

Lateral Stakeholder Alignment in the Global Water Partnership

by

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B.S. Biology
Oakland University, 1997

Submitted to the Engineering Systems Division
in Partial Fulfillment of the Requirements for the Degree of

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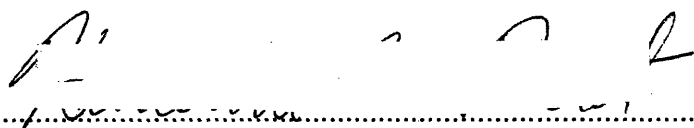
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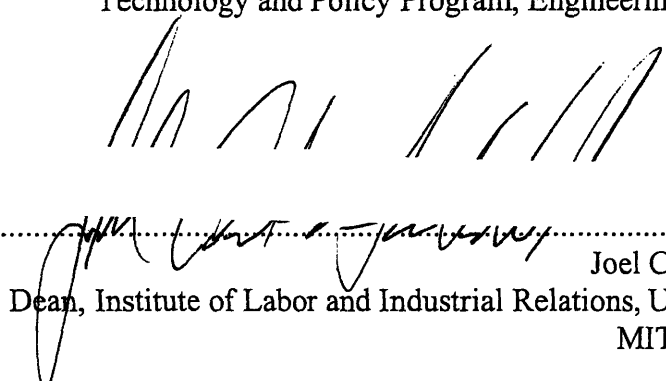
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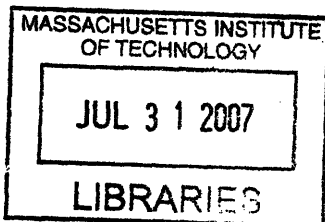
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This research evaluates stakeholder alignment in a global multi-stakeholder organization called the Global Water Partnership (GWP). The GWP represents a new breed of organization, a Global Multi-Stakeholder Network Organization (GMSNO), that has emerged in greater numbers in the last fifteen years as a means of addressing complex global social and environmental issues. This master's thesis adds to the body of literature on evaluation and assessment of these new global multi-stakeholder organizations by applying the Lateral Alignment Framework to study three different levels of stakeholder alignment in the GWP: Behavioral, Functional/Structural, and Systems/Culture/Values, and the GWP's effectiveness in achieving its mission and goals. The thesis has implications for GMSNOs in general both terms of the content of the findings and the method of analysis using the Lateral Alignment Framework.

A main finding from this research is the difference between the relatively high frequency and quality of interactions within GWP regions compared to the low scores on interactions across global regions. This finding may be generalizable to other GMSNOs. Another main finding is the difference between the value that stakeholders derive from GWP participation in a relatively well-developed economic region (a lower score) compared to two less developed regions (higher scores). This may indicate that the GWP is needed or valued for different kinds of functions in more-developed areas compared to less-developed regions.

Generally, GWP stakeholders believe they are under-resourced for IWRM planning and management, and they typically see other organizations and regions as having more resources than they do. There is substantial variance in stakeholders' opinions of the existence of appropriate regional and global forums for them to meet and exchange ideas and information. Statistical tests show that these forums are important in facilitating stakeholder communication and alignment, and contributing to the effectiveness of the GWP in achieving its goals.

There is a moderate to high level of agreement on the concept of Integrated Water Resources Management (IWRM). This is a positive and significant finding for the GWP, since one of its primary aims is to develop the subject of IWRM among its partner organizations and at the global policy level. Other variables that asked stakeholders to assess the importance of the GWP to their organizations, and the value and effectiveness of the GWP in advancing IWRM at a global level, score high. These findings demonstrate the importance and the value of the GWP to its members.

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Table of Contents

Chapter 1. Introduction and Executive Summary	11
1.1. Summary of Regional Alignment Findings	12
1.1.A. Descriptive Statistics	12
1.1.B. Data Analysis	17
1.2. Summary of Global Alignment Findings	17
1.2.A. Descriptive Statistics	18
1.2.B. Data Analysis	22
1.3. Summary	22
Chapter 2. Background and Literature Review	25
2.1. Background on the Global Water Partnership	25
2.2. Background on Global Multi-stakeholder Networked Organizations	27
2.3. Historical Perspectives on Global Governance	28
2.4. The Lateral Alignment Framework	33
Chapter 3. Methods	37
3.1. Research Design	37
3.2. Survey Instrument Creation and Administration	39
3.3. Data Analysis	43
Chapter 4. Regional Alignment Analysis	49
4.1. Cross Tabulated Quantitative Results and Qualitative Responses	52
4.1.A. Behavioral Data	52
4.1.B. Functional/Structural Data	58
4.1.C. Systems/Culture/Values Data	68
4.1.D. Outcome Data	75
4.2. Data Analysis	80
4.2.A. Behavioral Factors and Variables as Independent Variables	82
4.2.B. Functional/Structural Factors and Variables as Independent Variables	89
4.2.C. Systems/Culture/Values Factors and Variables as Independent Variables	94
Chapter 5. Global Alignment Analysis	101
5.1. Cross Tabulated Quantitative Results and Qualitative Responses	103
5.1.A. Behavioral Data	103
5.1.B. Functional/Structural Data	113
5.1.C. Systems/Culture/Values Data	120
5.1.D. Outcome data	124
5.2. Data Analysis	127
5.2.A. Behavioral Factors and Variables as Independent Variables	129
5.2.B. Functional/Structural Factors and Variables as Independent Variables	136
5.2.C. Systems/Culture/Values Factors and Variables as Independent Variables	138
Chapter 6. Conclusions	143
References	149

Appendices

Appendix 1: Regional Survey Instrument	153
Appendix 2: Global Survey Instrument	161
Appendix 3: Email from James Lenahan to GWP Partners introducing the Lateral Alignment research project	173
Appendix 4: Initial email contact from Kate Parrot to GWP Partners	177
Appendix 5: Detail on Regional Data Tables	179
Appendix 6: Regional Qualitative Responses	181
Appendix 7: Detail on Global Analysis Tables	185
Appendix 8: Global Qualitative Responses	189

List of Figures

<i>Figure 2-1 Forms of strategic alignment</i>	34
<i>Figure 2-2 Lateral Alignment Framework</i>	36
<i>Figure 4-1 Behavioral data cluster</i>	54
<i>Figure 4-2 Functional/Structural data cluster #1</i>	60
<i>Figure 4-3 Functional/Structural data cluster #2</i>	64
<i>Figure 4-4 Functional/Structural data cluster #3</i>	67
<i>Figure 4-5 Systems/Culture/Values data cluster #1</i>	70
<i>Figure 4-6 Systems/Culture/Values data cluster #2</i>	73
<i>Figure 4-7 Outcome data cluster #1 (regional variables only)</i>	76
<i>Figure 4-8 Outcome data cluster #2</i>	77
<i>Figure 4-9 Raw counts of qualitative responses</i>	80
<i>Figure 5-1 Behavioral data cluster #1</i>	106
<i>Figure 5-2 Behavioral data cluster #2</i>	111
<i>Figure 5-3 Functional/Structural data cluster #1</i>	115
<i>Figure 5-4 Functional/Structural data cluster #2</i>	116
<i>Figure 5-5 Functional/Structural data cluster #3</i>	118
<i>Figure 5-6 Systems/Culture/Values data cluster</i>	122
<i>Figure 5-7 Outcome data cluster</i>	125
<i>Figure 5-8 Raw counts of qualitative responses</i>	126

List of Tables

<i>Table 1-1 Summary of Cultural/Systems/Values alignment</i>	15
<i>Table 3-1 Surveys by GWP region</i>	41
<i>Table 3-2 Survey responses by GWP region</i>	42
<i>Table 3-3 Survey respondents by organization type</i>	42
<i>Table 3-4 Region Combinations for global level analysis</i>	43
<i>Table 3-5 Regional survey factors</i>	44
<i>Table 3-6 Global survey factors</i>	46
<i>Table 4-1 Regional variables and factors</i>	50
<i>Table 4-2 Regional outcome measures</i>	52
<i>Table 4-3 Results summary for test cluster #1</i>	84
<i>Table 4-4 Results summary for test cluster #2</i>	84
<i>Table 4-5 Test cluster #1 detail</i>	85
<i>Table 4-6 Test cluster #1 detail (continued with outcome variables)</i>	86
<i>Table 4-7 Test cluster #2 detail</i>	87
<i>Table 4-8 Test cluster #2 detail (continued with outcome variables)</i>	88
<i>Table 4-9 Results summary for test cluster #3</i>	90
<i>Table 4-10 Results summary for test cluster #4</i>	90
<i>Table 4-11 Test cluster #3 detail</i>	91
<i>Table 4-12 Test cluster #4 detail</i>	93
<i>Table 4-13 Results summary for test cluster #5</i>	95
<i>Table 4-14 Results summary for test cluster #6</i>	95
<i>Table 4-15 Results summary for test cluster #7</i>	95
<i>Table 4-16 Test cluster #5 detail</i>	96
<i>Table 4-17 Test cluster #5 detail (continued with outcome variables)</i>	97
<i>Table 4-18 Test cluster #6 detail</i>	98
<i>Table 4-19 Test cluster #7 detail</i>	99
<i>Table 5-1 Global variables and factors</i>	102
<i>Table 5-2 Global outcome measures</i>	103
<i>Table 5-3 Results summary for test cluster #1</i>	131
<i>Table 5-4 Results summary for test cluster #2</i>	131
<i>Table 5-5 Test cluster #1 detail</i>	132
<i>Table 5-6 Test cluster #1 detail (continued with outcome variables)</i>	133
<i>Table 5-7 Test cluster #2</i>	135
<i>Table 5-8 Results summary for test cluster #3</i>	136
<i>Table 5-9 Test cluster #3 detail</i>	137
<i>Table 5-10 Results summary for test cluster #4</i>	139
<i>Table 5-11 Results summary for test cluster #5</i>	139
<i>Table 5-12 Test cluster #4 detail</i>	140
<i>Table 5-13 Test cluster #5 detail</i>	141

Chapter 1. Introduction and Executive Summary

New societal institutions are emerging to address many dimensions of social and environmental sustainability, but the mechanisms that bind stakeholders together in these new institutional arrangements, and the ways the institutions function, have not been studied extensively. This research evaluates stakeholder alignment in a global multi-stakeholder organization called the Global Water Partnership (GWP). The GWP represents a new breed of organization that has emerged in greater numbers in the last fifteen years as a means of addressing complex global social and environmental issues. This master's thesis adds to the body of literature on evaluation and assessment of these new global multi-stakeholder organizations by applying the Lateral Alignment Framework (LAF) to study three different levels of stakeholder alignment in the GWP, Behavioral, Functional/Structural, and Systems/Culture/Values, and the GWP's effectiveness in achieving its mission and goals.

The mission of the GWP is to “support countries in the sustainable management of their water resources.” The GWP does this by promoting collaboration among business, government, and civil society on what it calls *Integrated Water Resources Management (IWRM)*. The GWP encourages interaction among stakeholders both *within* its 14 global regions and *across* global regions. The research for this thesis was designed to evaluate alignment at both of these levels: intra-regionally (within regions) and inter-regionally (globally across regions). The research questions motivating this thesis are framed in terms of these regional and global levels of analysis.

This research is framed in terms of the Lateral Alignment Framework (LAF), an approach to evaluating stakeholder alignment in multi-stakeholder networked organizations. The LAF includes three tiers of alignment: Behavioral, Functional/Structural, and Systems/Culture/Values,

which are evaluated within an overarching set of system or organization-wide goals. The LAF is an emerging theoretical framework that was developed by the MIT/Illinois Working Group on Lateral Alignment in Complex System. The primary research question at the regional level is: Which dimensions of lateral alignment (Behavioral, Functional/Structural, and Cultural/Strategic/Systems) support GWP objectives, and how do they compare across regions? At the global level, the research question is: Which dimensions of lateral alignment support the GWP's objectives at the global level?

A mixed quantitative-qualitative survey was administered via email to approximately 590 GWP Partners. A total of 31 regional-level surveys from three GWP regions and 45 global-level surveys from eight different GWP regions were received and analyzed – for a total response rate of 13 percent. The results of the analysis are presented in Chapters 4 and 5 of this thesis. A summary of the findings is presented here.

1.1. Summary of Regional Alignment Findings

This section summarizes the descriptive statistics from the regional survey data, drawing from both qualitative and quantitative data, and the analytic findings from the research.

1.1.A. Descriptive Statistics

A main finding from the **Behavioral** section of the research (e.g. the frequency and quality of intra-regional stakeholder interactions, and the value that stakeholders derive from those interactions) is that stakeholders interact with relatively high frequency *within* regions compared to *across* regions. This is a key finding which may have implications for other GMSNOs.

Another important finding is the difference between the value that stakeholders derive from GWP participation in a relatively well-developed economic region, Central and Eastern Europe

(lower scores) compared to the less developed regions of Southern Africa and Southeast Asia (higher scores). This may indicate that the GWP is needed or valued for different kinds of functions in more-developed areas compared to less-developed regions.

The qualitative responses in this section ranged from stories about positive experiences to dissatisfaction and suggestions for improvement. One GWP Partner from Central and Eastern Europe wrote, “All Eastern European countries were and are still well in advance of world average level of integrated water resources management that there is no blank space to be filled by GWP structures...I do not see any sense in trying to mechanically implant in Eastern Europe the structures designed for undeveloped countries....It should be limited to very loose and informal discussion forum for policy makers, that's all.” Also voicing a level of dissatisfaction, a survey respondent from Southeast Asia wrote, “Frequently, communication in [our] regional GWP is on a need-basis, and sharing of data is very limited. Regional leadership, negotiations and incentives are often influenced by political relationships and cultural realities between ASEAN nations.” A different stakeholder from Southern Africa said, “There is a lack of communication between GWP at the global level and GWP at the local level. Experiences, knowledge and solutions are not shared. Local GWP Partners should be able to contribute more to the global GWP discourse.” Reflecting a more positive experience, a stakeholder from Southeast Asia noted that, “The use of e-groups in the internet provides us with constant information exchange as well as updates on the regional as well as national projects and current IWRM practices in the region. It also helps us improve on our approaches and program design.”

Notable findings from the **Functional/Structural** part of the survey include that stakeholders think that technical skills are very important for IWRM, and they experience a lack of resources (including knowledge, technical skills, funding, and fundraising skills) needed to carry out

IWRM. One particularly interesting finding is stakeholders generally view other organizations in their regions as having more resources than their organization does. Stakeholders have a wide range of opinions of the adequacy of stakeholder involvement needed for IWRM in GWP regions. Clarity on stakeholder roles and GWP governance structure and function ranges quite a bit, but is higher and more consistent at the regional than the global levels.

There is substantial variance in stakeholders' opinions of the existence of appropriate regional and global forums for them to meet and exchange ideas and information. Statistical tests (described in the next section) show that these forums are important in facilitating stakeholder communication and alignment, and contributing to the effectiveness of the GWP in achieving its goals. This points to the need to devote resources to convening forums and to supporting GWP Partners' participation in those forums.

On the subject of resource availability, GWP Partners wrote things like, (from the combined Central Africa/Eastern Africa regions) "There is still a lot of knowledge gaps on IWRM in my region. It would be more beneficial if there is a concerted effort to address this problem rather than talk about it" and (from Southeast Asia) "Our GWP region is moving, slowly but surely. The major stakeholders are getting in the process and understand better but in my point of view, the lack of adequate resources can hamper the process."

Regarding stakeholder involvement, respondents said, for example (from Central and Eastern Europe) "Not all stakeholders are involved, which makes discussions sometimes too or only academic." A different stakeholder from South America (a region that scored very low on the level of stakeholder involvement) wrote in the survey, "The activities in our country are rather limited, in part due to a wrong selection of local partners, as the national links tend to hide their contacts from other institutions."

Scores on GWP regional governance variables also indicate room for improvement. For example, one survey respondent said, “It was only recently that we got a better understanding of the structure of the GWP and how it operates following a presentation made by our regional network coordinator. This information could have been presented sooner. Also, understanding of the GWP conditions and rules was slowly internalised and came in ad hoc doses in responses to information needs. Perhaps at the start of a RWP [Regional Water Partnership], the necessary information and guidance could have been given up front and resulting lack of clarity and confusion thus avoided.”

There is substantial variance among the regions in the perception of the existence of appropriate regional forums to meet with stakeholders to discuss or address IWRM and its implementation. The four regions characterized by the GWP as the most well established: Central and Eastern Europe, Southeast Asia, Southern Africa, and West Africa, had the highest scores on this question.

The **Systems/Culture/Values** regional-level data address the agreement on IWRM and the “GWP way” of doing IWRM; the cultural, strategic, and values alignment among regional GWP stakeholders, and the overall qualities or characteristics of stakeholder interactions and GWP culture. Table 1-1 summarizes the findings in this section.

Table 1-1 Summary of Cultural/Systems/Values alignment

	Score range (6-point scale)	σ range
Agreement on IWRM as a concept	3.5-5.3	0.8-1.6
Agreement on the “GWP way” of doing IWRM	3.3-4.9	0.6-1.6
Overall stakeholder alignment	3.2-3.4	0.4-0.8
Character and qualities of GWP culture	3.8-4.1	0.4-1.0

The findings demonstrate a moderate to high level of agreement (ranging from a low of 3.5 to a high of 5.3 on a six point scale) on IWRM as a concept. This is a positive and significant finding for the GWP, since one of its primary aims is to develop the subject of IWRM among its partner organizations and at the global policy level. Scores are somewhat lower (ranging from 3.3 to 4.9 on a six-point scale) on the “GWP” way of doing IWRM. This indicates an opportunity for GWP to better define and communicate its method for conceptualizing and implementing IWRM. This finding is relevant for GWP branding strategy.

Scores for the factors on regional alignment of stakeholder strategies, values, shared priorities, commitment to GWP objectives, and overall cultural alignment were below the midpoint on the 6-point scale (range 3.2 to 3.4), but a factor on the “character and qualities of GWP culture” at the regional level scored above the midpoint (ranging from 3.8 to 4.1).

One stakeholder from the combined regions of the Caribbean and Mediterranean wrote, “The GWP has established itself as a credible leader on IWRM in terms of concept development, implementation processes and practices. It has thus earned a high level of stakeholder trust and consensus on IWRM.” Another stakeholder from the Central Asia/South Asia combined regions recognize the importance of branding, and pointed out the need for inclusivity in developing IWRM: “Core value factors impact GWP a lot. IWRM is such a core value. GWP's brand name in the real sense is this IWRM...It is high time for GWP to take initiative on protecting its brand name. Every thing in the name of IWRM should not just be allowed. GWP has been very conscious in protecting its administrative symbol (brand name). Here success or failure related with a brand name is not the issue. The issue is the right bottom up inclusive process of institution building for IWRM. IWRM needs safeguards for its process quality.”

Tested **Outcome** measures such as how well stakeholders have worked together to advance IWRM at the global and regional levels; whether there is agreement within the respondent's organization supporting their participation in the GWP; whether participation in the GWP is helping the respondent's organization accomplish its goals; and the extent to which stakeholders agree that the GWP is important for advancing IWRM regionally and globally are generally very high. These findings demonstrate the importance and the value of the GWP to its members.

1.1.B. Data Analysis

A number of statistical tests were conducted on the regional-level data to look at the relationships among different variables in the Lateral Alignment Framework. Among other findings, the results demonstrate a correlation between the frequency of communication among GWP Partners and the value and effectiveness of the GWP in achieving its goals. The findings also show that the regional forums play an important role in facilitating stakeholder interactions, increasing the perception of the availability of technical resources through participation in the GWP, and increasing alignment and enhancing the character and qualities of GWP culture.. There is also a relationship between the degree of alignment among stakeholders and both the perceived value of information exchanged among stakeholders and the opinion of how well stakeholders in the GWP region work together to advance IWRM. Clarity on IWRM as a concept also appears to be related to the perceived value of information exchanged among stakeholders.

1.2. Summary of Global Alignment Findings

This section summarizes the descriptive statistics from the regional survey data, drawing from both qualitative and quantitative data, and the analytic findings from the research.

1.2.A. Descriptive Statistics

The results of the global-level GWP **Behavioral** variables show almost the exact opposite results as the regional portion of the survey. In comparison to the regional data that show high levels of communication among stakeholders in the same region, survey respondents report very low frequency of interactions and effectiveness of communications with stakeholders outside their GWP regions. Frequency of communication with the global GWP Secretariat is also low. However, GWP Partners appear to believe that the value that they do or *would* derive from sharing information with stakeholders from other regions is higher—close to or well above the midpoint of the scale. The broad strokes picture of the survey findings is that stakeholders do not generally interact with much frequency or great effectiveness with stakeholders from other regions even though they believe that IWRM planning and implementation efforts would benefit from such interactions.

The qualitative responses from this section were quite rich. One respondent from the combined Central Africa/Eastern Africa regions had a positive opinion of cross-region information sharing, writing, “Monthly and annual reporting, together with annual inter-regional meetings provide ample scope for sharing of information among the partners in the different regions and builds the sense of mission and purpose of the GWP family.” A respondent from the combined regions of South Asia and Central Asia offered this example of cross-regional information exchange, “[The last three] years a number of joint workshops on [the IWRM] ToolBox were conducted together between GWP CACENA [Central Asia and Caucasus] and GWP CEE [Central and Eastern Europe].”

Other survey respondents had less positive responses, for example a GWP Partner from Central Africa/East Africa wrote, “...There is no communication and sharing with other

countries, other regions. However, even if I'm one of the contacts persons of GWP, my relations, contacts are limited..." Another GWP Partner from the same region wrote, "Due to poor communication and information sharing we could not share our experiences and we could not share experiences of other programs." Another stakeholder from South Asia/Central Asia wrote, "[My organization] has recently got connections with GWP. We haven't sufficient guidelines to start work on IWRM implementation at the same time there is no financial resources to start working on IWRM even though we have communications with GWP."

Several respondents provided suggestions for improvement. A stakeholder from the combined South Asia/Central Asia regions wrote, "If there is a constant information sharing and communication between Area Water Partnerships and GWP or other country Water Partnerships, that would encourage the Area Water Partnerships. The Capacity Building would be done only if the Area Water Partnerships are recognized as active agents of GWP." Another said, "Experience with the GWP is very recent and the GWP Caribbean does most of the communications and passes on information to the stakeholders. The issue of IRWM can be made more understandable and allow for greater implementation if the communications, information sharing and incentives were to reach the stakeholders in a simple format."

A survey respondent from the combined South Asia/Central Asia regions expressed disappointment with the communications between his/her organization and the Global GWP Secretariat:

In the beginning (in late 1990s), GWP started as an informal and flexible network with an individuality, a human face. Its consulting partners represented [it] but themselves might have been affiliated with academia, media, bureaucracy, non-governmental organization or an activist group. Whoever in those days were in the leadership echelon of GWP, they used to be much accessible to the consulting member partners or to put it the other way around, they (the persons in the GWP leadership echelon) made it a point that they personally saw every body whenever they had an opportunity to interact with them during a meeting or a party.

But with the passing of months and years, GWP has increasingly transferred itself into a huge service organization with the features of a semi-government agency of the mid 80s in South Asia. As a GWP consulting partner since late 1990s, I could feel the transformation in the GWP physique as well as its chemistry. The most astounding thing in this GWP transformation however was NOT the transformation (or expansion in size) per se but the conspicuous absence of any communication or dialogue between the GWP and its consulting partners on the process of transformation/huge expansion.

Reflecting the wide range in responses on this topic, a different stakeholder from South Asia/Central Asia regions wrote, “The GWP's communication is well. Nowadays the GWP communicates with us [on] every issue.” A different stakeholder from the same region said, “Annual planning process (annual work program for the regional GWP) always is under supervision from GWP Network Officers. [And] there is support from Stockholm to find additional donors for regional programs.

A stakeholder from Southern Africa offered the following observation on the relationship between the Global GWP and the regions. Southern Africa is not otherwise represented in the quantitative data in this chapter, because regional, not global, surveys were administered there. This quote however is relevant to the global analysis chapter:

We do not know much about the top people in GWP Stockholm. However, the top people in GWP Stockholm should not lose touch with the grassroots stakeholders. Presently, feedback to the top is left to the Network Officers and the Chairs of secretariat, and this has caused many problems in some regions because of misinformation and misrepresentation of information. Many global programmes are not communicated to the real stakeholders resulting in non co-operation and trust. Network officers looking after the GWP region must be sensitive to the cultural backgrounds of the region and they should also be changed from time to time to ensure that familiarity does not breed favouritism.

The **Functional/Structural** results of the global survey demonstrate that the four most well-established GWP regions (Central and Eastern Europe, Southeast Asia, Southern Africa, and West Africa) give the highest scores on the survey question that asks about the existence of global forums. The curious finding that stakeholders believe others' resources are greater than their own is true at the global level as well as the regional level; generally global survey respondents believe that other regions have a higher level of resources than their region. The

broad strokes picture of the survey findings from both the regional and global parts of the research is that stakeholders think their regions' resources are low, and other regions' knowledge, skills, and resources are greater than their own. Stakeholders do not, however interact with much frequency or great effectiveness with stakeholders from other regions, even though they believe that IWRM planning and implementation efforts would benefit from such interactions.

The survey results in this section also indicate room for improvement on the level of clarity and consistency of opinion around governance functions at the global level. And stakeholders rate the existence of mechanisms for improvement suggestions at the GWP global level near or above the midpoint of 3.5 on a 6-point scale, with a range of 3.3 to 4.4, and large standard deviations of above 1.4 for four out of five regions. These results indicate that, on average, stakeholders lean towards agreeing that there are effective ways to identify and develop improvement suggestions to advance GWP objectives at the global level, but there is a large range in their opinions on the matter.

The **Systems/Culture/Values** scores for global stakeholder alignment were generally higher than the regional scores (global scores range from 3.2 to 5.0 on a 6-point scale compared to 3.2 to 3.4 for the regional surveys). The factor that measures the "character and qualities of GWP culture" at the global level exhibits a wider range (from 3.4 to 5.1) than scores at the regional level (range of 3.8 to 4.1).

Outcome measures such as how well stakeholders in the GWP have worked together at the global level to advance IWRM, and the value that other regions' stakeholders place on the importance of the GWP in advancing IWRM on a global scale range from above the midpoint to high, a positive result for the GWP.

1.2.B. Data Analysis

Statistical tests were conducted to look at the relationship among different Lateral Alignment Framework variables at the global level. The results demonstrate a clear correlation between the frequency of interactions among stakeholders and a variety of other variables, including the perception of whether shared learning with other stakeholders helps with regional IWRM planning and implementation; the degree of cultural/strategic/systems alignment; and the degree to which stakeholders in the GWP's 14 regions have worked well together in efforts to advance IWRM on a global scale. The frequency of interaction with the global GWP Secretariat also is correlated with benefits to stakeholders in terms of: increasing clarity on IWRM and the "GWP way" of doing IWRM, and the perception of the availability of technical resources through participation in the GWP. As was the case with the regional results, the existence of forums (in this instance at the global level) is important for increasing stakeholder communications and alignment, as well as the perception that shared learning helps with regional IWRM planning and implementation.

1.3. Summary

In summary, both the regional and global data could illuminate a sequence of steps that lead to value creation through stakeholder exchange in the GWP: 1) global and regional forums leading to 2) increased communication leading to 3) stakeholder alignment, which is correlated with 4) the value stakeholders place on their interactions with others.

The overall conclusions from this research, which are articulated fully in Chapter 6, are that stakeholders are deriving benefit from their participation in the GWP, and they think the GWP is important for advancing IWRM. If the GWP were to harness the energy and intelligence of its diverse constituents to give regular, ongoing feedback about how the GWP is working and how it

can be improved, this valued and valuable organization could learn to grow ever better at fulfilling its mission to support countries in the sustainable management of their water resources.

Chapter 2. Background and Literature Review

2.1. Background on the Global Water Partnership

The GWP is a working partnership among a variety of organizations, called GWP Partners, that are involved in water planning and management. GWP Partners include government agencies, public institutions, private companies, professional organizations, and multilateral development agencies. The GWP's mission is to "support countries in the sustainable management of their water resources."

The GWP is organized geographically into 14 regional partnerships, which encompass dozens of countries around the world. Together, the GWP Partners identify and discuss their countries' and regions' common water problems and develop action plans based on a specific approach to water management called Integrated Water Resources Management (IWRM). IWRM was initiated and promoted globally by the GWP as a way of managing water resources that "seeks to balance human, industrial, agricultural and environmental needs." IWRM is a means of achieving three strategic objectives with regard to water resources planning and management:

- *efficiency* to make water resources go as far as possible;
- *equity* in the allocation of water across different social and economic groups;
- *environmental sustainability* to protect the water resources base and associated ecosystems

More on IWRM can be found in the IWRM Toolbox at <http://www.gwptoolbox.org/>.

Organizationally, the GWP has a 23-member global Secretariat staff based in Stockholm, Sweden. The GWP is guided by a 22-member Global Steering Committee and a 12-member Technical Advisory Committee. Its strategic objectives are fourfold:

- Establishing partnerships and mobilising political will
- Building strategic alliances for action
- Promoting good practice in IWRM
- Developing and implementing regional actions

The GWP views its distinctive characteristics as its ability to combine two functions synergistically: (1) "developing the subject" of IWRM; and (2) facilitating IWRM change processes at the area/country/regional levels. To support the first function, the GWP plans to continue to strengthen understanding of what IWRM means, to demystify its principles, and to develop tools to help stakeholders turn principles into practice. Regarding the last function, the GWP considers itself a platform for interaction among multi-stakeholder groups that have an interest in water resources. As such, it serves as a mechanism for dialogue, alliance building and knowledge exchange for IWRM. It aims to foster better co-operation and communication among its stakeholder partners, with the assumption that together they can achieve some form of integrated action on sustainable water resources, development, management, and use.

The GWP's history traces back to the 1992 United Nations Conference on Environment and Development, held in Rio de Janeiro, and the International Conference on Water and the Environment in Dublin, held a few months prior to the Rio conference. The Rio conference pinpointed a significant barrier to coordinated action on the critical state of the world's water resources: the fragmentation of responsibility for the development and management of water resources between agencies in different sectors of the water arena. The Rio conference built on a document produced at Dublin called the *Dublin Statement and the Conference Report*, as well as an analysis of earlier water conferences in stating the need for mechanisms that would coordinate and promote the practice of what was termed integrated water resources management (IWRM). In response to this call to action, the World Bank, the United Nations Development Program

(UNDP) and the Swedish International Development Agency (SIDA) created the Global Water Partnership (GWP) in 1996. It has been active since 1997.

2.2. Background on Global Multi-stakeholder Networked Organizations

The GWP is one of a relatively new breed of organization, a global multi-stakeholder networked organization that involves members from three primary sectors of society: business, government, and civil society (which includes non-governmental organizations, academia, unions, and community based organizations). Although there are a few very old and well-respected multi-stakeholder organizations such as the International Labor Organization (founded in 1919) and the World Conservation Union (IUCN) (founded in 1948), the multi-stakeholder organization model was not very widespread through most of the 20th century. Only a handful of the multi-stakeholder initiatives that exist today were formed from the 60s through the end of the 80s. One reason for the slow development of new organizations was Cold War (Waddell 2006), which hampered voluntary efforts at international cooperation. Beginning in the 1990s, as globalization and trans-national communications gained speed, new global multi-stakeholder organizations grew into existence with more frequency (Parrot and Waddell 2005), and about four dozen exist today. (Waddell 2006)

Global multi-stakeholder networked organizations have emerged in response to widespread recognition among policymakers and activists that new forms of governance are needed to manage complex global social, economic, and political systems. (Hemmati 2002; Reinicke and Deng 2000; Steiner 2003; Waddell 2005; Witte, Reinicke, and Benner 2000; Young 1999) Individual sectors, lone organizations, and single levels of governance (e.g. local, state, national, international) are limited in their capacity to respond to global social and environmental

challenges such as climate change. Even state-focused international governing bodies and transnational treaties are restricted in their scope and authority, for instance in their capacity to coordinate ground-level operations or their power to intervene in any way that challenges national sovereignty. Multi-stakeholder networked forms of organization, which are the focus of this research, have at least two main advantages over traditional state-led international governance. (Streck 2002) They are flexible and adaptive and can therefore devise quick responses to urgent problems and close the gaps in international policy. Second, because they are multi-sectoral and non-hierarchical, they can draw in the participation of critical stakeholders, who can otherwise force a political deadlock via their non-involvement.

2.3. Historical Perspectives on Global Governance

To understand the context in which this research is situated, it is useful to have some background on the highly interconnected, “globalised” political context that characterizes the world today. The term “globalism,” can be described as “networks of interdependence at multicontinental distances,” which involve a multiplicity of actors from business, government, and civil society. These actors are linked through flows of capital; trade in goods, and services; the exchange of information, culture, and ideas; and the interplay between human activities and the environment, for instance global climate change. (Keohane and Nye 2000) Globalism as such is not a new phenomenon. The ancient trading routes through Europe, Asia, and the Middle East linked distant peoples in economic transactions and the intermingling of cultures. Since about the mid-1800s the world has undergone waves of economic and financial integration, expanding between 1850 and 1914 with imperialism and increasing trade and capital flows, and contracting between 1914 and 1945. (Keohane and Nye 2000)

The current “thickening” of globalism along a number of dimensions, often termed

“globalization,” began in the 1970s, and gained rapid momentum in the 1990s. American pop culture can now be downloaded from satellite dishes and Internet cafes in remote corners of the globe. The interdependence of financial markets has become exceedingly clear after rashes of infectious global currency and banking crises. Toxic chemicals such as PCBs manufactured by industrialized countries, can be measured in the breast milk of native Arctic peoples, and the combined global emissions of greenhouse gases threaten the future of life on the planet. Never before has humanity been so highly interconnected as we are today.

The international Westphalian system of state-led governance has changed dramatically under globalization, from the traditional balance of power politics to a broader conceptualization of governance that includes non-state actors like transnational corporations (TNCs) and civil society organizations (CSOs). One classic formulation of the term “governance” from the field of international relations is: the processes and institutions, both formal and informal, that guide and restrain the collective activities of a group. (Keohane and Nye 2000) Another definition is: conducting the public’s business: the constellation of authoritative rules, institutions, and practices by means of which any collectivity manages its affairs. (Ruggie 2004) Historically, as former assistant to the UN Secretary General John Ruggie, has described, there was never a public governance domain apart from the sphere of influence of the nation-state.

States were the government: the decision makers and executors of their joint decisions and actions. And they were also the subjects of their governance. Rules, institutions, and practices were authoritative to the extent that they were so recognized by states.... And the only “public interest” that had any standing reflected accommodations among the different national interests as defined by states... The role of whatever governance arrangements states created—whether alliances, regimes, treaties or organizations—was to reduce frictions that emerged from the external transactions [of their territorially distinct and disjoint units]. (Ruggie 2004:10)

That situation has changed radically in recent decades as TNCs and CSOs entered the international scene to participate directly in managing the collective activities of the world’s people—*governance* without *government* in one classic formulation. (Czempiel and Rosenau

1992) These entities have rapidly established permanent institutional regimes in the global public domain. They exist for a variety of purposes, but they have in common that “the territorial state is not their cardinal organizing principle, nor is serving national interests their primary driver.” (Ruggie 2004:17)

Civil society organizations (CSOs) now regularly participate in a number of activities that were traditionally reserved for states. Provisions have been made for their formal and informal inclusion in international treaty making. The importance of CSO involvement is acknowledged in global declarations, notably in Agenda 21, which was adopted in 1992 by more than 178 governments as a comprehensive plan of action to be taken by governments and the nine major Groups of civil society, one of which is NGOs (Nongovernmental Organizations). Article 27 of Agenda 21, states, “Non-governmental organizations play a vital role in the shaping and implementation of participatory democracy.”

An acceptance of the role NGOs in global policymaking is captured not just in official international agreements; it is also now embedded in informal norms and expectations. In 1996, in a statement concerning the interaction between NGOs and the United Nations, former UN Secretary General Boutros-Ghali said:

Until recently, the notion that the chief executive of the United Nations would have taken this issue seriously might have caused astonishment. The United Nations was considered to be a forum for sovereign states alone. Within the space of a few short years, however, this attitude has changed. Nongovernmental organizations are now considered full participants in international life. (quoted in Leonard 2002:6)

This sentiment was echoed two years later by Canadian Foreign Minister Lloyd Axworthy, “Clearly one can no longer relegate NGOs to simple advisory or advocacy roles... They are now part of the way decisions have to be made.” (quoted in Simmons 1998) His statement was corroborated in a 1999 statement by Kofi Annan, “...if the global agenda is to be addressed, a partnership with civil society is not an option; it is a necessity...” (UN-NGO-IRENE)

CSOs are valued for their technical and educational resources; their political power and ability to grant legitimacy to policy decisions; and their capacity to implement policy on the ground. An astounding 60 to 65 percent of state humanitarian aid is now delivered through CSOs. (Ruggie 2005) Organizations like the World Bank and the WTO have discovered that the CSO community, which has proven the ability to stage large and highly public demonstrations, is ignored at their peril. On the positive side, the efforts of national governments and intergovernmental bodies can be enhanced by partnering and consulting with CSOs, especially at the operational level.

Just as CSO participation in global governance has taken off in the last ten to fifteen years, the business sector has also stepped prominently into the arena of global governance. To the extent that corporations lobby elected representatives to craft legislation and negotiate treaty terms in their interests, firms have always sought to partake in governance. In that sense, the concentrated, well-financed institutions of business have long been more influential than CSOs in persuading legislatures to enact favorable laws.

Today, though, TNCs exist at an unparalleled scale and global reach. They number roughly 63,000 firms, with more than 800,000 subsidiaries and millions of suppliers and distributors connected in an extensive global supply chain.(Ruggie 2004) TNCs now comprise half of the largest economies in the world (World Bank 2004), and their internal trade activities account for a significant proportion of total world trade. Because of their global span and economic power, the involvement of private enterprise is seen as critical to addressing critical global social and environmental challenges.

CSOs and TNCs are involved in global governance in a variety of ways. In some cases, they lobby elected representatives for policy changes. In other instances they are involved in the

preparations or actual proceedings of international treaty negotiations. In this research, I focus on CSO and TNC participation in global governance through membership in a specific kind of *organization*—a voluntary, global multi-stakeholder organization. These organizations have called a variety of names, including global public policy networks (Reinicke and Deng 2000; Witte, Reinicke, and Benner 2000), international regimes (Young 1999), tri-sector partnerships (Perlas 2000; Warner 2000), global action networks (GANs) (Waddell 2003), multi-stakeholder dialogues (Susskind, Fuller, Ferenz, and Fairman 2003), multi-stakeholder processes (Hemmati 2002; Woodhill 2004a), and multi-stakeholder global networks (Waddell 2006). In this research, I adopt the term Global Multi-Stakeholder Network Organization (GMSNO), a variation on Waddell’s (2006) “multi-stakeholder global network.” The term GMSNO encompasses the major attributes of the type of organization under study, namely that they are global; they involve multiple sectors; they are comprised of organizations that are networked with each other; and they have a permanency and an autonomous identity that qualifies them as an “organization,” as distinct from, for instance, a fluid, temporary alliance or coalition.

