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### Need TDA-SAP Help ASAP?

Joint fact-finding – Transboundary Diagnostic Analysis (TDA) – followed by a politically endorsed management strategy – a Strategic Action Program (SAP) – are primary targets for many GEF-supported International Waters (IW) partnerships. But how do countries develop a sound TDA? What should they do to design a successful SAP?

Those without much adaptive management expertise have typically hired TDA-SAP consultants. Some projects may even review one of a dozen TDA and SAP examples on [iwlearn.net](http://iwlearn.net). Now, however, TDA-SAP developers can also train themselves. How? Visit [iwlearn.net](http://iwlearn.net) to download and deliver the GEF's own "Training Course On The TDA/SAP Approach In The GEF International Waters Programme."

Under the auspices of the UNDP-GEF TRAIN-SEA-COAST project, the University of Plymouth's Marine and Coastal Policy Research Group developed this 6-module course. The first module provides (1) an overview of the TDA/SAP process. Next, (2) the project development phase and planning of the TDA/SAP is addressed in more depth. The two subsequent modules focus on TDA procedures, including: (3) joint fact

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### Changing Basin Behavior Through Communication

#### *An Inter-Project Exchange Workshop*

Effective communication is critical to many activities within every GEF IW project.

"We're all trying to reduce the impacts of damaging human behaviors", asserted South Pacific communications specialist, Steve Menzies, "and, if used effectively, communications can be a very important catalyst for changing behavior." According to a draft communications manual collaboratively produced by six GEF IW projects, wherever your project is geared towards raising awareness, disseminating information, getting people to change their perspective or act to benefit people and water – then you will need to consciously use communications. With input and case studies contributed by participants, Steve Menzies and Kari Eik, communications specialist from the Danube Regional Project, developed the planning guide and resource kit as an output of an IW:LEARN-supported workshop they jointly organized in Vienna, Austria in January.

For workshop participants, even the simplest definition of communication initially appeared elusive. A senior staff member of the Caspian Sea project questioned whether it was public participation, advertising or a stakeholder involvement plan?

Over two days, workshop participants soon characterized communication as information disseminated to change social behavior. Participating GEF projects included the Danube Regional Project (DRP) as host, South Pacific, Black Sea, Caspian Sea, Red Sea and Kura-Aras. They shared their experiences in order to forge the guidance manual, dubbed "Communication

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L E A R N

*IW:LEARN aims to strengthen International Waters Management (IWM) by facilitating structured learning and information sharing among stakeholders.*

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finding, addressing the identification and prioritization of transboundary issues and the determination of environmental and socio-economic effects, as well as (4) causal chain and governance analysis, integration of the TDA and submission for final approval. The course then delves into the SAP process, with two modules on: (5) development of a long-term vision, preparing and assessing the acceptability of the options, setting targets and drafting the action programmes, concluding with (6) governance analysis and stakeholder involvement.

The course methodology centers on problem solving and can be individual- or group-centered, with accompanying training manuals, reading materials, lectures, practical exercises and self-assessment tests. To facilitate face-to-face training over several days, the course includes instructor and trainee manuals, power point slides and numerous case studies illustrating the methodology. In all, some thirty case studies complement the course. Background information on each project is presented alongside signed TDA and SAP documents. Other supplementary documents include helpful information on a variety of indicators, terminology, issues, concerns, ecosystems and implementing agency guidelines.

#### **BASINS WITH TDA OR SAP ON [IWLEARN.NET](http://www.iwlearn.net): \***

- ◆ BENGUELA CURRENT (TDA, SAP)\*\*
- ◆ BERMEJO RIVER (SAP)\*\*
- ◆ BLACK SEA (TDA, SAP)
- ◆ CASPIAN SEA (TDA, SAP)\*\*
- ◆ DANUBE RIVER (SAP)
- ◆ DNIPRO RIVER (TDA)\*\*
- ◆ LAKE TANGANYIKA (TDA, SAP)\*\*
- ◆ MEDITERRANEAN SEA (TDA, SAP)\*\*
- ◆ NIGER RIVER (TDA)
- ◆ OKAVANGO RIVER (TDA)
- ◆ SOUTH CHINA SEA (TDA, SAP)\*\*
- ◆ VOLTA RIVER (TDA, SAP)
- ◆ WEST INDIAN OCEAN (TDA, SAP)

\* IF YOURS IS MISSING, PLEASE CONTACT IW:LEARN.

