

# The Effect of Process Documentation on Building the Capacities of EMPOWERS Stakeholders for Local Water Governance

Firas T. Abd-Alhadi<sup>1</sup>, Buthaina Mizyed<sup>2</sup>, Rania El-Zoubi<sup>3</sup>, May El-Soda<sup>4</sup> and Ton Schouten<sup>5</sup>

## Abstract

Capacity development is about change. It is about individual change, organizational change and/or societal change. Change does not come easy, in particular not if it has to be brought about by a short term project. Changing water management, the objective of the EMPOWERS project, will encounter a range of reactions amongst the different stakeholders involved in water management: resistance, denial and responsiveness. Prejudices, behaviors and century old patterns will be challenged and will not give away easily. The objective of process documentation is to document the change process and share the outcomes in order to stimulate reflection and debate about the factors that hinder or accelerate change. Process documentation develops the capacities of different groups of actors. This article elaborates the impact of process documentation on three of those groups: the direct stakeholders in water management, the general public and the project teams.

## Keywords:

Capacity building, EMPOWERS, local water governance, process documentation, Middle East, monitoring and evaluation.

## Introduction

Being a project that aims at long-term access to water by the underserved groups in Egypt, Jordan and Palestine through advocating Stakeholders Dialogue and Concerted Actions (SDCA), the 'Euro-Med Participatory Water Resources Scenarios' (EMPOWERS) invests good resources in building stakeholders' capacity for involvement in concerted actions. This investment is based on the assumption that stakeholders' involvement -particularly at the intermediate and local levels- leads to improved use and management of water resources.

Improved management implies taking better account of users' needs and engenders collective responsibility for interventions in the water sector. Therefore, it is reasonable to regard the developing capacities of the stakeholders involved in EMPOWERS as indicators of progress in this project. This in turn makes the documentation of the development of these capacities

---

1 Regional Documentation and Communication Specialist, EMPOWERS Partnership / INWRDAM. P.O. Box 1460 Amman 11941, Jordan. Email: [firasinw@nic.net.jo](mailto:firasinw@nic.net.jo) or [uwriteedit@yahoo.com](mailto:uwriteedit@yahoo.com)

2 Country Process Documentation Specialist, EMPOWERS Partnership / CARE International - West Bank/Gaza. P.O. Box 107 Jenin, the West Bank. Email: [mizyed@carewb.org](mailto:mizyed@carewb.org)

3 Country Process Documentation Specialist, EMPOWERS Partnership / CARE International - Jordan. P.O. Box. 950793 Amman 11195 Jordan. Email: [rania@care.org.jo](mailto:rania@care.org.jo)

4 Country Process Documentation Specialist, EMPOWERS Partnership / CARE International - Egypt. P.O. Box 2019, Cairo 11431. Egypt. Email: [melsoda@egypt.care.org](mailto:melsoda@egypt.care.org)

5 Programme Officer, Knowledge Development and Advocacy, International Water and Sanitation Centre (IRC). P.O.Box 2869, 2601 CW Delft, the Netherlands. Email: [schouten@irc.nl](mailto:schouten@irc.nl)

an important instrument for knowing “how” stakeholders can be empowered to become eligible for the governance of their local water resources.

However, designing “process documentation” (PD) to be immune against the stereotypical “monitoring” function has made it more involved in the impulses behind stakeholders reactions and the contexts of developments rather than the mere outcomes of the project’s activities. This involvement qualified PD to serve as a major tool for building the capacities of all those affiliated with EMPOWERS.

## Process Documentation and Other Information Functions

The information activities in EMPOWERS are so diverse that an undiscerning eye may miss the distinct role PD has been playing in this project. Against a flood of water data, publications, training materials, PD stands for a qualitative approach to:

- understand local water management;
- analyze the factors which govern stakeholders’ responsiveness or resistance to changes in water management; and
- document the process of change and disseminate the findings.