In the last five to six years, scholars have begun to study GMSNOs more intensively. A great deal of research has focused on defining and articulating the qualities, characteristics, and phases or stages of GMSNOs. (BPD 2001b; Hemmati 2002; Steiner 2003; Susskind, Fuller, Ferenz, and Fairman 2003; Waddell 2006; Witte and Reinicke 2005) Another stream of research has developed indicators to measure partnership function, and practical tools to guide practitioners in creating and nurturing successful partnerships. (BPD 2001a; BPD 2001b; Hemmati 2002; IBLF 2000; Lasker, Weiss, and Miller 2001; McNulty 1998; Roundtable 2001; Susskind, Fuller, Ferenz, and Fairman 2003; Waddell 2005; Witte and Reinicke 2005; Woodhill 2004b) This research in this thesis is situated in the second stream of scholarship, in that it applies a specific

assessment tool, the Lateral Alignment Framework, to one GMSNO, the Global Water Partnership, in order to evaluate that partnership's structure and function.

2.4. The Lateral Alignment Framework

Because they are composed of multiple independent organizations from different sectors linked through a common mission and goals, GMSNOs pose unique organizational and leadership challenges. The glue that holds these organizations together is the partners' mutual interest in an issue area that no one sector alone can fully address. Though they are united by a common purpose, the parties' reasons for participating in a GMSNO are diverse. Government, business, and civil society stakeholders have fundamentally different responsibilities, motivations, skills, capacities, and interests. (BPD 2001a; BPD 2001b; IBLF 2000; Waddell 2003) Creating a partnership that meets all the stakeholders' needs and achieves the stated goals of the initiative is challenging. The success of partnerships varies widely as a function of leadership, meeting facilitation, stakeholder commitment, power balance, governance structure, clarity of vision and strategy, and the level of trust that develops among the individual participants.

This thesis adds to the body of research on GMSNO evaluation by applying an emerging theoretical framework called Lateral Alignment in Complex Systems to a specific multi-stakeholder organization, the Global Water Partnership. The Lateral Alignment Framework (LAF) has grown out of a multi-year collaboration among MIT researchers in the Working Group on Lateral Alignment in Complex Systems, co-chaired by Joel Cutcher-Gershenfeld (formerly of MIT and now Dean at the University of Illinois Institute of Labor and Industrial Relations) and Joel Moses (Professor in the MIT Engineering Systems Division and former Provost of MIT). The Working Group now includes faculty at Illinois and other universities.

The LAF is influenced by a variety of scholarly disciplines and theoretical traditions,

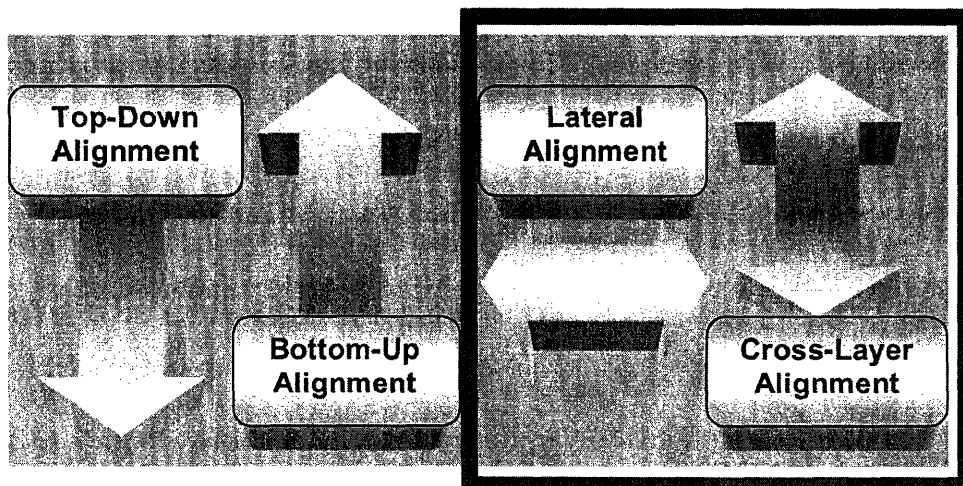
including industrial relations, international relations, communications, decision making theory, social network theory, management strategy, and systems architecture. (Lawson 2005) It has been applied by MIT researchers in variety of multi-stakeholder complex systems in order to help construct a shared vision among stakeholders, assess the consequences of misalignment, and to introduce a systems perspective. The term “lateral alignment” is defined as:

Formal and informal patterns of interaction, structures, and systems that orient and connect inter-dependent stakeholders over time. Stakeholders are aligned to the extent that they can advance both their internal, separate interests and their collective, system-wide interests by engaging in ongoing joint decision making and collective action.

Figure 2-1 depicts the different forms of strategic alignment. Many organizations, especially hierarchical ones, place an emphasis on top-down and bottom-up alignment.

The LAF is concerned primarily with lateral alignment, which occurs between peer stakeholders, and with cross-layer alignment, among different levels of an organization. Both aspects of alignment are addressed in this thesis.

Figure 2-1 Forms of strategic alignment



The LAF focuses on three major areas of analysis in multi-stakeholder systems: Behavioral, Functional/Structural, and Systems/Culture. This three-part framework builds on the concepts of

strategy, structure and process as developed in *Strategic Negotiations: A Theory of Change in Labor-Management Relations* (Cambridge, Harvard Business School Press, 1994) by Richard Walton, Joel Cutcher-Gershenfeld, and Robert McKersie. Each of the three areas can be measured in terms of distinct patterns of interaction, and each has a different timeline of development, from short-cycle (Behavioral) to middle-cycle (Functional/Structural) to long-cycle (Systems/Cultural). (Cutcher-Gershenfeld, Barrett, Lawson, and Hartzband 2006)

The first tier of the LAF includes “Behavioral” patterns of interaction, which evaluates alignment or misalignment with respect to communications, information sharing, learning, decision making, negotiations, leadership, and other behavioral interactions. These patterns are viewed as “short-cycle” interactions, meaning that they may shift towards increased or decreased alignment within relatively short time frames. Many alignment efforts in complex systems focus primarily on influencing behavioral alignment factors. (Cutcher-Gershenfeld, Barrett, Lawson, and Hartzband 2006)

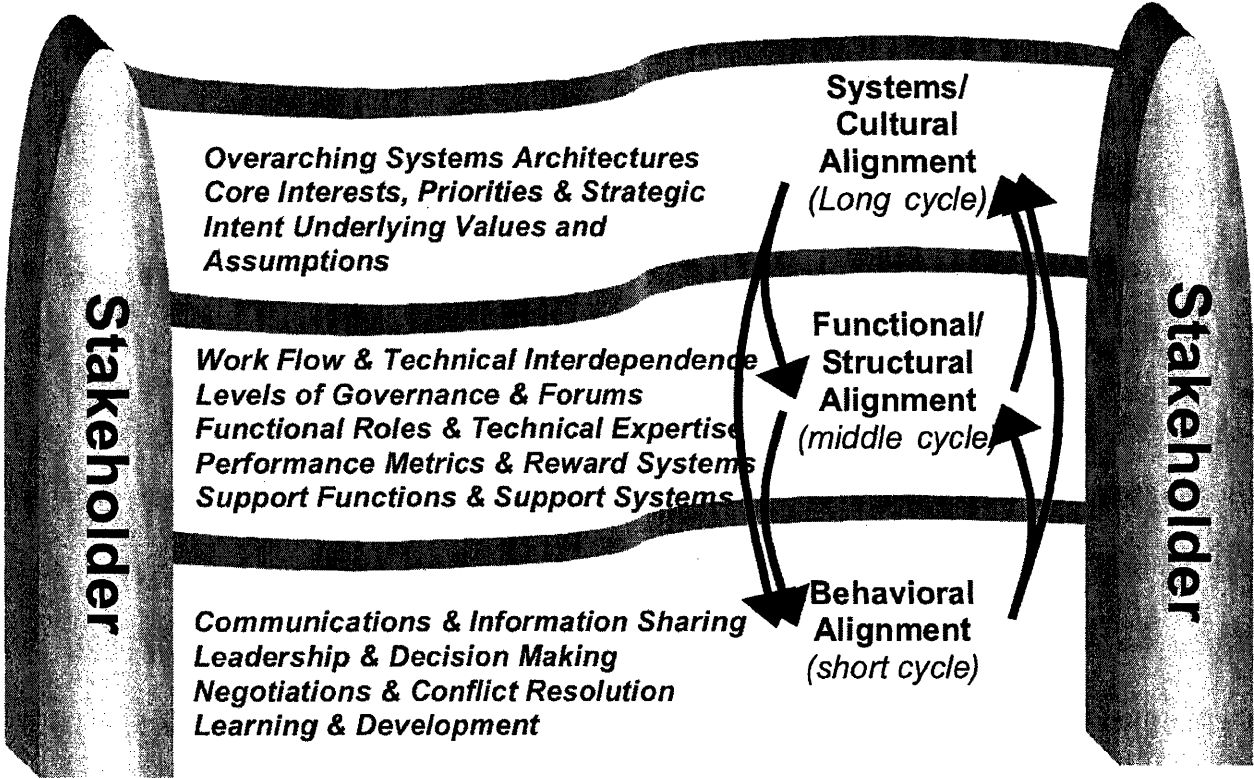
The second tier of the LAF measures “Functional/Structural” patterns of interaction, including the extent to which project work is interdependent; the existence of organizational structures such as meeting forums; the level of knowledge, resources, funding and technical skills possessed by stakeholders; stakeholder roles; and organizational governance mechanisms. In contrast to Behavioral alignment, Functional/Structural alignment changes over a longer time horizon.

The third tier of the LAF measures “Underlying Values” and “Overarching Strategies, Culture and Systems Architectures.” For the Global Water Partnership (GWP) these variables include: the extent of agreement on Integrated Water Resources Management (the GWP’s primary organizing framework for sustainable water resources planning and management), the

GWP's philosophy and brand; the strategies and values of individual GWP stakeholders; and to a lesser extent the economic, legal, and political systems in the stakeholders' countries. These variables within the LAF operate on the longest time horizon.

Figure 2-2 depicts the three tiers of the LAF. The research Working Group on Lateral Alignment in Complex Systems aims to understand and address dynamics for all three types of alignment, as well as the interconnections among them.

Figure 2-2 Lateral Alignment Framework



Chapter 3. Methods

This chapter explains the methods used in this research study, including the overall research design, creation of the survey instrument, survey administration, and data analysis.

3.1. Research Design

The overarching purpose of this thesis is to explore the relationships among variables in the three Lateral Alignment Framework elements (Behavior, Structure/Function, and Culture/Systems/Values) in a global, multi-stakeholder organization working to address an environmental issue. I selected the Global Water Partnership as a research partner for this thesis through a contact at a nonprofit organization called Global Action Network Net (GAN-Net). GAN-Net members are global networked organizations comprised of business, government, and civil society stakeholders who are collaborating to address global social and environmental issues. I secured permission from James Lenahan, Head of Communications at the Global GWP Secretariat in Stockholm, Sweden, to conduct the research project. I worked with Mr. Lenahan as a primary contact and collaborator and throughout the project.

The GWP is organized into a network of 14 Regional Partnerships:

- Central America
- Central and Eastern Europe
- Central Asia and Caucasus
- China
- Eastern Africa
- Mediterranean
- Pacific
- South America
- South Asia
- Southeast Asia
- Southern Africa
- West Africa

The GWP's Regional Partnerships bring GWP Partners together to identify and discuss their common water problems and to develop action plans based on IWRM. The GWP also hosts global gatherings and cross-regional workshops for GWP Partners.

Opportunities for stakeholder alignment or misalignment exist at both the regional level (i.e., intra-regional stakeholder alignment) and the global level (i.e., inter-regional alignment). At the regional level, I was interested in understanding the communication patterns and the degree of alignment of stakeholders within the GWP's 14 regions. I also wanted to understand the degree of alignment of stakeholders across GWP regions, in the GWP global network as a whole. The research project was therefore designed to assess alignment at both the regional and the global levels of the GWP network.

The research design relies entirely on detailed surveys that were administered to stakeholders in 13 of the GWP's 14 regions via email (China was excluded because it is a very new partnership). Surveys asked respondents for quantitative answers to questions on a scale from 1 to 6. The surveys also provided numerous places in which survey takers could record qualitative responses. This mixed survey design has the advantage of generating numerical data that can be analyzed statistically as well as qualitative data that help illuminate the quantitative results.

The survey-based research design was chosen because it had been used effectively in other Lateral Alignment projects, and because it was inexpensive to administer and did not require travel to remote locations to interview stakeholders. The strength of the survey approach is that it enables data gathering from a large number of GWP stakeholders at once. The single-survey design cannot, however, offer insight into GWP alignment at more than one point in time, so it is not possible to observe developmental changes. Further, survey data are no substitute for in-depth interviews and on-the-ground fieldwork, which allow researchers to construct a detailed and nuanced understanding of social systems. Thus, although the survey design is more limited than other approaches in its depth, it offers the benefit of an attractive ratio of cost and ease of administration to volume and variety (quantitative plus qualitative) data gathered. Given the

limitations of the survey method and the small n on which the results are reported, the findings from this research should be treated with some caution. Additional research is warranted to confirm the specific results reported.

3.2. Survey Instrument Creation and Administration

Two separate, but similar, surveys, a regional survey and a global survey, were administered to GWP Partner organizations. The regional survey asked questions primarily about stakeholder interaction and partnership function *within* regions, while the global survey asked questions about stakeholder interactions and partnership function *across* regions, plus a handful of questions about alignment within regions.

The survey instruments were adapted from a Lateral Alignment survey that was administered to stakeholders involved in a regional economic innovation effort in London, UK. That survey was a good starting point for the GWP project because it was designed to measure alignment on a specific purpose among a variety of stakeholders in the same geographic region. The survey instruments for this study are included in Appendices 1 and 2.

Survey questions are organized according to the three main elements of the Lateral Alignment Framework: 1) Behavioral, 2) Functional/Structural, and 3) Systems, Culture and Values. Additional questions focused on outcome measures, the organizational profile of the survey respondent, and other miscellaneous alignment questions. I consulted Mr. Lenahan during the survey development to ensure that his and the GWP's research interests were addressed in the survey design. Test surveys were conducted with three GWP stakeholders who gave feedback that I used to fine-tune and shorten the survey instrument.

For the regional level of analysis, surveys were administered to three different GWP regions (out of 14 regions) in order to look at similarities and differences among regions. I worked with

Mr. Lenahan at the Global Secretariat to select the regions of Central and Eastern Europe, Southeast Asia, and Southern Africa. These regions were chosen because of all the GWP regions, which are at varying levels of development from just forming to being well established, these three are among the most well developed in the GWP. By surveying Partners in these three regions, I would ensure that I would gather data on regions with approved regional partnership status, activities and partners. In addition, these regions have a relatively large GWP membership, and hence a large number of potential survey respondents. I administered the global level survey to all remaining GWP regions, except for China because it is still in the process of forming.

Prior to the survey administration, Mr. Lenahan sent bulk emails to all stakeholders who would be receiving the survey to introduce them to the research project and to let them know that I would be emailing them the survey shortly. Mr. Lenahan's introductory email is included in Appendix 3.

The research design called for administration of the regional survey to all stakeholders in the three selected regions Central and Eastern Europe, Southeast Asia, and Southern Africa, and administration of the global survey to all stakeholders in the remaining regions. For the global survey, I initially requested the regional contacts to pre-select survey respondents to ensure that a good balance of stakeholder groups (government, business, civil society, academia) would be represented. A few regional contacts responded but the rest did not, so I ended up administering the global survey to all stakeholders in the global survey regions. Table 3-1 lists the regions by the type of survey they received. Those that received the regional survey did not also receive the global survey, and vice versa.

Table 3-1 Surveys by GWP region

Regional Survey	Global Survey
Central & Eastern Europe	Caribbean
Southeast Asia	Central Africa
Southern Africa	Central America
	Central Asia and Caucasus
	Eastern Africa
	Mediterranean
	Pacific
	South America
	South Asia
	West Africa

Surveys were administered via email to the GWP Partners. I used a GWP contact database with email addresses provided to me by Mr. Lenahan. I repeated the email request for stakeholders to fill out the survey with a series of follow-up emails over the course of the next 6 weeks, four in total plus the initial request. The initial email request is included in Appendix 4. I offered as an incentive for filling out the survey a chance to win one of 6 Amazon.com gift certificates. The final email communication set a deadline for getting the last surveys in, at which point I closed the survey collection process.

Survey response rates were quite low at first, but more surveys trickled in after each email request. It is difficult say with precision what the response rates were, because many emails were returned as undeliverable, and therefore cannot be counted in the response rate calculation. However, using the number of email addresses that were mailed initially to the global and regional survey recipients (n=780), and subtracting an approximate count on the number of returned email addresses (n~190), I estimate that the surveys reached approximately 590 GWP Partners. A total of 31 regional surveys and 45 global surveys were completed, for a total survey response of 76. This equals a 13 percent response rate. Table 3-2 displays the number of survey responses by region.

Table 3-2 Survey responses by GWP region

Type of Survey received	Region	Number of completed surveys
Regional	Central and Eastern Europe	11
Regional	Southeast Asia	10
Regional	Southern Africa	10
Total Regional		31
Global	Caribbean	4
Global	Central Africa	4
Global	Central America	0
Global	Central Asia and Caucasus	2
Global	Eastern Africa	2
Global	Mediterranean	2
Global	Pacific	0
Global	South America	7
Global	South Asia	16
Global	West Africa	8
Total Global		45

The GWP is comprised of a variety of types of organizations that collaborate on IWRM in their countries and regions. Table 3-3 shows the number of respondents for the regional and global surveys by type of stakeholder.

Table 3-3 Survey respondents by organization type

	Regional Surveys		Global Surveys	
	Completed Surveys	Percent	Completed Surveys	Percent
NGO	14	45	26	57
Academic/Research/Educational	6	19	7	15
Business	3	10	2	4
Government				
Local-regional government	2	6	1	2
National government	5	16	4	11
Country water partnership	1	3	3	7
Intergovernmental Organization	--	--	2	4
Total	31	100	45	100

3.3. Data Analysis

Once the surveys had all been received, the survey data were entered by hand into an Excel spreadsheet. For some of the regions that received the global survey, the response rates were quite low, so I combined some of the regions both to increase the N for low-responding regions and to protect the anonymity of survey respondents. Table 3-4 shows these region combinations. I used two criteria to guide the region combinations: the level of development as a GWP region, gauged by the date the GWP had had formed, and geographic proximity.

Table 3-4 Region Combinations for global level analysis

Region	Constituents of N	Total N
Central Africa and Eastern Africa (combined)	4 from Central Africa, 2 from Eastern Africa	6
Central Asia and South Asia (combined)	2 from Central Asia, 16 from South Asia=18 total	18
Mediterranean and Caribbean (combined)	2 from Mediterranean, 4 from Caribbean	6
South America (not combined)	7	7
West Africa (not combined)	8	8

In order to reduce the total volume of data, I combined a number of variables into factors that were relevant to the research analysis. Table 3-5 displays the regional factors created for the analysis, and Table 3-6 displays the global factors.

Table 3-5 Regional survey factors

LAF Element	Factor Name	Variables	α
Behavioral	Frequency of interactions (among stakeholders and between stakeholders and the regional GWP secretariat)	7 Frequency of our communications with other stakeholders in our GWP region (us communicating with them) 8 Frequency of other regional GWP stakeholders' communications with us (them communicating with us) 10 Frequency of our communications with our Regional GWP secretariat (us communicating with them) 11 Frequency of our Regional GWP secretariat's communications with us (them communicating with us) 13 Frequency of our sharing information with other stakeholders in our GWP region (us sharing information with them) 14 Frequency of other regional GWP stakeholders sharing information with us (them sharing information with us) 15 Frequency of us sharing information with our Regional GWP secretariat (us sharing information with them) 16 Frequency of our Regional GWP secretariat sharing information on IWRM planning and management with us (them sharing information with us) 17 Frequency of us sharing learning about IWRM planning and management with other regional GWP stakeholders (us sharing learning with them) 18 Frequency of other regional GWP stakeholders sharing learning about IWRM planning and management with us (them sharing learning with us) 28 Frequency of work with other regional GWP stakeholders on IWRM planning and implementation	.918
Behavioral	Perceived value of information shared among GWP stakeholders	19 Shared learning from other regional GWP stakeholders helps us plan for and/or implement IWRM 37 Usefulness of knowledge, skills, and resources of other stakeholders in our GWP region in informing IWRM planning and implementation in our region	.817
Functional/ Structural	Perception of current regional resources for IWRM planning and implementation	32 Adequacy of knowledge in our region about IWRM planning 33 Adequacy of knowledge in our region about IWRM implementation 34 Adequacy of technical skills in our region to support IWRM implementation 38 Adequacy of funding in our region to support IWRM implementation 39 Adequacy of fundraising skills in our region to generate local funds for IWRM planning and implementation	.865
Systems/ Culture/ Values	Alignment on IWRM as a concept and metrics for success	44 Extent of agreement on IWRM as a concept 45 Extent of agreement among GWP stakeholders about the "GWP way" of doing IWRM in our region 66 Measures of success are clear when it comes to tracking efforts to advance our region's GWP objectives	.707

LAF Element	Factor Name	Variables	α
Systems/ Culture/ Values	Cultural/ strategic/ systems alignment	46 Extent to which the strategies of stakeholders support the promotion and implementation of IWRM in our region 50 Extent of alignment of stakeholder values to support IWRM in our region 51 Overall cultural alignment in our GWP region 55 There are shared priorities among all the stakeholders in our GWP region 61 Stakeholders in our GWP region demonstrate commitment to GWP objectives	.707
Systems/ Culture/ Values	Character and qualities of GWP culture at the regional GWP level	23 Character of negotiations: (1) adversarial and locked in v. (6) constructive and problem solving 24 Identifiable and effective ways of addressing conflicts 52 Level of sensitivity among GWP stakeholders in our region to cultural and regional differences 53 Level of trust among GWP stakeholders in our region 53a Level of cooperation among GWP stakeholders in our region 62 Stakeholders in our GWP region have solid reputations	.702

Table 3-6 Global survey factors

LAF Element	Factor Name	Variables	α
Behavioral	Frequency of interactions with stakeholders in the GWP's 13 other regions	7 Frequency of our communications with stakeholders from the GWP's 13 other regions (us communicating with them) 8 Frequency of other stakeholders in the GWP's 13 other regions communications with us (them communicating with us) 13 Frequency of our sharing information with stakeholders from the GWP's 13 other regions (us sharing information with them) 14 Frequency of other stakeholders in the GWP's 13 other regions sharing information with us (them sharing information with us) 17 Frequency of us sharing learning about IWRM planning and management with stakeholders in the GWP's 13 other regions (us sharing information with them) 18 Frequency of stakeholders in the GWP's 13 other regions sharing learning about IWRM planning and management with us (them sharing learning with us) 28 Frequency of work with stakeholders from the GWP's 13 other regions on IWRM planning and implementation	.912
Behavioral	Perceived value of information shared among GWP stakeholders from different regions	37 Usefulness of knowledge, skills, and resources of stakeholders in the GWP's 13 other regions in informing IWRM planning and implementation efforts in our region 40 Usefulness of fundraising skills of stakeholders in the GWP's 13 other regions in informing fundraising in our region	.723
Behavioral	Frequency of interactions with the Global GWP Secretariat	10 Frequency of our communications with the Global GWP Secretariat (us communicating with them) 11 Frequency of our communications with the Global GWP Secretariat (them communicating with us) 15 Frequency of us sharing information with the GWP Global Secretariat (us sharing information with them) 16 Frequency of the GWP Global Secretariat sharing information with us (them sharing information with us)	.899
Functional/ Structural	Perception of current regional resources for IWRM planning and implementation	32 Adequacy of knowledge in our region about IWRM planning 33 Adequacy of knowledge in our region about IWRM implementation 34 Adequacy of technical skills in our region to support IWRM implementation 38 Adequacy of funding in our region to support IWRM implementation 39 Adequacy of fundraising skills in our region to generate local funds for IWRM planning and implementation	.828
Systems/ Culture/ Values	Alignment on IWRM	46 Extent of agreement on IWRM as a concept 47 Extent of agreement among GWP stakeholders about the "GWP way" of doing IWRM	.777
Systems/ Culture/ Values	Character and qualities of GWP culture at the global level	23 Character of negotiations with others at the global level: (1) adversarial and locked in v. (6) constructive and problem solving 24 Identifiable and effective mechanisms for conflict resolution 54 Level of sensitivity among GWP stakeholders in the GWP's	.887

LAF Element	Factor Name	Variables	α
		13 other regions to cultural and regional differences 55 Level of trust among GWP stakeholders at the global level 56 Level of cooperation among GWP stakeholders at the global level	
Systems/ Culture/ Values	Cultural/ strategic/ systems alignment	48 Extent to which the strategies of stakeholders support the promotion and implementation of IWRM in our region 52 Extent of alignment of stakeholder value to support IWRM globally 53 Overall cultural alignment in the GWP at the global level 58 There are shared priorities among all the stakeholders in the GWP's 14 regions that support IWRM 60 The relevant stakeholder organizations in the GWP's 14 regions have very different missions in their efforts to advance IWRM 64 Stakeholders in the GWP's 13 other regions demonstrate commitment to GWP objectives	.715

The factors in Tables 3-5 and 3-6 were created from an intensive exploratory process that generated a large number of candidate factors from different variable combinations. Many of the factors that were created had insufficiently high alphas (below about .7) and were therefore discarded. The alpha scores proved to be moderately to highly sensitive; during factor testing, alphas would sometimes drop by .3 or more with the addition of just one variable. The factors that were ultimately selected all have an alpha of above .7, and represent the best possible balance among the alpha scores (as high as possible), the number of variables covered (as many as possible), and logical justification for grouping together (must make intuitive sense for grouping together).

The data analysis in the following chapters is organized into regional-level and global-level findings, Chapters 4 and 5 respectively. In each chapter, I used selected factors as independent variables and tested them against a variety of other factors, individual variables, and outcome measures from different sections of the survey.

Chapter 4. Regional Alignment Analysis

This chapter is an analysis of GWP stakeholder alignment at the regional level. The Lateral Alignment Framework is used in this chapter to analyze three main dimensions on which members of the GWP are or are not aligned with one another: Behavior, Structure/Function, and Culture. The overarching research question that guides the analysis in this chapter is: Which dimensions of lateral alignment at the regional level support GWP objectives, and how do they compare across regions?

The analysis relies on data from regional-level surveys conducted with stakeholders from three GWP regions: Central and Eastern Europe, Southeast Asia, and Southern Africa. Surveys conducted in these three GWP regions focused primarily on alignment *within* the regions. The remaining GWP regions (except for China because it is so new) received global-level surveys that gathered data primarily on the interactions of stakeholders *among* the GWP's 14 regions and with the global GWP Secretariat. These data are presented in Chapter 5, Global Alignment Analysis. Although the global surveys focused on alignment among the GWP's regions, they also contained some questions about regional alignment (alignment *within* regions). Those data are also presented in this chapter on regional alignment.

The Lateral Alignment Framework of Behavior, Structure/Function, and Culture/Systems is used to organize the data presentation and analysis in this chapter. Table 4-1 shows the six factors that were developed from the survey data, and how they correspond to the elements of the Lateral Alignment Framework. The table also includes individual variables that are relevant to the analysis in this chapter.

Table 4-1 Regional variables and factors

Factor or single variable used in data analysis	Factor (with variable numbers) or variable	Element of Lateral Alignment Framework
Frequency of interactions among GWP regional stakeholders and between stakeholders and the GWP Secretariat	Factor ($\alpha= .918$) (7, 8, 10, 11, 13, 14, 15, 16, 17, 18, 28)	Behavioral
Perceived value of information shared among GWP stakeholders	Factor ($\alpha= .817$) (19, 37)	Behavioral
Effectiveness of communications with stakeholders	Variable (9)	Behavioral
Effectiveness of communications with our Regional GWP Secretariat	Variable (12)	Behavioral
Involvement in shared decision making concerning our regional GWP	Variable (22)	Behavioral
Perception of current regional resources for IWRM planning and implementation	Factor ($\alpha= .865$) (32, 33, 34, 38, 39)	Functional/Structural
Assessment of other stakeholders' resources compared to my organization	Variable (36)	Functional/Structural
Adequacy of involvement of stakeholders necessary for IWRM in our region	Variable (31)	Functional/Structural
Availability of technical resources through participation in the GWP	Variable (35)	Functional/Structural
Clarity of roles of stakeholders	Variable (41)	Functional/Structural
Clarity of regional governance authority	Variable (42)	Functional/Structural
Existence of global and regional forums	Variable(s) (29, 30)	Functional/Structural
Identifiable and effective mechanisms for improvement suggestions	Variable (25)	Functional/Structural
Disincentives or incentives from the regional GWP to work on IWRM implementation	Variable (26)	Functional/Structural
Alignment on IWRM as a concept and metrics for success	Factor ($\alpha= .707$) (44, 45, 66)	Systems/Culture/Values
Cultural/strategic/systems alignment	Factor ($\alpha= .707$) (46, 50, 51, 55, 61)	Systems/Culture/Values
Character and qualities of GWP culture	Factor ($\alpha= .702$) (23, 24, 52, 53, 53a, 62)	Systems/Culture/Values

The Lateral Alignment Framework addresses multiple aspects of the GWP's two primary functions of (1) "developing the subject" of IWRM; and (2) facilitating IWRM change processes at the area/country/regional levels. The Lateral Alignment **Behavioral** variables and factors point

to stakeholder interactions that are happening within regional partnerships, and the value that stakeholder believe they are deriving from interactions with other regional stakeholders.

The Lateral Alignment **Functional/Structural** variables and factors assess structural elements and functional variables that are important for robust regional partnership function. These include: the level of current resources that stakeholders have for IWRM planning and implementation; the level of resources that they perceive *other* stakeholders have; the perceived availability of technical resources through participation in the GWP); the level of involvement of stakeholders necessary to do IWRM in the region; and the partnership structures that facilitate GWP function, such as regional and global stakeholder forums, clarity on stakeholder roles and clarity on regional governance functions. Also included in this section is a factor that measures the degree of alignment on IWRM as a concept, including metrics for assessment.

The Lateral Alignment **Systems/Culture/Values** variables and factors address both cultural, strategic, and values alignment among regional GWP stakeholders as well as the overall qualities or characteristics of stakeholder interactions and regional GWP culture.

In addition to the Behavioral, Functional/Structural, and Cultural/Systemic variables and factors, the analysis in this chapter includes five **Outcome** variables that indicate the relative success of the GWP as a mechanism for advancing IWRM and helping partner organizations achieve their goals. These measures are shown in Table 4-2:

Table 4-2 Regional outcome measures

Outcome	Variable
In recent years, GWP stakeholders have worked well together to advance IWRM	59
Stakeholders in our region agree that GWP participation is important for advancing IWRM globally	63
Level of agreement within my organization supporting our participation in the GWP	67
Our participation in the GWP is helping my organization accomplish its goals	68
Our participation in the GWP is important for advancing IWRM in our region	69

4.1. Cross Tabulated Quantitative Results and Qualitative Responses

This section presents cross-tabulated results for the data on regional-level alignment collected from the regional and global surveys. Tables with detailed statistics can be found in Appendix 5.

4.1.A. Behavioral Data

This section presents quantitative and qualitative findings from the Behavioral section of the Lateral Alignment survey, which indicates what kinds of interactions are happening within regional partnerships, and the value stakeholders believe they are deriving from interactions with other regional stakeholders. The salient points that emerge from the data presented in this section are:

- The factor that represents the frequency of interactions among stakeholders within regions and between stakeholders and the regional secretariat ($\alpha=.918$) is moderately high—ranging from 3.8 to 4.5 on a six point scale with a standard deviation from 0.9 to 1.1.
- Survey respondents rate the perceived value of information shared among stakeholders within regions (factor, $\alpha=.817$) as among the highest of all the behavioral factors.

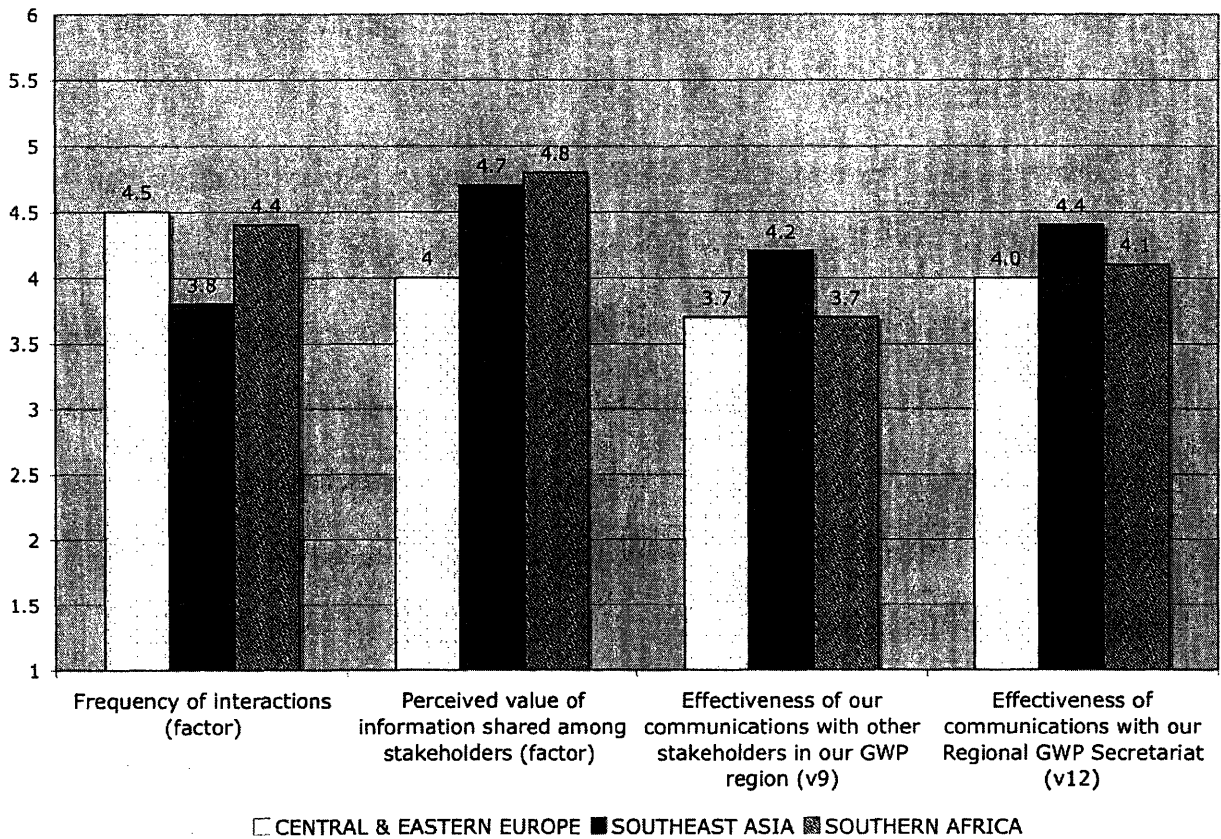
Responses range from 4.0 to 4.8 for this factor. The standard deviation (ranging from 1.0 to 1.5) is also quite large for two out of the three regions, indicating a wide variety of opinions on this factor score.

- The quantitative survey responses and one of the qualitative responses indicate that the Central and Eastern Europe regional partnership may not be operating at an optimal level to meet the needs of its stakeholders. Specifically, although survey respondents report the highest frequency of interactions among stakeholders within their regions, they come out lower than the other two regions on the value of information exchanged with other stakeholders and effectiveness of communications with the Global GWP Secretariat and with other regional stakeholders.
- The qualitative responses conveyed a number of stories of success in the regions, as well as some degree of dissatisfaction with the GWP regional partnerships. Several responses contained useful suggestions for improvement in GWP regional function.
- Generally, the quantitative and qualitative survey responses from the behavioral section indicate that there is much that is working well in the regional GWPs, and there are also areas that could be explored further and improved.

Behavioral data cluster

Figure 4-1 presents cross-tabulated responses to questions on the frequency and effectiveness of communications among stakeholders within the three GWP regions that received the regional-level survey. The data also report on the perceived value of information shared among stakeholders in these three regions. Detailed statistical tables for the data presented in Figure 4-1 can be found in Appendix 5.

Figure 4-1 Behavioral data cluster



The results in Figure 4-1 show that survey respondents rate 1) the frequency of interactions and 2) the perceived value of information shared among stakeholders within regions both as moderately high. The responses for the perception of value of information shared among stakeholders are among the highest values of all the behavioral factors, although the standard deviation for this factor is also quite large for two out of the three regions, indicating a wide variety of opinions. The two questions that comprise the perceived value factor ($\alpha=.817$) are:

- Learning from other regional stakeholders (1) never versus (6) always helps us plan for and/or implement IWRM in our region
- The knowledge, skills, and resources of other stakeholders in our GWP region are (or would be) (1) of no use versus (6) extremely useful in informing IWRM planning and implementation efforts in our region

The data on effectiveness of communications show that survey respondents from both Central and Eastern Europe and Southern Africa do not rate the effectiveness of communications with other stakeholders in their GWP regions very highly—barely above the midpoint of 3.5 on the 6-point scale. The effectiveness of communications with the regional GWP secretariat for those two regions gets higher marks, but it also has a higher standard deviation.

Another trend that stands out in the data is that Central and Eastern Europe survey respondents have the highest responses on the frequency of interactions but come out lower than the other two regions on the value of information exchanged with other stakeholders and effectiveness of communications with the Global GWP Secretariat and with other regional stakeholders.

Stakeholders in all regions shared a number of stories in the behavioral section of the survey relating their experiences as GWP Partners, which help to illuminate the survey data responses. One stakeholder from Central and Eastern Europe wrote concerning communication within the region, “Communication is [an] essential part of preparation and implementation of IWRM and River basin district management plans according to requirements of the EU WFD [Water Framework Directive]. It was successfully implemented in Latvia by projects aimed in preparation of Daugava river basin district draft management plan and Salaca river basin district draft management plan.”