\*\* INCLUDED IN TDA-SAP COURSE PACKET

By completing this course, trainees should have “strengthened knowledge and management skills to apply the full TDA/SAP procedure leading to the production of an Strategic Action Plan (SAP), as well as to know how to proceed and take decisions regarding any of the steps in the TDA/SAP planning and management process.”

“The TDA/SAP course represents a joint effort by

the GEF International Waters community to review, codify and adopt best practices in application of TDA/SAP approaches that have been tested in over a dozen shared waterbodies...The course materials should be of value not only to new GEF IW projects just starting their TDA/SAP but also to those more advanced projects going through revision and updating of their TDA and SAP to reflect emerging issues and changing environmental conditions,” notes UNDP-GEF’s Andrew Hudson.

Download the course and case studies from: <http://www.iwlearn.net/publications/tda/tdasaptraining>

For TDA/SAP course delivery in your area, please contact IW:LEARN ([info@iwlearn.org](mailto:info@iwlearn.org)) or Martin Bloxham ([mbloxham@plymouth.ac.uk](mailto:mbloxham@plymouth.ac.uk)).

## **Global Oceans Conference Outcomes**

Over 400 participants from 78 countries gathered for the GEF-supported Third Global Conference on Oceans, Coasts, and Islands in Paris in January.

Conference co-chair Biliiana Cicin-Sain, stressed the role of oceans management in reducing poverty and called for enhanced South-North and South-South cooperation. The GEF’s Al Duda, Senior IW Advisor, outlined their support at different scales for large marine ecosystems (LMEs). He stressed that the responsibility for achieving the WSSD targets lies with ministers from the North and the South, and urged the North to reform the global trade regime to eliminate distortions and subsidies, enact ecosystem safeguards and discipline fleets.

In addition to various agency, NGO and private sector presenters, a number of regional and global international waters projects — from East Asia to Benguela, from the Caribbean islands to the Mediterranean Sea — contributed to the discourse. Focusing on public involvement, Dann Sklarew, Director of GEF IW:LEARN, highlighted GEF International Waters projects efforts, and explained the importance of including local champions in outreach, and of sharing lessons learned across regions via workshops and distance learning programmes.

Presentations, reports and results from this global oceans conference can be downloaded from: <http://www.globaloceans.org/paris3/outcomes.html>. This article was adapted from a report by IISD <http://www.iisd.ca/ymb/globaloceans3>.

## What is the Sea Worth?

The Caspian Sea region is known globally for its high quality caviar and notable petroleum reserves. Vacationers from Moscow to Tehran travel to its beaches. These are just a few of many benefits derived from the Caspian ecosystem.

In Ashgabat last November, the Caspian Environment Program (CEP) organized a workshop to examine Economic Valuation (EV) approaches could help environmental management in the basin. Environmental economist John Dixon conveyed the rationale for integrating EV into international waters (IW) projects:

- ◆ To do a fuller accounting of benefits and costs
- ◆ To explicitly include environmental goods and services that are often ignored
- ◆ To overcome shortages in existing markets

Estimating the sea's economic value requires pricing of its environmental services: resource inputs to industry, sinks for consumption of wastes, amenity services and life support. Presenting various estimation methods, economist Morteza Rahmatian emphasized that EV may be useful, but not always desirable. For some, placing a price tag on the sea ignores its intrinsic value, reducing it to a mere commodity.

Hamid Ghaffarzadeh, CEP's Chief Technical Advisor, later related how this "intrinsic value" mind set may limit the effectiveness of International Waters managers. "We do not even attempt to guesstimate the cost of doing nothing," he posited at the latest Global Conference on Oceans, pondering such oversight as "environmental arrogance." Instead, he emphasized that IW managers need to accept that "money matters," and thus we need to build our capacity for economic thinking. The CTA asserted that Iran alone has lost \$148 million to falling sturgeon catches, while the Caspian SAP's total cost is \$170 million. From this perspective, there's clear value to managing the sea.

Following a marine e-forum session on EV last fall, IW:LEARN is now planning a freshwater EV workshop in West Africa. If marine projects express sufficient interest, a comparable EV workshop may be organized for LMEs as well.

