



**ADD Water Management to YOUR Solutions**

Annual Report 2009



# Mission

To improve the management of land and water resources for food, livelihoods and the environment

# Vision

Water for a food-secure world



## About the cover image

*This image is an artist's impression of climate change and water issues.*

The year 2009 saw global governance and scientific influence on the issue of climate change reach a climax at the COP15 conference in Copenhagen. What look like setbacks to the climate change community may well be turning points. In the absence of a binding global agreement, nations must now decide for themselves what they can and will do to mitigate global warming and adapt to the inevitable changes.

One message is abundantly clear: we need credible science on climate change and it must

be effectively communicated. Credible science depends on independent, publically funded research institutions that can attract talented researchers.

Long before climate change was the subject of widespread global debate and nightly news reports, IWMI researchers were devising solutions to help small farmers adapt to conditions of water scarcity and use water more productively. IWMI takes the position that climate change is but one of a growing number of pressures on global water supply, and that we must redouble our efforts to improve agricultural water management in heavily populated and intensively developing areas

where climate change will exacerbate already severe problems of water scarcity, poverty and food production.

With 25 years of knowledge and experience, we know it is possible to grow more food with less water, to harvest rainfall, to recharge life-giving aquifers, and to manage water in a way that sustains the livelihoods of millions of smallholder farmers and the environment.

Solutions to a more productive use of agricultural water are at hand. We do not claim that water is the only solution to adaption, but we do believe that adding water management to existing solutions will result in more resilient communities.

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**Prof. John Skerritt FTSE**  
Chair, Board of Governors



**Dr. Colin Chartres**  
Director General

## Joint Message from the Board Chair and Director General

During the year 2009, we saw major progress for IWMI - across science, management and financial fronts. It was a year in which we embarked on a significant number of new and exciting projects. It was also a year in which the CGIAR Change Management Process gained significant momentum. In December, the CGIAR Business Meeting formally approved the formation of the new CGIAR Fund, and this has subsequently been ratified by the Board of the World Bank. The new Consortium Board Chair and Vice-Chairs were announced, and the Strategy and Results Framework for the Consortium had taken shape.

IWMI has been an enthusiastic supporter of the Change Management Process because

we believe that it should assist in focusing international agricultural research for development on the issues of poverty, food security, and natural resources sustainability, especially since the impacts of climate change have become more significant. If the new Consortium is effective, funding for the CGIAR should grow over the coming years as new Mega Programs are developed to tackle the major development challenges of our era.

IWMI implemented a new management structure at the beginning of the year. This structure focuses scientific direction under the Deputy Director General and four theme leaders. Three regional directors (Africa, South Asia, Central/Southeast Asia)

complement the theme leaders and are charged with developing new business and ensuring that our work has impact. The management team has worked hard across all regions to ensure that projects focus on their planned outputs and have impact on our target audiences, whether they are the rural and urban poor, or policymakers and land and water managers. To assist in the delivery of project outputs, we have embarked on a program of strengthening senior staffing at several regional offices, while at the same time ensuring that we have a core team at IWMI Headquarters who are able to respond to high-level global issues including climate change.

On the project front, work on the Bill and Melinda Gates Foundation "Agricultural Water Management Landscape Analysis," a multimillion dollar project involving five sub-Saharan African countries and two Indian states, commenced in 2009 in partnership with the International Food Policy Research Institute (IFPRI) and the Stockholm Environment Institute (SEI). Similarly, in Africa, new work on groundwater funded by the Rockefeller Foundation and irrigation work funded by USAID was started. New funding has also been received from the International

Fund for Agricultural Development (IFAD) for work in Africa and South Asia in post-conflict and otherwise challenging environments. In India, IWMI completed several projects and associated projects of the CGIAR Challenge Program on Water and Food (CPWF) which have indicated that there is a very significant and growing gap between water supply and demand that is being faced in that country. This work was highlighted internationally in the McKinsey report on "Charting our Water Future" which was released in Washington in December. In Southeast Asia, we completed the move of the IWMI regional office from Penang (Malaysia) to Vientiane (Lao PDR) and have already received a significant amount of new support from a number of donors for new work in the region. IWMI also completed a seminal work on "Revitalizing Asia's Irrigation" for the Asian Development Bank. This report, which was one of the ways in which we responded to the recent food crisis, appears to have rekindled interest in irrigation in Asia at donor level and will be the focus of a major meeting later this year in Manila, Philippines.