Another Central and Eastern Europe survey respondent expressed a somewhat negative opinion of the role of the GWP in that region, “GWP plays so insignificant role in overall water management sector that all above questions are little bit overdone. All Eastern European countries were and are still well in advance of world average level of integrated water resources management that there is no blank space to be filled by GWP structures. In fact apart of very few

people who came across the information on GWP and became formal members no one ever heard of GWP. It functions only on very general level (World Water Forums) associated exclusively with strategic discussions on global level. I do not see any sense in trying to mechanically implant in Eastern Europe the structures designed for undeveloped countries....It should be limited to very loose and informal discussion forum for policy makers, that's all." This quote brings up a potential question for future research: Is the opinion of this stakeholder corroborated by stakeholders in developing regions who think a) their national and regional structures for managing water resources are underdeveloped and b) the GWP therefore fills a gap?

Another Southern Africa partner wrote of positive experiences with behavioral factors in the region, "The above mentioned behavioral factors [in the survey] have posed a positive impact on GWP, it is only through communication that institutions, organisations, individuals etc. can share information on IWRM and other environmental issues." A different stakeholder from Southeast Asia noted that, "The use of e-groups in the internet provides us with constant information exchange as well as updates on the regional as well as national projects and current IWRM practices in the region. It also helps us improve on our approaches and program design."

One survey respondent from Southeast Asia provided the following story as an example of successful communications in the region, "There was a project proposal to be at the final step for approval and implementation in Hanoi. The project was aimed at making the water of West Lake - the largest lake in Hanoi - clean by replacing the whole lake content with water from the Red River. Knowing that the project was almost approved by Hanoi People's Committee and done using loan from [outside the country], scientists and our organization requested the Hanoi authority to present their project document for consultancy, assessment and evaluation. With

critical and meaningful scientific and practical bases provided by [our organization], Hanoi authority finally decided to stop the project.”

On the other hand, stakeholders indicated areas for potential improvement. One survey respondent from Southeast Asia wrote, “Frequently, communication in [our] regional GWP is on a need-basis, and sharing of data is very limited. Regional leadership, negotiations and incentives are often influenced by political relationships and cultural realities between ASEAN nations.” A different stakeholder from Southern Africa indicated a need for more communication between the global and local levels of the GWP. “There is a lack of communication between GWP at the global level and GWP at the local level. Experiences, knowledge and solutions are not shared. Local GWP Partners should be able to contribute more to the global GWP discourse.”

The quantitative and qualitative survey responses from the behavioral section indicate that there is much that is working well in the regional GWPs, and there are also areas that could be explored further and improved. The regional and global GWP’s could conduct additional surveys and interviews with GWP Partners to understand what aspects of intra-regional communications are valuable to them, what makes for effective communications, and how to improve stakeholder interactions along these lines. The quotes in particular give some clues about where to look both to understand what aspects of stakeholder interactions are valued by GWP Partners, and what areas are in need of improvement.

The survey results also indicate an opportunity to investigate the differences that are evident among the regional survey responses. Specifically, the quantitative survey responses and one of the qualitative responses from Central and Eastern Europe indicate that that regional partnership may not be operating at an optimal level to meet the needs of stakeholders in that region. This is an exciting finding because it represents an opportunity for the Central and Eastern Europe GWP

to more finely tailor its strategy and operations to the unique needs and characteristics of stakeholders in that region. The survey responses provide valuable feedback for the region and for the global GWP, which can engage in an honest dialogue about how the GWP can best advance IWRM in the region.

4.1.B. Functional/Structural Data

This section presents data on the functional/structural aspects of GWP Partnerships at the regional level. These data include key variables that comprise GWP structure and impact regional partnership function. The key findings from this section are:

- Stakeholders from all but two regions have an assessment of current resources for IWRM planning and management (factor, $\alpha=.865$) that is quite low: at or below the midpoint of 3.5 on the survey scale. Resources that were asked about in the survey include: knowledge about IWRM planning; knowledge about IWRM management, technical skills; funding; and fundraising skills.
- Several of the qualitative responses in the survey speak directly to the lack of availability of regional resources, such as knowledge about IWRM management, technical skills; funding; and fundraising skills.
- There is a wide range of opinions across regions about the adequacy of involvement of stakeholder groups essential for IWRM planning and implementation. In addition, most regions had large standard deviations *within* the regional responses, indicating a diversity of opinions among regional stakeholders.
- Two of the most long-established regions: Southern Africa and West Africa, scored the highest for their assessment of the adequacy of involvement of stakeholder groups in

their regions. However, two other regions that are considered by the GWP Secretariat to be well-established: Central and Eastern Europe (est. 2002) and Southeast Asia (est. 2004), scored much lower, closer to the other regions in the survey. Therefore, the length of time that a region has been established time does not necessarily correlate with respondents' opinions of the involvement of relevant stakeholders.

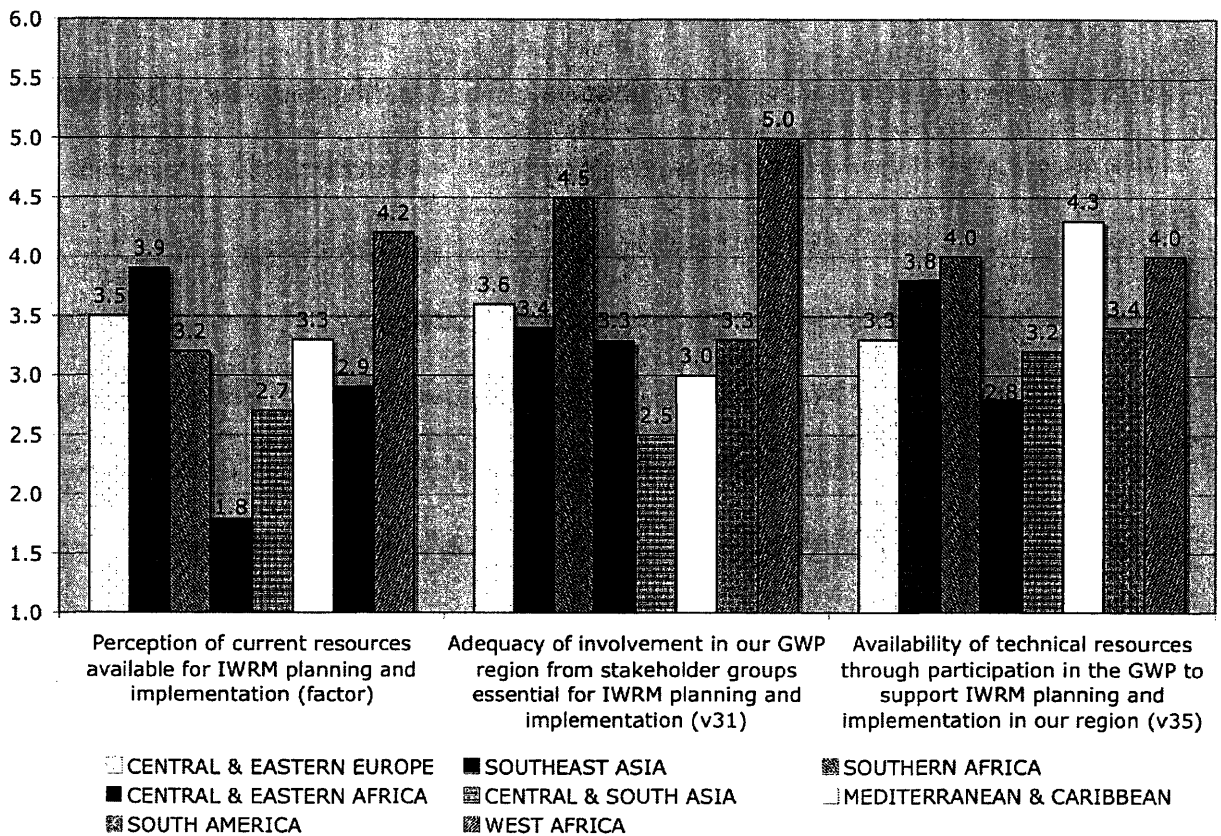
- GWP Partners' qualitative responses indicate that technical resources are very important for addressing IWRM. However, their quantitative assessments of the current availability of technical resources through participation in the GWP was not extremely high, ranging from a low of 2.8 to a modest high of 4.3.
- The three regions that were surveyed assessed other regional stakeholders' knowledge, skills, and resources in comparison to those of their organization at a remarkably similar level—slightly higher level than the 3.5 midpoint of the 6-point scale. This means that, on average, GWP stakeholders tend to perceive that the resources of other organizations in their region are greater (but only slightly) than their own. This has positive implications for the GWP, which are discussed in this section.
- Respondents had a moderate though not extremely high assessment of the incentives that the regional GWP provides to work on IWRM implementation. These results could be interpreted as congruent with the GDP's self-defined role as a broker of debate and dialogue.
- Regarding the GWP governance structure and function, all regions had low scores on the level of clarity of roles of regional stakeholders in the GWP. These findings indicate room for improvement.

- There is substantial variance among the regions in the perception of the existence of appropriate regional forums to meet with stakeholders to discuss or address IWRM and its implementation. The four regions characterized by the GWP as the most well established: Central and Eastern Europe, Southeast Asia, Southern Africa, and West Africa, had the highest scores on this question.

Functional/Structural data cluster #1

The data in Figure 4-2 report results from questions that were the same in both the global and the regional surveys, so the responses from all regions are included here.

Figure 4-2 Functional/Structural data cluster #1



The first set of data in the chart shows that stakeholders from all but two regions have an assessment of current resources for IWRM planning and management factor ($\alpha=.865$) that is quite low: at or below the midpoint of 3.5 on the survey scale. Resources that were asked about in the survey include: knowledge about IWRM planning; knowledge about IWRM management, technical skills; funding; and fundraising skills. Of these, the combined regions of Central Africa and Eastern Africa have the lowest assessment of resources at 1.8 out of 6, and West Africa has the highest 4.2 out of 6. A stakeholder from the combined Central Africa/Eastern Africa regions (the lowest scoring regions) had this to say about resources in those regions, “Our GWP region is moving, slowly but surely. The major stakeholders are getting in the process and understand better but in my point of view, the lack of adequate resources can hamper the process.”

A stakeholder from the Southeast Asia region (current resources factor score of 3.9) said the following about knowledge resources in that region: “There is still a lot of knowledge gaps on IWRM in my region. It would be more beneficial if there is a concerted effort to address this problem rather than talk about it. At every regional GWP meeting, the time is devoted to talking on the subject but no action is taken to do something about it. It is left to the capacity builders to do it. If that is the case, what is the use of the meeting? Not much funds go into capacity building either but a lot goes to the secretariat and CWPs, which perhaps is the reason for the inaction.”

Another GWP Partner from the combined Mediterranean/Caribbean regions (current resource factor score of 3.3) said, “The Caribbean Region has a paucity of skilled and trained persons to plan and implement IWRM In addition the data/information that would be required is available in only a couple of islands. Unless the capacity and the national/regional knowledge of the water resources increases IWRM will seem an impossible dream.”

The second set of data in the chart measure survey respondents’ perceptions of the adequacy

of involvement in regional GWPs of stakeholder groups essential for IWRM planning and implementation. Southern Africa (4.5) and West Africa (5.0) stand out as having a high assessment of involvement of essential stakeholder groups, with among the lowest standard deviations of the bunch (1.3 and 1.2 respectively). These two regions are characterized by the GWP Global Secretariat as being among the most well-developed, having been established in 2000 and 2002, respectively. However, two other regions that are considered by the GWP Secretariat to be well-established: Central and Eastern Europe (est. 2002) and Southeast Asia (est. 2004), scored much lower, closer to the other regions in the survey. Therefore, the length of time that a region has been established time does not necessarily correlate with a high opinion of the involvement of relevant stakeholders. The combined regions of Central Asia (n=2) and South Asia (n=16) have the lowest assessment of the involvement of essential stakeholder groups, scoring this question an average of 2.5 on the 6-point scale. Other regions fall in between.

Several of the qualitative survey responses addressed the issue of stakeholder involvement .A stakeholder from Central and Eastern Europe, a region that had a mean response of 3.6 on stakeholder involvement, wrote, “Not all stakeholders are involved, which makes discussions sometimes too or only academic.” A different stakeholder from South America (regional mean response of 2.9) wrote in the survey, “The activities in our country are rather limited, in part due to a wrong selection of local partners, as the national links tend to hide their contacts from other institutions.”

The third data set in the chart indicates survey respondents’ perception of the availability of technical resources through participation in the GWP. The survey question did not distinguish between the availability of technical resources through interactions with other stakeholders or through interaction with the GWP Secretariat at the regional or global levels. In this question, the

combined regions of Central Africa and Eastern Africa come out low at 2.8 on the 6-point scale . The other regions range from 3.2 (the combined regions of Central Asia and South Asia) to 4.3 (the combined regions of the Caribbean and Mediterranean).

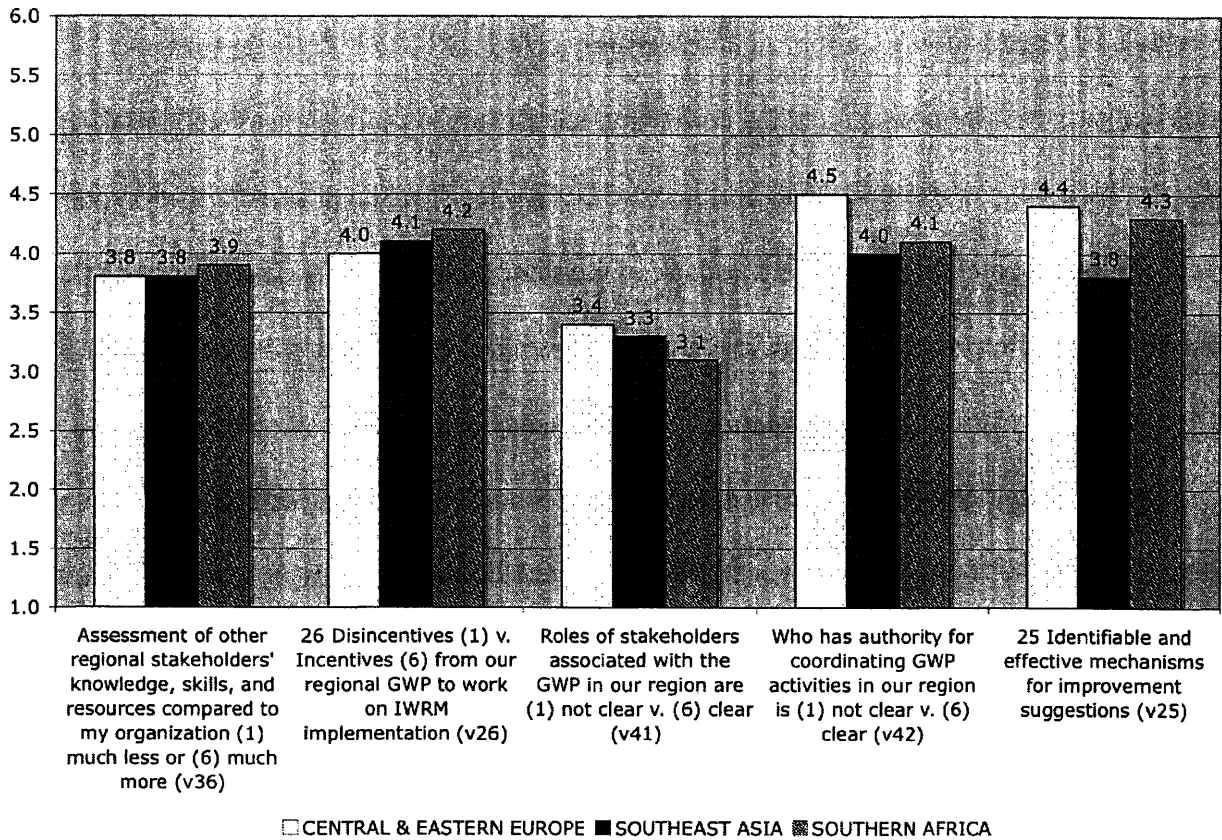
Several survey respondents included comments specifically about technical skills in IWRM implementation. One respondent from Southern Africa wrote, “Technical skills are an important element in implementation of activities, as lack of the same would result in delay or total failure to implement programmes and activities. IWRM programmes require such skills to be implemented. However, the above may not necessarily have happened in our partnerships.”

Another stakeholder from Southeast Asia wrote, “Technical skills has [sic] to be given a very important role in IWRM, as the water sector is not limited to the management of water but also the engineering and technical side. The technical understanding plays a very important role in assuring proper management structures and schemes can be [implemented].” Another from West Africa said, “In terms of technical skills, there is a great need for capacity building in some fields such as information, sensitization and training. In fact, the IWRM does not need technicians only in water sectors; [talking] with the agricultural population [and transferring] knowledge on water issues does not [require the use of] mathematics or physics. The important [thing] in IWRM implementation's process is also to convince people on issues related to water and importance IWRM in terms sustainability and development so that people can understand the aims and objectives of the GWP.”

Functional/Structural data cluster #2

Figure 4-3 presents survey results on a range of structural/functional variables that were measured in the three regions that received the regional-level survey. The regions that received the global-level survey were not asked these questions.

Figure 4-3 Functional/Structural data cluster #2



The first data set shows that all three regions assessed other regional stakeholders' knowledge, skills, and resources in comparison to those of their organization at a remarkably similar level—slightly higher level than the 3.5 midpoint of the 6-point scale. GWP stakeholders tend to perceive that the resources of other organizations in their region are greater (but only slightly) than their own. A stylized interpretation of these data is that the GWP regions are comprised of stakeholders who lean towards thinking that other GWP Partners in their regions are marginally more resourced and knowledgeable on IWRM.

In the second data set, survey respondents gave a moderate though not extremely high assessment of the incentives that the regional GWP provides to work on IWRM implementation. The responses are quite similar across the three regions.

The last three groups of data: the clarity of stakeholder roles, clarity of regional governance authority, and identifiable and effective mechanisms for improvement suggestions are all related to the regional GWP governance structure and function. Survey respondents indicate relatively low scores (all below the midpoint of 3.5 on the 6-point scale) on clarity of roles of regional stakeholders in the GWP. The mean scores for clarity on who has authority for coordinating regional GWP activities and for whether there are mechanisms for improvement suggestions are higher; however all governance questions have a large standard deviation, indicating a wide range of responses to the questions.

One stakeholder from the Mediterranean/Caribbean combined regions offered the following comments on the clarity of the GWP's structure. This stakeholder took the global version of the survey, but the comment is relevant to the regional analysis presented in this chapter. "It was only recently that we got a better understanding of the structure of the GWP and how it operates following a presentation made by our regional network coordinator. This information could have been presented sooner. Also, understanding of the GWP conditions and rules was slowly internalised and came in ad hoc doses in responses to information needs. Perhaps at the start of a RWP [Regional Water Partnership], the necessary information and guidance could have been given up front and resulting lack of clarity and confusion thus avoided."

Southeast Asia had the following to say about the relationship between IWRM meetings and clarity on GWP member roles and functions, "Regular conducts of workshops and conferences on IWRM implementation and planning helps in clarifying roles and functions of GWP

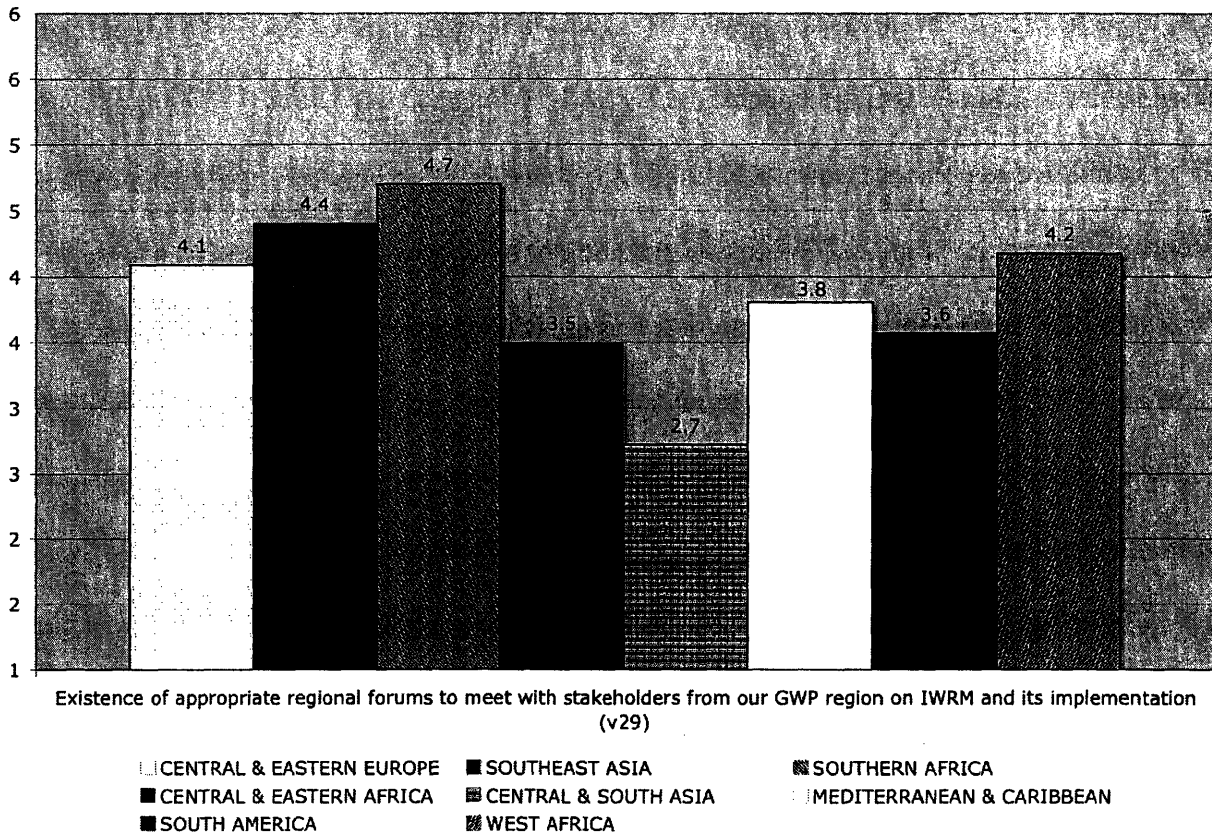
members. However, inadequate funding has also limited member participation in such workshops and conferences. It would be helpful if more funding support can be generated for our organization.”

Related to this quote and to the data on the perception of the existence of global and regional forums presented below is a comment by a stakeholder in the Central and Eastern Europe region: “there are many global forums and regional forums for experience exchange--it is just difficult for us to allocate, firstly, finances for travel, accommodation and participation in these forums, and secondly to spend enough time for participation in the forums. This is mainly because GWP activities are kind of hobby for our stakeholders, [nearly] all of them are daily involved into implementation of their actual needs, business, daily duties performing their job.”

Functional/Structural data cluster #3

Figure 4-4 displays the survey results from both the regional and global surveys regarding the perception of the existence of regional forums for stakeholder exchange.

Figure 4-4 Functional/Structural data cluster #3



This chart shows survey respondents' perception of the existence of regional forums to meet with stakeholders to discuss or address IWRM and its implementation. Part of the GWP's mission is that it should serve as a mechanism for alliance building and information exchange on integrated water resources management, so forums are an important structural component of the GWP.

There is substantial variance among the regions in the perception of the existence of appropriate regional forums. The three regions that received regional surveys: Central and Eastern Europe, Southeast Asia, and Southern Africa, plus West Africa, had the highest overall assessment of the existence of regional forums. These four regions are characterized by the Global Secretariat as the most well established among the GWP's 14 regions. They are also among the oldest regional water partnerships, having been in existence since 2002, 2004, 2000, and 2002, respectively. This finding implies that these four regions have more well-developed

structures in place to support the convening of stakeholder gatherings and/or stakeholders who attend these forums deem them “appropriate” (as the survey question had asked) for discussing or addressing IWRM and its implementation.

The combined regions of Central and South Asia have an extremely low assessment of the existence of appropriate regional forums for stakeholder exchange, at 2.7 on a 6-point scale. Central Africa/Eastern Africa, South America, and the Mediterranean/Caribbean regions are somewhat higher, though still hovering around the 3.5 midpoint of the 6-point scale. One reason for the low scores may simply be difficulty, as some of the earlier quotes in this chapter indicated, in making the physical trip to the gatherings. GWP Partners may also be indicating that the gatherings that are happening are not meeting their expectations or needs. Clearly there is much opportunity for improving both the frequency and the structure/content/process of regional stakeholder gatherings.

4.1.C. *Systems/Culture/Values Data*

This section contains data on alignment of the broader systems, culture, and values within GWP regions. The factors and variables included here are: alignment on IWRM as a concept; extent of agreement on the “GWP way” of doing IWRM; and perception of clarity of measures of success to track efforts to advance GWP objectives. I also include two factors in this section: one on cultural/strategic/systems alignment and the other on the character and qualities of the GWP culture. The key findings in this section are:

- The data generally show a moderate to high degree of agreement on IWRM as a concept (scores ranging from 4.2 to 5.3), with the exception of the combined regions of Central Asia and South Asia, which is right at the midpoint of 3.5 on the 6-point scale.
- For most regions, alignment on IWRM as a concept is higher than alignment on the

“GWP way” of doing IWRM. This may indicate an opportunity for GWP to better define and communicate its method for conceptualizing and implementing IWRM. This finding is relevant for GWP branding strategy.

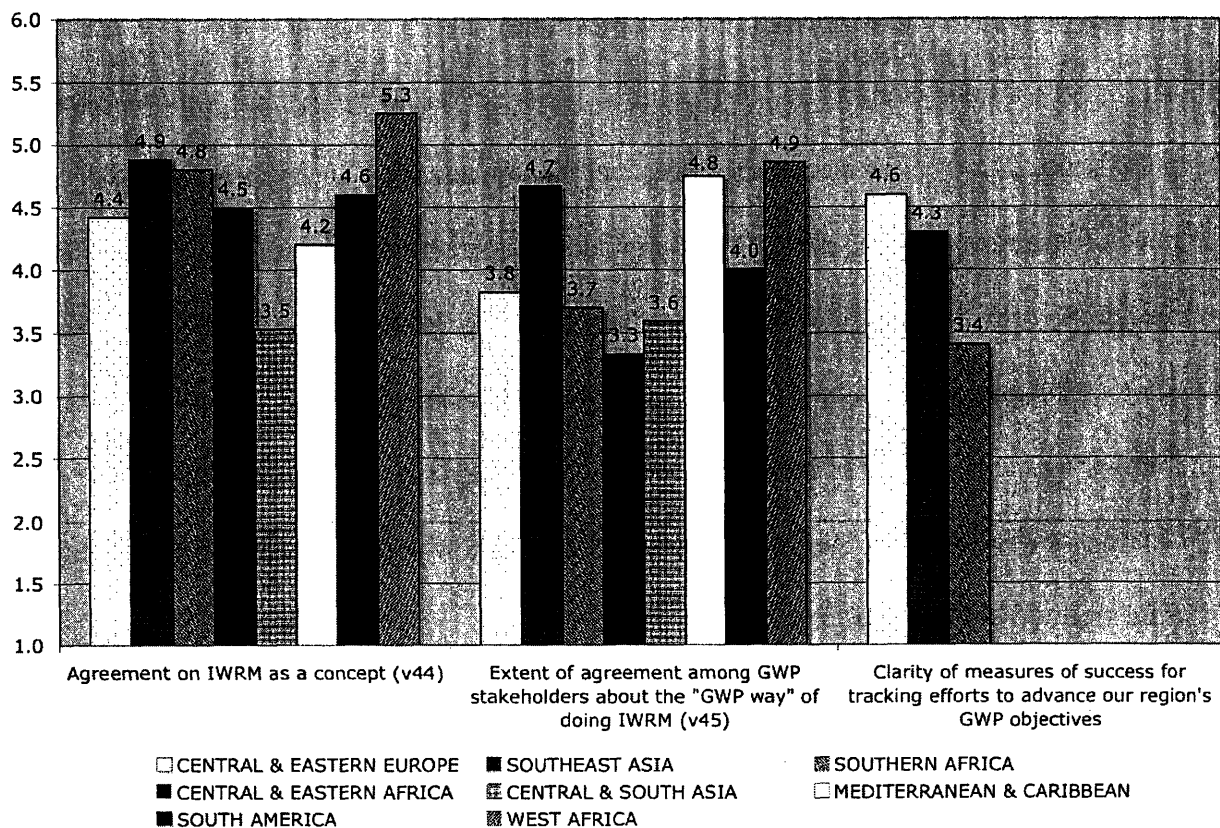
- Stakeholders in two of three surveyed regions: Central and Eastern Europe and Southeast Asia, indicate a moderately high opinion of the clarity of measures of success for efforts to advance IWRM. Southern Africa, the third surveyed region, has a much lower score by nearly a full point.
- In all three GWP regions that were tested, the “cultural/strategic/systems alignment” factor is fairly low—at or below the midpoint of the 6-point scale for all three regions surveyed. This means that survey respondents perceive that their regions tilt towards the middle or negative end of the scale on a number of variables that measure regional alignment of stakeholder strategies, values, priorities, and commitment to GWP objectives, plus overall cultural alignment within regions.
- The “character and qualities of GWP culture” factor scores above the midpoint on the 6-point scale. This implies that stakeholders feel that the nature or character of their interactions, measured in terms of the character of negotiations, mechanisms for conflict resolution, sensitivity to cultural and regional differences, trust, cooperation, and opinion of other stakeholders’ reputations, tend towards the positive end of the scale.
- Comparing the two factors reveals that stakeholders tend to rate more positively the character and qualities of their culture than the degree to which they perceive alignment at the cultural/strategic/systems level.

Systems/Culture/Values data cluster #1

Figure 4-5 contains data that measure the extent to which stakeholders are in agreement on the

concept of IWRM and about the “GWP way” of doing IWRM. The table also includes data on clarity of measures of success for tracking efforts to advance regional GWP objectives. For this question, there are data for only the three regions that received the regional survey. I included these three questions in the survey to test assumptions on the level of clarity on IWRM as a concept and how to do IWRM, and to provide useful feedback to the GWP. At this point in its development, the global GWP secretariat believes its stakeholders fundamentally agree on IWRM as a *concept*, and the challenge now is how to successfully undertake IWRM *implementation*. Clear measures of success for tracking efforts to advance GWP objectives are closely related to these two variables, and are essential for effective implementation of IWRM through the GWP network organization.

Figure 4-5 Systems/Culture/Values data cluster #1



These data show generally a moderate to high degree of agreement on IWRM as a concept, with the exception of the combined regions of Central Asia and South Asia. In all but two regions, the degree of alignment on IWRM is higher than the extent of agreement among GWP stakeholders about the “GWP way” of doing IWRM. This may indicate an opportunity for GWP to better define and communicate its particular method and process for conceptualizing and implementing IWRM. These data about the GWP way of doing IWRM is relevant this point in the GWP’s development because there is already a perception at the Secretariat level that the organization needs to improve its capacity for consistency in its brand of IWRM planning and implementation across regions.

There are three regions in particular—Southeast Asia, the Mediterranean/Caribbean, and West Africa that indicate much higher scores on clarity of the “GWP way” of doing IWRM than the other five regions. It is not immediately clear from the survey data why this is the case, but it does indicate that the GWP has been successful in developing an understanding of the GWP brand among stakeholders in those three regions. These regions would be a good place to begin a further investigation of what stakeholders believe is the “GWP way” of doing IWRM, and what factors led to such a high level of agreement among them. This inquiry may well turn up best practices that could be fruitfully employed in other regions and at the global level as well to develop greater alignment around IWRM and the GWP brand of IWRM.

One stakeholder from the combined regions of the Caribbean and Mediterranean wrote, “The GWP has established itself as a credible leader on IWRM in terms of concept development, implementation processes and practices. It has thus earned a high level of stakeholder trust and consensus on IWRM.” Another stakeholder from the Central Asia/South Asia combined regions recognize the importance of branding, and pointed out the need for inclusivity in developing

IWRM: “Core value factors impact GWP a lot. IWRM is such a core value. GWP's brand name in the real sense is this IWRM....It is high time for GWP to take initiative on protecting its brand name. Every thing in the name of IWRM should not just be allowed. GWP has been very conscious in protecting its administrative symbol (brand name). Here success or failure related with a brand name is not the issue. The issue is the right bottom up inclusive process of institution building for IWRM. IWRM needs safeguards for its process quality.”

On the clarity of measures of success for tracking efforts to advance regional GWP objectives, data are presented for only the three regions for which data were collected. Central and Eastern Europe and Southeast Asia show moderately high scores, while Southern Africa is quite a bit lower—right around the 3.5 midpoint of the 6-point scale.

All of the findings shown in Figure 4-5 have implications for the regional GWPs. The capacity to understand and clearly track progress towards stated objectives is a key capability for any organization or network. The data indicate that this capacity is not fully developed in some regions, and would benefit from improvement.

One stakeholder from Central Africa/Eastern Africa wrote of the transition from conceptual IWRM to IWRM implementation, “GWP as it is planning to move from IWRM planning to implementation needs to encourage experience sharing and capacity for IWRM implementation. Lack of this is impacting our activities as it is difficult to influence people only based on IWRM concepts.”

Systems/Culture/Values data cluster #2

The data in Figure 4-6 display the degree of alignment reported by regional stakeholders on one set of variables that comprise a cultural/strategic/systems alignment factor, and a second set of variables that comprise a character and qualities of GWP culture factor.

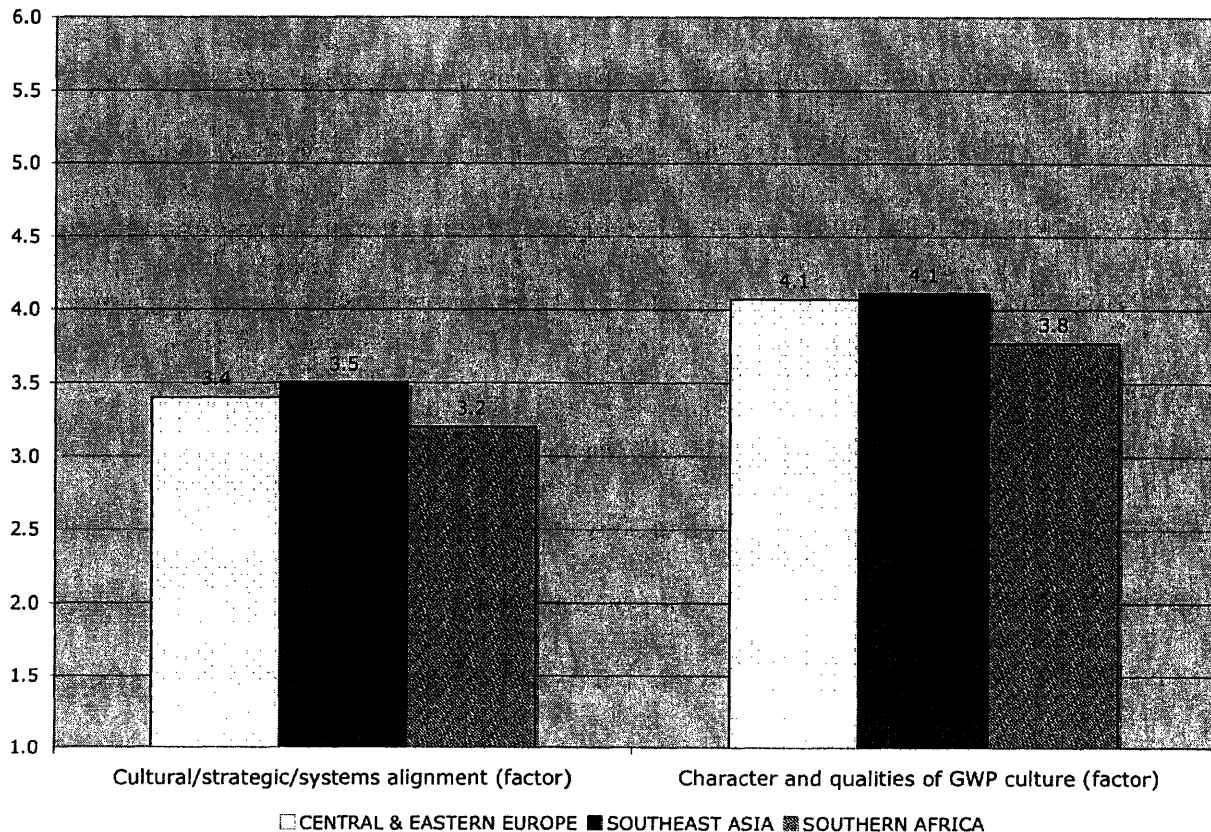
The cultural/strategic/systems alignment factor ($\alpha=.707$) is comprised of the following variables:

- Extent to which the strategies of stakeholders support the promotion and implementation of IWRM in our region (v46)
- Extent of alignment of stakeholder values to support IWRM in our region (v50)
- Overall cultural alignment in our GWP region (v51)
- There are shared priorities among all the stakeholders in our GWP region (v55)
- Stakeholders in our GWP region demonstrate commitment to GWP objectives (v61)

The “character and qualities of GWP culture” factor ($\alpha=.702$) is comprised of the following variables:

- Character of negotiations: (1) adversarial and locked in v. (6) constructive and problem solving (v23)
- Identifiable and effective ways of addressing conflicts (v24)
- Level of sensitivity among GWP stakeholders in our region to cultural and regional differences (v52)
- Level of trust among GWP stakeholders in our region (v53)
- Level of cooperation among GWP stakeholders in our region (v53a)
- Stakeholders in our GWP region have solid reputations (v62)

Figure 4-6 Systems/Culture/Values data cluster #2



The data set on the left demonstrates that in all three GWP regions, the cultural/strategic/systems alignment factor is fairly low—at or below the midpoint of the 6-point scale for all three regions surveyed. This means that survey respondents perceive that their regions tilt towards the middle or negative end of the scale on a number of variables that measure regional alignment of stakeholder strategies, values, priorities, and commitment to GWP objectives, plus overall cultural alignment within regions.

One survey respondent from Southeast Asia wrote, explaining the response of “3” on many of the questions in the Cultural/Systems portion of the survey, “Not very familiar with actual cultural barriers in this regard, but my feeling and sense to this theme is somewhat to the negative side. This is the reason why I choose No. 3.”

Another stakeholder from Southeast Asia wrote of the slow process of change of cultural habits and practices, “The principle of participative management and the devolution of powers through the concept of "localization" in IWRM encourage wider application of "bottom-up decision making" to counter and balance the prevalent "top-down" exercise of governance. However, against the cultural habits and practices in the respective national traditions, effecting change to adopt the often radical ways of IWRM is not easy and will take patience and greater effort on capacity building.”