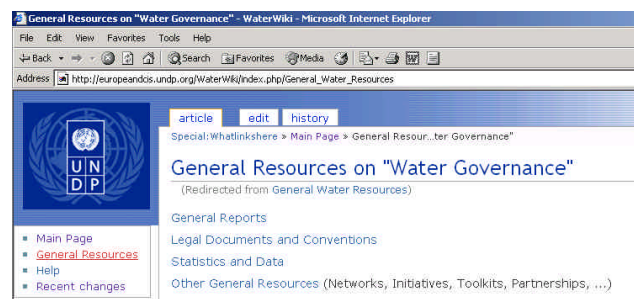
To obtain copies of outputs from the Caspian workshop, please contact IW:LEARN ([info@iwlearn.org](mailto:info@iwlearn.org)).

Results from IW:LEARN's recent Economic Valuation e-forum session on are now available via: <http://earthmind.net/marine/>.

## Innovation: WaterWiki

Is your project looking for easily accessible ways to store and share information? A new tool has arrived. The UNDP Bureau for Eastern Europe and CIS's Bratislava Regional Center, has developed a website <http://www.europeandcis.undp.org/WaterWiki> for collaboration and knowledge sharing among Water Governance practitioners and partners in that region.

The site makes use of Wiki-Media editing software, a technology which enables even those unfamiliar with website programming to create and modify web pages, thereby creating an easy content management system for regional practitioners. Named after the Hawaiian word for "quick," Wiki helps projects make and modify their websites fast and in real-time. Wiki and similar software also used by [iwlearn.net](http://iwlearn.net), eliminate crippling over-reliance on web and technical consultants by introducing a Microsoft Word-like interface.



In addition to offering an online workspace where practitioners can develop documents and project ideas, the WaterWiki offers a large and easily searchable repository of different types of information. Types of resources include, for instance, general reports, legal documents and conventions, statistics and data, networks, toolkits, organizations, events, essential readings, lessons learned, and contact information. As the site's facilitator, Juerg Staudenmann says, "It's like a global blackboard where everyone has chalk and a sponge and is free to write or edit whatever he or she wants - it's anarchic if you like, but not chaotic."

As Mr. Staudenmann describes on the site itself, the Water Wiki Toolkit is divided into two parts. Besides the main part, a knowledge map and collaboration platform for water governance practitioners in UNDP's regional community of practice, there is a Toolkit outlining how to replicate the Wiki project elsewhere.

For further information on using or adapting the WaterWiki to your needs, please contact Juerg Staudenmann ([juerg.staudenmann@undp.org](mailto:juerg.staudenmann@undp.org)) or Andrea Cuzyova ([andrea.cuzyova@undp.org](mailto:andrea.cuzyova@undp.org)).



## Promoting Transboundary Cooperation on Asia's International Rivers

A regional workshop on "Transboundary Water and Environment Security for Asian International Rivers" was held in Dali City, Yunnan Province, China, from December 10-14, 2005.

The Workshop was jointly organized by Yunnan University, Tsinghua University, the World Bank Institute (WBI), and the United Nations University (UNU). Its purpose was to highlight critical linkages between cooperation in international river basins and environmental security within the broader regional context, and to expand the network of practitioners and organizations from upstream and downstream countries of major Asian international rivers, particularly the Mekong River.

OUTCOMES EMERGING FROM THE DALI WORKSHOP INCLUDED A PROPOSAL BY KEY CHINESE RESEARCH INSTITUTIONS TO ESTABLISH A CENTER ON TRANSBOUNDARY RIVERS AND ENVIRONMENTAL SECURITY IN CHINA, AND A PROPOSAL TO SET UP A MEKONG RESEARCH NETWORK REGION-WIDE.

both upstream and downstream countries of Asian international river basins (Mekong, Brahmaputra, Salween, Ganges), representatives from regional institutions (Asian Institute of Technology, Mekong River Commission (MRC), UNU, UNESCO-IHE and WBI), state/private companies, and NGOs/media.

Dr. Mei Xie, Sr. Water Resources Specialist of World Bank Institute, gave a presentation on "Transboundary Cooperation on International Rivers: a Donor Perspective," relating to both World Bank and GEF efforts in promot-

ing transboundary cooperation on international rivers. The workshop organized group discussions around selected thematic questions.