Whilst IWMI is building scientific impact and demonstrating that water availability will be one

of the most critical factors for future food security, we have also continued to strengthen our management throughout the year. This has been marked by an excellent financial outcome enabling us to commit over US\$2 million to reserves and meet all of the required CGIAR financial performance measures. Given the possible financial uncertainties that the Change Management Process will bring during 2010-2011, we consider a prudent approach to financial management is imperative at this juncture.

During 2009, IWMI was also seen revising a number of its Human Resource Management policies and we have instigated a Staff Consultation Council, a Whistleblowing Policy and revised our international staff classification system. At the same time we have completed compensation surveys for national and international staff at most locations. The Board Chair conducted an "organizational health scan" in August and September through interviews with staff members. The results indicated that there was a general satisfaction in organizational directions, and a high morale and confidence in IWMI's leadership.

Finally, we would like to thank several people for their contribution to IWMI's work.

We would like to express our gratitude and appreciation to Dr. Margaret Catley-Carlson for her contributions and dedication during her tenure on the Board of Trustees and welcome Dr. Isher Ahluwalia on the Board.

Several of our staff members have also been recognized for their outstanding scientific contributions. Congratulations, in particular, go to Dr. Akissa Bahri for the C. N. R. Rao Prize for Scientific Research – in recognition of science contributions in the developing world, and to Dr. David Molden for the PAWEES International Award – in recognition of distinguished achievements and excellent contributions in the field of paddy and water environment engineering. We would also like to recognize the major efforts put in by all staff in making what has been another very successful year for IWMI.



**Prof. John Skerritt FTSE**  
Chair, Board of Governors



**Dr. Colin Chartres**  
Director General

Mma Tshepo Khumbane, Activist in rural development and food security, showing her integrated water management and waste management plans on her garden plot in the Cullinan Elands River Catchment Basin, South Africa.



Highlights

Overview of  
Dr. David Molden





*Water is the difference between poverty and prosperity, well-being and health, and a healthy environment and a degraded landscape. Which side of the equation you are on depends not so much on the amount of water available where you live, but on how that water is managed. As the climate warms, as the population grows, and as demand for water increases, competition for water will intensify. Moving into the 21st Century, we are confronting a new set of problems that demands new thinking. Sound scientific research will be needed to effectively manage water to feed a hungry world, reduce poverty, and sustain an increasingly fragmented natural environment.*

I am pleased to report that IWMI continues to deliver quality science to help societies address these urgent problems. IWMI had a full and exciting research agenda in 2009 with large and small projects covering a range of issues in

## Research 2009

Deputy Director General

**Good ideas are a powerful force.**



collaboration with a variety of partners. Some of these projects required that we generate key conceptual frameworks to underpin our science. In 2009, IWMI received word that we

had been rated 'outstanding' by the World Bank, in large part because of the quality, quantity and relevance of our research and the impact it is having.

Good ideas are a powerful force. Over the past decade, IWMI has forged new concepts that have helped unravel complex water, food, livelihood, ecosystem relations; a paradigm shift that has generated new ideas and new solutions based on evidence from the field. But the path from concepts to evidence to impact is often difficult to trace. Ideas float through a community of practitioners and combine with other ideas, sparking insights and innovations. Somewhere, they lead to implementation and impact by someone several degrees of separation from where the idea originated. In terms of science what is important is that we generate useful ideas that are picked up by others. [One of the most effective means of achieving this is integrating uptake strategies](#), which includes building strong partnerships and communicating appropriate information to both a general audience and specific target groups as part of the research process.

To better achieve the uptake and impact of our research, IWMI has now set up a triple strategy approach: building uptake strategies into projects

focused on the uptake of the specific research results; regional strategies to continue the uptake process after the life of the projects; and aligning corporate information and communications to support uptake strategies through a broad approach of making the information and knowledge available and accessible globally and promoted widely. This triple approach will help move the results of research to first-level outcomes of building awareness, knowledge and capacity; leading to adoption, improved water management and ultimately greater impact.

