food only where these are less likely to be severely hit by drought. The whole approach to the mapping of land suitability for different crops and livestock had to change. On the basis of this new approach, Morocco has developed a strategy for agriculture with the year 2020 as the horizon.

In this process Morocco found that there was a need to talk to people who have done it before – to find out about the methods they had used and the results they had achieved, and to discover the strengths and pitfalls of the process. The GWP network was able to make a key contribution by bringing the right people together.

“GWP has contributed to the advancement of the IWRM concept in the Pacific region. It made a keynote address in 2002 to a meeting on Sustainable Water Management. The Pacific Regional Action Plan takes a holistic approach to achieving IWRM. The Global Environment Facility is now providing funding for an IWRM programme in the Pacific. Another milestone was a GWP meeting in Accra which formed the basis for the EU-funded Programme for Water Governance now being implemented by SOPAC in three Pacific Island countries.”

MARC OVERMARS, WATER ADVISER TO THE SOUTH
PACIFIC APPLIED GEOSCIENCE COMMISSION
(SOPAC), FIJI

Introducing holistic water management in Zimbabwe

Water management in Zimbabwe is delegated to the local level, in keeping with the spirit of the IWRM approach. The Government’s 1998 Water Act requires the National Water Authority to work with catchment

or sub-catchment councils to prepare outline plans for local management, based on IWRM principles and practices. Implementing the Act has not been straightforward: there has been slow progress in developing the plans, the catchment and sub-catchment councils urgently need training, and most people involved know little about the Act or about IWRM.

In 2004 the Manyame Catchment Council, one of seven in the country, asked GWP Southern Africa for help in meeting its obligations under the Act. Specifically, the Lower Manyame Sub-catchment Council needed assistance in developing an outline plan. Other partners were also involved: the National Water Authority, which provided financial and technical support; the Africa Water Network (Water-Net), which conducted and supervised the fieldwork needed; and the International Water Management Institute (IWMI), which provided extra funding for the students recruited for the fieldwork.

“Developing a local water management plan in the Lower Manyame catchment was a difficult task and I am most thankful to GWP Southern Africa for making this happen.”

MR MUNYORO, SECRETARY,
LOWER MANYAME SUB-CATCHMENT COUNCIL,
ZIMBABWE

In introducing the idea of an integrated, holistic approach to managing water, the Council stressed

the importance of working out institutional roles, identifying appropriate management instruments, and creating an enabling environment among local politicians and the community. The Council also explained that the integrated approach was the way to meet the challenge of balancing the ‘Three Es’ – economic Efficiency, social Equity, and Environmental sustainability. The GWP ToolBox was used to guide the process of plan development by focussing on the key areas requiring change.

The fieldwork had two major components – assessments and outreach. The assessments not only estimated available resources and compared these with the demands placed on them, but also defined what was needed to improve water and environmental management. Outreach was used to raise awareness and build consensus; it allowed people to feel someone was listening to their needs.

The Lower Manyame initiative showed the need for adequate institutional capacity, and for proper attention to be paid to the needs – sometimes very urgent – of stakeholders. A crucial lesson for future initiatives of this sort is the need to provide immediate benefits to local people. In this exercise, expectations were raised which could not be met with the limited funds available.

But the achievements were nevertheless substantial. GWP Southern Africa, the Council and their partners succeeded in ‘unbundling’ IWRM, translating

theory into practice. They increased people’s understanding, capacity and commitment, and helped them to appreciate the complexity involved in managing water resources sustainably. The process resulted in improved payment of levies. It also resolved several serious conflicts – between gold-panners and newly resettled farmers, for example. Clearly, people in the sub-catchment are now more aware of the value of integrated approaches that breach sectoral walls. And the Zimbabwean Government has already begun a similar project in the Gwayi catchment.

Pushing for better water management in Benin

Promoting ideas on better water management can be a top-down business, with the initiative coming from institutions working at national level – such as ministries and water directorates – rather than from local communities. But Benin is one African country that has, in the past few years, begun decentralising – transferring responsibility for water management to local elected bodies. Providing drinkable water and protecting water resources is now the job of community councils.

The GWP Benin partnership recently targeted these decentralised authorities as key to promoting better water management at community level. Together with the Netherlands Development Organi-

sation, the partnership devised a programme to get locally elected leaders to push for better water management in community development plans.

The programme's first step was to organise a workshop on IWRM and decentralised management for locally elected leaders and NGOs. Following the introduction of the concepts and practical implications of these new approaches, the participants evaluated existing community development plans to see where they could be improved. Though most plans already included water and sanitation issues, analyses showed that people often failed to understand the implications of their actions for other water users.

It is early days, but the trends are clear: collaboration between different organisations has improved; members of the community councils are now increasingly aware of how different activities impact on one another; and people are more open-minded about adopting an holistic approach to water management.

“I think the concept of IWRM can be a catalyst in bringing the parallel efforts of domestic, irrigation and other water sectors into a single stream of multiple-use service delivery at community and household level, based on people’s integrated livelihood needs.”

BARBARA VAN KOPPEN, SOCIOLOGIST,
INTERNATIONAL WATER MANAGEMENT INSTITUTE,
REGIONAL OFFICE, SOUTH AFRICA

Working together for a cleaner Danube

Travel the length of the Danube and you will find a marked difference in economic development as you move downstream.

Following the end of the Soviet era the countries bordering the river accepted that they had to do something to address the growing need for regional water management, evident in the environmental problems of the Danube basin. The establishment of a market economy required new laws and administrative structures. And the development of new environmental standards and a monitoring system was an urgent need.

The riparian countries met in Sofia, Bulgaria in 1991 to address this need. They agreed to establish an environmental programme for the basin, designed not only to control pollution and protect water resources but also to unify action on the sustainable use of natural resources and introduce a coherent and integrated river basin management system. To oversee this programme, a task force was set up within the International Commission for the Protection of the Danube River (ICPDR).

Strongly driven by members of the GWP country water partnerships in the region, interest in public participation in a wide range of water-related activities has grown rapidly in recent years across the Danube basin. There is broad recognition that good gov-



ernance is crucial for better water management and a Danube River Basin strategy for public participation in management planning for 2003–2009 is in place.

“GWP Central and Eastern Europe has proven to be a reliable partner. Their cooperation was especially appreciated in bringing different stakeholder groups together and ensuring the success of Danube Day.”

PHILIP WELLER, EXECUTIVE SECRETARY,
INTERNATIONAL COMMISSION FOR THE PROTECTION
OF THE DANUBE RIVER (ICPDR), AUSTRIA

China's new water law

After protracted gestation, a new water law for China has been agreed with an emphasis on water conservation.

“All water-related ministries and commissions of the Chinese Government have the political will to implement IWRM, but they also bring their own interests to the table. GWP's function is to facilitate dialogues among them and to promote the conversion of political will into practice.”

PROFESSOR RUI-JU LIANG,
FOUNDER AND FIRST CHAIR OF GWP CHINA

The way China manages its water has changed in recent years. Under the old system rural and urban water

Danube Day

To raise awareness of the importance of water and of the need for everyone to solve water management problems together, the ICPDR has designated 29 June as Danube Day. Held in 2004, the first Danube Day marked the tenth anniversary of the historic signing of the Danube River Protection Convention by the countries of the Basin. Danube Day is the occasion of many local activities and initiatives, often organised by GWP partnerships. For example, in 2005:

- GWP Bulgaria helped to organise a photo exhibition in the city of Rousse. A special issue of a regional Water Newsletter was also published.
- GWP Hungary launched an initiative to unite the boats on the Danube by persuading the crews of all vessels to acknowledge the river by sounding their horns simultaneously.
- GWP Romania held a workshop on opportunities for stakeholder cooperation in the implementation of the EU Water Framework Directive.
- GWP Slovakia organised a clean-up of the Danube riverbank, during which art school students celebrated the Day by sketching the river and playing music.
- GWP Slovenia and Bulgaria helped to select the winners of the Danube Art Master competition in Ljubljana.

resources were split, as were surface and groundwater. The big flood of 1998 and the subsequent drought spurred the authorities to rethink the system.