Outcomes emerging from the Dali Workshop included a proposal by key Chinese research institutions to establish a center on transboundary rivers and environmental security in China, and a proposal to set up a Mekong research network region-wide.

Participants gave very high ratings during the evaluation of the work-

shop. The openness of the technical discussions and the professional relationships built during the workshop surpassed participants' expectations.

--Mei Xie

For more information on the workshop please contact Mei Xie at the World Bank Institute ([mxie@worldbank.org](mailto:mxie@worldbank.org)).



*Participants of the Dali Workshop --Photo by Mei Xie*

The Dali Workshop provided a forum for technical and academic exchange between downstream and upstream countries, especially for the Mekong, and it brought together a broad range of participants – approximately 60 participants from 13 countries - including researchers and government representatives from

## Experience Note: Danube Small Grants Program

The Danube Regional Project (DRP) has amassed a wealth of transferable experiences since the early 1990s. Before the DRP concludes at the end of 2006, IW:LEARN invited the Danube's Project Administrator, to write its first GEF IW Experience Note on the highly acclaimed Danube Small Grants Programme (SGP). In her four-page note, Kari Eik describes how small grants offer provide an opportunity to increase stakeholder involvement and support:

"The Small Grants Programme has ... shown how much local NGOs can contribute to increasing public involvement in pollution reduction measures, including practical and replicable community-based projects involving education and training, monitoring and development."

The Danube project disbursed roughly two million US dollars worth across 120 grants. One of those grants alone led to the involvement of over two hundred thousand people in a basin activity.

Naturally, challenges were many. According Eik, one must properly scope the objectives and guidelines of the grants program to address the overall objective of the project. The program also requires sufficient resources to effectively administer, monitor and evaluate impacts from the grants, with a least one full-time staff person per million dollars allocated, and including reserves of at least 10% for unexpected expenses. Her note also stresses the importance of providing NGOs with training during the project preparation and implementation phase.

Ultimately, the Danube SGP experience is significant and transferable to other GEF IW projects. Why do so?

- ◆ To engage local communities and facilitate the start of local action to address priority transboundary concern;
- ◆ To support the overall goals and objectives of the

project for nutrient reduction and transboundary water cooperation;

- ◆ To raise awareness and involvement at the local, regional and national level, as one of the main vehicles for public participation.



For more information on the Danube Small Grants Program please contact Kari Eik ([kari.eik@unvienna.org](mailto:kari.eik@unvienna.org)). To obtain a copy of her brief, please contact IW:LEARN ([info@iwlearn.org](mailto:info@iwlearn.org)).

*The Danube charts a course through downtown Bratislava -  
--Photo by Dann Sklarew*

### What's an IW Experience Note?

How can one International Waters project learn to adapt experiences from elsewhere without leaving their home office? The GEF International Waters Task Force (IWTF) recently charged IW:LEARN with developing International Waters Experience Notes in order to help projects' to document and transfer their experiences across our community.

An experience note consists of a 4-6 page primer that summarizes how a given project's "experience" resulted in significantly different outcome, positive or negative. The document also probes the conditions that existed at the time, and how the actions could be replicated by other projects to achieve similar outcomes. Experience notes also probe the significance of a given outcome to IW management.

For more information or to offer to contribute your own *GEF IW Experience Note*, please contact IW:LEARN's Dann Sklarew ([dann@iwlearn.org](mailto:dann@iwlearn.org)).

To download the Experience Notes template or to read existing Notes, please visit <http://www.iwlearn.net/experience>



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in International Waters Management.” GEF-IW:LEARN and two established regional organizations, the UNDP-Bratislava Regional Center and Regional Environmental Center for Eastern Europe also contributed substantively to the workshop.

The initial impetus for the workshop was to build on the South Pacific International Waters Project’s successful experience with social marketing. For example, Ritia Bakineti, a Kiribatian in the project, highlighted their efforts to change solid waste management practices on the island. Success in her case depended on a simple message, which stressed benefits to individuals. In her case, the message was communicated through a variety of media, from posters to radio. Interesting tactics in her case also included fostering champions in the community, and maintaining sufficient flexibility to accommodate changes in strategy throughout the Kiribati program’s execution.