The “character and qualities of GWP culture” factor scores higher than the cultural/strategic/systems alignment factor, and above the midpoint on the 6-point scale. This implies that stakeholders feel that the nature or character of their interactions, measured in terms of the character of negotiations, mechanisms for conflict resolution, sensitivity to cultural and regional differences, trust, cooperation, and opinion of other stakeholders’ reputations, tend more towards the positive than they do towards the negative. Comparing the two factors reveals that

stakeholders tend to rate more positively the character and qualities of their culture than the degree to which they perceive alignment at the cultural/strategic/systems level.

The implications of these data will be more fully explored in the next section of this chapter, where these two alignment factors are tested against a number of other variables collected in the survey.

4.1.D. Outcome Data

This section presents data on a number of regional outcome variables that were collected from both the regional and global surveys. The main points from the data in this section are:

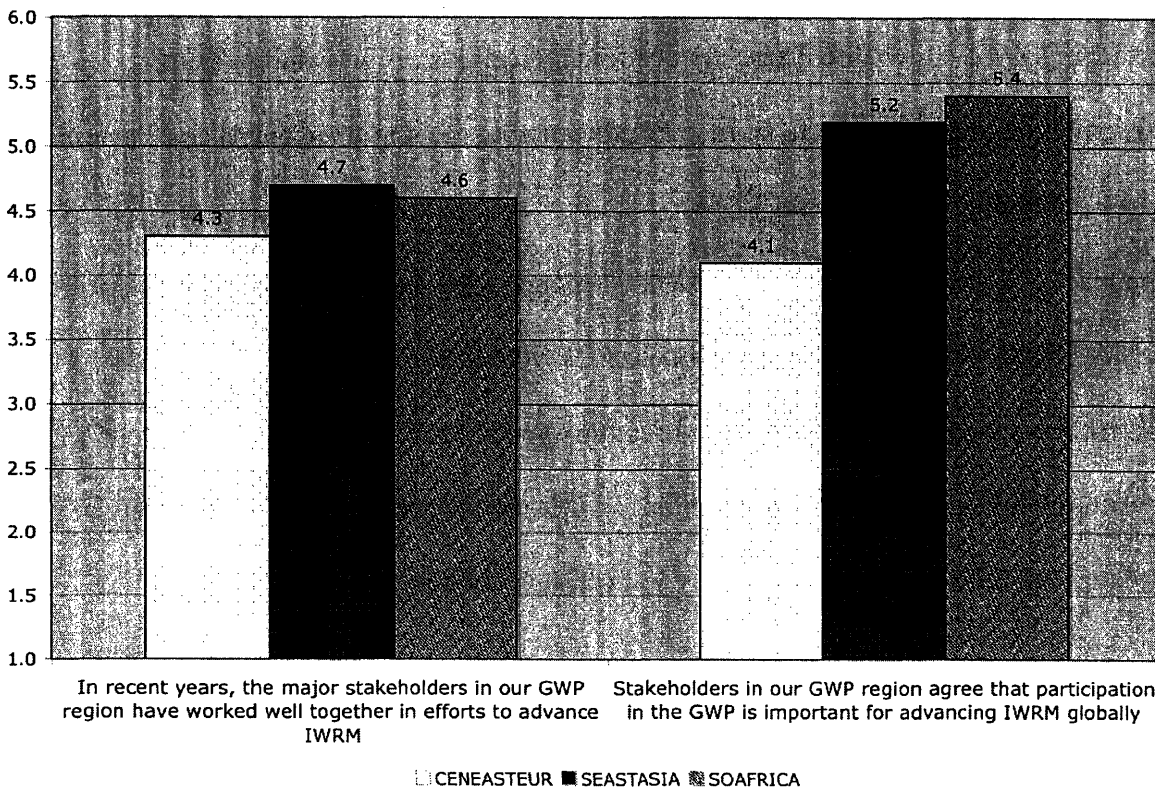
- Survey respondents have a moderately high opinion (ranging from 4.3 to 4.7) of how well stakeholders in their regions have worked together to advance IWRM in their regions.
- In two out of three cases, stakeholders have an even higher assessment of the extent to which stakeholders in their region agree that participation in the GWP is important for advancing IWRM globally. These are positive indications of the value of GWP participation, and also point to some room for improvement in the Central and Eastern European region.
- The level of agreement within respondents' organizations supporting their participation in the GWP is quite high (ranging from 4.8 to 5.2), with the exception of Central and Eastern Europe (4.4) and the combined regions of the Mediterranean and Caribbean (3.6). Several qualitative responses from Central and Eastern European stakeholders may explain why this region's responses are lower than the other regions.

- Responses are also generally high for respondents' assessments of how participation in the GWP is helping individual organizations achieve their goals, and for the importance of participating in the GWP as a means for advancing IWRM in the respondents' regions.
- An analysis of respondents' qualitative assessments of the state of their regions shows that 19 respondents characterized their GWP regions as positive or developing, 25 characterized their regions as not developing, mixed, or needing improvement, and 11 were neutral, unclear, or could not be interpreted.

Outcome data cluster #1

The data set in Figure 4-7 are stakeholder responses from the regional survey only. These same questions were not posed in the global survey (a variation on them pertaining to global-level GWP outcomes was asked instead).

Figure 4-7 Outcome data cluster #1 (regional variables only)

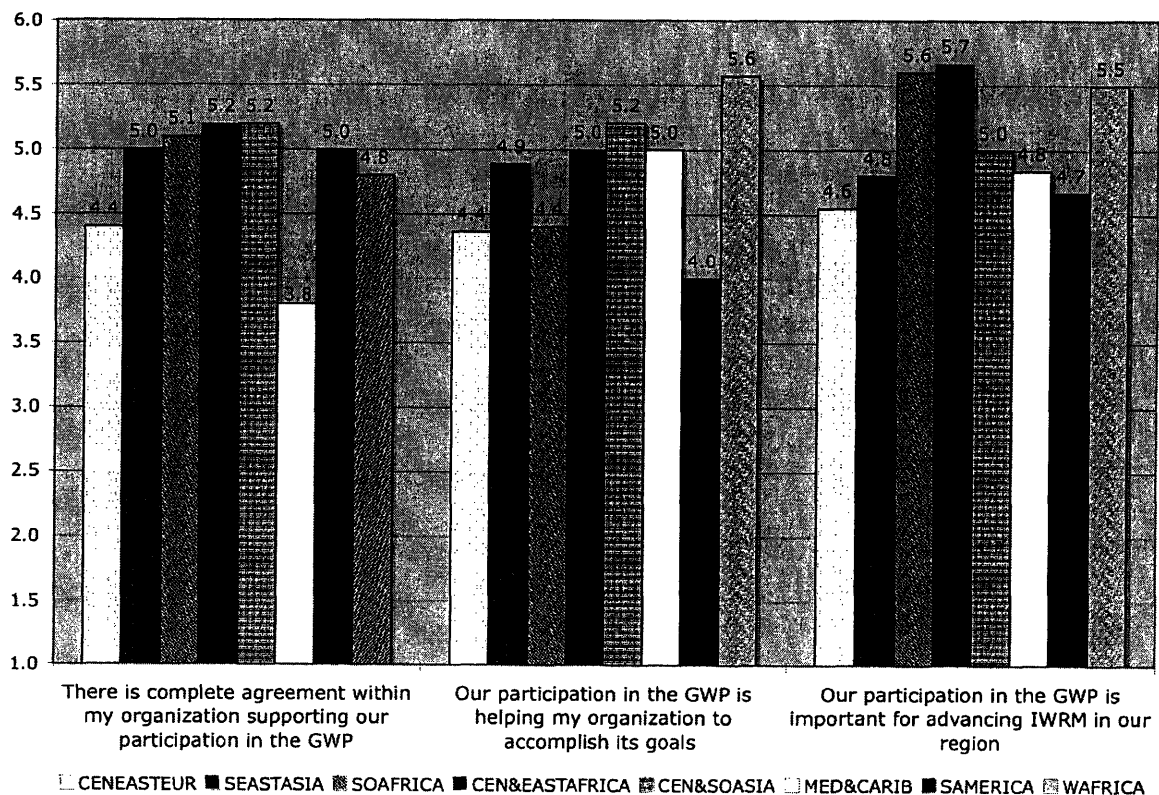


The data in these charts demonstrate that survey respondents have a moderately high opinion of how well stakeholders in their regions have worked together to advance IWRM in their regions. In two out of three cases, stakeholders have an even higher assessment of the extent to which stakeholders in their region agree that participation in the GWP is important for advancing IWRM globally. These are positive indications of the value of GWP participation, and also point to some room for improvement, especially in the Central and Eastern European region.

Outcome data cluster #2

Figure 4-8 displays the data from the remaining outcome variables in the survey, which pertain to individual organizations’ relationship to the GWP. These questions were the same across both global and regional surveys, so all regions’ responses are included here.

Figure 4-8 Outcome data cluster #2



The responses in the first data set on the left, regarding the level of agreement within the respondents' organizations supporting their participation in the GWP are quite high, with the exception of Central and Eastern Europe and the combined regions of the Mediterranean and Caribbean. This is an indication that in most regions, among the survey respondent sample the partner organizations are on board with their GWP participation.

A comment from a survey respondent from Central and Eastern Europe may help to explain why this region has lower scores than many of the other regions, "Integrated water resource management in [my country] is secured by clearly defined and established structures of government agencies and stakeholders bodies. National Water Management Board in the rank of Ministry supported by National Water Council (advisory body grouping stakeholders) form the uppermost level. Then Regional Boards of Water Management and Regional Water Councils on Water districts level (large river basin level) act as operational units. Both levels act in full accordance with European Union Water Framework Directive. In those circumstances role of GWP is practically reduced to public consultancy process like hundreds of any other non-governmental mainly "green" organizations across the country."

A different stakeholder from Central and Eastern Europe wrote, "The GWP is not known around us, it is also our fault, because we could invest a lot more energy into a real partnership. The main problem is, according to my opinion, is that e-mailing, and political will never replace human partnerships." Finally, a fourth Central and Eastern European stakeholder wrote, "Big discussions, many larger and smaller forums, many information materials but unfortunately less investments in real thing like building of wastewater treatment plants etc."

Responses are also generally high for the question about whether participation in the GWP is helping individual organizations achieve their goals. Central and Eastern Europe, Southern

Africa, and South America all stand out as having somewhat lower assessments in response to this question, though the standard deviation for two of three of these regions—Central and Eastern Europe and South America—is quite high, indicating a wide range of responses in answer to this question.

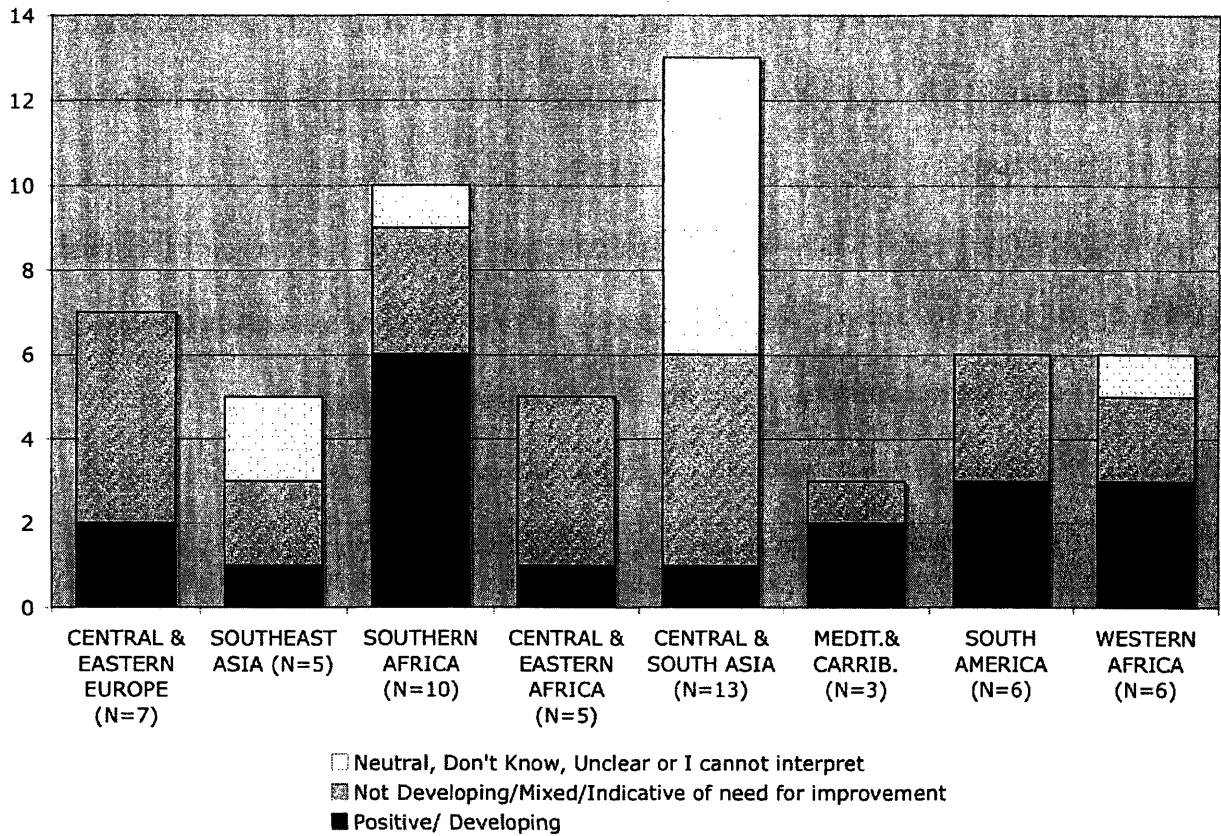
The last question, about the importance of participating in the GWP as a means for advancing IWRM in the respondents' regions also gets generally high marks. In this question, the African regions stand out as having collectively the highest responses to this question.

Overall, the responses to these questions are high. In Section 4.2 Hypothesis Testing, the factors and variables presented earlier in the chapter will be tested against these outcome variables to determine what variables and factors are correlated with outcomes.

Qualitative responses: raw counts

The data in Figure 4-9 also shed some light on the general perception of the GWP among the regional stakeholders. This figure shows the responses that survey respondents gave to the question, “What is an adjective, metaphor, or phrase that describes the current state of the GWP in your region?” Of the comments received in the survey, 19 respondents characterized their GWP regions as positive or developing, 25 characterized their regions as not developing, mixed, or needing improvement, and 11 were neutral, unclear, or I could not interpret. Appendix 6 contains the qualitative responses from this question in the survey.

Figure 4-9 Raw counts of qualitative responses



4.2. Data Analysis

This section contains results from a variety of tests that compare the means of variables and factors from the regional data set. The Lateral Alignment Framework is used to organize the data analysis according to three main areas: Behavioral, Functional/Structural, and Cultural/Systems. Specifically, I analyze the relationship between the frequency of communication in regional networks, the qualities and characteristics of regional GWP culture (e.g. levels of trust, cooperation, et cetera). I also look at how GWP culture is correlated with network alignment, structure/function and outcome variables.

The main findings from this section include:

- There more frequently GWP Partners communicate with other stakeholders, the more highly they score: 1) the value of information exchanged (H1), 2) the effectiveness of communications (H2), 3) the degree of positive perception of the character and qualities of GWP culture (H8), and 4) agreement within the respondent's organization supporting participation in the GWP (H9). These findings demonstrate the benefits to GWP members that are associated with frequent interactions with other GWP stakeholders.
- The higher a GWP stakeholder scores the availability of resources in their region, the higher they rate other stakeholders' resources compared to their own (H16). This result was not expected. Perhaps as organizations become more resourced, they communicate more often with other organizations, and develop a higher opinion of the resources of those organizations in comparison to their own.
- In addition, the higher a GWP stakeholder scores the availability of resources in their region, the more highly they value their interactions with other stakeholders in their region (H17).
- The existence of regional forums are correlated with more frequent stakeholder interactions (H19), higher perception of the availability of technical resources through participation in the GWP (H22), increased culture/strategic/systems alignment (H25) and a higher opinion of the character and qualities of GWP culture (H24).
- There is a correlation between respondents' opinions of the character of interactions among GWP stakeholders in their regions and three factors: the perceived value of information exchanged (H26), clarity on IWRM concept and metrics for assessment (H27), and cultural/strategic/systems alignment (H28).

- A negative correlation exists between the character of interactions and two outcome measures: agreement within the respondents' organization supporting their participation in the GWP and the sense that participation in the GWP is important for advancing IWRM in that region. As the character of interactions gets better, these two factors get worse. I could not explain this finding (H29).
- The higher the Culture/systems/strategic alignment factor, the higher the perceived value of information exchanged among stakeholders (H30), and the higher the opinion of how well stakeholders in the GWP region work together to advance IWRM (H31).
- Finally, higher scores on the perceived clarity on IWRM as a concept and measures for success are correlated with higher scores on the perceived value of information shared among stakeholders (H32). Although these findings do not imply causality, they do open potentially interesting areas for investigation into the relationship between alignment variables and the value that stakeholders derive from GWP participation.

4.2.A. Behavioral Factors and Variables as Independent Variables

This section contains results for comparison of means tests of two different behavioral measures as independent variables. Test cluster #1 uses the **Frequency of interactions** factor as the independent variable, while test cluster #2 uses the **Perceived value of information exchanged** variable as the independent variable.

In test cluster #1, using the **Frequency of interactions** as the independent variable, it was hypothesized that higher frequency of interactions would result in:

- H1) Higher perceived value of information exchanged among stakeholders
- H2) Increased effectiveness of communications
- H3) Perception of more resources available for IWRM planning and implementation within regions
- H4) Higher opinion of the knowledge, skills, and resources of other stakeholders compared to the respondent's organization
- H5) Perception of more availability of technical resources through GWP participation
- H6) Greater alignment around IWRM as a concept and metrics for assessment
- H7) Increased cultural/strategic/systems alignment
- H8) More positive perception of the character and qualities of GWP culture
- H9) Higher opinion of the success in achieving selected outcome measures

In test cluster #2, using **Perceived value of information exchanged** as the independent variable, it was hypothesized that higher values would result in:

- H10) Perception of more current resources available for IWRM planning and implementation within regions
- H11) Perception of more availability of technical resources through GWP participation
- H12) Higher opinion of the knowledge, skills, and resources of other stakeholders compared to the respondent's organization
- H13) Increased cultural/strategic/systems alignment
- H14) More positive perception of the character and qualities of GWP culture
- H15) Higher opinion of the success in achieving selected outcome measures

Tables 4-3 and 4-4 summarize the findings from this section.

Table 4-3 Results summary for test cluster #1

H#	Test for correlation between Frequency of Interaction (factor) and:	Result
H1	Higher perceived value of information exchanged among stakeholders	Positive correlation
H2	Increased effectiveness of communications	Positive correlation
H3	Perception of more current resources available for IWRM planning and implementation within regions	No correlation
H4	Higher opinion of the knowledge, skills, and resources of other stakeholders compared to the respondent's organization	No correlation
H5	Perception of more availability of technical resources through GWP participation	No correlation
H6	Greater alignment around IWRM as a concept and metrics for assessment	No correlation
H7	Increased cultural/strategic/systems alignment	No correlation
H8	More positive perception of the character and qualities of GWP culture	Positive correlation
H9	Higher opinion of the success in achieving selected outcome measures	Positive correlation

Table 4-4 Results summary for test cluster #2

H#	Test for correlation between Perceived value of information shared (factor) and:	Result
H10	Perception of more current resources available for IWRM planning and implementation within regions	No correlation
H11	Perception of more availability of technical resources through GWP participation	No correlation
H12	Higher opinion of the knowledge, skills, and resources of other stakeholders compared to the respondent's organization	Positive correlation
H13	Increased cultural/strategic/systems alignment	No correlation
H14	More positive perception of the character and qualities of GWP culture	No correlation
H15	Higher opinion of the success in achieving selected outcome measures	Positive

Table 4-5 Test cluster #1 detail

Independent variable: Frequency of interaction (factor)

		Perceived value of information shared among stakeholders (factor)	9 Effectiveness communications with other stakeholders	Perception of current resources available for implementing IWRM (factor)	Perception of resources of other stakeholders	35 Availability of technical resources through participation in the GWP	Clarity on IWRM concept and metrics (factor)	Cultural alignment (factor)	Character and qualities of GWP culture (factor)
2.0	Mean	4.00	3.00	4.20	3.00	3.50	4.67	3.75	4.50
	N	3	3	2	2	2	1	2	1
	σ	2.65	1.73	2.55	2.83	0.71	.	0.12	.
3.0	Mean	3.70	4.00	3.36	3.40	3.80	4.20	3.07	3.61
	N	5	5	5	5	5	5	5	3
	σ	1.89	0.71	0.87	0.89	1.10	1.12	0.69	1.02
4.0	Mean	4.50	4.00	3.16	4.00	3.60	3.73	2.96	3.75
	N	5	4	5	3	5	5	4	4
	σ	1.06	0.00	0.77	1.00	1.67	0.89	0.32	0.29
5.0	Mean	4.81	4.15	3.68	4.00	3.54	4.50	3.58	4.19
	N	13	13	13	12	13	10	13	11
	σ	0.81	0.90	1.20	0.85	1.61	0.61	0.51	0.68
6.0	Mean	6.00	5.00	4.40	5.00	6.00			
	N	1	1		1	1			
	σ			
	Total Mean	4.50	4.00	3.55	3.83	3.69	4.25	3.58	4.02
	N	27	26	25	23	26	21	24	19
	σ	1.36	0.94	1.14	1.07	1.46	0.83	0.56	0.68

From test cluster #1, with increasing frequency of communication, there is a correlation with increasing value of information shared among stakeholders (H1), increased effectiveness of communications (H2), and improved opinion of the character and qualities of GWP culture (H8). The relationship between the frequency of communications and the perceived value of information shared in particular is quite strong at the higher end: the average mean for the frequency of communications is 4.2 and the average mean for the perceived value of information is 4.5.

A particularly interesting key finding from test cluster #1 is that with higher frequency of communications, respondents rate other stakeholders more highly on their (other stakeholders') level of knowledge, skills, and resources compared to the respondent's organization (H4).

There does not seem to be a correlation between the frequency of communication and cultural alignment (H7), which I would have expected, nor between communications and clarity on IWRM concept and metrics (H6). Likewise, the frequency of communications does not appear to be correlated with the perception of current resources (H3) or the availability of technical resources through GWP participation (H5).

Table 4-6 Test cluster #1 detail (continued with outcome variables)
Independent variable: Frequency of communication (factor)

		59 In recent years, the major stakeholders in our GWP region have worked well together in efforts to advance IWRM	63 Stakeholders in our GWP region agree that participation in the GWP is important for advancing IWRM globally	67 There is complete agreement within my organization supporting our participation in the GWP	68 Our participation in the GWP is helping my organization to accomplish its goals	69 Our participation in the GWP is important for advancing IWRM in our region
2	Mean	4.67	4.00	3.33	3.67	3.67
	N	3	3	3	3	3
	σ	0.58	1.73	2.08	2.31	2.31
3	Mean	4.60	5.00	4.60	5.00	5.20
	N	5	5	5	4	5
	σ	0.55	1.23	0.55	0.82	0.84
4	Mean	3.80	5.00	5.00	4.60	5.00
	N	5	5	5	5	5
	σ	0.84	1.00	0.71	1.14	0.71
5	Mean	4.69	5.31	4.92	4.62	5.08
	N	13	13	13	13	13
	σ	0.75	0.75	1.12	0.96	0.76
6	Mean	5.00	5.00	6.00	4.00	6.00
	N	1.00	1.00	1.00	1.00	1.00
	σ
Total	Mean	4.52	5.04	4.74	4.54	4.96
	N	27	27	27	26	27
	σ	0.75	1.02	1.16	1.14	1.06

In test cluster #1, which tests the frequency of interaction against outcome variables (H9), the only apparent correlation is with is with more communication, there is increased agreement within the organization supporting participation in the GWP (v67). In addition, there is a weak correlation between the frequency of interactions and agreement that participation in the GWP is

important for advancing IWRM globally (v63). There is less of a pattern of correlation between the frequency of interactions and these outcome measures than between the frequency of interactions and the factors and variables presented in the previous table. This may indicate that the overarching success of the GWP depends on more than just the frequency of communications among stakeholders and between stakeholders and the regional GWP secretariat.

Table 4-7 Test cluster #2 detail

Independent variable: Perceived value of information shared among stakeholders (factor)

		Perception of current resources available for implementing IWRM (factor)	35 Availability of technical resources through participation in the GWP	36 Other stakeholders in our GWP region have (1) much less or (6) much more knowledge, skills, and resources	Cultural alignment (factor)	Clarity on IWRM concept and metrics (factor)	Character of interactions (factor)
1	Mean	4.30	5.00	2.00	2.88	4.30	5.00
	N	2	1	1	2	2	1
	σ	2.40	.	.	1.41	2.40	.
3	Mean	3.90	4.50	3.00	3.33	3.90	4.50
	N	2	2	1	2	2	2
	σ	0.71	0.71	.	0.24	0.71	0.71
4	Mean	3.50	3.00	3.67	3.58	3.50	3.00
	N	6	6	6	6	6	6
	σ	0.60	0.63	0.52	0.44	0.60	0.63
5	Mean	3.62	3.80	4.10	3.57	3.62	3.80
	N	9	10	10	9	9	10
	σ	0.96	1.14	0.74	0.59	0.96	1.14
6	Mean	3.23	3.67	4.00	3.29	3.23	3.67
	N	8	9	7	7	8	9
	σ	1.42	2.06	1.53	0.47	1.42	2.06
Total	Mean	3.55	3.68	3.84	3.41	3.55	3.68
	N	27	28	25	26	27	28
	σ	1.11	1.42	1.03	0.57	1.11	1.42

Table 4-8 Test cluster #2 detail (continued with outcome variables)

Independent variable: Perceived value of information shared among stakeholders (factor)

		59 In recent years, the major stakeholders in our GWP region have worked well together in efforts to advance IWRM	63 Stakeholders in our GWP region agree that participation in the GWP is important for advancing IWRM globally	67 There is complete agreement within my organization supporting our participation in the GWP	68 Our participation in the GWP is helping my organization to accomplish its goals
1	Mean	4.50	4.00	3.00	2.50
	N	2	2	2	2
	σ	0.71	2.83	2.83	2.12
3	Mean	4.00	5.00	5.50	5.00
	N	2	2	2	2
	σ	1.41	0.00	0.71	0.00
4	Mean	4.17	4.67	4.17	4.00
	N	6	6	6	6
	σ	0.98	0.82	1.33	1.10
5	Mean	4.90	4.73	4.91	5.00
	N	10	11	11	11
	σ	0.32	1.01	0.70	0.63
6	Mean	4.56	5.67	5.33	4.63
	N	9	9	9	8
	σ	0.73	0.50	0.50	0.92
Total	Mean	4.55	4.97	4.80	4.52
	N	29	30	30	29
	σ	0.74	1.03	1.13	1.09

Test cluster #2 demonstrates moderate correlation between the perceived value of information shared among stakeholders and the perception of the level of resources possessed by other stakeholders compared to the respondent's organization (H12). The more highly a respondent rates the value of information shared among stakeholders for advancing IWRM, the higher he or she rates the level of other stakeholders' resources. The perceived value of information exchanged among regional GWP stakeholders is also correlated with the perception that stakeholders have worked well together to advance IWRM (v59), (H15).

There is no clear pattern with the other variables. This signifies that the perception of current resources available for IWRM planning and implementation (H10); the perception of the availability of technical resources through the GWP (H11); cultural/strategic/systems alignment

(H13); the perception of the character and qualities of GWP culture (H14), and all but one outcome measure (H15) are independent of the value of information exchanged among stakeholders within regional GWPs.

4.2.B. Functional/Structural Factors and Variables as Independent Variables

This section reports on the results of comparison of means tests using two different Functional/Structural factors and variables as independent variables, tested against several Behavioral and other Functional/Structural factors.

In test cluster #3, using the **Perception of current resources available** factor as the independent variable, it was hypothesized that an increasing perception of current resources available in a region would result in:

H16) No effect on the opinion of the knowledge, skills, and resources of other stakeholders compared to the respondent's organization.

H17) Higher perceived value of information exchanged among stakeholders

H18) Higher opinion of the success in achieving selected outcome measures

In test cluster #4, using the **Existence of appropriate regional forums** as the independent variable, it was hypothesized that an increasing perception of the existence of regional forums would result in:

H19) Increased frequency of interactions

H20) Higher perceived value of information exchanged among stakeholders

H21) Perception of more current resources available for IWRM planning and implementation within regions

H22) Perception of more availability of technical resources through GWP participation

H23) Greater alignment around IWRM as a concept and metrics for assessment

H24) More positive perception of the character and qualities of GWP culture

H25) Increased cultural/strategic/systems alignment

Tables 4-9 and 4-10 summarize the findings from this section.

Table 4-9 Results summary for test cluster #3

H#	Test for correlation between Perceived level of resources in my region and:	Result
H16	No effect on opinion of the knowledge, skills, and resources of other stakeholders compared to the respondent's organization	Positive correlation (not expected)
H17	Higher perceived value of information exchanged among stakeholders	Positive correlation
H18	Higher opinion of the success in achieving selected outcome measures	Positive correlation

Table 4-10 Results summary for test cluster #4

H#	Test for correlation between Existence of regional forums to meet with stakeholders from our region and:	Result
H19	Increased frequency of interactions	Positive correlation
H20	Higher perceived value of information exchanged among stakeholders	No correlation
H21	Perception of more current resources available for IWRM planning and implementation within regions	No correlation
H22	Perception of more availability of technical resources through GWP participation	Positive correlation
H23	Greater alignment around IWRM as a concept and metrics for assessment	No correlation
H24	More positive perception of the character and qualities of GWP culture	Positive correlation
H25	Increased cultural/strategic/systems alignment	Positive correlation

Table 4-11 Test cluster #3 detail

Independent variable: Perception of current resources available (factor)

		Other stakeholders in our region have (1) much less or (6) much more knowledge, skills, and resources	Perceived value of information shared among stakeholders (factor)	59 Major stakeholders in our GWP region have worked well together in efforts to advance IWRM	63 Stakeholders in our GWP region agree that participation in the GWP is important for advancing IWRM globally	67 Level of agreement within my organization supporting our participation in the GWP	68 Our participation in the GWP is helping my organization to accomplish its goals	69 Our participation in the GWP is important for advancing IWRM in our region
1	Mean		6.00	6.00	6.00	5.00	5.00	6.00
	N		1	1	1	1	1	1
	σ	
2	Mean	3.00	5.13	4.25	4.75	4.75	5.25	5.00
	N	3	4	4	4	4	4	4
	σ	1.70	0.75	0.50	1.26	0.50	0.50	0.82
3	Mean	3.50	3.94	4.30	5.00	4.90	4.25	5.00
	N	8	9	10	10	10	8	9
	σ	0.76	1.40	0.82	1.33	1.20	1.04	0.71
4	Mean	3.75	4.38	4.50	4.88	4.75	4.75	5.00
	N	8	8	8	8	8	8	8
	σ	.7	0.92	0.76	0.64	0.71	1.04	0.76
5	Mean	4.75	5.25	4.75	5.50	5.50	4.75	5.25
	N	4	4	4	4	4	4	4
	σ	0.96	0.65	0.50	0.58	0.58	0.50	0.50
6	Mean		1.00	5.00	2.00	1.00	1.00	1.00
	N		1	1	1	1	1	1
	σ	
Total	Mean	3.74	4.41	4.50	4.93	4.79	4.54	4.93
	N	23	27	28	28	28	26	27
	σ	1.01	1.32	0.75	1.15	1.13	1.14	1.04

Test cluster #3 demonstrates a clear correlation between increasing perception of current resources and the belief that other stakeholders in the respondent's region have more knowledge, skills, and resources than the respondent's organization does (H16). This means that stakeholders in regions that are well resourced (a 4 or 5 on the 6-point scale) believe that other organizations in their regions have more resources than their organization does. I did not expect this result initially. Perhaps as organizations become more resourced they communicate more often with other organizations, and develop a higher opinion of the resources of those organizations in comparison to their own.

There is also a correlation between the perceived level of resources in the respondent's region and the perceived value of information sharing with other stakeholders (H17), but only from the values from 3 to 5 of the independent variable. At the bottom end of the scale (score of 2), there is a very high assessment of the value of information sharing.

In summary, these two findings demonstrate that as a region becomes more resourced, stakeholders believe that a) other stakeholders have more resources than they do, and b) they value more highly their interactions with other stakeholders.

Another correlation is that with increasing perception of current resources, respondents react increasingly positively to the statement: In recent years, the major stakeholders in our GWP region have worked well together in efforts to advance IWRM (v59) (H18). There do not appear to be correlations in the rest of the data—it seems that regardless of the perception of current resources, respondents rate the remaining outcome measures (v63, v67, v68, and v69) towards the positive end of the scale. This is not surprising, as I would expect that stakeholders would value their participation in the GWP more for the resources they might hope to develop than the current resources they have.

Table 4-12 shows a test cluster that compares the means between stakeholders' perception of the existence of regional forums and the frequency of communication factor.

Table 4-12 Test cluster #4 detail

Independent variable: Existence of regional forums to meet with stakeholders from our GWP region on IWRM and its implementation.

		Frequency of communication (factor)	Perceived value of information shared among stakeholders (factor)	Perception of current resources available for implementing IWRM (factor)	35 Availability of technical resources through participation in the	Clarity on IWRM concept and metrics (factor)	Cultural alignment (factor)	Character of interactions (factor)
2	Mean	3.09	4.00	3.20	4.33	3.33	2.75	3.09
	N	2	2	2	3	1	2	2
	σ	1.16	1.41	0.28	0.58	.	0.59	1.16
3	Mean	4.23	4.00	2.92	3.20	4.13	3.04	4.23
	N	4	5	5	5	5	4	4
	σ	0.79	1.77	0.76	1.79	1.04	0.90	0.79
4	Mean	3.83	3.00	3.11	3.43	4.17	3.29	3.83
	N	6	7	7	7	6	7	6
	σ	1.14	0.58	0.83	0.79	0.75	0.64	1.14
5	Mean	4.47	4.61	3.80	3.67	4.48	3.54	4.47
	N	9	9	8	9	7	8	9
	σ	0.85	1.14	1.19	1.58	0.69	0.52	0.85
6	Mean	4.53	4.25	4.27	4.17	4.33	3.67	4.53
	N	6	6	6	6	4	6	6
	σ	1.06	1.86	1.30	1.60	0.98	0.21	1.06
Total	Mean	4.20	4.18	3.50	3.70	4.25	3.37	4.20
	N	27	29	28	30	23	27	27
	σ	1.00	1.31	1.09	1.37	0.81	0.60	1.00

The results indicate a correlation--with some fluctuation--between the existence of regional forums and increased frequency of interactions (H19). There is also a correlation (if the first result is excluded) between the perception of the existence of regional forums and the perceived availability of technical resources through participation in the GWP (H22). There are also correlations between the existence of regional forums and the character and qualities of GWP culture (H24) and with cultural/strategic/systems alignment (H25). There is no evident correlation between the regional forums variable and the perception of value of information exchanged among stakeholders (H20), the perception of current resources available for IWRM planning and implementation (H21), or with the perception of IWRM as a concept and metrics for assessment (H25).

Overall, these findings indicate that regional forums play an important role in facilitating stakeholder interactions, increasing the perception of the availability of technical resources through participation in the GWP, and increasing alignment and enhancing the character and qualities of GWP culture.

4.2.C. Systems/Culture/Values Factors and Variables as Independent Variables

This section presents the results of comparison of means tests using a number of factors and variables from the systems/culture/values part of the survey as independent variables.

In test cluster #5, using the **Character and qualities of GWP culture** factor as the independent variable, it was hypothesized that higher scores on the character and qualities of GWP culture would result in:

- H26) Higher perceived value of information exchanged among stakeholders
- H27) More clarity on IWRM concepts and metrics
- H28) Increased cultural/strategic/systems alignment
- H29) Higher opinion of the success in achieving selected outcome measures

In test cluster #6, using the **Cultural/strategic/systems alignment** as the independent variable, it was hypothesized that greater alignment would result in:

- H30) Higher perceived value of information exchanged among stakeholders
- H31) Higher opinion of the success in achieving selected outcome measures

In test cluster #7, using the **Alignment on IWRM as a concept and metrics for success** factor as the independent variable, it was hypothesized that greater alignment would result in:

- H32) Higher perceived value of information shared among stakeholders
- H33) Higher opinion of the success in achieving selected outcome measures

Tables 4-13 through 4-15 summarize the findings from this section.

Table 4-13 Results summary for test cluster #5

H#	Test for correlation between Character of interactions and:	Result
H26	Higher perceived value of information exchanged among stakeholders	Positive correlation
H27	More clarity on IWRM concepts and metrics	Positive correlation
H28	Increased cultural/strategic/systems alignment	Positive correlation
H29	Higher opinion of the success in achieving selected outcome measures	Negative correlation

Table 4-14 Results summary for test cluster #6

H#	Test for correlation between Culture/systems/strategic alignment and:	Result
H30	Higher perceived value of information exchanged among stakeholders	Positive correlation
H31	Higher opinion of the success in achieving selected outcome measures	No correlation

Table 4-15 Results summary for test cluster #7

H#	Test for correlation between Clarity on IWRM as a concept and measures of success and:	Result
H32	Higher perceived value of information shared among stakeholders	Positive correlation
H33	Higher opinion of the success in achieving selected outcome measures	Positive correlation

Table 4-16 Test cluster #5 detail

Independent variable: Character of interactions (factor)

		Perceived value of information shared among stakeholders (factor)	Clarity on IWRM concept and metrics (factor)	Cultural alignment (factor)
3	Mean	3.33	3.44	2.61
	N	3	3	3
	σ	2.52	1.17	0.69
4	Mean	4.58	4.39	3.44
	N	12	12	12
	σ	0.60	0.57	0.55
5	Mean	4.50	4.33	3.58
	N	6	4	6
	σ	1.30	0.90	0.58
Total	Mean	4.38	4.23	3.37
	N	21	19	21
	σ	1.20	0.78	0.63

In Test Cluster #5, the main point to note is the break between scores of “3” and “4” of the independent variable, the character of interactions, and all three of the dependent variables. In other words, as scores go from “3” to “4” on the character of interactions among GWP Partners, there is a correlated jump in the perceived value of information exchanged among stakeholders (H26), clarity on IWRM concept and metrics for assessment (H27), and cultural/strategic/systems alignment (H28).