Proposals to revise the old water law triggered considerable debate in the National People's Congress. But eventually Congress agreed that policy should focus on engendering a water-saving society and on developing water-saving utilities in agriculture and industry. There was broad agreement that clean water and sanitation are vital for life, and that government should actively seek to improve urban and rural water supplies. Many spoke up for farmers' rights to water.

Through lobbying, members of GWP China played a critical role in raising awareness of the importance of IWRM. In the end they succeeded in making it a key element of the new water law – which was passed in 2001 and enacted in 2002. The law is a milestone, since it addresses the need for integrated approaches to the management of the country's water resources. It stresses the need to save water, to protect drinking water sources, to control pollution, and to recognise the links between water and other sectors. It puts the weight of the law behind the process of overseeing all these aspects.

The Law also brings a lot of planning within the orbit of river basin organisations, strengthening the incentives for municipal building projects to comply with water protection requirements. The law stipu-

lates limits for water abstraction in times of drought and outlines a system of rising prices for excessive water use. Most importantly, it allows the voices of stakeholders to be heard in all these processes.

Governing East Africa's water

Water governance does not take place in a vacuum. It is affected by what is happening in wider society, as three East African countries discovered in 2005.

Aiming to improve the effectiveness of water governance in Africa, GWP is facilitating a regional programme on this subject. The programme targeted Benin, Burkina Faso, Ghana and Niger in West Africa, and Kenya, Tanzania and Uganda in East Africa.

GWP Eastern Africa organised a series of national dialogues and consultations on water governance in its three participating countries, involving government, civil society and others. People were brought together to examine how water governance worked both locally and nationally, and what this meant for management and service delivery. The rationale for the dialogues was the recognition that what decides efficient and sustainable use of water is not simply hydrology nor even management, but also policy, economic, social and institutional factors.

The first round of national dialogues ended with a regional dialogue – held in Nairobi for participants

from all three countries – that revealed many shared priorities and problems.

Water governance is a relatively new concept in East Africa. This made the dialogues both a learning process and a forum for assessing and generating new ideas. Participants looked at water governance in the context of overall national governance in their countries. In fact, at the time there was spirited political activity in all three countries involving national elections. In Kenya, the entire cabinet had been dissolved and Parliament suspended following a referendum on the constitution, just before the national dialogue had been held. In Tanzania, postponement of the presidential elections by one month had led to the national dialogue being brought forward. Elections, vote-canvassing and related unrest on the streets of Kampala in Uganda had kept away many of the participants invited to the dialogue there. The challenges of seeing water management in a broader political and social context had been firmly brought home.

“GWP correctly says that good governance is key to the implementation of IWRM. But this goes far beyond water! GWP attempts to relate governance of the water sector to broader governance issues in countries under very different socio-economic orders.”

PROFESSOR JANUSZ KINDLER, FACULTY OF
ENVIRONMENTAL ENGINEERING, UNIVERSITY OF
TECHNOLOGY, POLAND

Water for peace in Sudan

Throughout dryland Africa, water is scarce and getting scarcer. In Sudan, GWP is helping to spread awareness of the issues in an effort to prevent disagreements among water user groups from spilling over into conflict.

With the express purpose of preventing such conflicts, Sudan’s Ministry of Irrigation and Water Resources called on the newly established Sudan Water Partnership – in collaboration with the Water Technology Society of Sudan, the Uganda Water Partnership and GWP Eastern Africa – to organise a conference on Water for Peace. Held in December 2005, the conference brought together water resource managers and professionals, media specialists and other stakeholders from throughout Eastern Africa to discuss their needs and work out how best to address them. A further aim was to share ideas on media reporting of water issues.

The Minister of Irrigation and Water Resources and representative of Sudan on the Nile Council of Ministers appealed for the adoption of the International Law Association’s Helsinki rules – which require the “reasonable and equitable use” of shared waters and, in particular, for priority to be given to the “no harm” principle, which provides for states to satisfy their needs “without causing substantial injury” to their neighbours.



The Khartoum Declaration, issued at the end of the workshop, called on GWP's regional partnership to support the prevention of conflict over water by promoting participatory approaches to better water management as an instrument of peace.

“The workshop, Water for Peace, is a giant step in the right direction. It is crucial for implementation of the Comprehensive Peace Agreement, negotiations with the rebels in Darfur and Eastern Sudan and particularly the border area between North and South Sudan; and between nomads and peasants.”

PROFESSOR KUOC MALEK,
MINISTER OF STATE FOR WATER, SUDAN

“Water should not be a bone of contention but rather a means towards peace; that is, if countries and people are willing to share and not fight. I strongly believe GWP should put more efforts, if not a major thrust, in this direction.”

PROFESSOR CHAN NGAI WENG, SCHOOL OF
HUMANITIES, UNIVERSITI SAINS MALAYSIA, MALAYSIA

Morocco and Chile take short cuts

In early 2000 Morocco embarked on a comprehensive restructuring of its water and agricultural sectors. One step in that process was to organise a high-level visit to Chile, facilitated by the GWP network. The

visit, which took place during 2002, resulted in a fundamental change in thinking; the Moroccan team found that the IWRM approach provided the conceptual framework to be able to ask the right questions from the start.

The Chilean experience was especially relevant to Morocco because both countries faced similar problems: growing water scarcity, deteriorating water quality, conflicts between sectors, poor cost recovery and poor operational performance. Both countries had embarked on comprehensive sector-wide reforms comprising new water laws and institutional arrangements. Chile had adopted water rights and market mechanisms, while Morocco had taken a statist route, whereby water allocation was determined by administrative structures and processes. Both countries' agricultural sectors had a traditional sub-sector and a modernised one. The traditional sub-sector was dominated by small-scale farmers producing annual crops and livestock, mainly under rain-fed conditions and with limited resources.

From talking with their Chilean counterparts, the Moroccan team of decision-makers discovered that they needed to know the 'whats' and the 'hows'. For the former they needed access to international references, such as those found in the IWRM ToolBox, while for the latter they needed access to people. Just reading the literature was not enough – that only gave the results, the finished product, the 'what' of

IWRM. But in talking to Chileans who have actually carried out policy changes, the Moroccan team learned about the obstacles, the choices, the negotiations and the process – the ‘how’ of IWRM. Participants in a reform process can give you a feeling about the process that will never appear in a report because it is so qualitative and subjective. A final report will not tell you anything about the blind alleys and dead ends along the way.

For Morocco, the first lesson from Chile was the need to get all the pieces together before embarking on the reform process. All ingredients – policies, institutions and programmes – had to be thought of holistically. Following the visit, Morocco revisited its planned reform process with this lesson in mind. The second lesson was the importance of getting the priorities right and addressing the fundamental issues such as property rights, participation and governance issues. And the third lesson was the need to understand the context and adapt the reform process accordingly, not just to follow a recipe. In all of this, the IWRM framework and GWP ToolBox were seen as invaluable guides.





CHAPTER VI

FROM GLOBAL TO
LOCAL: CHANGED
PERCEPTIONS,
FRESH PLANS

Water matters at all levels: local, national and global. GWP is active at all of these, informing, influencing and enabling so that change can happen at every stage. But the levels are not separate; the lines between them are blurred and the links between them strong. In many projects the level at which GWP's actions are focused is clear; sometimes less apparent are the links with and support of those at different levels that it engenders simultaneously. These considerations, however, are crucial aspects of its methodology.

Global conversations lead to global change

Adopting an integrated approach to water management requires adjustments and sometimes even major changes to national water policies, laws and other institutional arrangements. To make this happen, political leaders everywhere must be informed, convinced and committed, since the political steps they must take are often difficult ones. Raising water matters on the global stage is critical to getting this political commitment.

Because GWP has had representation at international water and development meetings and forums, it has been able to bang the drum at the highest levels for the idea that water must be managed as well as

used. GWP played a critical role in translating the Rio–Dublin Principles into the work plans and tools needed to introduce more sustainable approaches to water resources development, management and use. High-level GWP participation in the Millennium Task Force on Water and Sanitation, for example, helped greatly to underscore the role of water in efforts to achieve the MDGs.