One reason for lack of uptake and impact of water technologies and strategies is that [women are routinely left out of the equation](#). Women play different roles in, and view, agricultural water use and water management differently than men, often using water for a wider range of purposes. Guidance is lacking to help researchers and implementers understand and include gendered differences in agricultural water management and use. For years, IWMI has been involved in mapping the global diversity in the gendered organization of irrigated farming and the related diversity in gender solutions. In collaboration with the International Food Policy Research Institute (IFPRI), IWMI

is now actively engaged in putting this onto a GIS map of how farming systems are gendered.

IWMI has been a leader in irrigation since it was founded as the International Irrigation Management Institute (IIMI) in 1985. Most recently, IWMI took a fresh look at irrigation together with the Food and Agriculture Organization of the United Nations (FAO), the Asian Development Bank (ADB) and local partners. The result was a synthesis of research used to convey a message to investors and policymakers that Asian irrigation is vital if we are to meet food and livelihood needs in Asia, but that [Asian irrigation needs to be reinvigorated](#). Asia needs to feed an additional 1.5 billion people by 2050 with food needs projected to double. While over 70% of the world's irrigated area is in Asia, its irrigation systems are not up to the task. The word got out to the world through an effective media campaign and IWMI is refocusing its work on irrigation.

Climate change was high on the global agenda in 2009, culminating in the COP15 negotiations in Copenhagen in December. The absence of water in the negotiations was no surprise—the focus of the United Nations Framework Convention on Climate Change (UNFCCC) is carbon. Of course, carbon emissions must be



addressed, but Earth's climate is more accurately a 'hydroclimate' and water has been the 'forgotten' greenhouse gas in these negotiations. There is, however, a growing awareness that [agriculture has a huge role to play in both mitigation and adaptation](#), and it is here that water will again come to the fore.

Kofi Annan rightly stated that the water crisis is not a crisis of water, but a crisis of water governance. This statement gets right to the heart of water problems, "What constitutes good water governance?" IWMI researchers are addressing this issue with new concepts of water governance and new indicators to measure how governance is being improved. [Technical solutions are relatively easy compared to the challenges of reorienting institutions](#).

Water storage will be critical for adaptation to more variable weather conditions and rising temperatures. In addition to large dams and reservoirs, the full range of water storage options will have to be considered – water storage in soil moisture, wetlands, small water harvesting structures and groundwater. IWMI's research provides a conceptual framework for water storage, and is providing evidence for better understanding of the options people have and

their potential consequences. [Groundwater banking](#), for example, is one of several new ideas in storage management. Whilst the idea of saving water now and using it later - when it is needed - is not new, annual aquifer recharge or 'groundwater banking' is an innovative approach to storage and will likely become both common and necessary as the climate warms.

The year 2009 also marked the end of a protracted civil conflict in Sri Lanka. With the end of the conflict comes the enormous task of helping people and communities in the North and Northeast rebuild agricultural production. Water is urgently needed for food production, industry, domestic needs and ecological services. People are moving quickly to remedy the situation of water scarcity, not always with the benefit of the best available scientific insight. In addition to short-term assistance, a long-term view of the best use of land and water resources is urgently required. [IWMI created a prototype water audit system](#) that would provide up-to-date information about water use and the Institute is in discussion with the Sri Lankan Government Agencies on ways to take this further, including potential funding sources. The audit was one of many ideas and research studies presented at a joint national water

conference in July 2009. IWMI is ready to provide research support to the Sri Lankan Government as they develop and implement sustainable and productive water strategies.

As one year ends and another begins, [IWMI's 25th Anniversary Year in fact](#), we look back on our accomplishments and also look ahead to the challenges we face. Water will become an increasingly important topic of discussion as the world comes to terms with a growing population, a changing climate and the need for a new economic paradigm based on sustainability. IWMI will continue to shape and influence those discussions in the light of science to improve our understanding of land and water resources for food, livelihoods and the environment.

Delegates from CG Centers worldwide attending the Global Conference on Agricultural Research for Development (GCARD) meeting.