Table 4-17 Test cluster #5 detail (continued with outcome variables)

Independent variable: Character of interactions (factor)

		59 In recent years, the major stakeholders in our GWP region have worked well together in efforts to advance IWRM	63 Stakeholders in our GWP region agree that participation in the GWP is important for advancing IWRM globally	67 There is complete agreement within my organization supporting our participation in the GWP	68 Our participation in the GWP is helping my organization to accomplish its goals	69 Our participation in the GWP is important for advancing IWRM in our region
3	Mean	4.33	5.67	5.33	4.67	5.67
	N	3	3	3	3	3
	σ	1.53	0.58	0.58	0.58	0.58
4	Mean	4.46	4.77	4.85	4.92	5.08
	N	13	13	13	12	12
	σ	0.78	1.09	0.69	0.79	0.67
5	Mean	4.67	5.00	4.67	4.50	4.67
	N	6	6	6	6	6
	σ	0.52	0.63	1.37	1.23	0.82
Total	Mean	4.50	4.95	4.86	4.76	5.05
	N	22	22	22	21	21
	σ	0.80	0.95	0.89	0.89	0.74

These tests show a negative correlation between the Character of interactions factor and several variables, such as “Agreement within my organization supporting our participation in the GWP,” and “Our participation in the GWP is important for advancing IWRM in our region.” It is not clear how to explain this result. I hypothesized that a higher opinion of the character of interactions, would be correlated with increased perception of success on various outcome measures. I can think of no explanation for why a negative correlation would exist.

Table 4-18 Test cluster #6 detail

Independent variable: Cultural alignment (factor)

		Perceived value of information shared among stakeholders (factor)	59 In recent years, the major stakeholders in our GWP region have worked well together in efforts to advance IWRM	63 Stakeholders in our GWP region agree that participation in the GWP is important for advancing IWRM globally
2	Mean	1.00	4.00	4.00
	N	1	2	2
	σ	.	.000	2.828
3	Mean	4.73	4.38	5.08
	N	13	13	13
	σ	.881	.961	.954
4	Mean	4.25	4.75	4.83
	N	12	12	12
	σ	1.406	.452	1.115
Total	Mean	4.37	4.52	4.89
	N	26	27	27
	σ	1.331	.753	1.155

The results in Table 4-18 quite clearly show that as cultural alignment scores go up, respondents think that stakeholders in the GWP region work better together in advancing IWRM (H30).

Cultural alignment doesn't seem to have much correlation with whether stakeholders agree that participation in the GWP is important for advancing IWRM globally, or with the perceived value of information shared among stakeholders (H31).

Table 4-19 Test cluster #7 detail

Independent variable: Clarity on IWRM concept and metrics (factor)

		Perceived value of information shared among stakeholders (factor)	59 Stakeholders in our GWP region have worked well together in efforts to advance IWRM	63 Stakeholders in our GWP region agree that participation in the GWP is important for advancing IWRM globally	67 There is complete agreement within my organization supporting our participation in the GWP	68 Our participation in the GWP is helping my organization to accomplish its goals	69 Our participation in the GWP is important for advancing IWRM in our region
2	Mean	1.00	4.00	6.00	5.00	4.00	1.00
	N	1	1	1	1	1	1
	σ
3	Mean	4.50	3.50	5.25	5.25	4.25	4.50
	N	4	4	4	4	4	4
	σ	1.23	0.58	0.96	0.96	0.96	1.23
4	Mean	4.57	4.33	4.71	4.86	4.71	4.57
	N	7	6	7	7	7	7
	σ	0.54	0.82	1.25	0.69	0.95	0.54
5	Mean	4.92	4.83	5.17	5.00	5.00	4.92
	N	12	12	12	12	11	12
	σ	1.04	0.58	0.72	0.60	0.45	1.04
6	Mean	1.00	4.00	6.00	5.00	4.00	1.00
	N	1	1	1	1	1	1
	σ

Survey respondents' clarity on IWRM as a concept and measures of success appears to be correlated with the perceived value of information shared among stakeholders (H32). The more clear stakeholders are on IWRM as a concept, the higher they rate the value of information shared among GWP stakeholders. This finding does not imply causality, but it does open a potentially interesting area for further investigation into the factors that influence perceptions of the value of stakeholder information exchange. One question for further research is: Does clarity on IWRM as a concept help GWP Partners get value from their exchanges with other stakeholders?

The results also show (if the first response (n=1) is excluded) a positive correlation between respondents' perceptions of how well regional stakeholders have worked together in efforts to advance IWRM, and how much their organization's participation in the GWP is helping their

organization accomplish its goals. This could indicate that a value-added function of the GWP to individual organizations is to help clarify what IWRM is, and how to measure it. It could also indicate that the more clear the organization is on IWRM, the better value they derive from the GWP. An additional observation on the data is that whether or not the respondent has much clarity on what IWRM is, they generally score their participation in the GWP as high in importance for advancing IWRM in their region.

Chapter 5. Global Alignment Analysis

This chapter is an analysis of GWP stakeholder alignment at the global level, i.e., interactions among stakeholders from different GWP regions, and between stakeholders and the GWP Global Secretariat. The Lateral Alignment Framework is used to analyze three main dimensions on which members of the GWP are or are not aligned with one another: Behavior, Structure/Function, and Culture/Systems. The overarching research question that guides the analysis in this chapter is: Which dimensions of lateral alignment support the GWP's objectives at the global level?

The data in this chapter are taken from global-level surveys conducted with stakeholders in eight GWP regions: Central Africa, Eastern Africa, Central Asia, South Asia, the Mediterranean, the Caribbean, South America, and Western Africa. Stakeholders in Central and Eastern Europe, Southeast Asia, Southern Africa received regional-level surveys, the results of which were presented in the previous chapter.

Table 5-1 contains summaries of the individual variables and aggregate factors that are included in the global-level analysis, and their relationship to the three elements of the Lateral Alignment Framework.

Table 5-1 Global variables and factors

Factor or single variable used in data analysis	Factor (with variable numbers) or variable	Lateral Alignment Element
Frequency of interactions with stakeholders in the GWP's 13 other regions	Factor ($\alpha=.912$) (7,8,13,14,17,18,28)	Behavioral
Perceived value of information shared among GWP stakeholders	Factor ($\alpha=.723$) (37,40)	Behavioral
Extent to which shared learning from stakeholders in the GWP's 13 other regions helps us plan for and/or implement IWRM in our region	Variable (19)	Behavioral
Effectiveness of communications with stakeholders in the GWP's 13 other regions	Variable (9)	Behavioral
Frequency of interactions with the GWP Global Secretariat	Factor ($\alpha=.899$) (10,11,15,16)	Behavioral
Effectiveness of communications with the GWP Global Secretariat	Variable (12)	Behavioral
Perception of current regional resources available for IWRM planning and implementation	Factor ($\alpha=.828$) (32,33,34,38,39)	Functional/Structural
Assessment of the resources of stakeholders in the GWP's other regions compared to my region	Variable (36)	Functional/Structural
Clarity of roles of stakeholders	Variable (42)	Functional/Structural
Clarity of global governance authority	Variable (43)	Functional/Structural
Ways of identifying and developing improvement suggestions	Variable (25)	Functional/Structural
Disincentives or incentives from the global GWP to work on IWRM implementation	Variable (26)	Functional/Structural
Existence of appropriate global forums to meet with stakeholders from other GWP regions	Variable (29)	Functional/Structural
Alignment on IWRM	Factor ($\alpha=.777$) (46,47)	Systems/Culture/Values
Cultural/strategic/systems alignment at the global level	Factor ($\alpha=.715$) (48,52,53,58,60,64)	Systems/Culture/Values
Character and qualities of GWP culture at the global level	Factor ($\alpha=.887$) (23,24,54,55,56)	Systems/Culture/Values

In addition to the Behavioral, Functional/Structural, and Cultural/Systemic variables and factors, the analysis in this chapter includes five Outcome variables that indicate the relative success of the GWP as a mechanism for advancing IWRM and helping partner organizations achieve their goals. These measures are:

Table 5-2 Global outcome measures

Outcome	Variable
In recent years, the major stakeholders in the GWP's 14 regions have worked well together to advance IWRM	62
Level of agreement among stakeholders in the GWP's 13 other regions agree that GWP participation is important for advancing IWRM globally	66
Level of agreement within my organization supporting our participation in the GWP	70
Our participation in the GWP is helping my organization accomplish its goals	71
Our participation in the GWP is important for advancing IWRM in our region	72

5.1. Cross Tabulated Quantitative Results and Qualitative Responses

This section presents cross-tabulated results for the data on regional-level alignment collected from the regional and global surveys. Tables with detailed statistics can be found in Appendix 7.

5.1.A. Behavioral Data

This section presents quantitative and qualitative findings from the section of the **Behavioral** section of the Lateral Alignment survey, which indicates what kinds of interactions are happening at the global level of the GWP, and the value stakeholders believe they are deriving from interactions with stakeholders in other GWP regions. The salient points that emerge from the data presented in this section are:

- With the exception of West Africa, all regions report very low frequency of interactions with stakeholders from other GWP regions—below the midpoint of 3.5 on the 6-point scale. (By comparison, in the regional-level survey, stakeholders from Central and Eastern Europe, Southeast Asia, and Southern Africa reported the frequency of interactions with stakeholders *within* their regions as 4.5, 3.8, and 4.4, respectively.) This indicates that most communications among GWP Partners are taking place within, and not among, GWP regions. This is a key finding which may have implications for other GMSNOs.
- GWP Partners from four regions score the effectiveness of communications with stakeholders from the GWP’s 13 other regions below the 3.5 midpoint of the 6-point scale. The exception is South America, which scores a modest 4.0 on the 6-point scale.
- GWP Partners on average think that collaboration with stakeholders from the GWP’s 13 other regions is somewhere in the middle between “always” and “never” helping them with IWRM planning and implementation in their own region.
- Survey respondents’ perceptions of the value that they do or would derive from sharing information, including knowledge, skills, resources, and fundraising skills, with stakeholders from other regions, is even higher—close to or well above the 3.5 midpoint of the 6-point scale.
- The quantitative responses regarding interactions with stakeholders from other regions included both positive and negative assessments of the breadth and depth of information sharing, as well as suggestions for improvement.
- Stakeholders from all regions except West Africa are below the midpoint of the 6-point scale on how frequently they interact with the Global GWP Secretariat, indicating that as

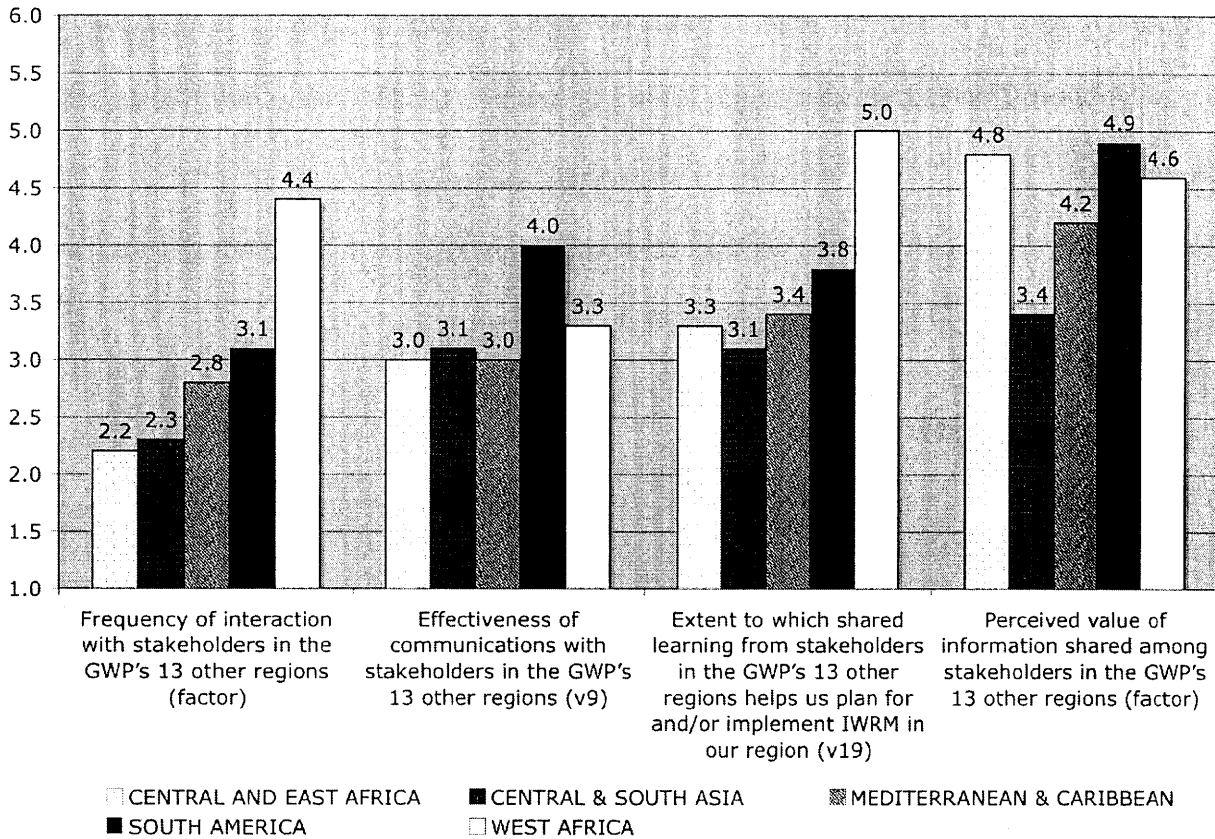
group they tend more towards the “never” end of the scale than to the “always.” The *effectiveness* of communication with the GWP gets higher marks than frequency of communications, generating similar scores between 4.0 and 4.5 across all five surveyed regions.

- Qualitative responses on the experience of communicating with the GWP ranged from positive to disappointed to disconnected.

Behavioral data cluster

This section reports on the results from several variables and factors from the Behavioral portion of the Global survey. Figure 5-1 presents cross-tabulated responses to questions on the frequency and effectiveness of communications among stakeholders within the three GWP regions that received the regional-level survey. The data also report on the perceived value of information shared among stakeholders in these three regions. Detailed statistical tables for the data presented in Figure 4-1 can be found in Appendix 7.

Figure 5-1 Behavioral data cluster #1



The first group of data in Figure 4-1 on the frequency of interactions with stakeholders in the GWP's 13 other regions shows that with the exception of West Africa, all regions report very low frequency of interactions with stakeholders from other GWP regions—below the midpoint of 3.5 on the 6-point scale. By comparison, in the regional-level survey, stakeholders from Central and Eastern Europe, Southeast Asia, and Southern Africa reported the frequency of interactions with stakeholders within their regions as 4.5, 3.8, and 4.4, respectively. The data are not strictly comparable, because the regional-level surveys did not ask questions about global frequency of interactions, and vice versa. Still, the much lower frequency of *inter*-regional interactions among GWP stakeholders at the global level compared to *intra*-regional interactions among GWP stakeholders *within* regions is striking. This indicates that most communications among GWP Partners are taking place within, and not among, GWP regions.

The exception of West Africa (4.4 on the 6-point scale) may be due to that region's more advanced stage of development as a regional water partnership, which may translate into more connectivity with other regions, especially other African regions. (It is notable that other African regions, which are less well developed, do not appear to reciprocate the relationship.) When survey respondents did indicate in the network mapping section of the survey that they communicate with GWP Partners from other regions, it was usually with stakeholders from similar geographic regions, for example South Asia with Southeast Asia, or West Africa with East or Central Africa.

The second group of data on the effectiveness of communication with stakeholders shows that in 4 of 5 regions, survey respondents (whose interactions with stakeholders from other regions are below the 3.5 scale midpoint) rate the *effectiveness* of the communications higher, but still slightly less than the midpoint of 3.5 on the 6-point scale. The exception is West Africa, which scores a frequency of communications of 4.4 and an effectiveness of only 3.3. Although, the sample sizes for this question are small and the standard deviations are large for three of the regions, the general picture that the data show is that the effectiveness of communications with stakeholders from the GWP's 13 other regions is below the 3.5 midpoint for all regions except South America, which scores a modest 4.0 on the 6-point scale.

The third and fourth groups of data in Figure 5-1 ask similar questions about the value that stakeholders place on their interactions with stakeholders from other regions. The variable and the factor do not, however, move together closely enough to be combined into a single factor. The perceived value of information factor ($\alpha=.723$) comprises the following variables:

- 37 The knowledge, skills, and resources of stakeholders in the GWP's 13 other regions are (or would be) (1) of no use v. (6) extremely useful in informing IWRM planning and implementation efforts in our region
- 40 The fundraising skills of stakeholders in the GWP's 13 other regions are (or would be) (1) of no use v. (6) extremely useful in informing fundraising in our region

This factor, when combined with the variable (19) on the value of shared learning from extra-regional stakeholders, generates an alpha of only .626, which is low given that the questions are similar. I chose a conservative approach and did not combine the two questions. (The alpha in the regional survey was high enough to combine variables 37 and 19 into a single factor (variable 40 was not asked in the regional survey), but that was not the case with the global survey data set.)

Regarding the variable on the extent to which survey respondents think that shared learning from stakeholders in the GWP's 13 other regions helps them with IWRM planning and/or implementation, all responses except West Africa, which stands well above the other regions at 5.0, are right around or below the midpoint of 3.5 on the 6-point scale. All regions have a standard deviation of 1.3 or greater, indicating a wide range of responses to the question. These findings indicate that GWP Partners on average think that collaboration with stakeholders from the GWP's 13 other regions is somewhere in the middle between "always" and "never" helping them with IWRM planning and implementation in their own region.

The responses to the factor about the value of information sharing among extra-regional stakeholders are all close to or well above the 3.5 midpoint of the 6-point scale. As with the previous variable, the standard deviation of responses to this factor is generally large, so caution must be exercised in drawing firm conclusions from the results.

The difference between the variable (the third data cluster) and the factor (the fourth data cluster) could be due to the wording of the question. The factor presents a statement about the

value of extra-regional stakeholders' knowledge, skills, and resources that are **(or would be)** of (1) no use v. (6) extremely useful for IWRM in the survey respondent's region. The phrase "would be" may be keying survey respondents to imagine that these stakeholders' knowledge, skills, and resources *would be* useful, but the current assessment, as expressed in the variable 19 result (excepting West Africa), is that they are not currently benefiting from other stakeholders' resources and skills.

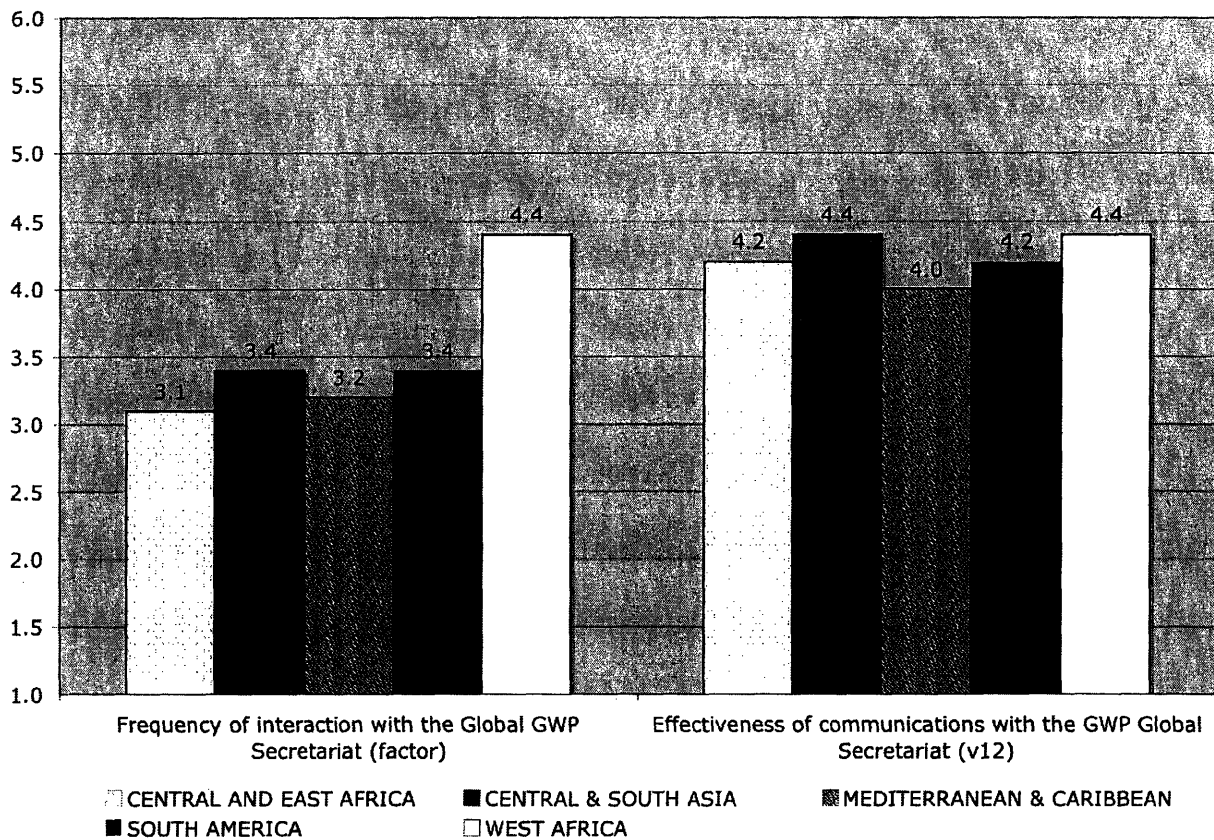
A number of survey respondents provided written text to illuminate their quantitative survey responses. One respondent from the combined Central Africa/Eastern Africa regions wrote, "Monthly and annual reporting, together with annual inter-regional meetings provide ample scope for sharing of information among the partners in the different regions and builds the sense of mission and purpose of the GWP family." A respondent from the combined regions of South Asia and Central Asia offered this example of cross-regional information exchange, "[The last three] years a number of joint workshops on [the IWRM] ToolBox were conducted together between GWP CACENA [Central Asia and Caucasus] and GWP CEE [Central and Eastern Europe]."

Other survey respondents had less positive responses. A Central Africa/Eastern Africa stakeholder wrote, "Communication, information sharing, etc impact the GWP; for example, we [do] not yet have a country Partnership in [my country]. There is no communication and sharing with other countries, other regions. However, even if I'm one of the contacts persons of GWP, my relations, contacts are limited. So, if it is like this in many other countries, how can GWP be strong? Many years of working, but not yet interesting or concrete realisation on the ground and this is the big challenge of GWP in many regions." Along the same lines, a different respondent from Central Africa/East Africa wrote, "Due to poor communication and information sharing we

could not share our experiences and we could not share experiences of other programs.” Another stakeholder from South Asia/Central Asia wrote, “[My organization] has recently got connections with GWP. We haven't sufficient guidelines to start work on IWRM implementation at the same time there is no financial resources to start working on IWRM even though we have communications with GWP.”

Several respondents provided suggestions for improvement. A stakeholder from the combined South Asia/Central Asia regions wrote, “If there is a constant information sharing and communication between Area Water Partnerships and GWP or other country Water Partnerships, that would encourage the Area Water Partnerships. The Capacity Building would be done only if the Area Water Partnerships are recognized as active agents of GWP.” Another said, “Experience with the GWP is very recent and the GWP Caribbean does most of the communications and passes on information to the stakeholders. The issue of IWRM can be made more understandable and allow for greater implementation if the communications, information sharing and incentives were to reach the stakeholders in a simple format.”

Figure 5-2 Behavioral data cluster #2



Stakeholders from all regions except West Africa are below the midpoint of the 6-point scale on the Global GWP Secretariat frequency of interaction factor ($\alpha=.899$), indicating that as group they tend more towards the “never” end of the scale than to the “always.” However, there is a large standard deviation, indicating a wide range of responses. The *effectiveness* of communication with the GWP gets higher marks than frequency of communications, generating similar scores between 4.0 and 4.5 across all five surveyed regions.

A survey respondent from the combined South Asia/Central Asia regions expressed disappointment with the communications between his/her organization and the Global GWP Secretariat:

In the beginning (in late 1990s), GWP started as an informal and flexible network with an individuality, a human face. Its consulting partners represented [it] but themselves might have been affiliated with academia, media, bureaucracy, non-governmental organization or an activist

group. Whoever in those days were in the leadership echelon of GWP, they used to be much accessible to the consulting member partners or to put it the other way around, they (the persons in the GWP leadership echelon) made it a point that they personally saw every body whenever they had an opportunity to interact with them during a meeting or a party.

But with the passing of months and years, GWP has increasingly transferred itself into a huge service organization with the features of a semi-government agency of the mid 80s in South Asia. As a GWP consulting partner since late 1990s, I could feel the transformation in the GWP physique as well as its chemistry. The most astounding thing in this GWP transformation however was NOT the transformation (or expansion in size) per se but the conspicuous absence of any communication or dialogue between the GWP and its consulting partners on the process of transformation/huge expansion.

Reflecting the wide range in responses on this topic, a different stakeholder from South Asia/Central Asia regions wrote, “The GWP's communication is well. Nowadays the GWP communicates with us [on] every issue.” A different stakeholder from the same region said, “Annual planning process (annual work program for the regional GWP) always is under supervision from GWP Network Officers. [And] there is support from Stockholm to find additional donors for regional programs.

A stakeholder from the combined Central Asia/South Asia regions offered the following story of a visit from a representative from the GWP Secretariat, “The representative from GWP Stockholm came to visit the projects of Area Water Partnerships in Pakistan. He visited Potohar Area Water Partnership Project at Islamabad and then the Projects of Bolan Area Water Partnership in Balochistan. He visited two Projects of the BAWP about revival of Karezat (Ground Water Channels). It was a detailed visit. His meetings with Stakeholders were also arranged but thereafter the Bolan Area Water Partnership never received any report/communication from the GWP Secretariat as to what was the purpose of this visit and what impression they have got after the meetings and visits of these projects.”

A stakeholder from Southern Africa offered the following observation on the relationship between the Global GWP and the regions. Southern Africa is not otherwise represented in the

quantitative data in this chapter, because regional, not global, surveys were administered there.

This quote however is relevant to the global analysis chapter:

We do not know much about the top people in GWP Stockholm. However, the top people in GWP Stockholm should not lose touch with the grassroots stakeholders. Presently, feedback to the top is left to the Network Officers and the Chairs of secretariat, and this has caused many problems in some regions because of misinformation and misrepresentation of information. Many global programmes are not communicated to the real stakeholders resulting in non co-operation and trust. Network officers looking after the GWP region must be sensitive to the cultural backgrounds of the region and they should also be changed from time to time to ensure that familiarity does not breed favouritism.

5.1.B. Functional/Structural Data

This section contains the results for the functional/structural section of the global survey, which include key variables related to GWP structure and function. The key findings from the data in this section are:

- The four regions that the GWP characterizes as being the most well established: Central and Eastern Europe, Southeast Asia, Southern Africa, and West Africa, post the highest scores for the existence of global forums for IWRM. The Mediterranean/Caribbean combined regions are in the middle, while Central Africa/East Africa, Central Asia/South Asia, and South America have the lowest scores.
- The perception that stakeholders have of the level of current resources available in their regions, with the exception of West Africa, is low—below the midpoint of 3.5 on the 6-point scale for four out of five regions. Another way of saying this is that stakeholders in four out of five regions think they are under-resourced.
- All regions, with the exception of the Central and South Asia combined regions, rated other regions' resources compared to their own *above* the 3.5 midpoint of the 6-point scale, indicating that they believe other regions have a *higher* level of resources compared to their own. The African regions (West Africa and the two combined regions

of Central Africa and East Africa) scored the highest, or thought that other regions had the *most* resources compared to their own (i.e., their regions' resources were the lowest).

- The broad strokes picture of the survey findings is that stakeholders think their regions' resources are low, and other regions' knowledge, skills, and resources are greater than their own. Stakeholders do not, however interact with much frequency or great effectiveness with stakeholders from other regions, even though they believe that IWRM planning and implementation efforts would benefit from such interactions.
- Several survey questions asked about GWP governance structure and function. Questions about the clarity of stakeholder roles and who has authority for coordinating the GWP at the global level turned up relatively low to medium scores, indicating an opportunity for improving clarity on governance at the global level. On another topic, stakeholders lean towards agreeing that there are effective ways to identify and develop improvement suggestions to advance GWP objectives at the global level, but there is a large range in their opinions on the matter. Finally, there is a range of responses on the positive end of the scale, from 3.5 to 5.5, as to whether the GWP offers incentives to work on IWRM at the global level.

Figure 5-3 Functional/Structural data cluster #1

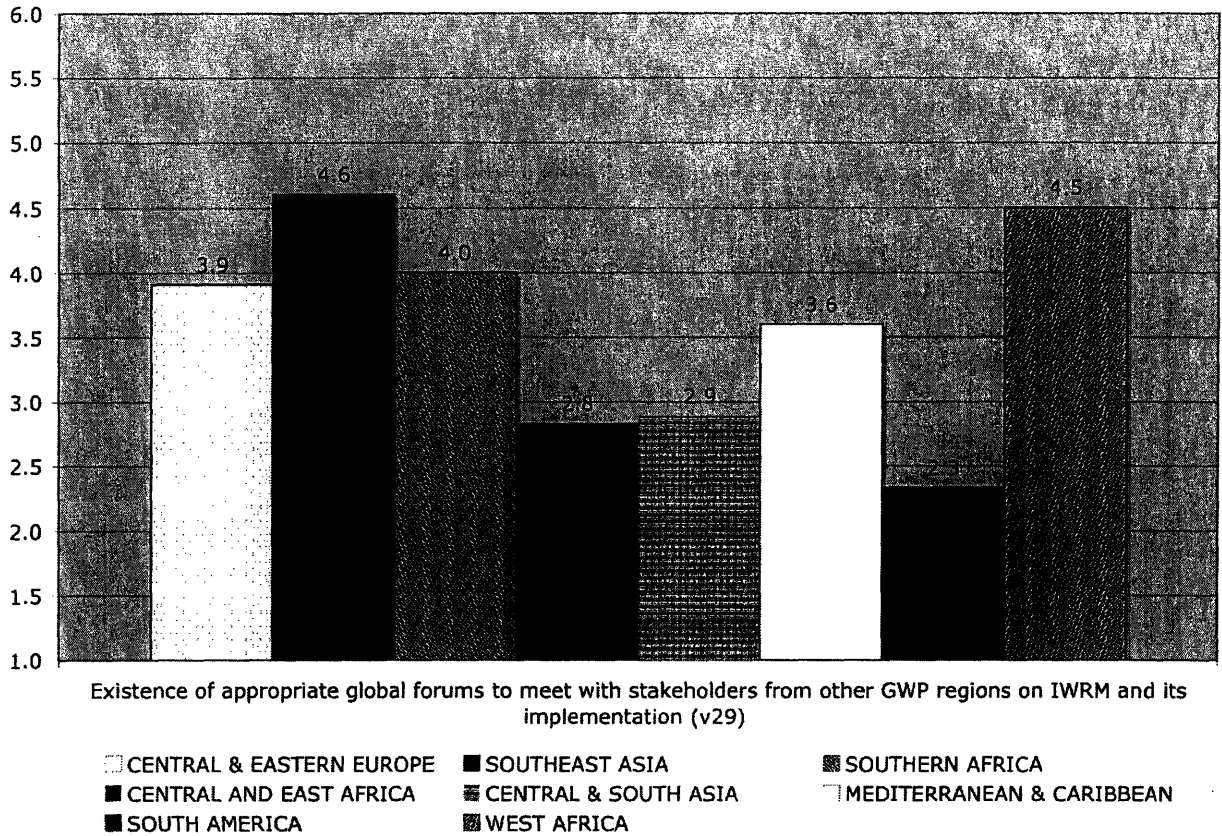


Figure 5-3 shows substantial variance among the regions in the perception of the existence of appropriate global forums to discuss or address IWRM and its implementation. The four regions that the GWP characterizes as being the most well established: Central and Eastern Europe, Southeast Asia, Southern Africa, and West Africa, score this variable the highest. The Mediterranean/Caribbean combined regions are in the middle, while Central Africa/East Africa, Central Asia/South Asia, and South America have the lowest scores.

Figure 5-4 Functional/Structural data cluster #2

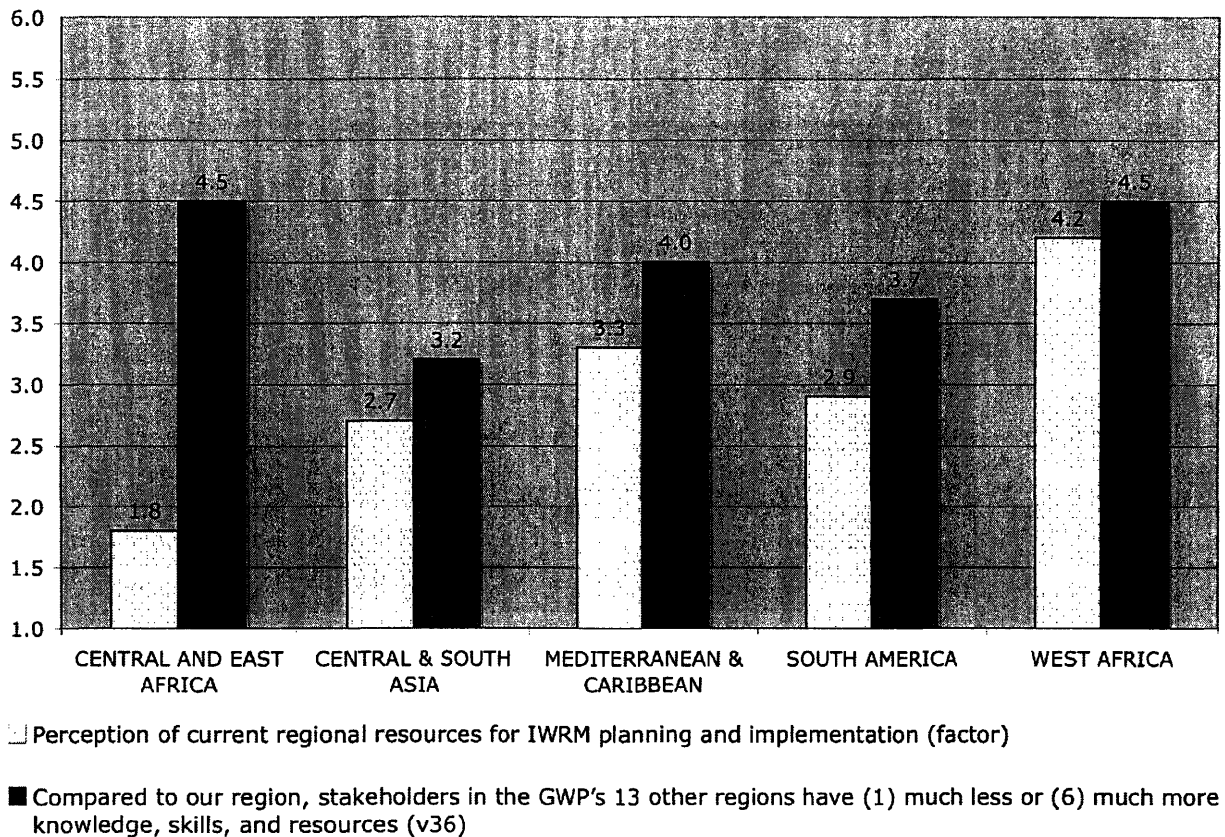


Figure 5-4 displays data from the factor on respondents' perceptions of the resources available to do IWRM planning and implementation in their regions ($\alpha=.828$), juxtaposed with respondents' perceptions of their region's resources compared to the resources of other GWP regions. Resources that were asked about in the survey include: knowledge about IWRM planning; knowledge about IWRM management, technical skills; funding; and fundraising skills. These data were also presented in the previous chapter, and as discussed there, the perception of the level of current resources available, with the exception of West Africa, is low—below the midpoint of 3.5 on the 6-point scale for four out of five regions.

The second data set displays a wide range of results in answer to the question about stakeholders' perceptions of resources in other regions compared to their own region. The

standard deviation for three of five regions is quite high—1.4 or above, indicating a wide variation in responses within regions. The three African regions (West Africa and the two combined regions of Central Africa and East Africa) scored the resource factor the highest, which means that on average, they perceived other regions as having more resources for IWRM planning and implementation than their own. A noteworthy finding is that Central Africa/East Africa GWP Partners have a very low opinion of their region’s resources and a very high opinion of other regions’ resources compared to their own (a large gap between the two questions), while West Africa partners have a relatively high opinion of their region’s resources and an even higher opinion of other regions’ resources compared to their own (with a small gap between the responses to the two questions).

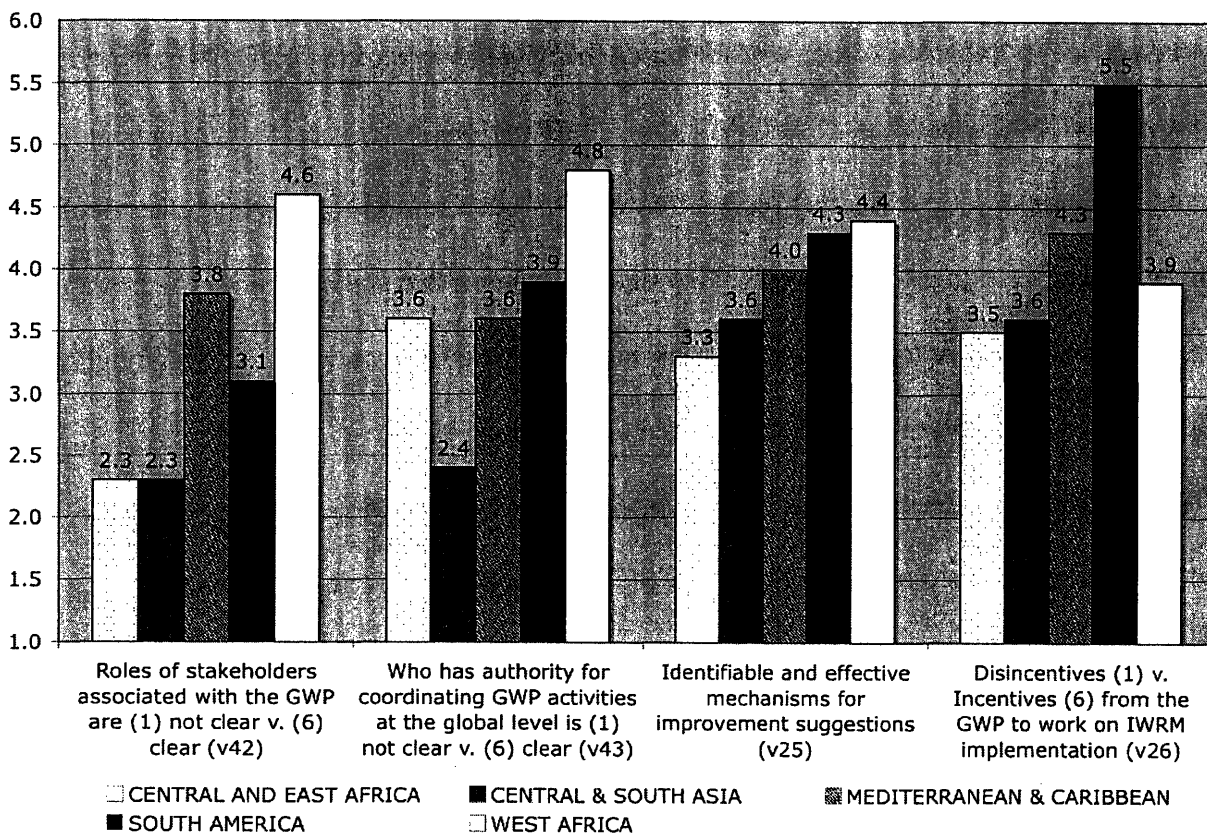
It is notable that all regions except West Africa rated their current resources as *below* the 3.5 midpoint of the 6-point scale, which tends towards the negative end of the scale. All regions, with the exception of Central and South Asia rated other regions’ resources *above* the 3.5 midpoint of the 6-point scale, indicating that they believe other regions have a higher level of resources compared to their own. Another way of saying this is that stakeholders in four out of five regions think they are under-resourced, and stakeholders in four out of five regions think that other regions have more resources compared to their own.