From an early stage of the project the special character of PD was outlined and distinguished from the other information functions as the following table shows:

<b>Information for Improved IWRM (Info flow)</b>	<b>Monitoring EMPOWERS (Project Progress)</b>	<b>Process Documentation (Learning Process)</b>	<b>Dissemination and Outreach</b>
<p><i>Water Resources Assessment Data</i> (Primary &amp; secondary data).</p> <p><i>Vertically and horizontally flow of information</i></p> <p><i>(Vertically between different levels; horizontally within the same level)</i></p>	<p><i>Monitoring the achievements of EMPOWERS (standard monitoring of project objectives)</i></p> <p>⇒ Improved stakeholder cooperation</p> <p>⇒ Improved planning at local level</p> <p>⇒ Improved information flows</p> <p>⇒ Water for vulnerable groups</p>	<p><i>Looking at HOW these achievements were accomplished: (NOT WHAT was achieved)</i></p> <p><i>especially in</i></p> <p>⇒ <b>Decision making process</b></p> <p>⇒ <b>Concerted action</b></p> <p>    ⇒ Relations</p> <p>    ⇒ Resistance</p> <p>⇒ <b>Attitudes, Behavior</b></p> <p>    ⇒ (What happened to make behavior and attitudes change?)</p> <p>⇒ <b>Empowerment</b></p>	<p><i>Information sharing with the outside world (in country and the region):</i></p> <p>⇒ Posters</p> <p>⇒ Publications</p> <p>⇒ Website</p> <p>⇒ E-lists</p> <p>⇒ Working papers</p> <p>⇒ Presentations</p>

The first column responds to one of EMPOWERS main goals: Improving the processes of collecting and sharing information on water management and resources which is indispensable in Integrated Water Resources Management (IWRM).

Like all other projects in being result-oriented, EMPOWERS has designed an active monitoring function to evaluate the progress of day-to-day activities and verify the realization of the projects objectives and outputs, as the second column shows.

Unlike most projects, however, EMPOWERS is not satisfied by the mere documentation of its deliverables. It is not a project that delivers physical water equipments or installations; it is an initiative to involve all stakeholders in the making of important decisions about water through empowering people at different levels. This makes it a project that seeks to improve the quality of life by encouraging a societal change and building individual and institutional capacities. The introduction of change and building of capacities implicate a process that has to be documented in order to know how the results were achieved and what catalysts of change were active and what obstacles emerged.

The fourth column is about the outreach and dissemination of all information engendered by the various activities of the first three functions in the table. The dissemination of such information is two folded, taking place at a country level and at the regional level. Disseminated information takes the following forms:

- Guidelines for IWRM using participatory approaches with local-level stakeholders.
- Documents and supportive videos for government officials, NGOs staff and local communities describing how EMPOWERS brings about change.
- Educational materials for local communities to promote awareness of critical issues of water availability, efficient use, and rights and access to water.
- Training materials for government officials and NGOs staff on how to use approaches developed by EMPOWERS.
- Website on IWRM and stakeholders' dialogue and concerted actions in the MENA countries.

Process documentation in EMPOWERS is based on capturing the processes embedded in the project's planning cycle at the governorate, district or village level and turning the resulting data into analyzable information with the outcomes disseminated through the above listed media. This makes PD itself a learning tool involving all stakeholders as learners and educators (at the same time) of the reasons of success and failure. The instructive character of PD is evident in the four key processes whose improvement is a focal point in EMPOWERS' view of an improved local water governance. The four processes are:

- **Decision making.**
- **Concerted action.**
- **Behaviour and attitude change.**
- **Empowerment.**

## **Impact of Process Documentation on Stakeholders Capacities**

The PD tasks have been carried out by three PD specialists (PDSs), each based in one of the EMPOWERS countries. One of the main responsibilities of PDSs in EMPOWERS is sourcing, collecting and analyzing the information needed in the different phases of the project. As emphasized earlier, such information goes beyond the facts-and-figures formula to the subtle individual temperaments, societal patterns, and economic and political forces that have created these facts.