Beyond sharing achievements, participants identified strategies to improve project skills and procedures. Most projects arrived with both their project managers as well as staff tasked with developing communication strategies. The result was a dialogue of communication theory enriched by practical aspects as well as its application to IW management. In fact, one key outcome of discussions centered on the importance of project managers’ involvement in any communication plan. Other important lessons included:

- ◆ Build communication plans into project documents and components
- ◆ Focus specifically on intended stakeholders, in lieu of indiscriminately broader audiences
- ◆ Maintain simple messages which highlight the benefits of the new behavior to the individual
- ◆ Train and encourage sub-project managers or national coordinators to communicate strategically
- ◆ Promote stakeholder excellence, for example, by creating community champions

Besides progress made on defining communication, this workshop pioneered a number of innovations in IW:LEARN’s stakeholder ex-

change program. The DRP-managed the sessions relied heavily on an active facilitator with a background in journalism. The facilitator perfectly balanced the need to achieve workshop goals with conversation management. An active facilitator, it turns out, can elicit comments from those less likely to participate as well as controlling those more likely to dominate conversation. The workshop also found the right balance between presentation and discussion time.

IW:LEARN will support replication of this type of stakeholder exchange among other IW projects and partners. Intake of applications for the 2006 program has already commenced.

For more information on the inter-project stakeholder exchange program, as well as application materials, please visit: <http://www.iwlearn.net/exchange> or contact IW:LEARN’s Janot Mendlar ([janot@iwlearn.org](mailto:janot@iwlearn.org)).

For more information regarding the Communication Workshop and its outputs, please visit: [http://europeandcis.undp.org/WaterWiki/index.php/Communication\\_for\\_Results\\_-\\_a\\_Planning\\_Guide\\_and\\_Resource\\_Kit\\_for\\_Water\\_Governance\\_Projects](http://europeandcis.undp.org/WaterWiki/index.php/Communication_for_Results_-_a_Planning_Guide_and_Resource_Kit_for_Water_Governance_Projects) or contact Kari Eik at the DRP ([kari.eik@unvienna.org](mailto:kari.eik@unvienna.org)).



*Caspian Sea Project Manager Hamid Ghaffarzadeh and Ardalan Sotoudeh follow their colleague, Melina Seyfollahzadeh’s presentation --Photo by Mish Hamid*

## Upcoming Events

**16 March 2006 - 22 March 2006**

**4th WORLD WATER FORUM**

Mexico City, Mexico

[www.worldwaterforum.org](http://www.worldwaterforum.org)

**30 May 2006 - 2 June 2006**

**III INTERNATIONAL SYMPOSIUM ON  
TRANSBOUNDARY WATER MANAGEMENT**

Castilla, Spain

[www.uclm.es/congresos/twm/](http://www.uclm.es/congresos/twm/)

**05 June 2006 - 6 June 2006**

**COASTAL ENVIRONMENT 2006**

Rhodes, Greece

[www.wessex.ac.uk/conferences/2006/c](http://www.wessex.ac.uk/conferences/2006/c)

**06 June 2006 - 04 Sept. 2006**

**ADVANCED TRAINING IN INTEGRATED WATER-  
SHED MANAGEMENT**

Kanpur, India / Beijing, China

[inwama.uni-jena.de](http://inwama.uni-jena.de)

**05 June 2006 - 07 June 2006**

**COASTAL ENVIRONMENT 2006**

Rhodes, Greece

[www.wessex.ac.uk/conferences/2006/coast06](http://www.wessex.ac.uk/conferences/2006/coast06)

**16 Oct. 2006 - 18 Oct. 2006**

**III APHW CONFERENCE ON WISE WATER  
RESOURCES MANAGEMENT**

Bangkok, Thailand

[www.thirdaphw.org](http://www.thirdaphw.org)

**16 Oct. 2006 - 20 Oct. 2006**

**INTERNATIONAL TROPICAL MARINE ECOSYS-  
TEMS MANAGEMENT SYMPOSIUM**

Cozumel, Mexico

[www.itmems.org](http://www.itmems.org)

**16 Oct. 2006 - 20 Oct. 2006**

**SECOND INTER-GOVERNMENTAL REVIEW  
MEETING OF THE GLOBAL PLAN OF ACTION**

Beijing, China

[www.gpa.unep.org/bin/php/igr/igr2/](http://www.gpa.unep.org/bin/php/igr/igr2/)