The implications of these findings become interesting when combined with the findings presented in an earlier section on the frequency of interaction and the value of information exchanged among stakeholders between regions. The response to questions about whether other regions’ resources are or would be useful in informing IWRM planning and implementation in the respondent’s region was generally high—ranging from 4.2 to 4.9 in four out of five regions.

Yet, the frequency of interactions with stakeholders from other regions and the effectiveness of those communications, with a few exceptions, was generally low.

The broad strokes picture of the survey findings is that stakeholders think their regions' resources are low, and other regions' knowledge, skills, and resources are greater than their own. Stakeholders do not, however, interact with much frequency or great effectiveness with stakeholders from other regions, even though they believe that IWRM planning and implementation efforts would benefit from such interactions. The GWP could choose to respond to these findings by increasing the opportunities for cross-regional stakeholder interactions, such as the IWRM Toolbox workshop story offered by one survey respondent.

Figure 5-5 Functional/Structural data cluster #3



The first three groups of data in Figure 5-5: the clarity of stakeholder roles, clarity of global governance authority, and identifiable and effective mechanisms for improvement suggestions are all related to the global GWP governance structure and function. Regarding the clarity of stakeholder roles and of who has authority for coordinating the GWP at the global level, Western Africa gives these variables the highest rating at 4.6 and 4.8, respectively, while the combined regions of South Asia and Central Asia scores this variable the lowest, at 2.3 and 2.4. The combined regions of Central Asia and South Asia also give low ratings to the clarity of stakeholders question, at 2.4. With the exception of West Africa, the responses to these questions are right around or below the midpoint of 3.5 on the 6-point scale, with the second question on global GWP governance getting slightly higher marks. All regions' responses to these two questions have standard deviations above 1.2, which indicate a large range of opinions on clarity of stakeholder roles and global GWP governance. These results indicate an opportunity for improving clarity and consistency of opinion around governance functions at the global level.

Stakeholders rate the existence of mechanisms for improvement suggestions at the GWP global level near or above the midpoint of 3.5 on a 6-point scale, with a range of 3.3 to 4.4, and large standard deviations of above 1.4 for four out of five regions. These results indicate that, on average, stakeholders lean towards agreeing that there are effective ways to identify and develop improvement suggestions to advance GWP objectives at the global level, but there is a large range in their opinions on the matter.

Finally, the last data cluster demonstrates a range of responses as to whether stakeholders feel that the GWP offers incentives to work on IWRM at the global level. Two regions rate this variable right around the midpoint, two are a little higher at 3.9 and 4.3, and South America stands out at a 5.5 rating on a 6-point scale. This is a positive finding for the GWP, but more

research could be done to look into what stakeholders think is the nature of the incentives provided by the GWP, and how those incentives might be expanded.

The GWP could capitalize on the opportunity these findings present by developing clear, effective, anonymous mechanisms for feedback and improvement suggestions. This survey is one example of such a mechanism. Many survey respondents took the time in an already time-consuming survey process to offer their feedback and ideas in response to optional qualitative questions. Usually they responded in English (a second language for most survey takers).

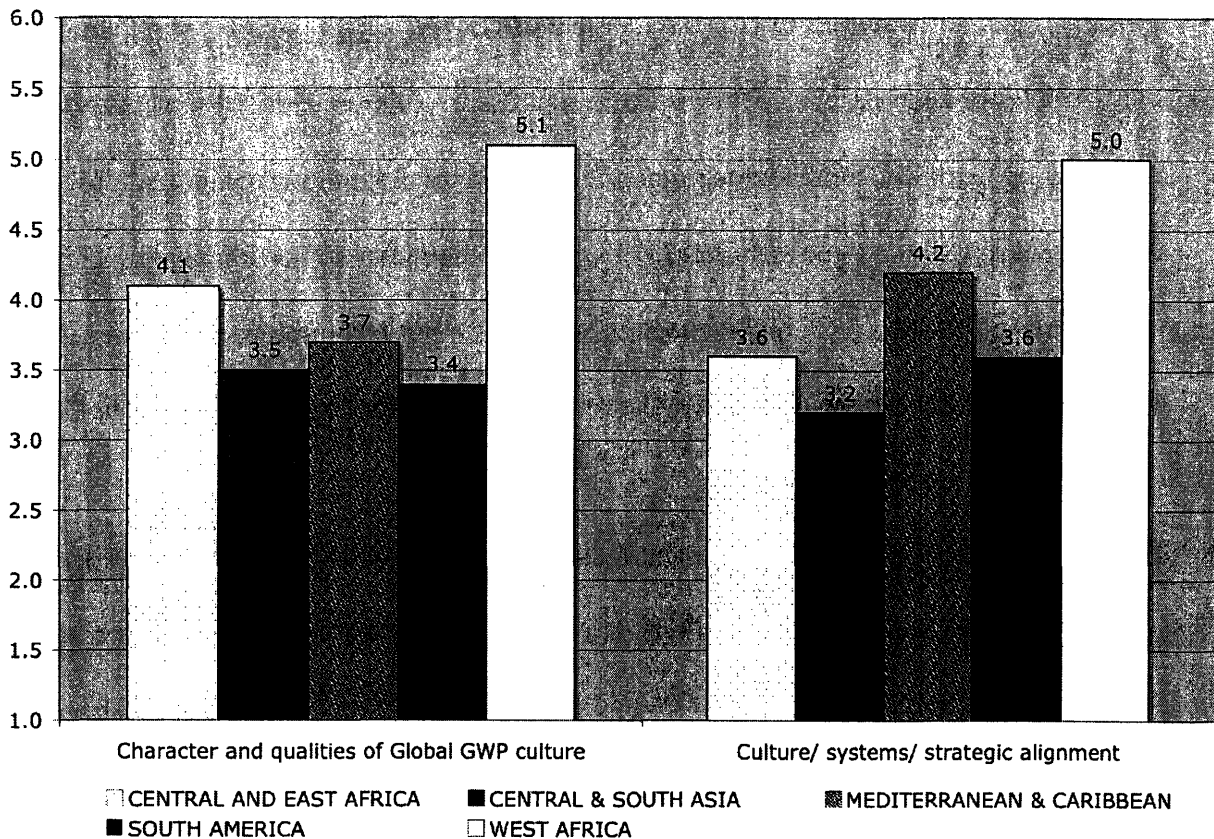
That GWP stakeholders expended such an effort to offer their ideas and suggestions demonstrates that they are willing to give feedback, and they are interested in seeing improvement in the way the GWP operates. This kind of engagement from voluntary network partners is an extremely valuable resource to the GWP, and could be drawn on in an ongoing way to continually improve the function and success of the GWP as a whole. The fact many survey takers expressed frustration or dissatisfaction in their responses should not be taken negatively but should be seen as an opportunity for improvement.

5.1.C. Systems/Culture/Values Data

This section contains results from the variables and factors related to the global systems/culture part of the survey. Only two factors in this section, since the other relevant factors—alignment on IWRM as a concept and the “GWP way” of doing IWRM were already presented in Chapter 4, Regional Results. The question from the global-level survey, which asks survey takers to respond to the statement: Measures of success for tracking efforts to advance GWP objectives, because it is not clear whether the survey question refers to global level or regional level objectives. The key findings from this section are:

- The Character and qualities of Global GWP culture factor, which includes variables on the character of negotiations, mechanisms for conflict resolution, cultural sensitivity, trust, and cooperation, ranks right around the midpoint of 3.5 on the 6-point scale for three regions, with the three African regions ranking the factor somewhat higher. This is a mixed result for the GWP; on one hand the results are not leaning towards the negative end of the scale, but on the other hand, the midpoint scores for three of five regions leaves room for improvement.
- The Cultural/systems/strategic alignment factor, which includes how well stakeholder strategies, values, and missions are aligned, overall global GWP cultural alignment, and shared priorities and commitment to GWP objectives, range from 3.2 to 5.0. The survey results do not indicate a cause for concern, but there is also a good deal of room for improvement in most regions. It is worth noting, however, that alignment at the global level may be less important to the GWP than alignment within regions, since action on IWRM takes place at the country and regional levels.

Figure 5-6 Systems/Culture/Values data cluster



The first group of data in Figure 5-6 is the factor scores on the character and qualities of the global GWP culture ($\alpha=.887$). The variables included in this factor are:

- Character of negotiations with others at the global level: (1) adversarial and locked in v. (6) constructive and problem solving (v23)
- Identifiable and effective mechanisms for conflict resolution (v24)
- Level of sensitivity among GWP stakeholders in the GWP's 13 other regions to cultural and regional differences (v54)
- Level of trust among GWP stakeholders at the global level (v55)
- Level of cooperation among GWP stakeholders at the global level (v56)

This factor ranks right around the midpoint of 3.5 on the 6-point scale for three regions, with the three African regions ranking the factor somewhat higher. The combined regions of Central Africa/East Africa rate the factor at 4.1 while West Africa comes in at 5.0. Overall, the survey responses for this factor mean that on average, stakeholders believe that the character and qualities of the GWP culture at the global level are neutral or tend towards the positive end of the

scale in terms of the character of negotiations, conflict resolution mechanisms, sensitivity to cultural and regional differences, trust, and cooperation. This is a mixed result for the GWP; on one hand the results are not leaning towards the negative end of the scale, but on the other hand, the midpoint scores for three of five regions leaves room for improvement.

The second group of data, the Cultural/systems/strategic alignment factor ($\alpha=.715$), is comprised of the following variables:

- Extent to which the strategies of stakeholders support the promotion and implementation of IWRM in our region (v48)
- Extent of alignment of stakeholder values to support IWRM globally (v52)
- Overall cultural alignment in the GWP at the global level (v53)
- There are shared priorities among all the stakeholders in the GWP's 14 regions that support IWRM (v58)
- The relevant stakeholder organizations in the GWP's 14 regions have very different missions in their efforts to advance IWRM (v60)
- Stakeholders in the GWP's 13 other regions demonstrate commitment to GWP objectives (v64)

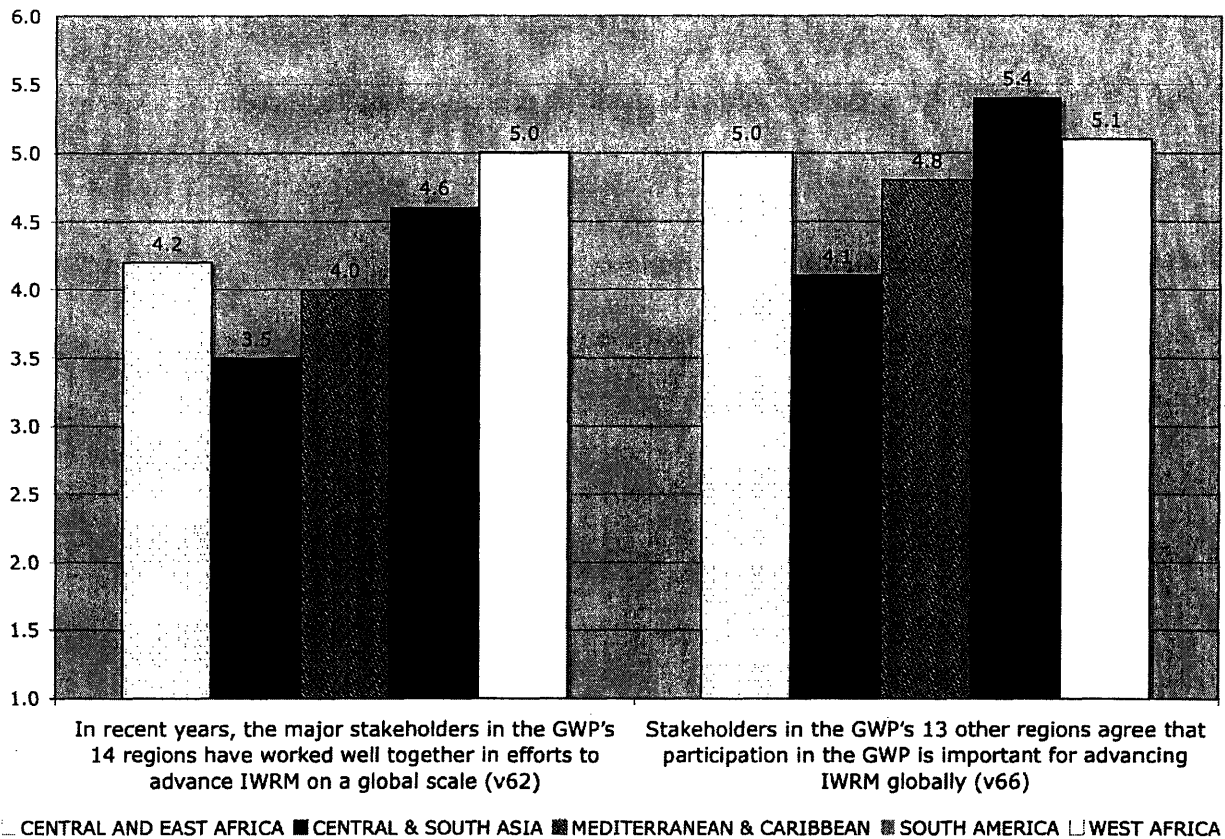
West Africa again stands out from the other regions as having a higher assessment of the Culture/strategic/systems alignment factor, followed by the Mediterranean/Caribbean combined regions. The remaining regions are right around the midpoint of 3.5 on the 6-point scale, with the combined Central Asia/South Asia regions sitting a little below the midpoint at 3.2. The implications for this data set are similar to those of the previous factor. The survey results do not indicate a cause for concern, but there is also a good deal of room for improvement in most regions. It is worth noting, however, that alignment at the global level may be less important to the GWP than alignment within regions, since action on IWRM takes place at the country and regional levels. Global Culture/systems/strategic level alignment may not be the first area that the GWP would choose to expend resources to improve.

5.1.D. Outcome data

This section presents data on two outcome variables that are relevant for the operation of the GWP at the global level. These data are drawn from the global survey only. These same questions were not posed in the regional survey (a variation on them pertaining to regional-level GWP outcomes was asked instead). The key findings from this section are:

- Stakeholders place an above-midpoint to high score on the degree to which stakeholders in the GWP's 14 regions have worked well together in efforts to advance IWRM on a global scale.
- Survey respondents generated even higher scores for the question about the value that other regions' stakeholders place on the importance of the GWP for advancing IWRM on a global scale. This is a positive finding for the GWP, as it points to the importance stakeholders think the GWP has in moving the IWRM agenda forward at the global level.
- Of the comments received in the survey, 25 respondents characterized the GWP at the global level as positive or developing, 17 characterized the GWP as not developing, mixed, or needing improvement or development, and 13 were neutral, unclear, or I could not interpret.

Figure 5-7 Outcome data cluster

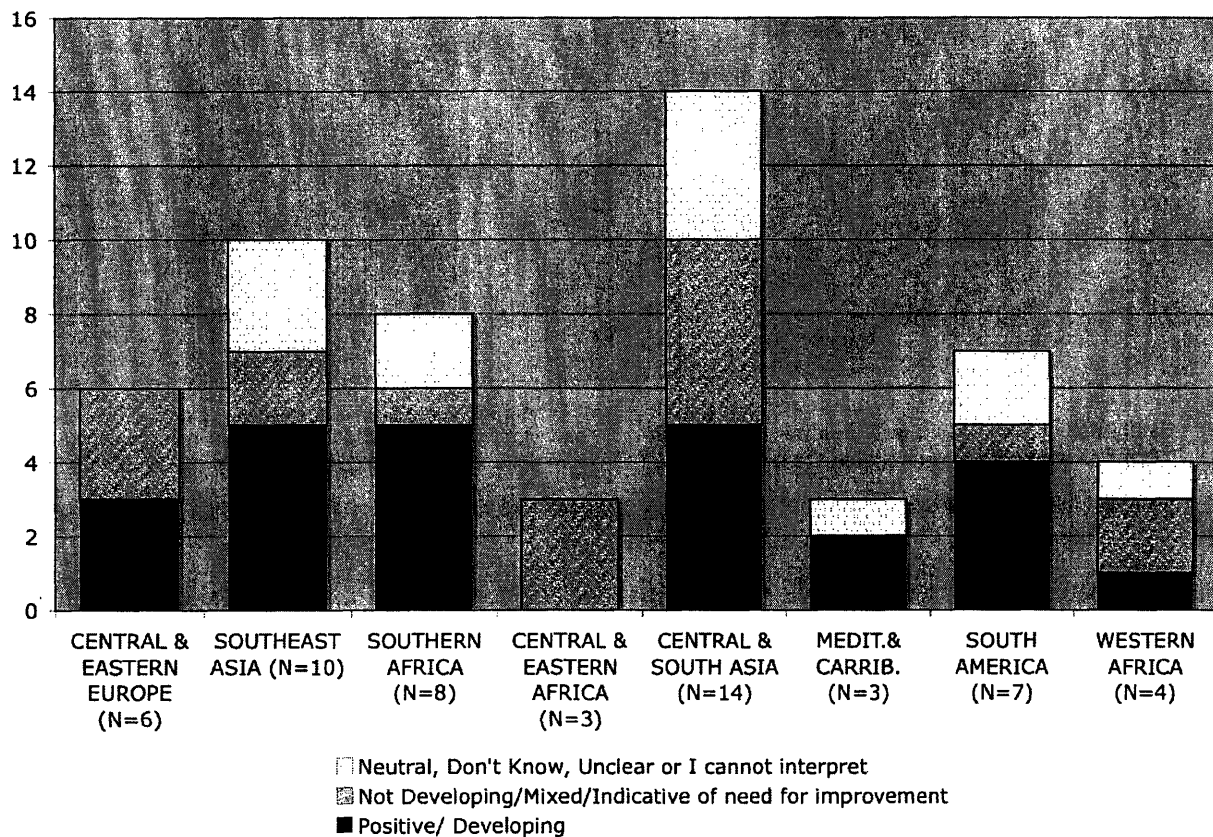


Stakeholders place an above-midpoint to high score on the degree to which stakeholders in the GWP's 14 regions have worked well together in efforts to advance IWRM on a global scale. West Africa comes up at the top of the assessment scale. Survey respondents generated even higher scores for the question about the value that other regions' stakeholders place on the importance of the GWP for advancing IWRM. This is a positive finding for the GWP, as it points to the importance stakeholders think the GWP has in moving the IWRM agenda forward at the global level.

The data in Figure 5-7 may shed some light on the general perception of the GWP at the global level. They contain responses that survey respondents gave to the question, "What is an adjective, metaphor, or phrase that describes the current state of the GWP at the global level?" Of the comments received in the survey, 25 respondents characterized the GWP at the global

level as positive or developing, 17 characterized the GWP as not developing, mixed, or needing improvement or development, and 13 were neutral, unclear, or I could not interpret. Figure 5-8 displays a summary of the types of comments made by region. Appendix 8 contains a summary of the qualitative responses.

Figure 5-8 Raw counts of qualitative responses



5.2. Data Analysis

This section contains results from a variety of comparison of means tests on the global data set. The Lateral Alignment Framework is used to organize the data analysis according to the three primary areas of focus: Behavioral, Functional/Structural, and Cultural/Systems. The main findings from this section are:

- There is a correlation between the frequency of interactions among stakeholders and the perception of whether shared learning with other stakeholders helps with regional IWRM planning and implementation (H2). This is the most important implication from the findings in this section, in my opinion. Several of the quotes in the behavioral section indicated the potential for shared learning among stakeholders from different regions. The data in this test cluster indicate that the more frequently stakeholders interact with each other across regions, the more benefit those interactions have for regional IWRM action.
- The data also show a positive correlation between the frequency of interactions and: the effectiveness of communications (H3), and the degree of cultural/strategic/systems alignment (H4).
- There is a correlation between the frequency of interactions and the degree to which survey respondents think stakeholders in the GWP's 14 regions have worked well together in efforts to advance IWRM on a global scale.
- With increasing frequency of communications with the Global GWP Secretariat, stakeholders report increased scores on the clarity on IWRM factor ($\alpha=.777$) (H7), which is comprised of two variables: clarity on IWRM as a concept and clarity on the "GWP way" of doing IWRM.

- There is also a correlation between the frequency of communication with the Global GWP Secretariat and the perception of the availability of technical resources through participation in the GWP (H9). Overall, these findings are important because the more frequently stakeholders interact with the global GWP, the more clarity they report about IWRM, and the more they perceive that technical resources are available to them. Achieving clarity on IWRM and helping GWP Partners become resourced to do planning and implementation of IWRM are two primary aims of the GWP. That these aims appear to be correlated with the frequency of communication with the Global Secretariat is important instructive feedback for the GWP.
- There is a correlation between an increased perception of the existence of global forums and the frequency of interaction with stakeholders from other regions (H10). This implies that global forums are a mechanism for increasing the frequency of stakeholder communications which in turn is correlated with the perception that shared learning helps with regional IWRM planning and implementation. This is an important finding for the GWP, and a justification for the importance of global forums for stakeholder exchange.
- There is also a correlation between the global forums variable and both the character and qualities of global GWP culture factor (H11), the cultural/strategic/systems alignment at the global level factor (H12), and the extent to which the survey respondent believed that stakeholders in the GWP's 14 regions had worked well together to advance IWRM on a global scale (v62)(H13). These findings provide further justification for the importance of global forums in the GWP.
- Stakeholders who rate variables such as the character of negotiations, mechanisms for conflict resolution, trust, cooperation, et cetera, higher on the 6-point scale also perceive

more alignment with stakeholders from other regions around strategies, values, priorities, missions, level of commitment, and the overall GWP culture alignment (H15). But three other tested dependent variables showed no effect. Overall, the results seem to indicate that the qualities of interactions among stakeholders at the global level do not have much bearing on whether stakeholders perceive the content of their exchanges to be valuable.

- With increasing alignment, stakeholders perceive that the value of their interactions with other stakeholders goes up (H18,H19), as does their assessment of the level of agreement among stakeholders globally of the importance of participating in the GWP for advancing IWRM on a global scale (H20). These findings are useful in seeing that the greater the alignment of the variables that comprise the alignment factor: stakeholder strategies, values, priorities, missions, and level of commitment, and the overall GWP culture alignment, the more they also value learning from stakeholders from other regions.
- Overall, these data could illuminate a sequence of steps that lead to value creation through stakeholder exchange in the GWP: 1) global forums leading to 2) increased communication leading to 3) stakeholder alignment, which is correlated with 4) the value stakeholders place on their interactions with others.

5.2.A. Behavioral Factors and Variables as Independent Variables

This section of the analysis contains the results for comparison of means tests of two different behavioral measures as independent variables. Test cluster #1 uses the **Frequency of interactions among GWP stakeholders** as the independent variable, while test cluster #2 uses the **Frequency of interactions with the Global GWP Secretariat** as the independent variable. Both of these independent variables were tested against a number of other variables and factors

from the Behavioral, Functional/Structural, and Systems/Culture/Values, and Outcomes portions of the survey.

In test cluster #1, using the **Frequency of interactions with stakeholders in the GWP's 13 other regions** as the independent variable, it was hypothesized that higher frequency of interactions would result in:

- H1) Higher perceived value of information exchanged among stakeholders
- H2) Higher opinion of how much shared learning would help our region plan for and/or implement IWRM in our region
- H3) Increased effectiveness of communications with stakeholders in the GWP's 13 other regions
- H4) Increased cultural/strategic/systems alignment
- H5) More positive perception of the character and qualities of the global GWP culture
- H6) Higher opinion of the success in achieving selected outcome measures

In test cluster #2, using the **Frequency of interactions with the Global GWP** as the independent variable, it was hypothesized that increasing frequency of interactions would result in:

- H7) Increased clarity on IWRM (both as a concept and the GWP way of doing IWRM)
- H8) Increased clarity on measures of success for tracking efforts to advance GWP objectives
- H9) Increased perception of the availability of technical resources through participation in the GWP

Tables 5-3 and 5-4 summarize the findings from this section.

Table 5-3 Results summary for test cluster #1

H#	Test for correlation between Frequency of interaction with other GWP stakeholders (factor) and:	Result
H1	Higher perceived value of information exchanged among stakeholders	No correlation
H2	Higher opinion of how much shared learning would help our region plan for and/or implement IWRM in our region	Positive correlation
H3	Increased effectiveness of communications with stakeholders in the GWP's 13 other regions	Positive correlation
H4	Increased cultural/strategic/systems alignment	Positive correlation
H5	More Positive correlation perception of the character and qualities of the global GWP culture	No correlation
H6	Higher opinion of the success in achieving selected outcome measures	Positive correlation

Table 5-4 Results summary for test cluster #2

H#	Test for correlation between Frequency of interaction with the Global GWP (factor) and:	Result
H7	Increased clarity on IWRM (both as a concept and the GWP way of doing IWRM)	Positive correlation
H8	Increased clarity on measures of success for tracking efforts to advance GWP objectives	No correlation
H9	Increased perception of the availability of technical resources through participation in the GWP	Positive correlation

Table 5-5 Test cluster #1 detail

Independent variable: Frequency of interactions with stakeholders from GWP's 13 other regions

		Perceived value of learning from other stakeholders (factor)	19 Shared learn from other regions GWP stakeholders helps us plan for and/or implement IWRM	9 Effectiveness of our communications with stakeholders in the GWP's 13 other regions	Cultural alignment (factor)	Character of interactions (factor)
1.0	Mean	4.0	2.8	1.3	3.3	3.5
	N	6	6	3	3	4
	σ	0.6	2.5	0.6	1.2	2.1
2.0	Mean	4.1	2.5	3.3	3.2	2.5
	N	11	11	11	6	4
	σ	1.9	1.0	1.8	0.4	0.6
3.0	Mean	4.1	3.7	3.1	4.3	4.0
	N	7	7	7	6	6
	σ	1.5	1.6	1.5	0.8	0.0
4.0	Mean	4.0	4.4	4.0	3.8	4.2
	N	8	8	7	6	5
	σ	1.4	1.1	1.3	0.4	0.8
5.0	Mean	4.0	2.8	1.3	3.3	3.5
	N	6	6	3	3	4
	σ	0.6	2.5	0.6	1.2	2.1
6.0	Mean	4.1	2.5	3.3	3.2	2.5
	N	11	11	11	6	4
	σ	1.9	1.0	1.8	0.4	0.6
Total	Mean	4.1	3.7	3.1	4.3	4.0
	N	7	7	7	6	6
	σ	1.5	1.6	1.5	0.8	0.0

Table 5-6 Test cluster #1 detail (continued with outcome variables)

		62 The major stakeholders in the GWP's 14 regions have worked well together in efforts to advance IWRM on a global scale	66 Stakeholders in the GWP's 13 other regions agree that participation in the GWP is important for advancing IWRM globally
1.0	Mean	2.67	5.00
	N	3	4
	σ	2.08	0.82
2.0	Mean	3.38	4.00
	N	8	9
	σ	1.06	1.87
3.0	Mean	4.29	4.86
	N	7	7
	σ	0.76	0.38
4.0	Mean	4.57	5.17
	N	7	6
	σ	0.79	0.75
5.0	Mean	4.00	5.00
	N	1	1
	σ	.	.
6.0	Mean	6.00	5.67
	N	3	3
	σ	0.00	0.58
Total	Mean	4.10	4.77
	N	29	30
	σ	1.29	1.22

The data from test cluster #1 demonstrate a correlation between the frequency of interactions among stakeholders and the perception of whether shared learning with other stakeholders helps with regional IWRM planning and implementation (H2). I would have also expected a correlation with the perceived value of information exchanged with other stakeholders (H1), but except for the high end of the scale at “6,” the mean perceived value factor is about 4 (with a large standard deviation) regardless of the frequency of interactions. The data also show a correlation between the frequency of interactions and: the effectiveness of communications (H3), and the degree of cultural/strategic/systems alignment (H4). There is no apparent relationship between the frequency of interactions and the character and qualities of GWP culture (H5).

Regarding the outcome variables (H6), there does appear to be a correlation between the frequency of interactions and the degree to which survey respondents think stakeholders in the GWP's 14 regions have worked well together in efforts to advance IWRM on a global scale. There does not, however, appear to be a correlation between the frequency of communications and the extent to which stakeholders in the GWP's 13 other regions agree that participation in the GWP is important for advancing IWRM globally.

The most important implication from these findings, in my opinion, is that more frequent communications among stakeholders is correlated with the perception that shared learning helps with regional IWRM planning and implementation. Several of the quotes in the behavioral section indicated the potential for shared learning among stakeholders from different regions. The data in this test cluster indicate that the more frequently stakeholders interact with each other across regions, the more benefit those interactions have for regional IWRM action.

This presents an opportunity for the GWP to increase opportunities for stakeholders from different regions to communicate with each other. The relative benefit that would be derived from investing resources into increasing intra-regional (within regions) versus inter-regional (among regions) is not clear from the data, however. It may be that stakeholders would value GWP efforts to increase communications with stakeholders in their own regions more or differently than they would efforts to increase communications with stakeholders across different regions. It is likely that both are valuable. One way to test this would be to gather feedback from stakeholders who participated in regional and cross-regional information sharing workshops about the value of those activities for their region's IWRM efforts.

Table 5-7 Test cluster #2

Independent variable: Frequency of interaction with the Global GWP Secretariat

		Clarity on IWRM (factor)	69 Measures of success are clear when it comes to tracking efforts to advance GWP objectives	35 Availability of technical resources through participation in the GWP
1.0	Mean	2.75	4.33	2.75
	N	2	3	2
	σ	1.06	1.16	1.06
2.0	Mean	3.75	4.00	3.75
	N	6	5	6
	σ	1.78	1.00	1.78
3.0	Mean	3.64	4.00	3.64
	N	7	6	7
	σ	1.35	1.41	1.35
4.0	Mean	4.25	3.86	4.25
	N	12	13	12
	σ	1.18	1.57	1.18
5.0	Mean	4.64	4.20	4.64
	N	7	5	7
	σ	0.69	1.64	0.69
6.0	Mean	4.70	4.40	4.70
	N	5	5	5
	σ	0.97	1.14	0.97
Total	Mean	4.12	4.05	4.12
	N	39	37	39
	σ	1.25	1.33	1.25

The results from this test cluster are quite clear for two out of the three dependent variables tested. With increasing frequency of communications with the Global GWP Secretariat, stakeholders report increased scores on the clarity on IWRM factor ($\alpha=.777$) (H7), which is comprised of two variables: clarity on IWRM as a concept and clarity on the “GWP way” of doing IWRM. There is also a correlation between frequency of communication with the Global GWP Secretariat and the perception of the availability of technical resources through participation in the GWP (H9). There is no clear correlation between frequency of interactions and clarity on measures of success for tracking efforts to advance GWP objectives (H8).

Overall, these findings are important because the more frequently stakeholders interact with the global GWP, the more clarity they report about IWRM, and the more they perceive that

technical resources are available to them. Achieving clarity on IWRM and helping GWP Partners become resourced to do planning and implementation of IWRM are two primary aims of the GWP. That these aims appear to be correlated with the frequency of communication with the Global Secretariat is important instructive feedback for the GWP.

5.2.B. Functional/Structural Factors and Variables as Independent Variables

In this section, I use one Functional/Structural factor as the independent variable, and test it against Behavioral and other Functional/Structural factors to explore potential correlations. In test cluster #3, using the **Existence of appropriate global forums** as the independent variable, it was hypothesized that an increasing perception of the existence of global forums would result in:

- H10) Increased frequency of interactions
- H11) More positive perception of the character and qualities of GWP culture
- H12) Increased cultural/strategic/systems alignment
- H13) Higher opinion of the success in achieving selected outcome measures

Table 5-8 Results summary for test cluster #3

H#	Test for correlation between Existence of appropriate global forums and:	Result
H10	Increased frequency of interactions	Positive correlation
H11	More positive perception of the character and qualities of GWP culture	Positive correlation
H12	Increased cultural/strategic/systems alignment	Positive correlation
H13	Higher opinion of the success in achieving selected outcome measures	Positive correlation

Table 5-9 Test cluster #3 detail

Independent variable: Existence of appropriate global forums

		Communication with stakeholders from GWP's 13 other regions	Character of interactions (factor)	Cultural alignment (factor)	62 Stakeholders in the GWP's 14 regions have worked well together in efforts to advance IWRM
1	Mean	1.7	3.2	2.8	2.5
	N	7	4	4	4
	σ	0.6	2.0	0.8	1.3
2	Mean	2.4	3.6	3.7	3.7
	N	9	4	7	9
	σ	0.8	0.6	0.7	1.2
3	Mean	3.4	3.5	3.4	4.4
	N	6	5	4	7
	σ	0.7	0.9	0.9	1.3
4	Mean	2.9	4.0	3.8	4.2
	N	5	4	5	5
	σ	1.2	0.7	0.5	0.4
5	Mean	3.8	4.9	4.6	5.0
	N	6	4	4	4
	σ	1.9	1.1	0.7	1.2
6	Mean	4.5	5.0	4.8	5.0
	N	3	3	2	4
	σ	1.3	0.9	0.8	1.2
Total	Mean	2.9	4.0	3.7	4.1
	N	36	24	26	33
	σ	1.3	1.2	0.9	1.3

This test cluster shows a correlation between an increased perception of the existence of global forums and the frequency of interaction with stakeholders from other regions (H10). This implies that global forums are a mechanism for increasing the frequency of stakeholder communications, which in turn is correlated with the perception that shared learning helps with regional IWRM planning and implementation. This is an important finding for the GWP, and a justification for the importance of global forums for stakeholder exchange.

There is also a correlation between the global forums variable and both the character and qualities of global GWP culture factor (H11), the cultural/strategic/systems alignment at the global level factor (H12), and the extent to which the survey respondent believed that

stakeholders in the GWP's 14 regions had worked well together to advance IWRM on a global scale (v62)(H13). These findings provide further justification for the importance of global forums as mechanisms for increasing alignment among stakeholders at the global level of the GWP, strengthening the positive aspects of the GWP culture, and for increasing the opinion among stakeholders that they are working well together to advance IWRM globally.

5.2.C. Systems/Culture/Values Factors and Variables as Independent Variables

This section presents results of comparison of means tests using several factors and variables from the systems/culture/values part of the survey as independent variables.

In test cluster #4, using the **Character and qualities of GWP culture** as the independent variable, it was hypothesized that an increasing positive opinion of this factor would be correlated with:

- H14) Higher perceived value of information exchanged among stakeholders
- H15) Higher opinion of how much shared learning would help our region plan for and/or implement IWRM in our region
- H16) Increased cultural/strategic/systems alignment
- H17) Higher opinion of the success in achieving selected outcome measures

In test cluster #5, using the Cultural/strategic/systems alignment factor as the independent variable, it was hypothesized that an increasing positive opinion of this factor would be correlated with:

- H18) Higher perceived value of information exchanged among stakeholders
- H19) Higher opinion of how much shared learning would help our region plan for and/or implement IWRM in our region
- H20) Higher opinion of the success in achieving selected outcome measures

Tables 5-10 and 5-11 summarize the findings from this section

Table 5-10 Results summary for test cluster #4

H#	Test for correlation between Character and qualities of GWP culture and:	Result
H14	Higher perceived value of information exchanged among stakeholders	No correlation
H15	Higher opinion of how much shared learning would help our region plan for and/or implement IWRM in our region	Positive correlation
H16	Increased cultural/strategic/systems alignment	No correlation
H17	Higher opinion of the success in achieving selected outcome measures	No correlation

Table 5-11 Results summary for test cluster #5

H#	Test for correlation between Culture/strategic/systems alignment and:	Result
H18	Higher perceived value of information exchanged among stakeholders	Positive correlation
H19	Higher opinion of how much shared learning would help our region plan for and/or implement IWRM in our region	Positive correlation
H20	Higher opinion of the success in achieving selected outcome measures	Positive correlation

Table 5-12 Test cluster #4 detail

Independent variable: Character and qualities of GWP culture (factor)

		Perceived value of learning from other stakeholders	19 Shared learning from other regional GWP stakeholders helps us plan for and/or implement IWRM	Cultural alignment	62 The major stakeholders in the GWP's 14 regions have worked well together in efforts to advance IWRM on a global scale	66 Stakeholders in the GWP's 13 other regions agree that participation in the GWP is important for advancing IWRM globally
1.0	Mean	4.00	1.00	2.00	1.00	6.00
	N	1	1	1	1	1
	σ
2.0	Mean	2.00	2.50	3.00	4.50	3.00
	N	2	2	2	2	2
	σ	1.41	0.71	0.00	0.71	2.83
3.0	Mean	4.25	2.50	3.33	4.00	5.00
	N	4	4	3	2	3
	σ	1.50	2.38	0.58	0.00	1.00
4.0	Mean	4.09	4.00	4.11	4.36	5.00
	N	11	11	9	11	11
	σ	1.38	1.79	0.78	0.81	0.45
5.0	Mean	3.00	3.50	4.00	4.00	4.00
	N	2	2	2	1	1
	σ	1.41	0.71	0.00	.	.
6.0	Mean	5.50	5.75	4.75	5.00	5.50
	N	4	4	4	4	4
	σ	1.00	0.50	0.50	2.00	0.58
Total	Mean	4.08	3.75	3.90	4.29	4.91
	N	24	24	21	21	22
	σ	1.50	1.92	0.89	1.27	1.07

This test cluster does not demonstrate any clear correlations between the character and qualities of GWP culture factor and the tested dependent variables (H13,H14,H16), except for the culture/strategic/systems alignment factor (H15). The latter finding means that stakeholders who rate variables such as the character of negotiations, mechanisms for conflict resolution, trust, cooperation, et cetera, higher on the 6-point scale also perceive more alignment with stakeholders from other regions around strategies, values, priorities, missions, level of commitment, and the overall GWP culture alignment.