This prompted PDSs to involve intermediate level and local level stakeholders in collecting and analyzing primary information either from the target local communities or from local government agencies. Such involvement served three major purposes; it

- provided stakeholders with a better understanding of the water problems in the target communities;

- infiltrated the social and psychological barriers that prevented community stakeholders from asking for information from government agencies and made officials refrain to give that information; and
- introduced a methodological approach to water information sourcing, collecting, analyzing and storing.

The role of PDS here was to encourage, support and guide the stakeholders about the best ways to obtain information important for identifying problems and opportunities for solving them. In several occasions, the stakeholders were asked to take the minutes of community meetings and make individual or group interviews with end-users and participants. They also received training on how to use digital camera for taking snapshots that reflect progress in the four processes.

With a growing self-confidence, the stakeholders were escorted by the PDSs to the next phase of processing information, turning it into qualitative and quantitative data. The early PD reports reflect the stakeholders' acquired skills of analyzing the information they have collected and the impressions they made and investing that in identifying the pilot projects<sup>6</sup> to be implemented in target communities. Whether in sessions of problem analysis, pilot selection, scenario building<sup>7</sup>, or strategy making; factual data were usually challenged by conclusions the stakeholders have drawn from their documentation missions.

### **Building Stakeholders Capacities through Process Documentation**

The involvement of stakeholders in PD activities was prefaced by workshops introducing the importance of documentation in planning and managing water resources. Moderated by the EMPOWERS team especially the PDSs, workshops and meetings brought together local stakeholders and intermediate level officials, involving them in an open discussion on EMPOWERS approaches. These meetings witnessed transformation of the citizens' early skepticism to a curiosity to know more about the project. They also discovered the existence of a platform where they could speak out their problems before officials and fellow villagers and came to know that in many cases their own knowledge of the water situation excels that of the officials.

Similarly, the customary governmental view of the rural community as unequal in knowledge and skills was eventually replaced by accepting the idea of cooperating with community members. Early interviews with many of those officials showed that the gap was an inevitable outcome of a long tradition of centralized planning and implementation of natural resources projects on the one hand and personal convictions on the other. But through the potentials displayed by the locals, the officials' reservations changed into welcoming the idea of working with the villagers on equal footing to develop the villages' plans.

By collecting and analyzing information on water problems and stakeholders' opinions about these problems the local government officials and representatives of local organizations obtained significant organizational potentials. They reached a stage where the PDSs delegated to them the responsibility of managing, facilitating and documenting meetings with local level

---

<sup>6</sup> Pilot projects in EMPOWERS vary according to the needs and choices made by the stakeholders and target communities. They can be purchasing and running a water tanker, establishing a local society or even upgrading basic water infrastructure. However, pilot projects are not objectives in themselves; their importance stems from the learning process implicated in the stakeholders' involvement in planning and implementing them which serves as model for future simulation in planning for local water governance.

<sup>7</sup> 'Scenario Building' is a tool for systematic and consistent examination of possible future trends, and the impact these trends are likely to have on the possibility of achieving a shared vision.

water users. During the meetings, those stakeholders displayed the ability of running purposeful discussions, while keeping in mind that there was no single source of credible information. They became careful to listen to all participants, discuss their propositions and invite the others to reflect on those propositions. Meanwhile, they kept a vigilant eye on the prevailing patterns of behaviours and relationships in order to detect changes that took place since the last meeting and for a future contrastive analysis of developments. The stakeholders' capacity and commitment were displayed also after the events, by writing reports, documenting experiences, reconsidering earlier beliefs and expressing adherence to participatory approaches to IWRM.

In doing so, the direct stakeholders were actually simulating most of the PDSs' responsibilities and were thus expanding the core team of EMPOWERS as to become a '*knowledge community*' of local-level government officials, community-based organizations and citizens. The capacities these *knowledge communities* developed through the process of collecting, analyzing, validating and sharing water-related information in a participatory environment include:

- Ability to work together in a stakeholder platform.
- Ability to plan and manage water use in communities, districts and governorates.
- Ability to empower marginalized groups to become actively involved in water management.