Such initiatives and many other meetings between leaders within the international community, combined with an increasing awareness of the importance of water to the accomplishment of the MDGs, resulted in the formulation of the water target in the 2002 World Summit on Sustainable Development (WSSD) held in Johannesburg in August/September 2002. It was here that leaders from 193 countries committed themselves to the Johannesburg Plan of Implementation, which declared that governments should prepare national IWRM and water efficiency plans by 2005.

Following that summit, GWP has contributed to the monitoring of the adoption and implementation of IWRM approaches by countries around the world through its involvement with the IWRM InfoForum (an informal alliance between the UN Development Programme, the UN Environment Programme, the UN World Water Assessment Programme, and the Japan Water Forum).

GWP carried out two informal stakeholder sur-

veys on the status of water resources management. In 2003, 13% of the 108 countries surveyed had made good progress, a further 47% had taken some steps and in the rest there was no action. The second survey, completed at the end of 2005, showed encouraging trends: 21% of the 95 countries surveyed were making good progress and 53% were taking at least some steps. These results show progress in all categories and revealed that three quarters of the countries surveyed had either completed or were moving into the final stages of completing their national plans. But they also indicated a growing need for support to implement the plans, which will depend greatly on national capacity.

GWP has also participated in international meetings conducted by the Commission for Sustainable Development to follow up the progress on the MDGs, and is working in partnership with the UN family of organisations and others such as the World Conservation Union and the Consultative Group on International Agricultural Research on approaches towards further strategies for sustainable development and poverty reduction. Recently, the GWP has participated in UN-Water and the UN Secretary-General's Advisory Board on Water and Sanitation, which reported at the 4th World Water Forum in Mexico in March 2006. Through these links, Global Water Partnership has contributed towards and become part of a global multi-stakeholder network, different from

but complementary to the UN family.

Not all global influence relies on official processes: many grassroots networks and NGOs also contribute to raising political will. Occasionally the official and unofficial processes come together constructively. This was witnessed at the International Conference on Freshwater held in Bonn, Germany in December 2001, at which stakeholders and governments interacted directly at a specially arranged forum. GWP played a prominent, leadership role at this meeting, which, for the first time for a major water event, focussed on the cross-cutting issues of capacity, finance and governance rather than the traditional sectors.

Because of its global network of partnerships, GWP has been perfectly positioned to play a prime role in regional preparations for the World Water Forums, which are held in March every three years (the Netherlands in 2000, Japan in 2003 and Mexico in 2006). GWP has been at the forefront of these developments, championing the concept and 'how to' of IWRM and, in partnership with others, raising critical issues such as water governance and financing water infrastructure at these Forums – covered elsewhere in this publication.

In just a few years, the concept of IWRM and associated knowledge of the 'softer' side of water (governance, institutions, laws, regulation, participation, gender) have risen in prominence to complement the well-established and equally important engineer-

ing, technical and scientific aspects of water. GWP has helped to share such knowledge across continents and countries and, with others, is now starting to help countries apply it.

National planning leads to new water strategies for Africa

It was for a compelling reason that the 2002 World Summit on Sustainable Development urged all countries to develop IWRM and water efficiency plans by 2005: without progress on water the MDGs on poverty reduction will be extremely difficult to reach. Water is intimately linked to health, energy and the environment, and is key to generating rural livelihoods and advancing the status of women. Given the strength of the GWP network, its record for promoting wide participation and its niche in IWRM, it was no surprise that donors approached GWP with a request for help with governments' efforts to live up to the WSSD declaration.

IWRM strategy and planning can come as a revelation to those used to working in systems defined by split sectors and rigid hierarchies. IWRM entails broad stakeholder participation and integration of practices across sectors. GWP's role is to facilitate the process, by coordinating the various interests and ensuring that the planning process and contents fol-

low principles that lead towards sustainable water resources management and use.

To this end GWP holds multi-stakeholder dialogues that bring together different ministries, sectors and stakeholders in its efforts to help governments draft their IWRM plans. Today GWP is the key facilitator for 14 governments in the process of developing their national IWRM strategies and plans, many of them in Africa.

“Raising awareness, commitment and understanding of the process, especially among the political stakeholders, is key. This means identifying which are the most important and influential ministries for water in a country, and which ministry or department should lead the planning process.”

LEONARD NDOLOVU, CHAIR,
SWAZILAND WATER PARTNERSHIP

It is essential to get water into national development plans, so that its appropriate management can feed into social and economic development. In Benin the process is already well under way: a new policy, which sets out the legal, political and institutional framework for water resources for the next decade and beyond, and which offers real hope to the poor, is in the pipeline. Both Benin and Mali are working to integrate IWRM into national poverty reduction and development plans focused on achieving the MDGs.

“Reducing poverty yet conserving Benin’s scarce resources demands improving water supply and sanitation, a core element of the country’s poverty reduction strategy. And that means approaches to water development that are more coordinated and give more people the opportunity to be involved.”

GRÉGOIRE ALE, IWRM COORDINATOR IN THE
MINISTRY OF ENERGY, MINES AND HYDRAULICS, BENIN

In both Malawi and Zambia, GWP partnerships have lobbied hard to ensure that IWRM is at the heart of the governments’ development planning processes. This has involved working with senior government officials to define strategies that put water centre stage in economic development. The Malawi Government’s IWRM planning is linked to a decentralisation process that aims to empower local authorities and traditional leadership. Helped by GWP, stakeholders in both countries have initiated pilot projects at the community level to demonstrate how an integrated approach can improve people’s livelihoods and contribute to poverty reduction.

Swaziland and Mozambique show great promise in their efforts to steer national planning towards an IWRM approach, which they intend to be a catalyst for action to meet the MDGs on time. In Swaziland, traditional local governance structures are becoming involved.

Tutorials aid national IWRM planning

Water experts and planners must navigate a maze of new approaches if they are to succeed in conserving water resources and reducing poverty. GWP is helping governments through this maze. Based on the Catalyzing Change handbook and papers, the IWRM ToolBox, the IWRM Tutorial and other resources, Cap-Net published a manual in 2005 that outlines the nuts and bolts of how to construct IWRM plans.

The manual, *Integrated Water Management Plans: Training Manual and Operational Guide*, is available in English, French, Portuguese and Spanish and is designed for use in a three- to four-day course. Crucially, it offers a guide to the practical, ‘on-the-ground’ work needed to put a feasible and realistic plan in place. It also includes material on gender issues in water, produced by the GWP Associated Programme, the Gender and Water Alliance.

The manual has become the established guide for those engaged in national water strategy and planning processes where the local country water partnership is involved. It was used for the first time during an induction workshop on IWRM planning held in the Kenyan capital, Nairobi, in March 2005 – a workshop that brought together participants from Cape Verde, Benin, Cameroon, Eritrea, Ethiopia, Mozambique and Swaziland.

“We don’t regard GWP as an advisor or development partner here. GWP is part of our process in water sector reforms; we are in this struggle together.”

MARTHA KARUA,
FORMER MINISTER OF WATER AND IRRIGATION, KENYA

Participants in other planning programmes being facilitated by GWP, in Senegal, Mali, Kenya, Malawi and Zambia, joined the workshop to share their own experiences and add to the information provided by the manual. Nobody can prescribe how the process should work, because it will be different in every country. But in the final modules the manual leads participants through a process of identifying the management strategy needed to reach the goals that they have chosen. This it does in great detail, highlighting what the plan might be expected to contain, proposals for political and public participation, and the timeframe for its completion.

Swaziland takes on its water challenges

Swaziland, one of the smallest and least populous countries in southern Africa, is an inland state sharing all its rivers with Mozambique or South Africa, or with both. For years its rivers have been over-committed, some virtually ceasing to flow altogether during the dry months. Water management has been highly centralised, excluding most people from participation.

The country is now in the process of developing its national IWRM and water efficiency plans. Because of GWP’s experience in getting people from different sectors to talk to each other, the Government of Swaziland asked the GWP country water partnership for help.

The GWP partnership held workshops in 2005 in each of the three main river basins, each attended by about 40 representatives from every sector and interest. In the very first meeting participants were encouraged to picture the realisation of the Swazi Vision for Water and then consider the day-to-day obstacles that hinder its achievement. In turn participants began to see how they could contribute to the transformation, giving them a sense of ownership not only of the problems but also of the solutions towards a brighter future.