The no effect finding for H13,H14, and H15 was surprising. I would have expected that the

tested dependent variables would have tracked the independent variable. The results seem to indicate, however, that the qualities of interactions among stakeholders at the global level do not have much bearing on whether stakeholders perceive the content of their exchanges to be valuable. This may also have something to do with the fact that stakeholders from different regions simply do not interact all that frequently with each other. Negotiations, conflict resolution mechanisms, trust, cooperation, and the like develop (or are conspicuous for their absence) in situations where stakeholders have repeated interactions and ongoing working relationships. In circumstances where people do not interact frequently there may not a strong basis for a sense of culture that would impact the perception of the dependent variables.

Table 5-13 Test cluster #5 detail

Independent variable: Cultural/strategic/systems alignment (factor)

		Perceived value of learning from other stakeholders	19 Shared learning from other regional GWP stakeholders helps us plan for and/or implement IWRM	66 Stakeholders in the GWP's 13 other regions agree that participation in the GWP is important for advancing IWRM globally
2.0	Mean	3.50	1.00	6.00
	N	1	1	1
	σ	.	.	.
3.0	Mean	3.38	2.25	4.14
	N	8	8	7
	σ	1.53	1.67	1.57
4.0	Mean	4.14	4.36	5.00
	N	11	11	10
	σ	1.36	1.43	0.67
5.0	Mean	5.25	4.83	5.33
	N	6	6	6
	σ	1.17	1.17	0.52
Total	Mean	4.13	3.69	4.88
	N	26	26	24
	σ	1.47	1.83	1.08

This test cluster shows clear correlations between the culture/strategic/systems alignment factor and all three of the tested dependent variables. With increasing alignment, stakeholders perceive that the value of their interactions with other stakeholders goes up (H18,H19), as does

their assessment of the level of agreement among stakeholders globally of the importance of participating in the GWP for advancing IWRM on a global scale (H20). These findings are useful in seeing that the greater the alignment of the variables that comprise the alignment factor: stakeholder strategies, values, priorities, missions, and level of commitment, and the overall GWP culture alignment, the more they also value learning from stakeholders from other regions.

Earlier test clusters showed that frequency of communications is correlated with culture/strategic/systems alignment, and that global forums are important for increasing the frequency of communications. These data could illuminate a sequence of steps that lead to value creation through stakeholder exchange in the GWP: 1) global forums leading to 2) increased communication leading to 3) stakeholder alignment, which is correlated with 4) the value stakeholders place on their interactions with others.

Chapter 6. Conclusions

The overarching purpose of this thesis was to evaluate stakeholder alignment and organizational effectiveness in a new breed of global, multi-stakeholder, networked organization (a GMSNO).

The Global Water Partnership, a multi-stakeholder organization with hundreds of stakeholders in dozens of countries around the world, was chosen as a representative GMSNO for this research.

Lateral Alignment, a three-tiered theoretical framework developed by researchers at MIT for assessing multi-stakeholder initiatives like the GWP, was used to organize the data gathering and analysis.

Like many GMSNOs, the Global Water Partnership considers itself a platform for interaction among multi-stakeholder groups that have an interest in a shared global issue, in this instance water. As such, the GWP serves as a mechanism for dialogue, alliance building and knowledge exchange for stakeholders who are involved in water resources planning and management. The GWP aims to foster better co-operation and communication among its stakeholder partners, with the assumption that together they can achieve some form of integrated action on sustainable water resources, development, management, and use.

The three elements of the Lateral Alignment Framework (Behavioral, Functional/Structural, and Systems/Culture/Values) addresses multiple aspects of the GWP's two primary functions of (1) "developing the subject" of Integrated Water Resources Management (IWRM); and (2) facilitating IWRM change processes at the area/country/regional levels. The Lateral Alignment **Behavioral** variables and factors point to the frequency and quality of stakeholder interactions that are happening within and between regional partnerships, and the value that stakeholders derive from interactions with other regional stakeholders. A main finding from this research was the difference between the relatively high frequency and quality of interactions *within* GWP

regions compared to the low scores on interactions *across* global regions. Another main finding is the difference between the value that stakeholders derive from GWP participation in a relatively well-developed economic region, Central and Eastern Europe (lower scores) compared to the less developed regions of Southern Africa and Southeast Asia (higher scores). This may indicate that the GWP is needed or valued for different kinds of functions in more-developed areas compared to less-developed regions.

The Lateral Alignment **Functional/Structural** element assesses structural elements and functional variables that are important for robust regional and global partnership function. These include: the level of current resources that stakeholders have for IWRM planning and implementation; the level of resources that they perceive *other* stakeholders and regions have; the perceived availability of technical resources through participation in the GWP; the level of involvement of stakeholders necessary to do IWRM in the region; and the partnership structures that facilitate GWP function, such as regional and global stakeholder forums, clarity on stakeholder roles and clarity on regional governance functions.

Generally, GWP stakeholders believe they are under-resourced for IWRM planning and management, and they typically see other organizations and regions as having more resources than they do. There is a wide range of opinion on whether there is adequate stakeholder involvement in their regions for carrying out IWRM. Clarity on stakeholder roles and GWP governance structure and function ranges quite a bit, but is higher and more consistent at the regional than the global levels. There is substantial variance in stakeholders' opinions of the existence of appropriate regional and global forums for them to meet and exchange ideas and information. Statistical tests show that these forums are important in facilitating stakeholder communication and alignment, and contributing to the effectiveness of the GWP in achieving its

goals. This points to the need to devote resources to convening forums and to supporting GWP Partners' participation in those forums. Another important finding is that the frequency of interactions with the Global GWP Secretariat is correlated with benefits to stakeholders in terms of: increasing clarity on IWRM and the "GWP way" of doing IWRM, and the perception of the availability of technical resources through participation in the GWP.

The Lateral Alignment **Systems/Culture/Values** variables and factors address the level of agreement among stakeholders on IWRM as a concept and the "GWP way" of doing IWRM; the cultural, strategic, and values alignment among regional GWP stakeholders, and the overall qualities or characteristics of stakeholder interactions and GWP culture. An important, and positive, finding for the GWP is that there is a moderate to high level of agreement (ranging from a low of 3.5 to a high of 5.3 on a 6-point scale) on IWRM as a concept. This is significant for the GWP, since one of its primary aims is to develop the subject of IWRM among its partner organizations and at the global policy level. Scores are somewhat lower (ranging from 3.3 to 4.9) on the "GWP" way of doing IWRM. This indicates an opportunity for GWP to better define and communicate its method for conceptualizing and implementing IWRM. This finding is relevant for GWP branding strategy.

Scores for the factors on *regional* alignment of stakeholder strategies, values, shared priorities, commitment to GWP objectives, and overall cultural alignment were below the midpoint on the 6-point scale (range 3.2 to 3.4), but a factor on the "character and qualities of GWP culture" at the regional level scored above the midpoint (ranging from 3.8 to 4.1). Scores for *global* alignment were generally higher than the regional scores (ranging from 3.2 to 5.0), and variable for "character and qualities of GWP culture" at the global level (ranging from 3.4 to 5.1).

Tested **Outcome** measures such as how well stakeholders have worked together to advance IWRM at the global and regional levels; whether there is agreement within the respondent's organization supporting their participation in the GWP; whether participation in the GWP is helping the respondent's organization accomplish its goals; and the extent to which stakeholders agree that the GWP is important for advancing IWRM regionally and globally are generally very high. These findings demonstrate the importance and the value of the GWP to its members.

In summary, both the regional and global data could illuminate a sequence of steps that lead to value creation through stakeholder exchange in the GWP: 1) global and regional forums leading to 2) increased communication leading to 3) stakeholder alignment, which is correlated with 4) the value stakeholders place on their interactions with others.

One high leverage place to intervene in the GWP to further improve what is already deemed by its stakeholders to be a valuable organization, is to increase the frequency and quality of communication among GWP Partners, and between GWP Partners and the Global Secretariat. This is a "short cycle intervention," in that it could have immediate payoffs in terms of Behavioral interactions, *and*, according to LAF theory, would pay off in the longer term by increasing alignment on overall systems, culture, and overarching values. Clearly, regional and global forums are one way to increase communication, and they are correlated with a host of benefits to GWP Partners. There may be other ways to improve stakeholder communication in the GWP, such as through electronic communications and active efforts to build stakeholder networks and communication skills and capacities.

Based on the experience of this research, I believe that future changes to improve the GWP's structure and function should include active efforts to solicit stakeholder feedback. The GWP could develop clear, effective, anonymous mechanisms for feedback and improvement

suggestions. This survey is one example of such a mechanism. Many survey respondents took the time in an already time-consuming survey process to offer their feedback and ideas in response to optional qualitative questions. Usually they responded in English (a second language for most survey takers).

That GWP stakeholders expended such an effort to offer their ideas and suggestions demonstrates that they are willing to give feedback, and they are interested in seeing improvement in the way the GWP operates. This kind of engagement from voluntary network partners is an extremely valuable resource for the GWP, and could be drawn on in an ongoing way to continually improve the function and success of the GWP as a whole. The fact many survey takers expressed frustration or dissatisfaction in their responses should not be taken negatively but should be seen as an opportunity for improvement.

The overall conclusions from this research are that stakeholders are deriving benefit from their participation in the GWP, and they think the GWP is important for advancing IWRM. If the GWP were to harness the energy and intelligence of its diverse constituents to give regular, ongoing feedback about how the GWP is working and how it can be improved, this valued and valuable organization could learn to grow ever better at fulfilling its mission to support countries in the sustainable management of their water resources.

This research has broader implications for the study of GMSNOs. The finding that most communication is occurring within, and not across regions is significant. Many GMSNOs are set up to operate at local, national, and regional levels, with mechanisms for cross-regional information and knowledge sharing in the hope that learning in one region can inform efforts in another. If stakeholders are primarily interacting with others in their own region (an unsurprising finding) then GMSNOs may want to look for ways to ensure that knowledge is shared across

regions through points of contact that regional stakeholders are already using, such as regional GMSNO centers or other stakeholders like governmental organizations who are regularly contacted by local GMSNO members.

This study also illuminates the value of using the Lateral Alignment Framework (LAF) in evaluating GMSNOs. The LAF's three-tiered structure is organized according to time cycles, from short to long, around three very different kinds of elements that characterize all social organizations. The three tiers of the LAF are: a short time cycle (Behavioral), a middle cycle (Functional/Structural), and long cycle (Systems/Culture/Values). Behavioral patterns of interaction can shift towards increased or decreased alignment within relatively short time frames, while Functional/Structural patterns take longer to change, and Systems/Culture/Values even longer. The act of interpreting a complex organization like a GMSNO through this lens immediately yields useful insights into the relationships among the three (culture perpetuates structure perpetuates behavior), and offers a useful compass for where and on what time scale to intervene in the structure and function of a GMSNO.

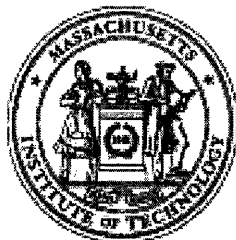
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Appendices

Appendix 1: Regional Survey Instrument



Stakeholder Partnering to Support Countries in the Sustainable Management of Global Water Resources

Introduction: *Effective partnering of global stakeholders is essential for promoting and implementing integrated water resources management (IWRM) in the Global Water Partnership. This survey has been developed by researchers at the Massachusetts Institute of Technology (MIT) to better understand stakeholder connections that may enable or limit the ability of the Global Water Partnership to carry out its objectives, which are to:*

- *Clearly establish the principles of sustainable water resources management,*
- *Identify gaps and stimulate partners to meet critical needs within their available human and financial resources,*
- *Support action at the local, national, regional or riverbasin level that follows principles of sustainable water resources management, and*
- *Help match needs to available resources.*

This survey is being given to all stakeholders in your Global Water Partnership region. Participation in the survey is voluntary. All responses will be tabulated by MIT and no individual responses will be identified outside of MIT – only aggregate results will be reported. Your participation is deeply appreciated. If you have any questions or comments on the survey, you can contact Kate Parrot at 857-523-8234 or kparrot@mit.edu.

The survey has been set up as an electronic form. Please complete the survey, save the file, and then send the completed survey as an attachment to: kparrot@mit.edu. Note: your survey will be separated from your email and saved under an anonymous file name in order to preserve your confidentiality. The survey can also be printed, completed as paper copy and mailed or faxed to Kate Parrot at E40-251, 1 Amherst Street, Cambridge, MA 02139, Fax 617-253-2107.

PART I. INITIAL PERSPECTIVES

Note: *Please indicate whether you agree or disagree with the following statements, each of which concerns general views on factors that may be relevant to the Global Water Partnership and other such social networks.*

*Using the scale to the right, check just **one** response to each statement – indicating the degree to which you agree or disagree with the statement. Please read each question carefully as some are worded in the positive and some in the negative.*

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Don't Know/Not Applicable
1. In today's world, no organization can accomplish its goals without strategic partnerships with other organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Reward systems that provide direct incentives are the best way to motivate cooperation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- | | | | | | | | | |
|----|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. | I believe that people are trustworthy | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. | There is too much of a short-term focus where I work | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. | I often experience pressures at work that compromise my values | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. | I believe that cooperation is only possible if it is in the self-interest of each participating organization | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

PART II: BEHAVIORAL – ENABLERS AND BARRIERS

*Note: For this section of the survey please indicate where your views fall between the two statements. Each concerns "behavioral" factors that could be enablers or barriers to meeting global GWP objectives from the perspective of your organization (which is the "we" in the various statements). Using the scale in the middle column, please check the box that best corresponds to the current situation – a "1" would be complete agreement with the statement on the left, a "6" would be complete agreement with the statement on the right, and the boxes in the middle represent the spectrum in-between. Please just check **one** box on each row. Use the far right boxes for "Not Applicable" (NA).*

		1	2	3	4	5	6		NA
5.	<u>No Communications, Us:</u> We never communicate with other stakeholders in our GWP region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Extensive Communications, Us:</u> We communicate with other stakeholders in our GWP region extensively	<input type="checkbox"/>
6.	<u>No Communications, Others:</u> Other stakeholders in our GWP region never communicate with us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Extensive Communications, Others:</u> Other stakeholders in our GWP region communicate with us extensively	<input type="checkbox"/>
7.	<u>Ineffective Communications:</u> Our communications with other stakeholders in our GWP region are totally ineffective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Effective Communications:</u> Our communications with other stakeholders in our GWP region are highly effective	<input type="checkbox"/>
8.	<u>No Communications with Our Regional GWP Secretariat, Us:</u> We never communicate with our regional GWP Secretariat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Extensive Communications with Our Regional GWP Secretariat, Us:</u> We communicate with our regional GWP Secretariat extensively	<input type="checkbox"/>
9.	<u>No Communications with Our Regional GWP Secretariat, Them:</u> Our regional GWP Secretariat never communicates with us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Extensive Communications with Our Regional GWP Secretariat, Them:</u> Our regional GWP Secretariat communicates with us extensively	<input type="checkbox"/>
10.	<u>Ineffective Communications with Our Regional GWP Secretariat:</u> Communications with our regional GWP Secretariat are totally ineffective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Effective Communications with Our Regional GWP Secretariat:</u> Communications with our regional GWP Secretariat are highly effective	<input type="checkbox"/>
11.	<u>No Information Sharing with Stakeholders, Us:</u> We never provide data or information to other stakeholders in our GWP region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Extensive Information Sharing with Stakeholders, Us:</u> We always provide data or information to other stakeholders in our GWP region	<input type="checkbox"/>
12.	<u>No Information Sharing with Stakeholders, Others:</u> We never receive data or information from other stakeholders in our GWP region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Extensive Information Sharing with Stakeholders, Others:</u> We always receive data or information from other stakeholders in our GWP region	<input type="checkbox"/>
13.	<u>No Information Sharing with Our Regional GWP Secretariat, Us:</u> We never provide data or information to our regional GWP Secretariat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Extensive Information Sharing with Our Regional GWP Secretariat, Us:</u> We always provide data or information to our regional GWP Secretariat	<input type="checkbox"/>

- | | | | |
|--|---|---|--------------------------|
| | 1 2 3 4 5 6 | | NA |
| <p>1. Negative Rewards: There are disincentives from our regional GWP that discourage us from working on IWRM implementation</p> | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <p>Positive Rewards: There are incentives from our regional GWP that encourage us to work on IWRM implementation</p> | <input type="checkbox"/> |
| <p>2. Please provide a <u>story or example</u> in space below about how behavioral factors such as communications, information sharing, leadership, negotiations and incentives impact the GWP (note: if you are completing this on a computer, begin typing in the grey area and the form will expand as needed – or use the back of the form if you have printed this out and are completing it by hand). <u>If English is difficult for you</u>, please complete this answer in your native language if you prefer.</p> | | | |

PART III: FUNCTIONAL AND STRUCTURAL – ENABLERS AND BARRIERS

Note: Please Indicate where your views lie between these pairs of statements, each of which concerns “functional and structural” factors that could be enablers or barriers to the GWP from the perspective of your organization (which is the “we” in the various statements). Using the scale in the middle column, please check the box that best corresponds to the current situation – a “1” would be complete agreement with the statement on the left, a “7” would be complete agreement with the statement on the right, and the boxes in the middle represent the spectrum in-between. Please just check one box on each row. Use the far right boxes for “Not Applicable” (NA).

- | | | | |
|--|---|---|--------------------------|
| | 1 2 3 4 5 6 | | NA |
| <p>3. No Interdependent Work: We never work together with other stakeholders in our GWP region on IWRM planning and implementation</p> | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <p>Extensive Interdependent Work: We always work together with other stakeholders in our GWP region on IWRM planning and implementation</p> | <input type="checkbox"/> |
| <p>4. No Appropriate Global Forums: There are no appropriate global forums to meet with stakeholders from other regions to discuss or address IWRM and its implementation</p> | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <p>Many Appropriate Global Forums: There are many appropriate global forums to meet with stakeholders from other regions to discuss or address IWRM and its implementation</p> | <input type="checkbox"/> |
| <p>5. No Appropriate Regional Forums: There are no appropriate regional forums to meet with other stakeholders in our region to discuss or address IWRM and its implementation</p> | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <p>Many Appropriate Regional Forums: There are many appropriate regional forums to meet with other stakeholders in our region to discuss and address IWRM implementation</p> | <input type="checkbox"/> |
| <p>6. Inadequate Regional Stakeholder Involvement: In our region, we do not (or do not yet) have adequate involvement from stakeholder groups that are essential for IWRM planning and implementation</p> | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <p>Adequate Regional Stakeholder Involvement: In our region, we have adequate involvement from stakeholder groups that are essential for IWRM planning and implementation</p> | <input type="checkbox"/> |
| <p>7. Inadequate Knowledge about IWRM Planning: In our region, we have inadequate knowledge about how to do IWRM planning for our region</p> | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <p>Extensive Knowledge about IWRM Planning: In our region, we have extensive knowledge about how to do IWRM planning for our region</p> | <input type="checkbox"/> |
| <p>8. Inadequate Knowledge about IWRM Implementation: In our region, we have inadequate knowledge about how to implement IWRM</p> | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <p>Extensive Knowledge about IWRM Implementation: In our region, we have extensive knowledge about how to implement IWRM</p> | <input type="checkbox"/> |

- | | 1 | 2 | 3 | 4 | 5 | 6 | NA |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. <u>Inadequate Technical Skills:</u> In our region, we do not have the technical skills to support IWRM implementation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. <u>No Technical Resources Available:</u> There are no technical resources available through participation in the GWP to support IWRM planning and implementation in our region | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. <u>Other Stakeholders Have Much Less Knowledge, Skills, and Resources:</u> Compared to our organization, other stakeholders in our GWP region have much less knowledge, skills, and resources to support IWRM planning and implementation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. <u>Knowledge, Skills, and Resources of Other GWP Stakeholders Not Useful:</u> The knowledge, skills, and resources of other stakeholders in our GWP region are (or would be) of no use in informing IWRM planning and implementation efforts in our region | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. <u>Inadequate Funding:</u> In our region, we do not have the funding to support IWRM implementation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. <u>Inadequate Fundraising Skills:</u> In our region, we do not have the fundraising skills to generate local funds for IWRM planning and implementation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. <u>Ineffective/Inefficient Allocation of Funds:</u> The process for allocating global GWP funds to our GWP region is ineffective and/or inefficient | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. <u>Ambiguous Functional Roles:</u> The roles of stakeholders associated with the GWP in our region are not clear | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. <u>Ambiguous Levels of Governance:</u> It is not clear who has authority for coordinating GWP activities in our region | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Please provide a <u>story or example</u> in space below about how structural/functional factors such as interdependent work, technical skills, and other such matters impact the GWP (note: if you are completing this on a computer, begin typing in the grey area and the form will expand as needed – or use the back of the form if you have printed this out and are completing it by hand). <u>If English is difficult for you</u> , please complete this answer in your native language if you prefer. | | | | | | | |

PART IV: SYSTEMS, CULTURE AND VALUES – ENABLERS AND BARRIERS

Note: Please Indicate where your views lie between these pair of statements, each of which concerns systems, cultural and value-based factors that could enablers or barriers to GWP from the perspective of your organization (which is the “we” in the various statements). Using the scale in the middle column, please check the box that best corresponds to the current situation – a “1” would be complete agreement with the statement on the left, a “7” would be complete agreement with the statement on the right, and the boxes in the middle represent the spectrum in-between. Please just check one box on each row. Use the far right boxes for “Not Applicable” (NA).

	1	2	3	4	5	6		NA
1. <u>Disagreement on IWRM as a Concept:</u> There is widespread disagreement among GWP stakeholders about what IWRM is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Agreement on IWRM as a Concept:</u> There is complete agreement among GWP stakeholders about what IWRM is	<input type="checkbox"/>
2. <u>Misalignment on GWP philosophy and brand:</u> There is widespread disagreement among GWP stakeholders about the “GWP way” of doing IWRM in our region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Alignment on GWP philosophy and brand:</u> There is complete agreement among GWP stakeholders about the “GWP way” of doing IWRM in our region	<input type="checkbox"/>
3. <u>Misaligned Strategies:</u> The strategies of stakeholders do not support the promotion and implementation of IWRM in our region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Aligned Strategies:</u> The strategies of stakeholders are completely supportive of the promotion and implementation of IWRM in our region	<input type="checkbox"/>
4. <u>Misaligned Economic Systems:</u> Overall, the economic systems in my country undermine IWRM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Aligned Economic Systems:</u> The economic systems in our country fully support IWRM	<input type="checkbox"/>
5. <u>Misaligned Political Systems:</u> The political systems in my country undermine IWRM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Aligned Political Systems:</u> The political systems in my country fully support IWRM	<input type="checkbox"/>
6. <u>Misaligned Legal Systems:</u> The legal systems in my country undermine IWRM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Aligned Legal Systems:</u> The legal systems in my country fully support IWRM	<input type="checkbox"/>
7. <u>Misaligned Values:</u> The values of stakeholders are not well aligned to support IWRM in our region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Aligned Values:</u> The values of stakeholders are well aligned to support IWRM in our region	<input type="checkbox"/>
8. <u>Overall Cultural Misalignment:</u> The overall culture in our GWP region undermines IWRM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Overall Cultural Alignment:</u> The overall culture in our GWP region fully supports IWRM	<input type="checkbox"/>
9. <u>Cultural and Regional Insensitivity:</u> Stakeholders in our region are completely insensitive to cultural and regional differences among GWP stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Cultural and Regional Sensitivity:</u> Stakeholders in our region are extremely sensitive to cultural and regional differences among GWP stakeholders	<input type="checkbox"/>
10. <u>Low Trust:</u> There is no trust among GWP stakeholders in our region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>High Trust:</u> There are high levels of trust among GWP stakeholders in our region	<input type="checkbox"/>
<u>Little Cooperation:</u> There is no cooperation among GWP stakeholders in our region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Extensive Cooperation:</u> There is extensive cooperation among GWP stakeholders in our region	<input type="checkbox"/>

1. Please provide a story or example in space below about how strategic, systems architecture, core value factors impact GWP: (note: if you are completing this on a computer, begin typing in the grey area and the form will expand as needed – or use the back of the form if you have printed this out and are completing it by hand). If English is difficult for you, please complete this answer in your native language if you prefer.

PART V. CONTEXTUAL AND ORGANIZATIONAL QUESTIONS

*Note: Please Indicate whether you agree or disagree with the following statements, each of which concerns factors associated with regional innovation partnership. Using the scale to the right, check just **one** response to each statement – indicating the degree to which you agree or disagree with the statement. Please read each question carefully as some are worded in the positive and some in the negative.*

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Don't Know/Not Applicable
2. There are shared priorities among all the stakeholders in our GWP region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Conflicting interests among stakeholders in our GWP region seriously threaten efforts to advance IWRM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The relevant stakeholder organizations in our GWP region have very different missions in their efforts to advance IWRM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Diverse inputs lead to more innovative solutions in efforts to advance IWRM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. In recent years, the major stakeholders in our GWP region have worked well together in efforts to advance IWRM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I find that working with stakeholders in other sectors in our GWP region is frustrating and is characterized by misunderstandings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Stakeholders in our GWP region demonstrate commitment to GWP objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Stakeholders in our GWP region have solid reputations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Stakeholders in our GWP region agree that participation in the GWP is important for advancing IWRM globally	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Tension within my organization makes work with the other regional GWP stakeholders difficult in efforts to advance IWRM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Forces external to all of the stakeholders threaten efforts to advance IWRM in our region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Measures of success are clear when it comes to tracking efforts to advance our region's GWP objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. There is complete agreement within my organization supporting our participation in the GWP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Our participation in the GWP is helping my organization to accomplish its goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Our participation in the GWP is important for advancing IWRM in our region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Please indicate the approximate number of employees in your organization							
	<input type="checkbox"/> 1-10	<input type="checkbox"/> 11-100	<input type="checkbox"/> 101-250	<input type="checkbox"/> 251-1,000	<input type="checkbox"/> Over 1,000		

1. Please indicate the status of your organization:
 - National public governmental agency
 - Local-regional public governmental agency
 - Academic or educational
 - Private not-for-profit (NGO)
 - Private for profit (business)
 - Other (Please specify: _____)
2. Please indicate the approximate age of your organization
 - 0-3 years old
 - 4-7 years old
 - 8-12 years old
 - 12-25 years old
 - Over 25 years old
3. How long have you worked in this organization?
 - 0-3 years
 - 4-7 years
 - 8-12 years
 - 12-25 years
 - Over 25 years
4. Approximately how long has your organization been helping to advance IWRM?
 - Not at all
 - 0-3 years
 - 4-7 years
 - 8-12 years
 - 12-25 years
 - Over 25 years
 - Don't Know

PART VI. ADDITIONAL QUESTIONS

5. On each row, please assess your interactions with each stakeholder group with respect to regional innovation. Focus on a typical week within the past year.

	Stakeholder	Communications Frequency (typical week)							Our Dependence on Them				Their Dependence on Us				
		None	1-2 hours	3-5 hours	6-10 hours	11-20 hours	21-40 hours	Over 40 hours	None	Minimal	Moderate	Extensive	Not Applicable	None	Minimal	Moderate	Extensive
A	National public governmental agency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B	Local-regional public governmental agency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C	Academic or educational	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D	Private not-for-profit (business)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E	Private for profit (NGO)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F	Other (Please specify: _____)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G	Other (Please specify: _____)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H	Other (Please specify: _____)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I	Other (Please specify: _____)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. What is an adjective, metaphor or phrase that describes your organization? For example: "My organization is like a red, red rose." (note: if you are completing this on a computer, begin typing in the grey area and the form will expand as needed – or use the back of the form if you have printed this out and are completing it by hand). If English is difficult for you, please complete this answer in your native language if you prefer.

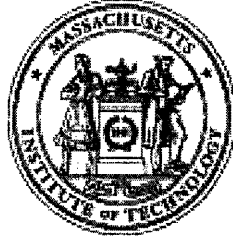
7. What is an adjective, metaphor or phrase that describes the current state of the GWP in your region? For example: "Our GWP region floats like a butterfly, but stings like a bee." (note: if you are completing this on a computer, begin typing in the grey area and the form will expand as needed – or use the back of the form if you have printed this out and are completing it by hand). If English is difficult for you, please complete this answer in your native language if you prefer.

1. **What is an adjective, metaphor or phrase that describes the current state of the GWP at the global level?**
(note: if you are completing this on a computer, begin typing in the grey area and the form will expand as needed – or use the back of the form if you have printed this out and are completing it by hand). If English is difficult for you, please complete this answer in your native language if you prefer.

2. **Please use the space below for any additional comments:** *(note: if you are completing this on a computer, begin typing in the grey area and the form will expand as needed – or use the back of the form if you have printed this out and are completing it by hand). If English is difficult for you, please complete this answer in your native language if you prefer.*

– Thank you for taking the time to complete this survey –

Appendix 2: Global Survey



Stakeholder Partnering to Support Countries in the Sustainable Management of Global Water Resources

Introduction: Effective partnering of global stakeholders is essential for promoting and implementing integrated water resources management (IWRM) in the Global Water Partnership. This survey has been developed by researchers at the Massachusetts Institute of Technology (MIT) to better understand stakeholder connections that may enable or limit the ability of the Global Water Partnership to carry out its objectives, which are to:

- Clearly establish the principles of sustainable water resources management,
- Identify gaps and stimulate partners to meet critical needs within their available human and financial resources,
- Support action at the local, national, regional or riverbasin level that follows principles of sustainable water resources management, and
- Help match needs to available resources.

This global-level survey is being given to a handful of stakeholders in each of the Global Water Partnership's 14 regions. Participation in the survey is voluntary. All responses will be tabulated by MIT and **no individual responses will be identified outside of MIT** – only aggregate results will be reported. Your participation is deeply appreciated. If you have any questions or comments on the survey, you can contact Kate Parrot at 857-523-8234 or kparrot@mit.edu.

The survey has been set up as an electronic form. Please complete the survey, save the file, and then send the completed survey as an attachment to: kparrot@mit.edu. Note: your survey will be separated from your email and saved under an anonymous file name in order to preserve your confidentiality. The survey can also be printed, completed as paper copy and mailed or faxed to Kate Parrot at E40-251, 1 Amherst Street, Cambridge, MA 02139, Fax 617-253-2107.

PART I. INITIAL PERSPECTIVES

Note: Please Indicate whether you agree or disagree with the following statements, each of which concerns general views on factors that may be relevant to the Global Water Partnership and other such social networks.

Using the scale to the right, check just **one** response to each statement – indicating the degree to which you agree or disagree with the statement. Please read each question carefully as some are worded in the positive and some in the negative.

- | | Strongly Disagree | Disagree | Somewhat Disagree | Somewhat Agree | Agree | Strongly Agree | Don't Know/Not Applicable |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---------------------------|
| 1. In today's world, no organization can accomplish its goals without strategic partnerships with other organizations | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Reward systems that provide direct incentives are the best way to motivate cooperation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

- | | | |
|----|--|--|
| 1. | I believe that people are trustworthy | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 2. | There is too much of a short-term focus where I work | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 3. | I often experience pressures at work that compromise my values | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| 4. | I believe that cooperation is only possible if it is in the self-interest of each participating organization | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |

PART II: BEHAVIORAL – ENABLERS AND BARRIERS

*Note: For this section of the survey please indicate where your views fall between the two statements. Each concerns “behavioral” factors that could be enablers or barriers to meeting global GWP objectives from the perspective of your organization (which is the “we” in the various statements). Using the scale in the middle column, please check the box that best corresponds to the current situation – a “1” would be complete agreement with the statement on the left, a “6” would be complete agreement with the statement on the right, and the boxes in the middle represent the spectrum in-between. Please just check **one** box on each row. Use the far right boxes for “Not Applicable” (NA).*

	1	2	3	4	5	6	NA
5. <u>No Communications, Us:</u> We never communicate with stakeholders from the GWP’s 13 other regions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<u>Extensive Communications, Us:</u> We communicate with stakeholders from the GWP’s 13 other regions extensively						<input type="checkbox"/>
6. <u>No Communications, Others:</u> Stakeholders from the GWP’s 13 other regions never communicate with us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<u>Extensive Communications, Others:</u> Stakeholders from the GWP’s 13 other regions communicate with us extensively						<input type="checkbox"/>
7. <u>Ineffective Communications:</u> Communications with stakeholders from the GWP’s 13 other regions are totally ineffective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<u>Effective Communications:</u> Communications with stakeholders from the GWP’s 13 other regions are highly effective						<input type="checkbox"/>
8. <u>No Communications with the Global GWP Secretariat, Us:</u> We never communicate with the GWP Global Secretariat in Stockholm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<u>Extensive Communications with the Global GWP Secretariat, Us:</u> We communicate with the GWP Global Secretariat in Stockholm extensively						<input type="checkbox"/>
9. <u>No Communications with the Global GWP Secretariat, Them:</u> The GWP Global Secretariat in Stockholm never communicates with us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<u>Extensive Communications with the Global GWP Secretariat, Them:</u> The GWP Global Secretariat in Stockholm communicates with us extensively						<input type="checkbox"/>
10. <u>Ineffective Communications with the GWP Global Secretariat:</u> Communications with the GWP Global Secretariat are totally ineffective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<u>Effective Communications with the GWP Global Secretariat:</u> Communications with the GWP Global Secretariat are highly effective						<input type="checkbox"/>
11. <u>No Information Sharing with Stakeholders, Us:</u> We never provide data or information to stakeholders from the GWP’s 13 other regions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<u>Extensive Information Sharing with Stakeholders, Us:</u> We always provide data or information to stakeholders from the GWP’s 13 other regions						<input type="checkbox"/>
12. <u>No Information Sharing with Stakeholders, Others:</u> We never receive data or information from stakeholders in the GWP’s 13 other regions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<u>Extensive Information Sharing with Stakeholders, Others:</u> We always receive data or information from stakeholders in the GWP’s 13 other regions						<input type="checkbox"/>

- | | | | | |
|----|--|---|--|--------------------------|
| 1. | <u>No Information Sharing with Secretariat, Us:</u> We never provide data or information to the GWP Global Secretariat | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <u>Extensive Information Sharing with Secretariat, Us:</u> We always provide data or information to the GWP Global Secretariat | <input type="checkbox"/> |
| | <u>No Information Sharing with Secretariat, Them:</u> We never receive data or information from the GWP Global Secretariat | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <u>No Information Sharing with Secretariat, Them:</u> We always receive data or information from the GWP Global Secretariat | <input type="checkbox"/> |
| 2. | <u>No Shared Learning with Stakeholders, Us:</u> We never share learning about Integrated Water Resources Management (IWRM) planning and implementation with stakeholders in the GWP's 13 other regions | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <u>Extensive Shared Learning with Stakeholders, Us:</u> We always share learning about Integrated Water Resources Management (IWRM) planning and implementation with stakeholders in the GWP's 13 other regions | <input type="checkbox"/> |
| 3. | <u>No Shared Learning with Stakeholders, Others:</u> Stakeholders in the GWP's 13 other regions never share learning about IWRM planning and implementation with us | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <u>Extensive Shared Learning with Stakeholders, Others:</u> Stakeholders in the GWP's 13 other regions always share learning about IWRM planning and implementation with us | <input type="checkbox"/> |
| 4. | <u>Shared Learning Never Helps Us:</u> Learning from stakeholders in the GWP's 13 other regions never helps us plan for and/or implement IWRM in our region | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <u>Shared Learning Always Helps Us:</u> Learning from stakeholders in the GWP's 13 other regions always helps us plan for and/or implement IWRM in our region | <input type="checkbox"/> |
| 5. | <u>Our Leadership Primarily based on Control/Authority:</u> Leadership within my organization is primarily based on authority | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <u>Our Leadership Primarily based on Influence:</u> Leadership within my organization is primarily based on influence | <input type="checkbox"/> |

Note: Questions 21 through 26 refer to your experiences with the GWP global organization and GWP partners at the global level. The questions do not refer to your regional GWP organization.

- | | | | | |
|----|--|---|--|--------------------------|
| 6. | <u>Global GWP Leadership Culture Primarily based on Control/Authority:</u> Leadership in the GWP (at the global level) is primarily based on authority | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <u>Global GWP Leadership Culture Primarily based on Influence:</u> Leadership in the GWP (at the global level) is primarily based on influence | <input type="checkbox"/> |
| 7. | <u>No Shared Decision Making:</u> We are never involved in any shared decision making concerning the GWP (at the global level) | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <u>Extensive Shared Decision Making:</u> We are always involved in shared decision making concerning the GWP (at the global level) | <input type="checkbox"/> |
| 8. | <u>Positional, Adversarial Negotiations:</u> When we negotiate with others at the global level on matters related to the GWP, the negotiations are locked into positions and adversarial | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <u>Constructive, Problem-Solving Negotiations:</u> When we negotiate with others at the global level on matters related to the GWP, the negotiations are constructive and problem-solving | <input type="checkbox"/> |
| 9. | <u>Ineffective or Missing Mechanisms for Conflict Resolution:</u> If there are conflicts on matters relating to the GWP at the global level, there are no good ways to clarify the issues and find resolution | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <u>Effective Mechanisms for Conflict Resolution:</u> If there are conflicts on matters relating to the GWP at the global level, we have clearly identified ways to clarify the issues and find resolution | <input type="checkbox"/> |

- | | 1 | 2 | 3 | 4 | 5 | 6 | | NA |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---|--------------------------|
| 1. <u>Ineffective or Missing Mechanisms for improvement suggestions:</u> There are no ways to identify and develop improvement suggestions that might advance the objectives of the GWP at the global level | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>Effective Mechanisms for improvement suggestions:</u> There are effective ways to identify and develop improvement suggestions that might advance the objectives of the GWP at the global level | <input type="checkbox"/> |
| 2. <u>Negative Rewards:</u> There are disincentives from the GWP that discourage us from working on IWRM implementation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>Positive Rewards:</u> There are incentives from the GWP that encourage us to work on IWRM implementation | <input type="checkbox"/> |
| 3. Please provide a <u>story or example</u> in space below about how behavioral factors such as communications, information sharing, leadership, negotiations and incentives impact the GWP (note: if you are completing this on a computer, begin typing in the grey area and the form will expand as needed – or use the back of the form if you have printed this out and are completing it by hand). <u>If English is difficult for you</u> , please complete this answer in your native language if you prefer. | | | | | | | | |

PART III: FUNCTIONAL AND STRUCTURAL – ENABLERS AND BARRIERS

Note: Please Indicate where your views lie between these pairs of statements, each of which concerns “functional and structural” factors that could be enablers or barriers to the GWP from the perspective of your organization (which is the “we” in the various statements). Using the scale in the middle column, please check the box that best corresponds to the current situation – a “1” would be complete agreement with the statement on the left, a “7” would be complete agreement with the statement on the right, and the boxes in the middle represent the spectrum in-between. Please just check **one** box on each row. Use the far right boxes for “Not Applicable” (NA).