"It was not just about collecting and disseminating information," a local official from Jordan said describing his experience in working with other stakeholders in PD activities. "It was a process of creating a public culture for giving, receiving, and handling information, which had several individual, communal and institutional dimensions," he added. The feedback received from the stakeholders in Egypt, Jordan and Palestine about their participation in PD reveals some of these dimensions:

- **Individually:** Producing documents that are useful for future usage; enhancing self-confidence in one's ability to play a functional role within his/her institution and community; and speaking out one's opinions and accepting opposite opinions.
- **Institutionally:** Having officials obtain their water-related information from its original sources in the village; enhancing coordination among the different government departments; exchanging experiences; and giving access to information and sharing outputs.
- **Communally:** Restoring local stakeholders' faith in the usefulness of expressing their problems to water officials and working with them for solutions; and advocating EMPOWERS as a serious initiative that considers end-users as real partners capable of managing local water resources.

The hurdles met in the road to realizing these dimensions through delegating PD missions to stakeholders were in fact the same that have been impeding IWRM in the Middle East. They include:

- Lack of communication and coordination among line departments; withholding information from other departments and local stakeholders.
- Overlapping responsibilities between line departments; administrative barriers; spirit of competitiveness.
- Diverging and sometimes contradicting interests and perceptions among officials and end-users.

- Civil servants' view of rural community members as unequal in knowledge and skills; community skepticism of civil servants' ability and willingness to help.
- Social barriers between men and women in the village by which women's active participation in discussions and group activities had been minimal especially in the presence of men.

### **Jumping Over a Gender Hurdle**

EMPOWERS approach to gender issues serves as an example of how activities were turned into a tool for breaking the societal, institutional and individual barriers. At the beginning of the project, citizens of Qabatya, one of EMPOWERS target villages in Palestine, showed resentment of women's presence in mixed meetings, not to mention their participation in collecting, analyzing and validating water-related information. As it is a core EMPOWERS creed that the empowerment and participation of women is a prerequisite of improved water governance, the issue of founding a special entity where women can freely learn how to participate in implementing the project's approach became an objective in itself. The establishment of a 'women society' was thus chosen as the pilot project in Qabatya hoping that it would raise women's awareness in water issues and related social and economic matters and provide them with the platform necessary for their contribution in planning for future water projects.

An early fruit of training the society members in documentation capacities was reaped in the society's inception period, in the form of documented obstacles reported by the members themselves, such as disputes over membership by the candidates' families and accusations of bad administration of the society. The objectivity with which the members documented and reported the causes and effects of these problems revealed their ability to identify shortcomings and willingness to deal with them. This is what EMPOWERS sought to capitalize as a starting point in the quest of participatory IWRM. The members' positive attitude and the citizens' acceptance of an equal-opportunity women society in their village showed that it is worth investing in the administrative and documentation capacities of stakeholders.

The challenges for ensuring participation of Qabatyan women reflect -one way or another- the obstacles bound to emerge when seeking to introduce participatory IWRM in most contexts in the region. Therefore, EMPOWERS found it essential to establish special *platforms* in which the different stakeholder groups could discuss water management problems and identify solutions in a participatory manner, such as Qabatya women society did. *Stakeholder platforms* are being established at three distinct levels in each country. These are: at national level, a national steering committee<sup>8</sup>; at governorate level (district in Egypt), a broad based action research coalition; and in selected pilot communities, multi-user groups.