Highlights

IWMI and the CGIAR Change



*In December 2008, the CGIAR decided to change its governance structure and way of doing business with the aim of responding to the needs of its beneficiaries more effectively, and to also enhance the position of the CGIAR and its constituent centers (which includes IWMI) as a key global provider of agricultural research for development.*

The above decision was based on the outcomes of an external review and an internal Change Management Initiative, which reached its conclusions on the work of four working groups:

- **Visioning and Development Challenges**
- **Strategic Partnerships**
- **Governance at the Center and System levels**
- **Funding Mechanisms**

As a result of the decision, the Alliance of the 15 CGIAR centers was asked to develop a new *modus operandi* as a legally-constituted Consortium governed by an independent

managed by the Consortium.

IWMI has been an enthusiastic supporter of the change management process. The Director General is a member of the committee responsible for development of a Strategy and Results Framework for the Consortium, which aims to set new and integrative directions for the Mega Programs based on compelling cases for research for development and the development of new partnership arrangements. As a member of the Alliance Board, the Chair has been part of the group of Chairs from all centers ensuring that from a governance perspective the new arrangements can balance collective requirements of the CGIAR with the individual needs of each center.

IWMI will be undertaking its own due diligence with respect to the impact of the proposed changes as the Consortium is formed in terms of relative powers of the IWMI and Consortium boards, financial

revitalization of the CGIAR system and greater external recognition of the relevance and importance of its future work.

## Management Process

**IWMI has been an enthusiastic supporter of the change management process.**

board. On the donor side, a proposal was adopted that would see the development of a new fund that would support "Mega Programs" via performance contract arrangements

arrangements and operating freedom. However, at its October 2009 meeting, the IWMI Board has endorsed, in principle, the proposed changes. IWMI looks forward to a significant



Harvesting potatoes, Northern Gujarat 2006.



Highlights – Research for Impact – Outcome Stories  
Irrigation Policy





in India

*IWMI has been working extensively in India for a decade. During this time, the Institute has brought the issue of groundwater exploitation to the fore, helped the nation develop strategies for recharging aquifers, and influenced groundwater management policies that are now making substantial annual water savings.*

For the past decade, IWMI has worked extensively in India, beginning with the first five-year phase of the IWMI-TATA Water Policy Program (ITP). Indian institutions already had considerable scientific data related to irrigation, but had little experience using this to help improve policy. The ITP put together a team of 30 social scientists and management graduates and set about finding ways to integrate the centrally-managed irrigation systems of the past with the new trend for intensive groundwater use that had evolved with the advent of cheap diesel and electric pumps.

## **Sharing lessons learned from efforts to overhaul irrigation schemes.**

### **The groundwater debate**

Through its global research remit, IWMI helped bring together policymakers from India, China and Africa to share



lessons learned from efforts to overhaul irrigation schemes. These efforts brought the topic of groundwater use in India to center stage in the irrigation debate for the first time. "Until 2000 most discussions in India focused on large-scale irrigation projects and surface water use in irrigation," explains Tushaar Shah, Senior Fellow, IWMI, India. "There was little in the literature about the increasingly important role that groundwater is playing and how this resource should be managed."

IWMI is currently involved in the second five-year phase of ITP, which will end in 2011. During this phase, the program is shifting attention towards finding ways to address the issue of groundwater depletion by recharging aquifers with rainwater that would otherwise run-off. In 2006, India's finance minister invited researchers from ITP to submit policy recommendations based on this research. One of the key recommendations, a program of recharging groundwater across 65% of India that has hard-rock aquifers, was incorporated into India's 2007–2008 Union Budget.

The Indian Government allocated Rs. 1,800 crore (US\$400 million) to fund dug-well (a dug-well is a wide, shallow well, often lined with concrete) recharge projects in 100 districts in seven states where water is stored in



hard-rock aquifers. Hard-rock formations have a much lower capacity to store rainwater than alluvial formations with porous, sandy clay rocks. Hard-rock areas are also the regions that contain many of India's pockets of groundwater depletion. The money will pay for construction costs for 7 million recharge wells that will channel monsoon runoff into depleted aquifers. Small and marginal farmers will receive 100% subsidies while others will receive 50% for their dug wells to be adapted.