“When a country’s people begin to understand the value of effective and sustainable management and utilisation of their water resources, and when they start to appreciate the value of participation and involvement in water issues, one cannot help but dream of a brighter future.”

DUMSANI MNDZEBELE, HYDROLOGIST, MINISTRY OF
NATURAL RESOURCES AND ENERGY, SWAZILAND

GWP is about more than ideas alone. It exists to make sure something really happens: it urges its partners to get mud on their boots. For this to happen it is essential that the different partnerships – regional, country and area groupings – feel they own the idea of IWRM and can apply it on their terms to meet their needs.

“An advanced water law or master plan prepared with foreign help can often end up on a shelf. What can be more useful is to gather stakeholders around a specific issue, or for a capacity-building session. There are no quick answers, but the network of partnerships now exists. IWRM is only a conceptual framework to help it to deliver.”

EMILIO GABBRIELLI, EXECUTIVE SECRETARY, GWP

Comprehensive planning for China's water

China is trying to meet the demands created by massive and rapid development, not least how to develop its water resources sustainably. Eight ministries began work in 2002 on establishing a system for comprehensive, nationwide planning of water resources. By 2005 they had made significant progress in evaluating water quantity and quality, assessing its development and use, and considering the environmental implications. Before then, in July 2004, the second stage of the process had already begun: the allocation of water resources under the comprehensive planning system, which involved implementing the country’s new water law.

GWP China worked extensively with the government in this process, facilitating a shift to an inclusive approach in which all stakeholders were allowed to participate in the process of planning for water use, and in which democratic consultation was used to deal with potential disagreements – for example between national, river basin and provincial interest groups. Getting people to work in harmony – “He Xie” – is the GWP China way.

和谐

He Xie – the harmonious way

The results are encouraging. Democratic consultations around IWRM are happening; a consultative group has been established that crosses water sector boundaries and although the departments of the State Council have different functions and responsibilities, people now sit together to discuss water issues and share their experiences. The comprehensive planning system is working to formulate a water allocation plan in seven of China's river basins; and the newly established Yellow River Basin Partnership is bringing the riparian provinces and municipalities and other stakeholders together for the first time to discuss how to improve water management across the basin.

National plans, local change: getting closer to the ground

Global and national initiatives are worth little if they do not improve people's livelihoods. The true measure of success is whether change also happens at the local, community level. The process is slow, yet evidence of change at the local level is already clear.

The GWP Associated Programme on Flood Management serves as a platform for a pilot project in India, Bangladesh and Nepal, which considered the means to formalise a community approach to flood management. The project enabled a number of com-

munities to realise their own potential for dealing with floods, using their own resources, until government support arrives. The national disaster management authorities in Bangladesh and India have since expressed their readiness to make the community approach to flood management part of their national disaster management policies.

In Nepal several area water partnerships (AWPs) survive despite the civil unrest and military conflict. Some members of these partnerships must trek by foot to attend meetings yet their commitment to the spirit of the partnership is high. Though most AWPs are informal associations of interested people, their most striking aspect is the level of local participation and cross-sectoral representation. Take the Kankai Mai partnership in Nepal. It has 37 members that include central and local government bodies, NGOs active in river basin management, irrigation users' and drinking water users' associations, micro-hydro groups, private entrepreneurs, politicians and journalists. This group helped prepare the Nepal Water Vision for the Government as well as publish a book on hydropower pricing, which has become influential in the hydropower sector.

AWPs can offer means of linking government programmes with local-level IWRM activities; in Pakistan they demonstrated that the use of rainwater harvesting structures could be incorporated in district administration plans.



Another tale from Pakistan illustrates that when a community really commits itself to better water management, the results can see success snatched from the jaws of failure.

In the province of Punjab the Government of Pakistan with UN and donor support had started a pilot project that aimed to reclaim waterlogged land. The goal was to reclaim 25,000 acres, but they ended up reclaiming only 10,000. Disappointed at the result, they decided to quit after four years. GWP members, invited to help with an exit strategy, visited the area and came back with a surprising report. Their suggestion: look at the results of the project from a wider perspective and then examine the achievements. In doing so it transpired that the benefits were far higher than originally thought. Now a good case could be made for expanding the programme.

This area had been a very prosperous part of the irrigated agricultural region of Punjab but had become waterlogged and saline from lack of drainage. Conventional methods of drainage using deep tube wells had not succeeded. The pilot project – named the Punjab Biosaline project – proposed to combine bio-drainage with various other elements, controlled and championed by the involvement and support of the communities. Armed with the requisite know-how, minimal financial support, and strengthened links to Government departments and connected industries, as well as a flexibility that allowed the

various sectors (fisheries, forestry, livestock, agriculture and the environment) to work together, those involved were able to produce some exciting and fascinating results.

The farmers living on the waterlogged land began growing salt-resistant grasses that became fodder for livestock; they pumped saline water from the land and stored it in large, impermeable fish-breeding storage tanks. They grew eucalyptus trees to lower the water table, and used the wood for making chip-board. All this resulted in an improved economy. Then industries became stakeholders too: reclaimed land prices soared and investment in local infrastructure by communities increased. Appreciation of assets – the land – gave the communities financial leverage that helped to reduce poverty in the area.

Seeing the successes of the project, the UNDP agreed to provide funding for a bigger project (rather than leaving), releasing further funds from the Punjab Government. Today a project around six times the size has been approved with the aim to replicate the success of the original Punjab Biosaline project.

Letting the communities themselves drive the project was key: they identified water as the critical issue and found ways to improve water usage. This is an excellent example at the grassroots level of a multi-sectoral approach to development that also strengthens the links between communities and government, the private sector and knowledge centres.

Similar benefits of the grassroots approach have been seen in Central and Eastern Europe and South Asia. The movement started because GWP members in these regions needed to find ways of addressing local water issues and solving disputes by means of a local multi-stakeholder forum. This was in 2001, a time when the concept of IWRM had gained wide acceptance but integration was still a long way from practical reality. These local multi-stakeholder forums gave rise to the first area water partnerships in the GWP.

“The special feature of area water partnerships is, by actively engaging with different sections of the riparian community, they can surprise officialdom by raising issues that do not normally surface in conventional top-down water management processes.”

KHALID MOHTADULLAH, FORMER EXECUTIVE
SECRETARY OF GWP

The original South Asian area partnerships were established by the respective country partnerships in India, Bangladesh and Pakistan. They began in a burst of enthusiasm, although in some countries it has been difficult to get full participation. At the beginning some government institutions looked sceptically at the partnerships; some stakeholders such as polluting industries and miners were reluctant to join the forum; and sometimes civil society groups felt margin-

alised because of over-representation by government and state officials. Some of these AWP have proved somewhat ephemeral – coming together to solve a specific problem. Nonetheless there are now more than 37 functioning partnerships in five countries: fourteen in India, eight in Bangladesh, seven in Pakistan, five in Sri Lanka, and three in Nepal.

Fresh insights into local issues

Area water partnerships can highlight problems and possibilities that may be overlooked by planners and administrators. In Pakistan for instance, the Bolan partnership began restoring a centuries-old underground irrigation system called ‘karez’ in the water-stressed area of Quetta, drawing Government attention to the need to preserve these traditional structures.

On the Gorai and Surama rivers in Bangladesh, area partnerships highlighted issues relating to sharing the water of boundary-spanning rivers. These included effects on the downstream ecology and the livelihood of riverine communities during dry periods. And in Sri Lanka management issues in the upper watershed of the Maha Oya river have been raised, especially the adverse impacts from some mini-hydropower plants.





CHAPTER VII

STEERING
POLICY,
INFLUENCING
CHANGE

Influencing policy at country, regional and global levels and empowering individual people in all walks of life are two critically important sides of the ‘change’ coin. But of course, progress on these fronts is of little worth if there is insufficient finance to implement the changes that are agreed. The issues of policy, awareness and finance and inextricably entwined yet each presents its own challenges and opportunities, described here.

Where is the money for water?