- | | 1 | 2 | 3 | 4 | 5 | 6 | | NA |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---|--------------------------|
| 4. <u>No Interdependent Work:</u> We never work together with stakeholders from the GWP’s 13 other regions on IWRM planning and implementation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>Extensive Interdependent Work:</u> We always work together with stakeholders from the GWP’s 13 other regions on IWRM planning and implementation | <input type="checkbox"/> |
| 5. <u>No Appropriate Global Forums:</u> There are no appropriate global forums to meet with stakeholders from other regions to discuss or address IWRM and its implementation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>Many Appropriate Global Forums:</u> There are many appropriate global forums to meet with stakeholders from other regions to discuss or address IWRM and its implementation | <input type="checkbox"/> |
| 6. <u>No Appropriate Regional Forums:</u> There are no appropriate regional forums to meet with other stakeholders in our region to discuss or address IWRM and its implementation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>Many Appropriate Regional Forums:</u> There are many appropriate regional forums to meet with other stakeholders in our region to discuss and address IWRM implementation | <input type="checkbox"/> |
| 7. <u>Inadequate Regional Stakeholder Involvement:</u> In our region, we do not (or do not yet) have adequate involvement from stakeholder groups that are essential for IWRM planning and implementation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>Adequate Regional Stakeholder Involvement:</u> In our region, we have adequate involvement from stakeholder groups that are essential for IWRM planning and implementation | <input type="checkbox"/> |
| 8. <u>Inadequate Knowledge about IWRM Planning:</u> In our region, we have inadequate knowledge about how to do IWRM planning for our region | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>Extensive Knowledge about IWRM Planning:</u> In our region, we have extensive knowledge about how to do IWRM planning for our region | <input type="checkbox"/> |

- | | 1 | 2 | 3 | 4 | 5 | 6 | | NA |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--|--------------------------|
| 1. <u>Ambiguous Levels of Global Governance:</u> It is not clear who has authority for various aspects of coordinating GWP activities at the global level | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>Clear Levels of Global Governance:</u> It is completely clear who has authority for various aspects of coordinating GWP activities at the global level | <input type="checkbox"/> |
| 2. <u>Ambiguous Levels of Regional Governance:</u> It is not clear who has authority for coordinating GWP activities in my region | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>Clear Levels of Regional Governance:</u> It is completely clear who has authority for coordinating GWP activities in my region | <input type="checkbox"/> |
| 3. Please provide a <u>story or example</u> in space below about how structural/functional factors such as interdependent work, technical skills, and other such matters impact the GWP (note: if you are completing this on a computer, begin typing in the grey area and the form will expand as needed – or use the back of the form if you have printed this out and are completing it by hand). <u>If English is difficult for you</u> , please complete this answer in your native language if you prefer. | | | | | | | | |

PART IV: SYSTEMS, CULTURE AND VALUES – ENABLERS AND BARRIERS

Note: Please Indicate where your views lie between these pair of statements, each of which concerns systems, cultural and value-based factors that could enablers or barriers to GWP from the perspective of your organization (which is the “we” in the various statements). Using the scale in the middle column, please check the box that best corresponds to the current situation – a “1” would be complete agreement with the statement on the left, a “7” would be complete agreement with the statement on the right, and the boxes in the middle represent the spectrum in-between. Please just check **one** box on each row. Use the far right boxes for “Not Applicable” (NA).

- | | 1 | 2 | 3 | 4 | 5 | 6 | | NA |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---|--------------------------|
| 4. <u>Disagreement on IWRM as a Concept:</u> There is widespread disagreement among GWP stakeholders about what IWRM is | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>Agreement on IWRM as a Concept:</u> There is complete agreement among GWP stakeholders about what IWRM is | <input type="checkbox"/> |
| 5. <u>Misalignment on GWP philosophy and brand:</u> There is widespread disagreement among GWP stakeholders about the “GWP way” of doing IWRM | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>Alignment on GWP philosophy and brand:</u> There is complete agreement among GWP stakeholders about the “GWP way” of doing IWRM | <input type="checkbox"/> |
| 6. <u>Misaligned Strategies:</u> The strategies of stakeholders do not support the promotion and implementation of IWRM globally | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>Aligned Strategies:</u> The strategies of stakeholders are completely supportive of the promotion and implementation of IWRM globally | <input type="checkbox"/> |
| 7. <u>Misaligned Economic Systems:</u> Overall, the economic systems in my country undermine IWRM | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>Aligned Economic Systems:</u> The economic systems in our country fully support IWRM | <input type="checkbox"/> |
| 8. <u>Misaligned Political Systems:</u> The political systems in my country undermine IWRM | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>Aligned Political Systems:</u> The political systems in my country fully support IWRM | <input type="checkbox"/> |
| 9. <u>Misaligned Legal Systems:</u> The legal systems in my country undermine IWRM | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>Aligned Legal Systems:</u> The legal systems in my country fully support IWRM | <input type="checkbox"/> |
| 10. <u>Misaligned Values:</u> The values of stakeholders are not well aligned to support IWRM globally | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <u>Aligned Values:</u> The values of stakeholders are well aligned to support IWRM globally | <input type="checkbox"/> |

	1 2 3 4 5 6			NA					
1.	Overall Cultural Misalignment: The overall culture in the GWP (at the global level) undermines IWRM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Overall Cultural Alignment: The overall culture in the GWP (at the global level) fully supports IWRM	<input type="checkbox"/>
2.	Cultural and Regional Insensitivity: Other stakeholders in the GWP's 13 other regions are completely insensitive to cultural and regional differences among GWP stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Cultural and Regional Sensitivity: Other stakeholders in the GWP's 13 other regions are extremely sensitive to cultural and regional differences among GWP stakeholders	<input type="checkbox"/>
3.	Low Trust: There is no trust among stakeholders relevant to the GWP (at the global level)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	High Trust: There are high levels of trust among stakeholders relevant to the GWP (at the global level)	<input type="checkbox"/>
4.	Little Cooperation: There is no cooperation among stakeholders in the GWP (at the global level)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Extensive Cooperation: There is extensive cooperation among stakeholders in the GWP (at the global level)	<input type="checkbox"/>
5.	Please provide a <u>story or example</u> in space below about how strategic, systems architecture, core value factors impact GWP: (note: if you are completing this on a computer, begin typing in the grey area and the form will expand as needed – or use the back of the form if you have printed this out and are completing it by hand) <u>If English is difficult for you, please complete this answer in your native language if you prefer.</u>								

PART V. CONTEXTUAL AND ORGANIZATIONAL QUESTIONS

Note: Please Indicate whether you agree or disagree with the following statements, each of which concerns factors associated with regional innovation partnership. Using the scale to the right, check just **one** response to each statement – indicating the degree to which you agree or disagree with the statement. Please read each question carefully as some are worded in the positive and some in the negative.

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Don't Know/Not Applicable
6. There are shared priorities among all the stakeholders in the GWP's 14 regions that support IWRM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Conflicting interests among the stakeholders in the GWP's 14 regions seriously threaten efforts to advance IWRM on a global scale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The relevant stakeholder organizations in the GWP's 14 regions have very different missions in their efforts to advance IWRM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Diverse inputs lead to more innovative solutions in efforts to advance IWRM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. In recent years, the major stakeholders in the GWP's 14 regions have worked well together in efforts to advance IWRM on a global scale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I find that working with stakeholders in other sectors (in our region or globally) is frustrating and is characterized by misunderstandings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Stakeholders in the GWP's 13 other regions demonstrate commitment to GWP objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Stakeholders in the GWP's 13 other regions have solid reputations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Stakeholders in the GWP's 13 other regions agree that participation in the GWP is important for advancing IWRM globally	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1. Tension within my organization makes work with other GWP stakeholders difficult in efforts to advance IWRM
2. Forces external to all of the stakeholders threaten efforts to advance IWRM globally
3. Measures of success are clear when it comes to tracking efforts to advance GWP objectives
4. There is complete agreement within my organization supporting our participation in the GWP
5. Our participation in the GWP is helping my organization to accomplish its goals
6. Our participation in the GWP is important for advancing IWRM in our region
7. **Please indicate the approximate number of employees in your organization**
 1-10 11-100 101-250 251-1,000 Over 1,000
8. **Please indicate the status of your organization**
 National public governmental agency Local/regional public governmental agency
 Academic or educational Private not-for-profit (NGO) Private for profit (business)
 Other (please specify: _____)
9. **Please indicate the approximate age of your organization**
 0-3 years old 4-7 years old 8-12 years old 12-25 years old Over 25 years old
10. **How long have you worked in this organization?**
 0-3 years 4-7 years 8-12 years 12-25 years Over 25 years
11. **Approximately how long has your organization been helping to advance IWRM?**
 Not at all 0-3 years 4-7 years 8-12 years 12-25 years Over 25 years Don't Know

PART VI. ADDITIONAL QUESTIONS

12. **Please indicate the region that you belong to:**
 - Caribbean
 - Central Africa
 - Central America
 - Central and Eastern Europe
 - Central Asia and Caucasus
 - China
 - Eastern Africa
 - Mediterranean
 - Pacific
 - South America
 - South Asia
 - Southeast Asia
 - Southern Africa
 - West Africa
 - Other (Please specify: _____)

1. On each row, please assess your interactions with each stakeholder group with respect to regional innovation. For your own organization, please complete this as an indication of internal communications and internal interdependence. Focus on a typical week within the past year.

	Stakeholder	Communications Frequency (typical week)						Our Dependence on Them				Their Dependence on Us						
		None	1-2 hours	3-5 hours	6-10 hours	11-20 hours	21-40 hours	Over 40 hours	None	Minimal	Moderate	Extensive	Not Applicable	None	Minimal	Moderate	Extensive	Not Applicable
A	GWP Secretariat in Stockholm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B	Caribbean	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	GWP staff & NGOs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business, Government, & Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C	Central Africa	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	GWP staff & NGOs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business, Government, & Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D	Central America	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	GWP staff & NGOs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business, Government, & Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E	Central & Eastern Europe	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	GWP staff & NGOs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business, Government, & Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F	Central Asia & Caucasus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	GWP staff & NGOs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business, Business, Government, & Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G	China	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	GWP staff & NGOs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business, Government, & Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H	Eastern Africa	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	GWP staff & NGOs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business, Government, & Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I	Mediterranean	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	GWP staff & NGOs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business, Government, & Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Stakeholder	Communications Frequency (typical week)						Our Dependence on Them				Their Dependence on Us						
		None	1-2 hours	3-5 hours	6-10 hours	11-20 hours	21-40 hours	Over 40 hours	None	Minimal	Moderate	Extensive	Not Applicable	None	Minimal	Moderate	Extensive	Not Applicable
J	Pacific																	
	GWP staff & NGOs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business, Government, & Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K	South America																	
	GWP staff & NGOs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business, Government, & Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L	South Asia																	
	GWP staff & NGOs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business, Government, & Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M	Southeast Asia																	
	GWP staff & NGOs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business, Government, & Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N	Southern Africa																	
	GWP staff & NGOs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business, Government, & Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
O	West Africa																	
	GWP staff & NGOs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business, Government, & Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1. Is this is a complete list of the stakeholders relevant to the GWP?.

Yes No (if no, please specify others: _____) Don't know

2. What is an adjective, metaphor or phrase that describes **your organization**? For example: "My organization is like a red, red rose." (note: if you are completing this on a computer, begin typing in the grey area and the form will expand as needed – or use the back of the form if you have printed this out and are completing it by hand). If English is difficult for you, please complete this answer in your native language if you prefer.

3. What is an adjective, metaphor or phrase that describes the current state of the GWP **in your region**? For example: "Our GWP region floats like a butterfly, but stings like a bee." (note: if you are completing this on a computer, begin typing in the grey area and the form will expand as needed – or use the back of the form if you have printed this out and are completing it by hand). If English is difficult for you, please complete this answer in your native language if you prefer.

4. What is an adjective, metaphor or phrase that describes the current state of the GWP **at the global level**? (note: if you are completing this on a computer, begin typing in the grey area and the form will expand as needed – or use the back of the form if you have printed this out and are completing it by hand). If English is difficult for you, please complete this answer in your native language if you prefer.

1. **Please use the space below for any additional comments:** *(note: if you are completing this on a computer, begin typing in the grey area and the form will expand as needed – or use the back of the form if you have printed this out and are completing it by hand) If English is difficult for you, please complete this answer in your native language if you prefer.*

– Thank you for taking the time to complete this survey –

Appendix 3: Email from James Lenahan to GWP Partners introducing the Lateral Alignment research project

Dear GWP Partner,

The GWP has an opportunity to participate in a research study being carried out by Kate Parrot, a master's degree student at the Massachusetts Institute of Technology in the USA. Kate was introduced to us through GAN-Net, the "Global Action Network Net" (<http://www.gan-net.net/>), which we have been working with for a couple of years.

Kate's study is part of a larger effort at the Massachusetts Institute of Technology to understand how multi-stakeholder initiatives can succeed in achieving their objectives. Kate plans to examine how our partnership works, and how well partners work together and share information and lessons learnt among themselves at local, regional and global levels. Kate is using surveys to gather your responses at the global level of the GWP (which includes all GWP regions), and at the regional level for a more in-depth look at three GWP regions--Southeast Asia, Central Europe, and Southern Africa. The goal is to understand what enables or limits the ability of GWP to achieve our objectives, both regionally and globally.

As such, all of us including the Stockholm Secretariat will be particularly interested in the results of this study as it will provide important insights not only into how our network works but also what needs to be improved to make it work better for the benefit of all. The research results will be made available to all GWP Partners so that we all have the opportunity to learn together.

All survey responses will be kept in strict confidence by MIT, and results will be reported anonymously. No one, not even the GWP Secretariat, will be able to identify individual respondents.

Kate will be contacting you shortly, and I kindly urge you to put a few minutes aside to fill out the survey.

with my warm wishes
James Lenahan

Appendix 4: Initial email contact from Kate Parrot to GWP Partners

Dear GWP Partner,

I am writing to request your participation in a research project on the GWP, described in a recent email from James Lenahan at the GWP Global Secretariat (appended below). I am a master's degree student at the Massachusetts Institute of Technology in the USA, and I am undertaking a study on how the GWP can best achieve its objectives.

Your cooperation in filling out the attached survey would be greatly appreciated. All survey responses will be kept in strict confidence by MIT, and results will be reported anonymously. No one, not even the GWP Secretariat, will be able to identify individual respondents.

As James mentioned, your participation in this research will provide important insights not only into how the GWP works but also what needs to be improved to make it work better for the benefit of all. The results of the research will be made available to all GWP Partners.

By completing the survey, you will be entered into a random drawing for one of several \$25 gift certificates to Amazon.com.

Your participation would be very much appreciated.

Best regards,

Kate Parrot

Appendix 5: Detail on Regional Data Tables

Regional Behavioral Factors and Variables

	Frequency of interactions (factor, $\alpha=.918$)			Perceived value of information shared among stakeholders (factor, $\alpha=.817$)			Effectiveness of our communications with other stakeholders in our GWP region (v9)			Effectiveness of communications with our Regional GWP Secretariat (v12)		
	N	Mean	Std Dev	N	Mean	Std Dev	N	Mean	Std Dev	N	Mean	Std Dev
CENTRAL & EASTERN EUROPE	9	4.5	.9	10	4.0	1.3	10	3.7	1.0	11	4.0	1.7
SOUTHEAST ASIA	9	3.8	1.1	10	4.7	1.0	10	4.2	1.0	10	4.4	.7
SOUTHERN AFRICA	9	4.4	.9	10	4.8	1.5	10	3.7	1.0	10	4.1	1.6

Regional Functional/Structural Factors and Variables

	Perception of current resources available for IWRM planning and implementation (factor)			Adequacy of involvement in our GWP region from stakeholder groups essential for IWRM planning and implementation (v31)			Availability of technical resources through participation in the GWP to support IWRM planning and implementation in our region (v35)		
	N	Mean	Std Dev	N	Mean	Std Dev	N	Mean	Std Dev
CENTRAL & EASTERN EUROPE	10	3.5	1.2	11	3.6	1.6	10	3.3	1.3
SOUTHEAST ASIA	9	3.9	1.0	10	3.4	1.4	10	3.8	1.2
SOUTHERN AFRICA	9	3.2	1.1	10	4.5	1.3	10	4.0	1.6
CENTRAL & EASTERN AFRICA	6	1.8	.5	6	3.3	1.5	6	2.8	1.3
CENTRAL & SOUTH ASIA	17	2.7	1.2	18	2.5	1.4	18	3.2	1.8
MEDITERRANEAN & CARIBBEAN	6	3.3	1.0	6	3.0	.9	6	4.3	1.0
SOUTH AMERICA	7	2.9	.8	7	3.3	1.5	7	3.4	1.5
WESTERN AFRICA	6	4.2	.2	7	5.0	1.2	8	4.0	1.5

	Assessment of other regional stakeholders' knowledge, skills, and resources compared to my organization (1) much less or (6) much more (v36)			Disincentives (1) v. Incentives (6) from our regional GWP to work on IWRM implementation (v26)			Roles of stakeholders associated with the GWP in our region are (1) not clear v. (6) clear (v41)			Who has authority for coordinating GWP activities in our region is (1) not clear v. (6) clear (v42)			Identifiable and effective mechanisms for improvement suggestions (v25)		
	N	Mean	Std Dev	N	Mean	Std Dev	N	Mean	Std Dev	N	Mean	Std Dev	N	Mean	Std Dev
CENTRAL & EASTERN EUROPE	6	3.8	.8	11	4.0	1.3	11	3.4	1.5	11	4.5	1.7	9	4.4	.5
SOUTHEAST ASIA	10	3.8	1.4	8	4.1	1.0	10	3.3	1.6	10	4.0	1.5	9	3.8	1.2
SOUTHERN AFRICA	9	3.9	.8	10	4.2	1.3	10	3.1	1.2	10	4.1	1.9	9	4.3	1.5

	Existence of appropriate regional forums to meet with stakeholders from our GWP region on IWRM and its implementation (v30)		
	N	Mean	Std Dev
CENTRAL & EASTERN EUROPE	11	4.1	1.6
SOUTHEAST ASIA	10	4.4	1.2
SOUTHERN AFRICA	10	4.7	1.1
CENTRAL & EASTERN AFRICA	6	3.5	1.4
CENTRAL & SOUTH ASIA	18	2.7	1.8
MEDITERRANEAN & CARIBBEAN	5	3.8	1.3
SOUTH AMERICA	6	3.6	1.1
WESTERN AFRICA	6	4.2	1.9

Regional Culture/Systems/Values Factors and Variables

	Alignment on IWRM as a concept (v44)			Extent of agreement among GWP stakeholders about the "GWP way" of doing IWRM (v45)			Measures of success are (1) not clear v. (6) clear when it comes to tracking efforts to advance our region's GWP objectives (v66)		
	N	Mean	Std Dev	N	Mean	Std Dev	N	Mean	Std Dev
CENTRAL & EASTERN EUROPE	12	4.4	1.2	11	3.8	.6	11	4.6	1.4
SOUTHEAST ASIA	8	4.9	.8	9	4.7	.7	10	4.3	.7
SOUTHERN AFRICA	10	4.8	1.3	9	3.7	1.3	10	3.4	1.0
CENTRAL & EASTERN AFRICA	6	4.5	1.5	6	3.3	1.4			
CENTRAL & SOUTH ASIA	17	3.5	1.6	17	3.6	1.6			
MEDITERRANEAN & CARIBBEAN	5	4.2	1.3	4	4.8	1.0			
SOUTH AMERICA	5	4.6	.5	5	4.0	1.2			
WESTERN AFRICA	8	5.3	.7	7	4.9	.7			

	Cultural/Strategic/systems alignment factor ($\alpha=.707$)			Character and qualities of GWP culture factor ($\alpha=.702$)		
	N	Mean	Std Dev	N	Mean	Std Dev
CENTRAL & EASTERN EUROPE	9	3.4	.7	9	4.1	.4
SOUTHEAST ASIA	9	3.5	.4	7	4.1	.5
SOUTHERN AFRICA	9	3.2	.8	6	3.8	1.0

Regional Outcome Variables

	In recent years, the major stakeholders in our GWP region have worked well together in efforts to advance IWRM			Stakeholders in our GWP region agree that participation in the GWP is important for advancing IWRM globally (v63)		
	N	Mean	Std Dev	N	Mean	Std Dev
CENTRAL & EASTERN EUROPE	10	4.3	.8	11	4.1	1.3
SOUTHEAST ASIA	10	4.7	.7	10	5.2	.6
SOUTHERN AFRICA	10	4.6	.7	10	5.4	1.0

	There is complete agreement within my organization supporting our participation in the GWP (v67)			Our participation in the GWP is helping my organization to accomplish its goals (v68)			Our participation in the GWP is important for advancing IWRM in our region (v69)		
	N	Mean	Std Dev	N	Mean	Std Dev	N	Mean	Std Dev
CENTRAL & EASTERN EUROPE	12	4.4	1.5	11	4.4	1.6	11	4.6	1.4
SOUTHEAST ASIA	10	5.0	.7	9	4.9	.3	10	4.8	.4
SOUTHERN AFRICA	10	5.1	.7	10	4.4	.8	10	5.6	.5
CENTRAL & EASTERN AFRICA	6	5.2	1.6	6	5.0	1.5	6	5.7	.5
CENTRAL & SOUTH ASIA	16	5.2	1.0	14	5.2	1.0	16	5.0	1.4
MEDITERRANEAN & CARIBBEAN	6	3.8	2.2	5	5.0	1.0	6	4.8	1.5
SOUTH AMERICA	7	5.0	1.5	6	4.0	1.8	6	4.7	1.5
WESTERN AFRICA	8	4.8	1.7	7	5.6	.8	8	5.5	.8

Appendix 6: Regional qualitative responses

The tables in this Appendix contain the qualitative responses to the survey question: What is an adjective, metaphor, or phrase that describes the current state of the GWP in your region?

Responses that were characterized as: Positive/Developing

CENTRAL & EASTERN EUROPE	Our region is fast developing one
CENTRAL & EASTERN EUROPE	Our regional GWP organization is developing like a younger towards the mature state
SOUTHERN AFRICA	Pace setter
SOUTHERN AFRICA	it's promising
SOUTHERN AFRICA	Three sheets to the wind
SOUTHERN AFRICA	It is a floating boat, with a definite direction
SOUTHERN AFRICA	good
SOUTHERN AFRICA	Our GWP region supports the implementation of IWRM and facilitates the development of the IWRM Plan for Namibia. In a long run my GWP region wants to ensure that the current and future generation have equitable access to clean, high quality fresh water resources
SOUTHEAST ASIA	Our GWP region is like water when it rains. It trickles down to the members and inspire us to do more.
CENTRAL & EASTERN AFRICA	Our Central African region is dynamic
MEDIT.& CARIBB.	We are only now getting off the ground trying to manage and develop our partnership. The partners in other regions are thus new to us and being small islands states, our situation is a bit unique and thus we have to pay attention to the adoption and adaptation of experiences from elsewhere.
MEDIT.& CARIBB.	Our GWP region is efficient and available
SOUTH AMERICA	RWP SUDAMERICA, can be associated with two colors: GREEN, color hope of being able to grow and to be developed and BLUE, color that distinguishes the enormous water availability that is to be managed.
SOUTH AMERICA	Our GWP region is a baby recently born
SOUTH AMERICA	Necessary
CENTRAL & SOUTH ASIA	GWP tries to inspire people and organization.
WESTERN AFRICA	Continuously expanding web
WESTERN AFRICA	ACTIVE
WESTERN AFRICA	Our GWP is a bring of hopeness for humanity

Responses that were characterized as: Not Developing/Mixed/Indicative of need for improvement

CENTRAL & EASTERN EUROPE	All Eastern European countries were and are still well in advance of world average level of integrated water resources management, that there is no blank space to be filled by GWP structures. In fact apart of very few people who came across the information on GWP and became formal members no one ever heard of GWP. It functions only on very general level (World Water Forums) associated exclusively with strategic discussions on global level. I do not see any sense in trying to mechanically implant in Eastern Europe the structures designed for undeveloped countries. Do you see any sense in setting up GWP structures in Maine or New England? It should be limited to very loose and informal discussion forum for policy makers, that's all. Integrated water resource management in [my country] is secured by clearly defined and established structures of government agencies and stakeholders bodies. National Water Management Board in the rank of Ministry supported by National Water Council (advisory body grouping stakeholders) form the uppermost level. Then Regional Boards of Water Management and Regional Water Councils on Water districts level (large river basin level) act as operational units. Both levels act in full accordance with European Union Water Framework Directive. In those circumstances role of GWP is practically reduced to public consultancy process like hundreds of any other non-governmental mainly "green" organisations across the country.
CENTRAL & EASTERN EUROPE	Our region is just waiting for electricity impulse.
SOUTHERN AFRICA	The GWP in the region is sucking for breath to survive
SOUTHERN AFRICA	Our GWP region is like a tortoise, slow to move
SOUTHEAST ASIA	Our GWP region is like a swimmer struggling in the rough Southeast Asia
CENTRAL & EASTERN AFRICA	Timid
CENTRAL & SOUTH ASIA	Our GWP Region is not showing any activities and it is not visible here.
CENTRAL & EASTERN AFRICA	OUR GWP region is a toothless barking dog
SOUTH AMERICA	do not fly very well in brazil
CENTRAL & SOUTH ASIA	Lost in the cold desert
CENTRAL & SOUTH ASIA	NOT VERY EFFECTIVE
CENTRAL & SOUTH ASIA	Not active & effective
CENTRAL & SOUTH ASIA	Tortoise

CENTRAL & SOUTH ASIA	Still to take off
SOUTH AMERICA	Our GWP region does not have much impact yet
WESTERN AFRICA	Does GWP's bidding because of lack of financial support within the region
MEDIT.& CARIBB.	Our GWP region is crawling along but could be speeded up if regional integration and more information was made available from GWP Global.
CENTRAL & EASTERN EUROPE	The GWP is not known around us, it is also our fault, because we could invest a lot more energy into a real partnership. The main problem is, - according to my opinion, is that e-mailing, and political will never replace human partnerships.
CENTRAL & EASTERN EUROPE	Not all stakeholders involved, which makes discussions sometimes too or only academic.
CENTRAL & EASTERN EUROPE	Big discussions, many larger and smaller forums, many information materials but unfortunately less investments in real thing like building of wastewater treatment plants etc.
SOUTHEAST ASIA	Our regional GWP is like a tree after being hit by lightning – it regrows and strives to flourish, parts of its sides are healthy but others are still scared.
SOUTHERN AFRICA	Our region basically lacks serious implementers. We are very good at planning. The IWRM concept with GWP driving it is what we need in order to safeguard our environment.
SOUTH AMERICA	The activities in our country are rather limited, in part due to a wrong selection of local partners, as the national links tend to hide their contacts from other institutions.
CENTRAL & EASTERN AFRICA	Our GWP region is moving, slowly but surely. The major stakeholders are getting in the process and understand better but in my point of view, the lack of adequate resources can hamper the process.
WESTERN AFRICA	Regional GWP must follow the base and not listen to only the National persons in charge.

Responses that were characterized as: Neutral, Don't Know, Unclear or I cannot interpret

SOUTHEAST ASIA	Like the sky and the earth
SOUTHEAST ASIA	I have no idea since rely on the local GWP focal point
SOUTHERN AFRICA	Our regional GWP sails on like a duck
CENTRAL & SOUTH ASIA	"The practice of the Universe changed my mind" Omar Khayam (1048-1122)
CENTRAL & SOUTH ASIA	ever pregnant woman
CENTRAL & SOUTH ASIA	Our GWP region talks like a Bible, but works like a babble.
CENTRAL & SOUTH ASIA	Our GWP region floats like a rainbow
CENTRAL & SOUTH ASIA	Chamber of secrets
CENTRAL & SOUTH ASIA	I have no clear idea
CENTRAL & SOUTH ASIA	Our GWP region is supporting IWRM in the region with little amount of money.
WESTERN AFRICA	Similar to that of GWP as we are looking for the South America objectives

Appendix 7 Detail on Global Analysis Tables

Global Behavioral Factors and Variables

	Frequency of interaction with stakeholders in the GWP's 13 other regions (factor)			Effectiveness of communications with stakeholders in the GWP's 13 other regions (v9)			Extent to which shared learning from stakeholders in the GWP's 13 other regions helps us plan for and/or implement IWRM in our region (v19)			Perceived value of information shared among stakeholders in the GWP's 13 other regions (factor)		
	N	Mean	Std Dev	N	Mean	Std Dev	N	Mean	Std Dev	N	Mean	Std Dev
CENTRAL AND EAST AFRICA	5	2.2	1.1	5	3.0	1.0	6	3.3	1.8	6	4.8	1.2
CENTRAL & SOUTH ASIA	14	2.3	1.1	14	3.1	2.0	16	3.1	1.8	17	3.4	.9
MEDITERRANEAN & CARIBBEAN	5	2.8	1.0	4	3.0	0.0	5	3.4	1.5	5	4.2	1.4
SOUTH AMERICA	6	3.1	.9	5	4.0	1.9	6	3.8	2.0	7	4.9	1.3
WEST AFRICA	6	4.4	1.7	6	3.3	2.0	6	5.0	1.3	7	4.6	1.6

	Frequency of interaction with the Global GWP Secretariat (factor)			Effectiveness of communications with the GWP Global Secretariat (v12)		
	N	Mean	Std Dev	N	Mean	Std Dev
CENTRAL AND EAST AFRICA	6	3.1	.9	6	4.2	.4
CENTRAL & SOUTH ASIA	17	3.4	1.4	16	4.4	1.8
MEDITERRANEAN & CARIBBEAN	5	3.2	1.6	4	4.0	1.4
SOUTH AMERICA	7	3.4	1.4	6	4.2	1.6
WEST AFRICA	7	4.4	1.4	7	4.4	1.9

Global Functional/Structural Factors and Variables

	Existence of appropriate global forums to meet with stakeholders from other GWP regions on IWRM and its implementation (v29)		
	N	Mean	Std Dev
CENTRAL & EASTERN EUROPE	11	3.9	1.2
SOUTHEAST ASIA	10	4.6	1.1
SOUTHERN AFRICA	10	4.0	1.3
CENTRAL & EASTERN AFRICA	6	2.8	1.5
CENTRAL & SOUTH ASIA	18	2.9	1.8
MEDITERRANEAN & CARIBBEAN	5	3.6	1.1
SOUTH AMERICA	6	2.3	.8
WESTERN AFRICA	6	4.5	1.6

	Perception of current regional resources for IWRM planning and implementation			Compared to our region, stakeholders in the GWP's 13 other regions have (1) much less or (6) much more knowledge, skills, and resources (v36)		
	N	Mean	Std Dev	N	Mean	Std Dev
CENTRAL AND EAST AFRICA	6	1.8	.5	6	4.5	1.4
CENTRAL & SOUTH ASIA	17	2.7	1.2	13	3.2	1.6
MEDITERRANEAN & CARIBBEAN	6	3.3	1.0	4	4.0	.8
SOUTH AMERICA	7	2.9	.8	6	3.7	1.5
WEST AFRICA	6	4.2	.2	6	4.5	1.0

	Roles of stakeholders associated with the GWP are (1) not clear v. (6) clear (v42)			Who has authority for coordinating GWP activities at the global level is (1) not clear v. (6) clear (v43)			Identifiable and effective mechanisms for improvement suggestions (v25)			Disincentives (1) v. Incentives (6) from the GWP to work on IWRM implementation (v26)		
	N	Mean	Std Dev	N	Mean	Std Dev	N	Mean	Std Dev	N	Mean	Std Dev
CENTRAL AND EAST AFRICA	4	2.3	1.3	5	3.6	1.8	6	3.3	1.5	6	3.5	1.0
CENTRAL & SOUTH ASIA	18	2.3	1.2	17	2.4	1.4	14	3.6	1.6	13	3.6	1.5
MEDITERRANEAN & CARIBBEAN	6	3.8	1.6	5	3.6	1.8	4	4.0	.8	4	4.3	1.0
SOUTH AMERICA	7	3.1	1.5	7	3.9	1.7	6	4.3	1.4	6	5.5	.6
WEST AFRICA	7	4.6	1.6	8	4.8	1.5	7	4.4	1.6	7	3.9	2.1

Global Culture/Systems/Values Factors and Variables

	Character and qualities of Global GWP culture			Cultural/ systems/ strategic alignment		
	N	Mean	Std Dev	N	Mean	Std Dev
CENTRAL AND EAST AFRICA	3	4.1	.1	4	3.6	.4
CENTRAL & SOUTH ASIA	9	3.5	1.4	9	3.2	.9
MEDITERRANEAN & CARIBBEAN	2	3.7	.1	4	4.2	.7
SOUTH AMERICA	4	3.4	.7	5	3.6	.8
WEST AFRICA	5	5.1	1.1	3	5.0	.3

Global Outcome Variables

	In recent years, the major stakeholders in the GWP's 14 regions have worked well together in efforts to advance IWRM on a global scale (v62)			Stakeholders in the GWP's 13 other regions agree that participation in the GWP is important for advancing IWRM globally (v66) A.		
	N	Mean	Std Dev	N	Mean	Std Dev
CENTRAL AND EAST AFRICA	5	4.2	1.3	5	5.0	1.0
CENTRAL & SOUTH ASIA	13	3.5	1.5	12	4.1	1.6
MEDITERRANEAN & CARIBBEAN	4	4.0	.8	4	4.8	.5
SOUTH AMERICA	5	4.6	.5	5	5.4	.6
WEST AFRICA	6	5.0	1.1	7	5.1	.7

Appendix 8: Global Qualitative Responses

The tables in this Appendix contain the qualitative responses to the survey question: What is an adjective, metaphor or phrase that describes the current state of the GWP at the global level?

Responses that were characterized as: Positive/Developing

CENTRAL & EASTERN EUROPE	effective, honest and supportive
CENTRAL & EASTERN EUROPE	Voluntary trying to bring positive atmosphere into the life.
CENTRAL & EASTERN EUROPE	Well known brand
CENTRAL AND SOUTH ASIA	excellent work
CENTRAL AND SOUTH ASIA	It is trying to reach people and organizations
CENTRAL AND SOUTH ASIA	IGWP is a rising sun at the global level for IWRM
CENTRAL AND SOUTH ASIA	GWP is a key to IWRM promotion in the world.
CENTRAL AND SOUTH ASIA	It is making good efforts to introduce the iWRM concept globally
MEDIT.& CARIBB.	The GWP globally appears to be in a consolidation phase to facilitate future expansion and growth. There is greater documentation of experiences, rules and procedures more institutionalisation is in train.
MEDIT.& CARIBB.	GWP at the global level is like a knight in a shining armour
SOUTH AMERICA	GWP is a beautiful possibility of changing attitudes in a key subject.
SOUTH AMERICA	trying to get in a good direction
SOUTH AMERICA	Necessary
SOUTH AMERICA	Let's take care of the world waters to guarantee the survival of our society
SOUTHERN AFRICA	The GWP at the global level is like a mother to CWPs at regional level, because it supports CWPs where need be to ensure that they reach their goals.
SOUTHERN AFRICA	The GWP is like a kite in full flight
SOUTHERN AFRICA	I think the world can learn a lot from us. We are a few steps ahead and especially keenness.
SOUTHERN AFRICA	A blooming daisy
SOUTHERN AFRICA	good
WESTERN AFRICA	VERY ACTIVE

Responses that were characterized as: Not Developing/Mixed/Indicative of need for improvement

CENTRAL & EASTERN AFRICA	not well known
CENTRAL & EASTERN AFRICA	At Global level the GWP is straying from its mission of promoting IWRM into an executing agency
CENTRAL & EASTERN AFRICA	The GWP at the global level have sufficient resources and can plan and implement their activities without problem while this is difficult at the regional level where funds are very limited and there are no incentives for stakeholders or people involved in the process.
CENTRAL & EASTERN AFRICA	not well known
CENTRAL & EASTERN AFRICA	At Global level the GWP is straying from its mission of promoting IWRM into an executing agency
CENTRAL & EASTERN AFRICA	A club just to talk ideas that are not well tested to demonstrate their usefulness....Trying to convince people more by talking
CENTRAL & EASTERN EUROPE	Trying every possible tricks to secure nice global market share in water governance as ear and eye of large banks and investment funds
CENTRAL & EASTERN EUROPE	Good intention, poorer impact on practice.
CENTRAL & EASTERN EUROPE	GWP= IWRM, but the ways for doing this are not always clear
CENTRAL AND SOUTH ASIA	Just surviving not taking any strong decisions
CENTRAL AND SOUTH ASIA	Academics are not involved much in the GWP meetings
CENTRAL AND SOUTH ASIA	Seasonal flower
CENTRAL AND SOUTH ASIA	Even at the Global level, the visibility of GWP is rare and people do not know much about it.
CENTRAL AND SOUTH ASIA	The brand of GWP is well recognized around the world as "Father" of IWRM concept, but now it is time for new impulse to transform concept into practice
SOUTH AMERICA	There does not seem to be an impact from its activities in accordance to the importance of the field.
SOUTHEAST ASIA	Moving like a snail
SOUTHEAST ASIA	Some well advertised successes, general ignorance about it at local grassroots level
SOUTHERN AFRICA	GWP is a world class asset but the Network Officer stinks.
WESTERN AFRICA	GWP Mondial is not with the current of truths National problems.
WESTERN AFRICA	GWP pays the piper so it is calling the tune.

Responses that were characterized as: Neutral, Don't Know, Unclear or I cannot interpret

CENTRAL AND SOUTH ASIA	flying round the globe without a place for landing
CENTRAL AND SOUTH ASIA	Paper can not wrap-up fire, though paper and fire contain water at varying degree.
CENTRAL AND SOUTH ASIA	Sly Fox
CENTRAL AND SOUTH ASIA	I have no clear idea
MEDIT.& CARIBB.	Not sure as the exposure has been extremely limited. It is as if they are in another sphere.
SOUTH AMERICA	I am not sure.
SOUTH AMERICA	Unknown for us
SOUTHEAST ASIA	Is it a plane? Is it a bird?
SOUTHEAST ASIA	GWP at the global level, I think is like a fish net. It has a lot of knots and lines that crosses across the globe.
SOUTHEAST ASIA	GWP at the global level is like the ideal Camelot.
SOUTHERN AFRICA	Brooding hen
SOUTHERN AFRICA	An Eagle flying high, high in the sky focusing on a rat on the ground
WESTERN AFRICA	The GWP is a sun which cannot refuse to light a village because it is small.