Tamil Nadu, Maharashtra and Gujarat have now begun using the funding to implement groundwater recharge programmes. In a 2009 pre-budget consultation with the country's finance minister, IWMI suggested a full-fledged National Groundwater Management Programme with an annual outlay of Rs. 12,000-15,000 crore (US\$2,600 to US\$3,600 million), covering all districts and focusing on managing supply and demand of the groundwater resource.

### Advice into action

Gujarat is presently finalizing its Managed Aquifer Recharge Plan, developed with the help of IWMI researchers. The state's 191 dams contain 20,484 million cubic meters (MCM) of water, but dams and canal networks have high water loss from evaporation. As quoted by a



senior official in the Times of India, a further 17,620 MCM of water are available but have not yet been developed. Of this amount, the plan aims to store approximately 60% in the proposed Kalpasar Lake in the Gulf of Khambhat, with the remaining 40% being diverted underground as part of the recharge programme. Gujarat will use the available funding to install 21,200 percolation tanks (used to impound runoff water), 22,400 recharge wells (which enable water to be pumped into an aquifer) and 23,600 check dams (small dams to store runoff and recharge aquifers).

Senior policy managers in the Indus-Gangetic and Yellow River basins have been working with IWMI researchers on two large projects: *Groundwater Governance in Asia*; and *Basin Focal Project for the Indus-Gangetic Basin*. These research projects analyzed physical, socioeconomic, governance and policy perspectives to see how groundwater can be used in more productive and sustainable ways. These initiatives have helped India's policymakers respond to the issue of groundwater exploitation, adapt strategies used by more mature groundwater economies (for example, the Murray-Darling Basin in Australia and Kansas State in USA) and form effective groundwater management

policies. These include the *Punjab Preservation of Sub-Soil Water Act 2009*, enacted by the Directorate of Agriculture, Government of Punjab.

The Act helped achieve water savings of 7% in annual groundwater draft by mandating farmers to delay paddy transplanting until after the 10<sup>th</sup> of June to avoid the extremely high evaporation in early summer. The Act has a penalty clause aimed at farmers who do not adhere to this ruling. IWMI's estimates show that the Act has the potential to annually save 2,180 MCM of water and 175 million kilowatt-hours (KWh) of energy used for pumping groundwater. As a result of these successes in India over the past decade, the Planning Commission of India has now issued a formal invitation requesting IWMI scientists to write a forward-looking paper on what the future of government irrigation projects should be.

**The ITP is supported by the Sir Ratan Tata Trust. IWMI's principle partners and collaborators for its work in India are the Indian Council of Agricultural Research (ICAR), the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) and a host of state irrigation departments, agricultural universities and NGOs.**

#### *Photo credits:*

1. **Woman harvesting aubergines in Northern Gujarat** by Sharni Jayawardena.
2. **Godavari River** by Vladimir Smakhtin.
3. **Irrigation pump supplying water for drip irrigation in Northern Gujarat** by Sharni Jayawardena.
4. **Groundwater irrigation in West Bengal. Measuring discharge from a diesel pump** by Aditi Mukherji.
5. **Small children in Hyderabad, India** by Sanjini de Silva.
6. **Women farmers speak about crops in Northern Gujarat** by Sharni Jayawardena.

Rice cultivation in Northern Ghana.



Highlights – Research for Impact – Outcome Stories  
Boosting productivity and reducing poverty







*Much of sub-Saharan Africa's agriculture is rainfed. With little water management infrastructure in place, many farmers frequently suffer crop failures. Two projects, completed within the Nile Basin Region in 2009, demonstrate how IWMI is helping to increase productivity and reduce poverty in Africa.*

Across sub-Saharan Africa, rainfed agriculture accounts for more than 95% of farmed land. Water productivity, the volume of crop produced per drop, tends to be low in rainfed farming systems. Reasons for this include high losses from evaporation, degraded land, and crop failure due to prolonged dry spells and droughts or floods. Few methods are in place for managing water more effectively. This low productivity results in food insecurity and further increases poverty.