Nobody knows how much investment is really needed to meet the world’s water challenges: estimates vary. Nevertheless, there is a general consensus (supported by the World Commission on Water in 2000 and the Camdessus Panel’s report *Financing Water for All* in 2003) that we need to double the present level of financing. The problem is where to find the funding. Water did not feature strongly in the first generation of poverty reduction strategy papers prepared by many developing countries. Government allocations for water have been static or falling. Reflecting low borrower demand, international financial institutions’ books tell the same story and development aid for water remains stuck at a meagre 3–5% of total official development assistance.

Water pricing is a politically sensitive issue, yet

people are often more willing to pay for an improved service than politicians are to charge them. Water tariff-setting is often influenced by political considerations rather than driven by the need to ensure that water supply and sanitation services are affordable and that costs are recovered for system sustainability. Most water supply agencies find it difficult to raise funds for system development and improvement. At the same time, lending institutions are wary of financing water infrastructure in developing countries because of a history of poor performance.

“Effective water governance and financing are inextricably linked and are two of the key elements required to achieve sustainable development.”

ALAN HALL, NETWORK COORDINATOR, GWP

In 2001, the World Water Council (WWC) and the GWP formed the World Panel on Financing Water Infrastructure, chaired by former Managing Director of the International Monetary Fund, Michel Camdessus. The Panel’s report, *Financing Water for All*, was presented at the 3rd World Water Forum in Kyoto in March 2003. Its key message, in a nutshell, is that neither business-as-usual, nor searching for silver bullets will solve the financing problems of the global water sector. It proposed a range of strategies for improving financial flows to the sector, which would require better water governance, bet-

ter administration of water services, greater priority for water among developing countries and donors, and more funds geared to leveraging finance from new sources. The report highlighted many governance weaknesses that need to be addressed to attract more investment into water and ensure wise use of that water; it also pointed out the challenges faced by local governments which usually bear responsibility for delivering services but have no access to international financing or expertise. An integrated approach to water management, it said, would improve decisions and policies on pricing and cost recovery.

The Camdessus report has proved to be highly influential: the World Bank and several of the regional banks now offer sub-sovereign lending facilities (i.e. to entities below national government level) and credit the report with suggesting such schemes. GWP is involved with follow-up activities on several levels. For the Mexico Forum, GWP and WWC asked the former Finance Minister of Mexico, now head of the Organisation for Economic Co-operation and Development (OECD), Angel Gurría to head a successor task force which highlighted the problem of weak demand for financing by exploring tariff structures, regulation, local capacity and access to various financing options for local governments and service providers. The task force also initiated work on the highly complex issue of financing water for agriculture.

The UN Secretary General's Advisory Board for Water and Sanitation – of which the GWP Chair and a GWP Technical Committee member are members – has carried forward a number of these themes, in particular highlighting the requirement for more attention to improving local capacity in sanitation and water operations, and mechanisms for increased financing.

Water professionals tend to be afraid of finance, while financiers are inclined to be wary of water, in part because supply and consumption issues are so steeped in controversy. Now, several GWP regions are promoting better understanding of water resources development and use among financiers, and improving awareness of financial issues – particularly on agricultural water use – among water professionals and policy-makers. Ensuring agriculture has enough water, and enough financing for water services, is vital if developing countries are to reduce rural poverty and attain food security.

Dialogues on water governance

Often a country or region has enough water yet finds itself in a water crisis because of inadequate governance – usually involving a failure to integrate policy and practice in good water management.

The *Framework for Action* report stressed that “the

water crisis is a crisis of governance” and the GWP Background Paper 7, *Effective Water Governance*, has been instrumental in making the issue of governance a fundamental part of the water lexicon. Good water governance makes investment more likely and more sustainable. Good water governance means establishing an effective administrative system and the right policy and legal framework to allocate and manage water in ways that meet national social and economic needs, and long-term water sustainability. But good water governance seldom happens of its own accord: it needs awareness and encouragement.

This is what GWP set out to achieve in 2002 when it held more than 40 dialogues to raise awareness of the importance of water governance. Partnered by the UN Development Programme and International Council for Local Environment Initiatives, the Dialogue on Effective Water Governance took place at local, national and regional levels in more than 30 countries in six GWP regions. The themes and highlights from the dialogues were brought together in the report *Effective Water Governance: Learning from the Dialogues*. This formed the basis of a two-day thematic session at the 3rd World Water Forum. The GWP regional partnerships are now building on this early work by increasing awareness at the country level and designing follow up activities.

Communicating the messages

The quickest way to tell people what’s really happening to their water – so that they are more likely to participate in decisions made about it – is through the media. Several GWP partnerships have targeted journalists as collaborators. Networks of journalists for water have been established in the Mediterranean and East Africa, for which GWP acts as a source of information, and through which GWP influences the policy environment through public opinion.

Likewise, through its Communicators’ Network, the GWP Central America partnership provides journalists with a direct link to information on water resources in the region, and to the names of the experts to contact in order to report on water issues in a balanced and sensitive way.

“In partnership with the Mediterranean Information Office for Environment, Culture and Sustainable Development, GWP Mediterranean has produced a special kit on water issues for journalists and information professionals. A handbook constitutes an up-to-date, concise information resource on fresh water in the Mediterranean region, from which media specialists can draw information and inspiration when preparing articles and broadcasts.”

MICHAEL SCULLOS, CHAIR,
MEDITERRANEAN WATER PARTNERSHIP, GWP



The Network was set up in 2004 as an outcome of a journalists' workshop organised by GWP Central America and the Inter-American Development Bank. The region has since seen more and better media coverage of water. The journalists themselves say the network is helpful: Moisés Martínez, of La Prensa in Nicaragua, says: "It enabled me to suggest to my editors new approaches to covering the subject." One of the main ingredients is strong ownership by the participants. According to Claudia Benavente of El Periódico in Guatemala, "Forming a network of journalists is not an easy process, and it is even more complicated to maintain its unity. However, the key to success has been the fact that the network was the result of a joint decision made by us, the journalists who participated in the training workshops, and by the organisers."

Getting the young on-side

An approach that treats water as part of everybody's business must involve all age groups. Southern Africa has taken this to heart with a special project directed towards the young. A conference organised by GWP Southern Africa in 2001 gave rise to SAYWAT, the Southern Africa Youth Water Action Team. This involves young people in understanding new approaches to water management and making

these approaches a reality. Most team members are in secondary or tertiary education or are young water professionals. Linked to GWP's country water partnerships, the team's national chapters have worked at a number of locations, where they have shown how people's behaviour towards using and conserving water can change for the better.

Several national chapters of SAYWAT have raised their own funds for several imaginative projects. The Botswana chapter took a road-show to schools and communities, promoting water conservation and identifying wasteful practices. It now holds an annual schools' competition, the winner being the school that uses water most efficiently. The Lesotho chapter carried out a campaign on water, sanitation and hygiene. They hit on the idea of working with a popular local soccer team, the Lioli Football Club, to advance their arguments for safe water and sanitation by holding public meetings and speaking on the radio. The campaign took messages to people that government structures had not yet succeeded in reaching.

Education: the Mediterranean initiative

Pupils in schools need information about water that is presented simply and attractively. One GWP initiative is now well equipped to provide it. Water in the Mediterranean is a flexible resource package that

helps school children gain basic understanding of water topics and introduces them to the economic, social and environmental factors that affect water issues. The material also aims to develop problem-solving and decision-making skills, and to stimulate responsible environmental behaviour.

Published in several Mediterranean languages, including Arabic, English, French, Greek, Italian and Spanish, the package is the product of collaboration between the Mediterranean Information Office, the University of Athens and other agencies. GWP's Mediterranean partnership was a major contributor.

The package is now widely used in schools throughout the Mediterranean countries. It is provided through the Mediterranean Education Initiative for Environment and Sustainability, a network of educators, government bodies and NGOs that promotes education for sustainable development.

“GWP Slovenia, a member of GWP Central and Eastern Europe, is active in awareness-raising and educating the public, especially the younger generation. Their cooperation is especially appreciated in ensuring public participation in events such as the Danube Day.”

MITJA BRICELJ, HEAD OF DELEGATION,
INTERNATIONAL COMMISSION FOR THE PROTECTION
OF THE DANUBE RIVER, SLOVENIA

“GWP in Central Africa, and particularly in Cameroon, initiated raising awareness on IWRM among various stakeholders. It is work that takes time but we need it to continue.”