**12 Dec. 2006 - 16 Dec. 2006**

**EAST ASIAN SEAS CONGRESS**

Haikou City, Hainan Province, China

[www.eascongress.way.to](http://www.eascongress.way.to)

## GEF IW Events at the 4th World Water Forum

*Some highlights of GEF IW contributions to the World Water Forum include:*

17 MARCH - FRIDAY

◆ **FT1.39-14:30** Shared Groundwater Resources for Sustainable Management, convened by UNESCO, includes presentations by Iullemeden Aquifer

18 MARCH - SATURDAY

◆ **FT2.51-11:15** GEF Contributions to Institutional Development for IWRM, will feature presentations from the Rio Sao Francisco, Danube / Black Sea, and Guarani Aquifer projects

◆ **FT2.53-11:15** Strengthening Cross-cutting Schemes Toward the Integrated Management of Rivers & Coasts, co-organized with SEMARNAT (Mexico) and GEF IW, is complementary to session **FT2.31** Management Link for Rivers & Coasts. This session includes GEF projects like Danube, PEMSEA and IWCAM

◆ **FT2.31-14:30** IUCN and GEF-IW:LEARN will host on Sunday (March 19) a Multi-stakeholder Dialogue on Promoting the Freshwater-to-Oceans Linkages through the UNEP-GPA Framework, Partnerships and Other Approaches, organized by the Global Forum on Oceans, Coasts & Islands.

◆ **FT2.36-14:30** Public Participation & Solidarity in Basin Management, is co-convened with INBO by GEF-IW:LEARN and ELI (Environmental Law Institute), UNESCO-IHP's ISARM (Shared Aquifer Management) program, and Academie de l'Eau

20 MARCH - MONDAY

◆ **FT4.30-14:30** Fostering Sustainability in Arid and Water Scarce Zones Through Local Actions, includes North-west Sahara Aquifer Project

OTHER HIGHLIGHTS INCLUDE

◆ **FT2.05** Danube in addressing transboundary basin management

◆ **FT2.32** Promoting the World Lake Vision

GEF presenters and project partners will also address the other framework themes of WWF4: Water for Growth & Development, Water Supply & Sanitation for All, Water Management for Food & the Environment, and Risk Management.



## 2006 IW:LEARN ACTIVITIES PLANNED

### IW WORKSHOPS

- ◆ Deliver web development workshop at the Water Information Summit (Latin America and Caribbean)
- ◆ Support Athens-Petersberg II process lakes and groundwater roundtable with GWP-Med (Southeastern Europe)
- ◆ Deliver public participation workshop organized by IW:LEARN & ELI (LAC)
- ◆ Deliver integrated water resources management workshop with IUCN (Africa)
- ◆ Run information management workshop (Southeast Asia)

### IW OUTREACH

- ◆ Co-organize World Water Forum Sessions (see page seven)
- ◆ Support GEF IW participation at 4th World Water Forum in Mexico
- ◆ Premier LME documentary
- ◆ Present Pacific SIDS Gender-Water-Climate expo
- ◆ Continue to build and refine iwlearn.net

### IW EXCHANGES

- ◆ Conduct two to four inter-project exchanges
- ◆ Publish at least ten IW Experience Notes

*All GEF IW projects and partners are invited to participate in these activities.*

## Call for Articles

IW:Bridges depends on article submissions from the GEF IW community. Send article proposals and announcements to [news@iwlearn.org](mailto:news@iwlearn.org). We are particularly interested in stories of lessons learned, challenges overcome, and milestones in IW project implementation.

## 2006 1STQTR - IW:LEARN HIGHLIGHTS

- ✓ Launched new GEF International Waters resource center at [www.iwlearn.net](http://www.iwlearn.net)
- ö Delivered Socio-economics and Governance workshop to 21 participants from 10 LME's
- ö Supported IW communications workshop among 6 GEF IW projects (see page one)
- ö Hosted GEF IW sessions at Global Oceans conference (see page two)
- ö Co-developed South Pacific Gender, Water and Climate expo



*Steve Menzies and Ritia Bakineti of the SPREP-IWP project --Photo by Dann Sklarew*

*IW:LEARN aims to strengthen International Waters Management (IWM) by facilitating structured learning and information sharing among stakeholders.*  
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