### **Impact of Process Documentation on the General Public**

As a water development project related to existing and potential patterns of behaviour, management, and relationships, EMPOWERS entails a wide range of societal, institutional and individual adjustments. The need for adjustment stems from the fact that the water management inadequacies in the region are -at least in part- an outcome of a long line of malpractices and misconceptions that draw on societal factors. For instance, most urban recipients of water services in Egypt are unaware of water problems in their countryside

---

<sup>8</sup> 'Steering Committees' in EMPOWERS are formed of national-level policy makers and practitioners in the field of water. These committees ensure that the approaches developed conform to the national policy and are therefore open to being scaled up and institutionalized.

because they have not been involved in any way in water management neither received the necessary awareness of Nile River as a source with limited capacity around which disputes may arise. Highlighting the societal, institutional and individual factors that cause many of the water problems to occur and proposing alternative ways of water management is one of the tasks of process documentation.

In the three EMPOWERS countries, it was found out that the public's adherence to the methodologies of the project is better initiated by raising the public's awareness of its position in the midst of critical water issues that affect it. Most notable among these issues:

- water situation in the country and the region; elements contributing to water scarcity and its effect on the public;
- public's practices aggravating problems resulting from water scarcity;
- public's role in alleviating the effects of water scarcity; domestic and irrigational practices that would help to avoid the worst implications of national and regional water crises resulting from drought, political disputes, inadequate management, and insufficient infrastructure;
- right to access water for all sectors and classes of the society;
- public's right to obtain water information;
- public's right to participate in planning and managing local water resources;
- need to give special attention to the requirements of empowering underprivileged and underserved groups in order to keep pace with the rest of community in assuming water rights and responsibilities;
- that one individual can make a difference and a group of individuals can make a bigger difference; and
- that EMPOWERS is designed to address all these issues and considers them essential elements in IWRM.

These issues were identified through extensive PD activities during field visits, interviews with stakeholders and citizens, and critical observations in meetings. The input was transformed into case studies, articles, photo albums and video reports for public dissemination. Breaking the customary public silence that had been downplaying the urgency of these issues is critical for any change in water management practices. In EMPOWERS, these efforts created trust in PDSs' readiness to listen to citizens' problems and help finding solutions. It thus became natural for PDSs to play a major role in designing and implementing the awareness activities that took the forms of community meetings and publications, by which these issues were addressed. Stimulating debate and reflection among the general public is a core element of capacity development for improved IWRM.

### **Meetings in Local Communities**

Early incursions into local communities revealed the citizens' need for awareness of the advantages of joining and/or supporting the lobbying of efforts to address local water problems in a participatory manner. Awareness meetings were made in the target communities to address this need and to help the citizens see the relationship between lack of participation and the persistence of inadequate water management. Eventually the citizens started to see how locally-designed initiatives lead to long-term solutions by which they can replace the water authorities in taking responsibility and accountability for planning and managing the local water scene.

## **Publications and Documentaries**

Publications of different types complemented firsthand communication with the end-users but did not replace it. Newsletters, brochures and magazine were seen as necessary tools to keep the general public abreast of developments. The topics in these publications include: (1) descriptions of the target communities and activities taking place within EMPOWERS; (2) success stories and challenges that may come up on the way; and (3) articles on building the capacities of stakeholders and the resultant change in their involvement in the project.

Introducing the project's approaches and methodologies in a simplified and appealing manner, these publications widened the circle of advocacy for EMPOWERS and helped drawing more attention to the hardships of underprivileged people in the region.

Audiovisuals like documentary films and photo albums have been another effective tool in documenting and sharing transformations in the target communities, in particular the communities' participation in the project's activities and the skills they have developed. The self-confidence and knowledge displayed by those citizens served as an important tool for increasing communal interest in the project and awareness of the critical water issues. Running the recordings in local, national and regional events presented a true picture of the public's significance in the implementation of EMPOWERS plans and engendered national and regional readiness to pursue developing the citizens capacities.

It did not take long for the outcome of external interest to become evident. For example, several water projects in Egypt expressed their interest in the EMPOWERS methodologies such as the Water Boards Project of the Ministry of Water Resources and Irrigation and the Small Grants Programme of the Global Environmental Facilities. This interest developed into various forms of cooperation ranging from exchanging visits and organizing joint workshops to establishing a partnership with CEOSS and signing a memorandum of understanding for participating in the implementation of EMPOWERS pilot projects.