ONDOUA PAUL MARTI, SUB-DIRECTOR FOR WATER
MANAGEMENT, MINISTRY OF ENERGY AND WATER
RESOURCES, CAMEROON

A forum for cooperation in the Yangtze river basin

One of the world's great waterways, the Yangtze, has been the victim of overexploitation and neglect. Subject to flooding, pollution and soil erosion, the Yangtze basin has long been in need of an inclusive, decentralised process designed to map out a strategy for its sustainable development. Now, a new deal for the river is emerging.

The deal involves bringing all water stakeholders in the basin together in a forum. Two partners have worked to make this happen, the Changjiang (Yangtze River) Water Resources Commission and the GWP China Water Partnership. The Yangtze Forum's inaugural meeting in April 2005 was the first multi-stakeholder event in China to discuss the strategic issues of river basin development. Emerging from the Forum was the Yangtze Declaration and a newly launched movement for a “Healthy Yangtze River”.

Adopted by consensus, the Declaration appeals for water management to move away from the present



fragmented approach based on sectors and regions, where everyone “uses and pollutes”. Instead, it urges harmony between humans and the environment, a balance between protection and development, and strengthened communication and cooperation among all those involved with water in the basin.

The foundation of the Yangtze Forum is a milestone. In a country that has been centrally governed and managed for decades, it is an important step forward to move to participatory decision-making, and bodes well for the prospect of a more rational and integrated approach to water management in the future.

Central Asia: influencing institutional reform

Capitalising on the links forged during the Soviet era, several Central Asian countries are working hard together on the issue of reforming their water resource management processes, but the going is far from easy. Reforms are hampered by indecision over the choice of appropriate institutional arrangements. In most of the region’s countries, water management is divided among different ministries. The urgent need to integrate perspectives and to resolve conflicts among sectors argues in favour of making a single ministry responsible for all water issues. But this could risk creating a powerful monopoly and losing sight of the social and environmental values of water.

Only clear political will and support for radical reforms can solve these problems. Creating the commitment needed to effect change is the priority for GWP in the region. To build the momentum for change, the regional GWP partnership is running public information campaigns and capacity-building programmes for water specialists. The partnership enables links between national specialists, who can influence their governments, and fosters their exchanges with the NGOs that also play an important role by linking professionals and civil society.

Participants at the GWP regional meetings in this area are enthusiastic and full of questions, often on how to improve water legislation. The process is enabling regional specialists to increase their understanding of their own problems and to build foreign contacts through the GWP network. This has helped them to attract international support for IWRM planning in Kazakhstan and training workshops for managers and NGOs in all eight countries of the region.

As part of this training programme all eight countries sent high-level participants to a course at the University of Dundee, in Scotland, UK. Impressed by the relevance of the course, Tajikistan’s Minister for Reclamation and Water Resources pledged to send more young Tajik specialists on similar study tours.

“I am grateful for GWP for assistance in signing the MoU between the University of Dundee and the Ministry. This MoU enabled me to apply to the Government to include funds in the Ministry’s budget to pay for studies for six students from Tajikistan in Dundee. GWP is proving to be a real partner for strengthening of potential of water management organisations in the region.”

MR NAZYROV ABDUKAKHIR, MINISTER OF WATER RESOURCES AND LAND RECLAMATION, TAJIKISTAN

Central America: targeting legislators

Today there are many committed, interested legislators and decision-makers in Central America who are sensitive about water and who have a much greater understanding about integrated approaches to water management and what it involves; and they are interested in designing water laws in accordance with people’s needs.

Back in 2001 the story was different: the proposed water laws put forward for consideration by the Legislative Assembly in Costa Rica showed how badly legislators lacked the information they needed to move away from the fragmented, sector-focused approach and create laws that reflected an integrated approach to water management and were in accordance with people’s needs. To help, the GWP partnership organised a series of three regional conferences,

starting in 2002. Engendering a feeling of friendship and alliance among the participants from different countries, these conferences helped people to see the need for better relations not just among countries but also among user groups: farmers, industrialists, domestic consumers, tourists and others.

But there have been problems. Lack of finance, difficult political contexts and other factors have all caused complications. And there are marked differences between countries, making it difficult to draw parallels and learn lessons. Belize, for example, had a legal system based on British law that is not used anywhere else in Central America.

Moreover, some countries already have water laws while others do not. In those that do, even if the laws are old or obsolete, people may already be accustomed to the idea of paying for water – making it easier to introduce new legislation than in countries that do not have these laws. The lessons are clear: both legislators and ordinary people need to know more about water and the legal framework that can make for good water governance.

“Although we would like to say that everything has been perfect and without any complications, that would be unreal and untrue.”

MAUREEN BALLESTERO, FORMER CHAIR OF CENTRAL AMERICA TECHNICAL COMMITTEE, GWP





CHAPTER VIII

THE BEDROCK OF THE PARTNERSHIP

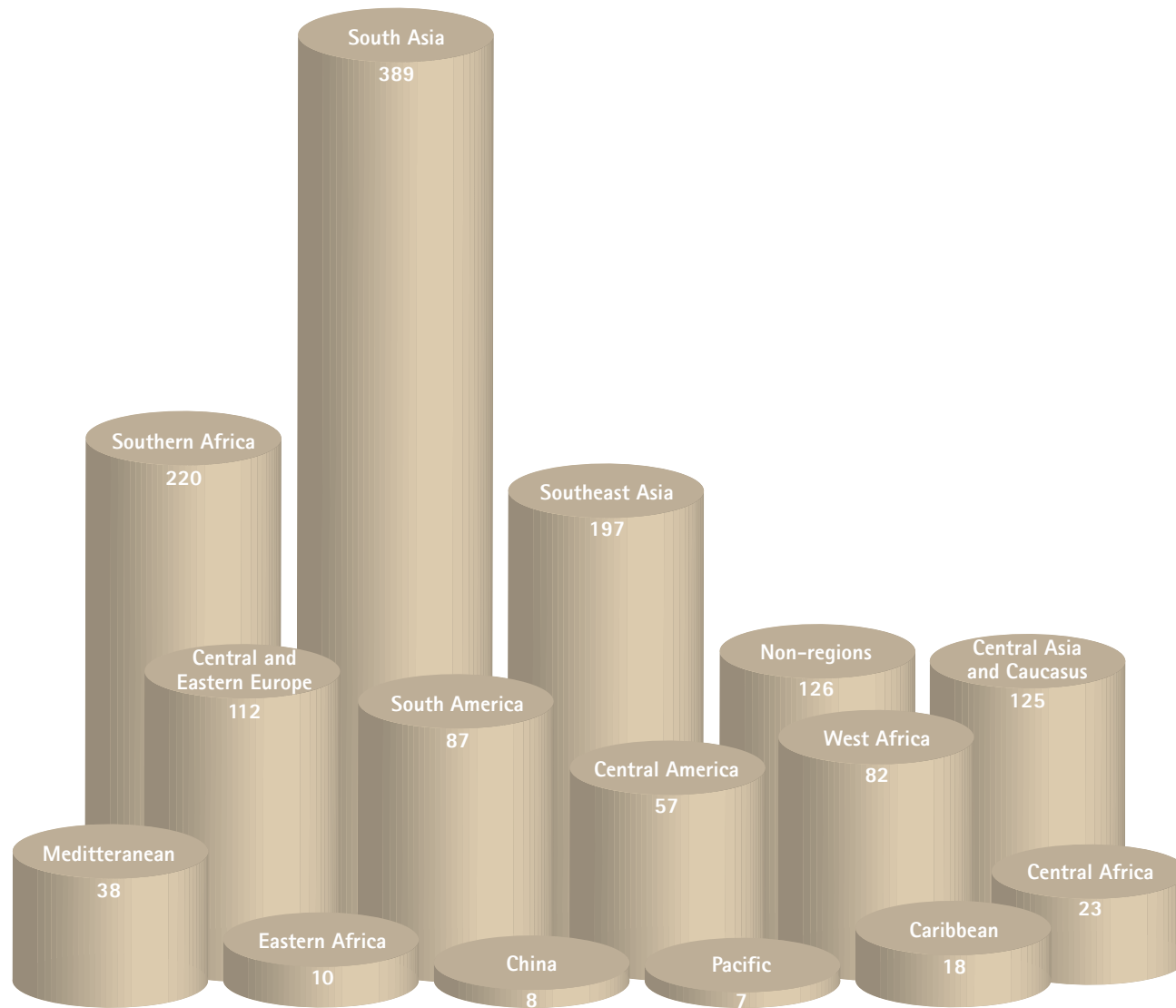
We have presented here some of the many stories from across the world that illustrate the aims, ambitions and some of the successes of the GWP. But how does all this happen? What are the mechanics, the glue that holds it all together? As described already, GWP is a new type of organisation, a network held loosely together by an idea, a mission, and not by a rigid bureaucracy. Its network of partnerships provides a unique structure that enables local priorities to be addressed within a global strategy.