Working from its offices in South Africa, Ghana and Ethiopia, with a range of national and international

through better water management in Africa



partners, IWMI undertakes projects under its four main themes - Water Availability and Access; Productive Water Use; Water Quality, Health and Environment; and Water and

Society. IWMI and its partners work across a range of scales from regional to national and citywide; from basin to landscape and farm level. In 2009, projects included a wide-ranging assessment of the Nile Basin's water resources and agricultural potential, and an investigation into the extent to which irrigation could help increase wealth in Ethiopia.

### Wide-ranging assessment

The Nile Basin Focal Project (BFP) involved 10 countries and covered an area of 3.3 million square kilometers (km<sup>2</sup>). The overall aim of the project was to gather basic data, then identify actions with a high potential to reduce poverty and increase productivity. "First of all, we analyzed poverty and vulnerability across the whole Nile Basin, then we looked at the issue of water availability and access," explains Seleshi Bekele Awulachew, Head, IWMI East Africa and Nile Basin. "We then examined agricultural water productivity and finally looked at the interventions and their impacts."

The resulting maps showed that water used in the Blue Nile is primarily for grasslands and rainfed farming. Apart from Egypt, water productivity and grain yields, particularly in rainfed areas, were low. The researchers identified a number of agricultural water



management solutions that could be used to increase productivity in rainfed areas. Technologies that could help achieve this in the Nile Basin include wells with motorized pumps, spate irrigation – where floodwater from mountain catchments is diverted from riverbeds (*wadis*) and spread over farmland areas – and building micro-dams.

The project also recommended that institutional capacity be strengthened to promote wider adoption of these water management technologies and practices. The findings were presented to the Nile Basin Initiative (NBI) at its 10<sup>th</sup> anniversary meeting in 2009. The NBI is a partnership between the Nile riparian states that "seeks to develop the river in a cooperative manner, share substantial socioeconomic benefits, and promote regional peace and security". "Currently, the NBI is concentrating on 'blue water' irrigation," says Seleshi. "Our findings show that integrated agricultural water management that incorporates rainfed agriculture is crucial for economic growth, as most people rely on rainwater for agriculture."

### Irrigation increases wealth

The findings from the project, *Impact of Irrigation on Poverty and Environment*, are just now being published. In this project,

IWMI and partner scientists investigated the potential for boosting Ethiopia's Gross Domestic Product (GDP) and alleviating poverty through irrigation. Of the 3.7 million hectares (Mha) that could potentially be irrigated, less than 10% has been exploited. Based on planned expansion, IWMI found that the contribution of irrigation to agricultural GDP could increase from 6 to 9%, but that this could reach 12% if the irrigation systems were managed well and had sufficient institutional support.

The World Bank estimated that rainfall variability and recurrent droughts have led to a 25% increase in poverty rates in Ethiopia. The IWMI study corroborated this statement, demonstrating that using irrigation in farming systems provides a buffer against rainfall variability. Its findings showed that irrigation generated an average income of US\$323/ha compared to US\$147/ha for that from rainfed systems. Where irrigation infrastructure was installed, the occurrence of poverty fell by an average of 22%. Meanwhile, some technologies, such as deep groundwater irrigation, halved poverty because the water supply was more reliable than shallow wells or farm ponds. Food shortage days, when families do not have enough to

eat, were reduced by more than half with access to irrigation.

### Key donors and partners

The CGIAR Challenge Program on Water and Food (CPWF) funded the Nile BFP. IWMI, International Livestock Research Institute (ILRI), WorldFish Center, NBI and the Eastern Nile Technical Regional Office (ENTRO) collaborated to implement the project. The project, *Impact of Irrigation on Poverty and Environment*, was funded by the Austrian Government. The project was implemented by IWMI, Universität für Bodenkultur Wien (BOKU), Arba Minch University (AMU), Haramaya University (HU), Ethiopian Institute of Agricultural Research (EIAR) and Austrian Research Centers – Siebersdorf, and in collaboration with the Ministry of Water Resources and Ministry of Agriculture and Rural Development in Ethiopia.