## **Is Process Documentation Dispensable for EMPOWERS Teams?**

The role played by stakeholders in collecting and using water and social information, and the awareness raised among the general public about water rights and local governance, have both established *knowledge community* as a pillar of effective dialogue and concerted actions essential in IWRM. Fortunately, this very informational character of participatory research and actions that have been coordinated by PDSs served as a source of valuable feedbacks on activities effectiveness which led to introducing significant amendments on future plans.

Being closely involved with stakeholders while still a member of the project team put the EMPOWERS PDSs in a unique position by which they:

- captured the information that cannot be found in official records through interviewing people or involving them in group work, exercises and games;
- documented events progress while they were happening;
- contrasted official data with feedback from beneficiaries;
- verified the accuracy of reports on project's activities with participants' offstage reactions.
- designed and implemented awareness raising activities for stakeholders and monitored changes in their behaviours and conceptions about water issues;
- periodically interviewed all those associated with the project to track 'changes and resistances' that are bound to happen after being exposed to EMPOWERS;

- incorporated the outputs of the above points in the monthly reports of the country programmes and introduced amendments when necessary;
- documented the team members' performance of activities in terms of effect on the public and stakeholders; and
- made reflections with stakeholders and the team on the strengths and weaknesses of a finished activity and embarked at recommendations to enhance the strengths and avoid weaknesses.

The diversity of these responsibilities necessitated that PDSs keep one eye on the stakeholders and the general public and the other eye on the team members. They had to create a balance when moving from their duties as team members to acting as a medium through which stakeholders voices were heard and vice versa. Tilting towards either of these two roles would lead to erroneous input in the evaluation of progress and refute the justification of having the PD function itself. For good and honest process documentation some distance to the project was maintained. Complete identification with the project objectives would have troubled a more or less objective perspective – after all, the project is a stakeholder in itself. This was indeed quite a challenge. On the other hand, PDSs kept in mind that their informational and monitoring role is not a replica of those of the rest team; and it depends on firsthand feedback derived from the community to compliment, rectify, validate and consolidate the team's solid, factual input.

There are several instances where this understanding helped improving the overall quality of planning and implementing different phases of the project. Through winning stakeholders' confidence, PDSs often found out that the source of a certain obstacle for achieving a set goal in the project was the inadequate or inaccurate information. It was not unusual that the real causes of a problem turn out to be in contrast with earlier assumptions made by the team based on the available systemized data.

### **Process Documentation Insight into Weak Participatory Work**

Lack of participatory activities which lie at the heart of EMPOWERS approach to IWRM was typically attributed to poverty, illiteracy, and absence of the skills and experiences necessary for this kind of work. Blaming these elements exclusively, a common practice in many projects, is usually tracked to outdated information or depthless investigation of local communities. It is true that poverty, illiteracy and low capacities contribute in hindering participatory work. But it is also true that there are other principal causes that have been overlooked in similar initiatives, which often made efforts go in the wrong directions and kept participatory work as underdeveloped as it was before those initiatives.

EMPOWERS provides good examples of citing the real problems behind weak participatory work within the communities, aside from the customary economic situation or level of education. It was not in an open meeting where a woman or young man confided to the PDS that the causes of dispersed past efforts and current reluctance about communal cooperation were not what was said in public. The causes that were first discovered through such disclosures include:

- Disputes between different families over lands, resources and local job positions, making participatory work impossible. In most situations such disputes were never resolved but kept coming up whenever there was a meeting combining those community parties. This turned development projects into an opportunity for every party to display its case, which in fact drove away several projects from working in such communities.