The charter that binds them, sets the rulebook and defines the operating conditions for these partnerships is called *Conditions for Accreditation* as Regional and Country Water Partnerships. All GWP partnerships must formally commit to abide by the condi-

tions in this charter to become part of the network and to use GWP's name and logo. Through a minimum set of shared rules and principles listed in the charter, the community of GWP partnerships is allowed to evolve within a common culture delineated by core values such as inclusiveness, openness, transparency, accountability, tolerance, equity and solidarity.

The dynamics and strength of GWP partnerships rests on the engagement and commitment of the GWP partners that constitute them; these are the elementary building blocks of the GWP network. The *Policy on Partners* sets out the ground rules for the GWP partners, all of which are institutions concerned with water issues. The partner organisations implement the change that GWP facilitates.

Partners of GWP and their geographic distribution



Special Allies

The GWP calls on five special allies – called Associated Programmes – that provide specific expert services to help the work of its partnerships:

- Cap-Net, the capacity-building network of the UN Development Programme;
- GWA, the Gender and Water Alliance;
- APFM, the flood management programme that runs under the auspices of the World Meteorological Organization;
- GW-Mate, an initiative of the World Bank that concentrates on groundwater management;
- Inbo, the International Network of Basin Organizations.

The GWP works with many other groups too, including, to name just a few, the World Water Council, the World Conservation Union, the Water Supply and Sanitation Collaborative Council, the Worldwide Fund for Nature, the South Pacific Applied Geoscience Commission, and various UN bodies including the World Water Assessment Programme and the Commission for Sustainable Development.

Advisory Centres

Danish Hydraulics Institute (DHI), Copenhagen, Denmark.

International Water Management Institute (IWMI), Colombo, Sri Lanka.

HR Wallingford, Wallingford, United Kingdom.

Global coordination and quality control is ensured by the GWP Secretariat and GWP Technical Committee (TEC). TEC acts as a think tank and independent quality control mechanism for the whole GWP network. TEC's role is to drive GWP's efforts to create, accumulate, and disseminate knowledge to support IWRM change processes. TEC's functions include strengthening the understanding of what IWRM means, overseeing the development of tools to help turn principles into practice, guiding GWP's knowledge-generating and global-learning mechanisms, and providing guidance and policy support to regional and country partnerships.

The Global Water Partnership Organisation (GWPO) was formally established in Sweden in 2002 as an intergovernmental organisation. This status allows the GWP Secretariat to operate in Sweden in a manner that supports efforts to mobilise its international network of partners to develop and promote the principles of IWRM. The Secretariat is the engine room of the network, providing the glue



to keep the regional and country water partnerships together and maintaining the GWP brand.

Governance is achieved through well-established mechanisms outlined in the statutes of the GWPO. The annual general meeting of the GWP partners debates programmatic, strategic and policy issues. The GWP Steering Committee provides oversight and overall guidance to the network. The GWP sponsoring partners – those states and intergovernmental organisations that have signed the Memorandum of Understanding that establishes the Stockholm Secretariat as an intergovernmental organisation – appoint the GWP Chair, members of the GWP Steering Committee, the GWP auditor and approve the annual audited accounts of the GWP.

Donor organisations and agencies are considered special partners with an interest in the substance of GWP's work and not simply a source of funds. GWP is termed a 'development partner,' providing a strategic service to help improve governance, capacity and the enabling environment. This provides the foundation for other donor-funded packages to meet the MDGs more directly, such as the infrastructure to provide drinking water connections, sanitation services, pollution control and improved agricultural water management. The sustainability of these investments is dependent on the 'soft' interventions provided by the GWP.

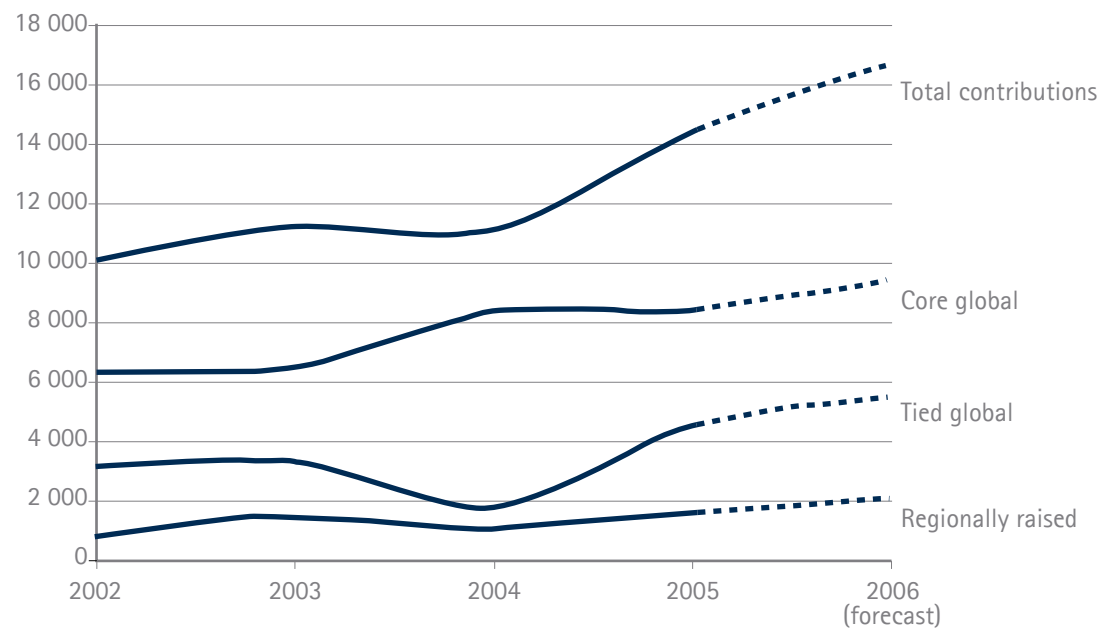
Donor expertise and coordination are facilitated

through the Finance Partners Group, an informal group that meets once a year. The constant support provided by our key financial partners has allowed GWP to extend fundraising to the regional and country level from various sources including governments, voluntary and in-kind contributions and bilateral donors, thus increasing the likelihood of addressing local priorities. The chart below illustrates the financial growth during the first ten years of GWP existence.

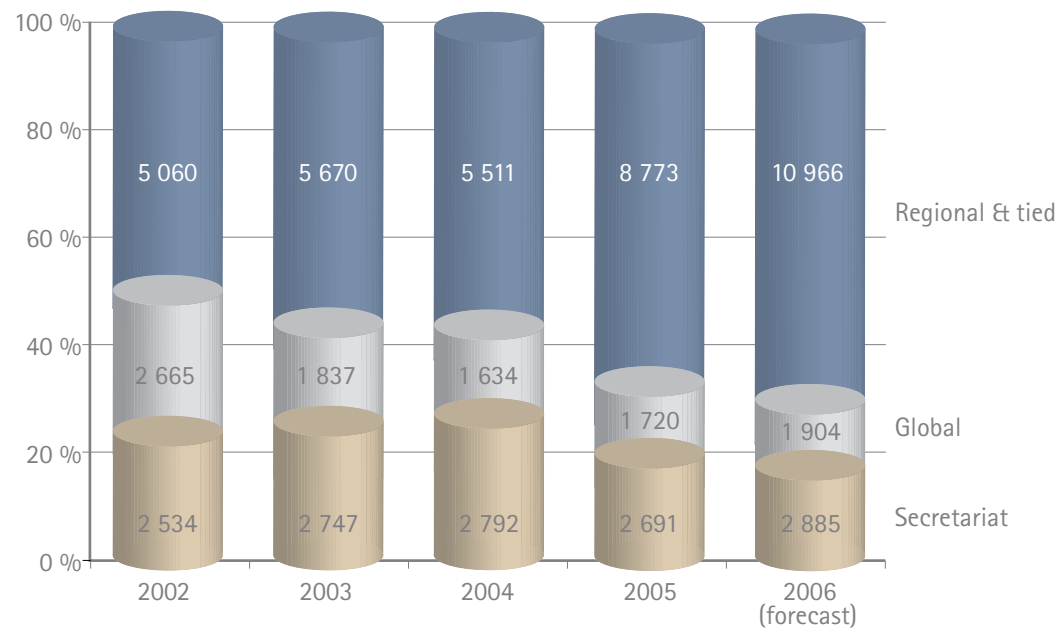
Denmark, France, Germany, Netherlands, Norway, Spain, Sweden, Switzerland, United Kingdom and the World Bank have provided core funds to GWP.

Canada, Finland, France, Netherlands, Norway, Japan, United States of America and the European Commission have provided restricted funds to support specific countries and activities.

Source of funding USD millions



Expenditures 2002 – 2006 USD millions







CHAPTER IX

SUSTAINING OUR WATER FUTURE

GWP owes its existence to the fact that the future of the world's water is in the balance. We face a range of impending dangers and daunting challenges. Despite good intentions, policies and plans often fail to meet their aims, and governments, NGOs and companies can fail to foresee the negative effects of their strategies. But we don't have to give up.

The fear of failure is perhaps the single biggest guarantee of failure – as it prevents innovation and change. Overcoming this fear and increasing our chances of success requires three elements: knowledge, innovation and change – all connected through a network that facilitates learning and evolution. This statement encapsulates the GWP philosophy.

In this uncertain and complex world there are two certainties: we need to build infrastructure to provide water services to people and we need to manage water resources better. But there is no silver bullet, no blueprint or quick fix. We must be in it for the long haul. One lesson we have learned from the rusting machinery, the half empty reservoirs and the tumbled down buildings we see scattered across the world is that building water infrastructure, big or small, will be either inappropriate or unsustainable without proper water governance systems: these two must go in tandem. A small investment in the latter will safe-

guard the massive investment needed for the former.

We also know that, as well as the converse, almost all development will have an impact on water. Certain trends such as population growth are putting all resources under stress; others, including climate change and globalisation, may or may not add to this stress. With its focus on an integrated approach to water resources management, GWP is ideally placed to help governments and people to develop adaptation strategies to ensure that development is sustainable.

The goal of reducing poverty is being thwarted by nature. There has been an increase in incidents of disaster clearly tied to environmental degradation around the world.

HAZARDS OF NATURE, RISKS TO DEVELOPMENT,
WORLD BANK REPORT, 2006

The integrated approach is about better and different processes and techniques for getting to solutions that address the range of sectors and players involved. While IWRM is not the silver bullet, we are nevertheless seeing cases where water resource management is being improved, where infrastructure for services are financially sustainable and benefit wider communities, where decision-makers take into consideration sustainability and environmental concerns, where better health for citizens and the health of lakes and rivers is given due consideration, where dialogue between competing stakeholder interests seek acceptable solutions.

We are learning that changes in natural resource management are as much about human and social systems as they are about science and technological skills. We can see that knowledge, innovation, change, and process are key as are the networks and partnerships. The future for GWP is to help people to help themselves.

To do this we must have a means to share experiences and knowledge. And that we do have: the unique GWP network established over the last ten years. This is our delivery mechanism and our operating system, both globally influential and fundamentally embedded at the local level.

But we also know that despite our advantages, tough trade-offs are often needed and we cannot always achieve win-win solutions. We know there will be some failures and unintended consequences and must learn from them. Managing water resources better means facing up to competition for resources and acknowledging that there are likely to be increasing conflicts between sector interests, communities, social groups and countries. The cornerstone of IWRM is to balance these conflicting interests.

Looking to the future, GWP must be flexible, in order to quickly adapt to its changing external environment. It needs and has devised an evolving strategy. The first ten years of the GWP programme developed according to two successive strategic plans: a strategy for the ‘formative’ years (1997–2003, with a

light revision in 1999) and another for the ‘maturity’ years (2004–2008 – outlined earlier).

This second phase is organised around key strategic thrusts, including an overall shift from awareness to action. It also reflects a clear focus on increasing the strength of regional and country partnerships, in particular through consolidating the regional governance structures. It calls for a renewed commitment to engage governments and institutions struggling on the path of water reforms.

For while GWP has helped to facilitate progress with the preliminary stages of water reform – writing laws, shifting policy, increasing awareness, and so on – there is not yet enough by way of significant improvements in the lives of real people. Water resources are still mostly degrading; pollution is still mostly increasing. Consciousness might be raised, but real action is now urgently required.

“Certainly, the work facilitated by GWP on IWRM in the mid- to late- 1990s had a significant influence. But my feeling is that, although there has been some progress in introducing IWRM principles, little has been achieved so far in their implementation. That is a much longer term process.”

JEREMY BIRD, FORMER WATER SPECIALIST AT
ASIAN DEVELOPMENT BANK

With this aim in its sights, GWP will continue to operate at all levels. The global level will continue to

advance the understanding of and awareness of managing, as well as using, water resources. It will help to get wide acceptance for a new paradigm and to generate an interest in being a part of the move towards better water management in countries with vastly different water problems. A large effort will continue to be made at regional level with knowledge sharing and raising political will as key tasks. Increasingly, as the regional water partnerships gain strength, the focus is shifting more to the country level and in some regions to sub-national levels.

So far we have just scratched the surface of what can be called 'local' and this must be a key focus for the future. The trend to build capacity and partnerships at national and sub-national levels will continue; in parallel, though, we must mobilise our loose federation of like-minded partnerships to solve local problems through local actors based in local organisations with a vested interest in solving local problems.

"GWP should continue with partnership building. And it should especially focus on non-formal networks, actively motivating citizens to work in the water sector in the long term."

ERIKA LAGZDINA, DIRECTOR, REGIONAL ENVIRONMENTAL CENTRE, COUNTRY OFFICE, LATVIA

As water management problems increase, which they inevitably will, there will be a need for additional human resources capacity, with more leaders

who can get water onto the national agenda, better governance and more financing. The IWRM Survey in 2005 indicated a positive trend in those countries taking action to meet the 2005 target on preparing IWRM plans. However, it also indicated their need for support to implement those plans, and highlighted the need to help the remaining 26% of countries that have not made progress on the planning stage. These will also be key areas for future GWP work. It will also continue to work with others, in particular the UN, to develop indicators and monitor progress on improved water management.

Of course, GWP will keep its sights set on the MDGs and the importance of water to meeting those. There is adequate water and technical capacity to do so; but work is required to drum up requisite political will, financing and efficient service mechanisms. GWP will continue to promote the means to manage services better, including mechanisms to ensure financial sustainability.

"GWP is about the big dream that every country has the skills and knowledge to bring water to all, for all uses. I always push GWP to make the process go faster. We have done a lot together and will do more in the coming decade. Don't give up your ambitions."

BERT DIPHOORN, CHIEF, WATER, SANITATION AND INFRASTRUCTURE BRANCH, UN HABITAT, KENYA

Water management reform is a slow process. We need to be aware of and to take satisfaction from the ‘boldness of small steps’. Lots of good and important small changes can be made rapidly; worrying about the protracted pace of change when considering an overhaul of the entire water resource management system can only be frustrating. So we must focus on and continue with small, bold steps – and lots of them.

“For the first time, representatives of 100 developing countries at the GWP’s key level of action – the national level – are to come together to reflect on a decade of partnership and to look ahead at plans for effective action over the coming ten years. This meeting, at which this very book will be placed for the first time in the hands of its participants, will mark the beginning of the future of GWP.”

EMILIO GABBRIELLI, EXECUTIVE SECRETARY, GWP

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