- Optional or mandatory reliance on inadequate or self-centered local representatives for conveying community problems to the government or donors, which distorted the nature of communal claims. The ultimate result had to be negative responses from aid agencies and a subsequent communal refrain from sending any more complaints.
- A culture of dialogue based on social hierarchy by which the marginalized and the young are not expected to challenge the opinions of individuals of a higher social status or the elderly.

These findings about (lack of) participatory work and similar findings about several other aspects in need of empowerment were only possible through offstage feedback to EMPOWERS PDSs due to the social sensitivities they could have stirred in public. To great extent it was PD reports about these feedbacks that determined the nature of capacity building and awareness activities that were undertaken by the project teams.

One of the useful lessons the project teams learned was the difficulty of citing a single source for accurate and complete information upon which plans can be made. The team came to know how to avoid the temptation of confining their plans to the feedback obtained from influential groups or individuals that are usually self expressive and inclined to participate but are not the neediest or the most informative. This realization made it inevitable to conduct extensive documentary tasks with the different types of stakeholders in the target communities.

## Conclusions

Projects are caught in logical frameworks that give the impression of a rational and logical project implementation. Projects present the real world as a world that can be changed easily, as long as you follow the project cycle and adhere to the objectives in the logframe. Process documentation assumes the real world not to be that rational and logical. It assumes that projects will clash with the real world, with century old traditions, behaviors, social patterns and prejudices. Process documentation aims to track these factors hindering change. It aims to stimulate reflection and debate about these factors and not treat them as externalities to the project.

Process documentation in EMPOWERS is an effort to bring these factors to the fore of day-to-day project implementation. By building trustworthy relationships with the stakeholders, having interviews with them and learning about their motives and backgrounds of their resistance and/or commitment, process documentation opens a window to the world outside of the rational and logical project cycle.

Process documentation in EMPOWERS included the capacity development of three groups: the stakeholders themselves, the general public and the project teams. Capacity development had different, complementary forms: making stakeholders aware of each others positions and breaking down barriers caused by prejudice and attitude and thus opening up concerted action; increased public debate about the key problems of water management and; being a corrective instrument for the project teams and increasing their understanding of water management problems and thus enhancing the project cycle itself.

Two problems must be highlighted as well. One of them is the dilemma that PDSs encounter between being a kind of neutral outsider and also being part of the project team, the project being one of the stakeholders. In EMPOWERS this is being tackled by bringing in true outsiders: documentary filmmakers to document water management problems. The other problem is that not everything that is documented can be shared easily. Some findings could threaten the position of the project or of the project team members in particular the PDS.

Especially in hierarchical societies, critical process documentation will be more problematic. Outsiders may be needed to voice the findings.

Process documentation in EMPOWERS has produced positive results. The stories of stakeholders and the systematic dissemination of outcomes by the country teams and the regional information programme have given the project a recognizable and sympathetic image. This in turn has contributed to enhanced debate and reflection on critical water management issues.

## References

Laban, Peter et al (2005) "Stakeholder Dialogue and Concerted Action for Integrated Water Resources Management", Amman, Jordan EMPOWERS Partnership, Working Paper No.6.  
Available at: <http://www.empowers.info/page/1092>

Laban Peter and Patrick Moriarty (2005) "Overall Vision and Approaches of EMPOWERS for Planning, Development and Implementation of Water Resource Management", Amman, Jordan, EMPOWERS Partnership, Working Paper No.1. Available at: <http://www.empowers.info/page/1059>

Moriarty, Patrick et al (2005) "Using Visions, Scenarios and Strategies within the EMPOWERS Planning Cycle for IWRM", Amman, Jordan, EMPOWERS Partnership, Working Paper No.4.  
Available at: <http://www.empowers.info/page/10825>

Schouten, Ton (2005) "Process Documentation in EMPOWERS", Amman, Jordan, EMPOWERS Partnership, Working Paper No.8. Forthcoming at: <http://www.empowers.info/page/1095>

Newsletters Issues and news of EMPOWERS Country Programmes  
Available at: <http://www.empowers.info/page/134>