#### Photo credits:

1. **A well in Ethiopia.** IWMI scientists have been investigating the potential to boost Ethiopia's GDP through irrigation by Karen Conniff.
2. **Innovation Africa Symposium in Uganda** by Nadia Manning-Thomas.
3. **South Sudan Boy** by Karen Conniff.
4. **Lady farmer discussing problems in South Africa** by Sanjini de Silva.
5. **Farmer preparing the soil to plant tomatoes in South Africa** by D. Rollin.
6. **Lesotho Woman** by Karen Conniff.



Farmers and researchers discussing the impact of clay application to sandy soils on the growth of forage sorghum in Northeast Thailand. Sorghum in the background has received bentonite clay whilst that in the foreground has not.



Highlights – Research for Impact – Outcome Stories

Vignettes of







## 1. Reducing contamination from wastewater irrigation used on-farm

IWMI scientists are working together with partner organizations in Ghana to reduce the number of people who get ill or die from eating vegetables contaminated by wastewater. Towards the end of 2008, IWMI organized a meeting in Accra with experts from 30 international, regional, and national research institutes, multilateral and bilateral bodies, and universities based in 17 countries. The aim was to reassess the state-of-the-art and research needs for wastewater and excreta use in agriculture in low-income countries. The meeting identified key research gaps and produced the Accra Consensus, an agenda for future work. This emphasizes the need to help policymakers

## IWMI's successes



make decisions that result in cost-effective actions for safely using wastewater and excreta in agriculture. A new book on wastewater management,

*Wastewater Irrigation and Health – Assessing and Mitigating Risk in Low-income Countries*, was also published. The increasing importance of wastewater in agriculture is reflected in the theme chosen for World Water Week 2010, ‘The water quality challenge’.

## 2. Calculating the water needs for healthy rivers

IWMI has developed considerable expertise in the field of ‘environmental flows’. This term is used to define the amount of water needed in a watercourse to maintain healthy ecosystems. IWMI scientists developed the Global Environmental Flow Calculator, a software package that enables researchers to make rapid assessments of environmental flows given certain hydrological conditions. The tool has been used to underpin several significant reports, including WWF’s development of global water indicators, and to help solve disputes relating to minimum water flows and construction of dams. IWMI is now using the tool to calculate environmental flows in the Upper Ganga Basin as part of a three-year collaboration with WWF to help shape management plans for the basin.



## 3. Changing thinking on water wars

In the 1990s, rivers spanning international boundaries were often discussed in terms of conflict. However, papers written by IWMI and partners at Oregon State University between 2002 and 2005 demonstrated that shared rivers were as likely to promote collaboration as conflict. As these papers have received citations by other scientists, the mind-set of ‘water wars’ has shifted. This has helped direct resources towards finding effective ways to manage the world’s major rivers more collaboratively and on a basin-wide level. This ongoing shift in opinion has the potential to improve lives for millions of people who live within the catchments of the world’s major rivers.

## 4. Providing the basis for policy on wetlands

The Ramsar Convention on Wetlands is an intergovernmental treaty that provides a framework for national action and international cooperation aimed at conserving and sustainably using wetlands. As an International Organization Partner (IOP) of the Convention

since 2005, IWMI has had direct input into resolutions related to wetlands and human health, biofuels, poverty reduction and enhancing biodiversity. For example, IWMI's work analyzing links between wetlands and rural livelihoods formed the basis for significant input to a resolution on Wetlands and Poverty Eradication in 2008. Such resolutions can have a significant impact on policies and strategies implemented in the 159 signatory countries.

## 5. A strategy and campaign for revitalizing Asia's irrigation

With Asia's population set to rise by 1.5 billion by 2050, the region needs to find ways to produce more food. However, in many parts of Asia, land and water resources are already at a premium. In 2009, IWMI scientists assessed the current state of irrigation in Asia and devised a five-point plan for meeting future food needs. Their recommendations included modernizing existing irrigation systems to meet tomorrow's needs, supporting farmers' independent initiatives to sustainably tap groundwater reserves, and expanding knowledge and capacity.

The publication, *Revitalizing Asia's Irrigation: To Sustainably Meet Tomorrow's Food Needs*, was launched along with an integrated communications strategy. The campaign achieved considerable global media coverage.

## 6. Using clay to boost rural wealth

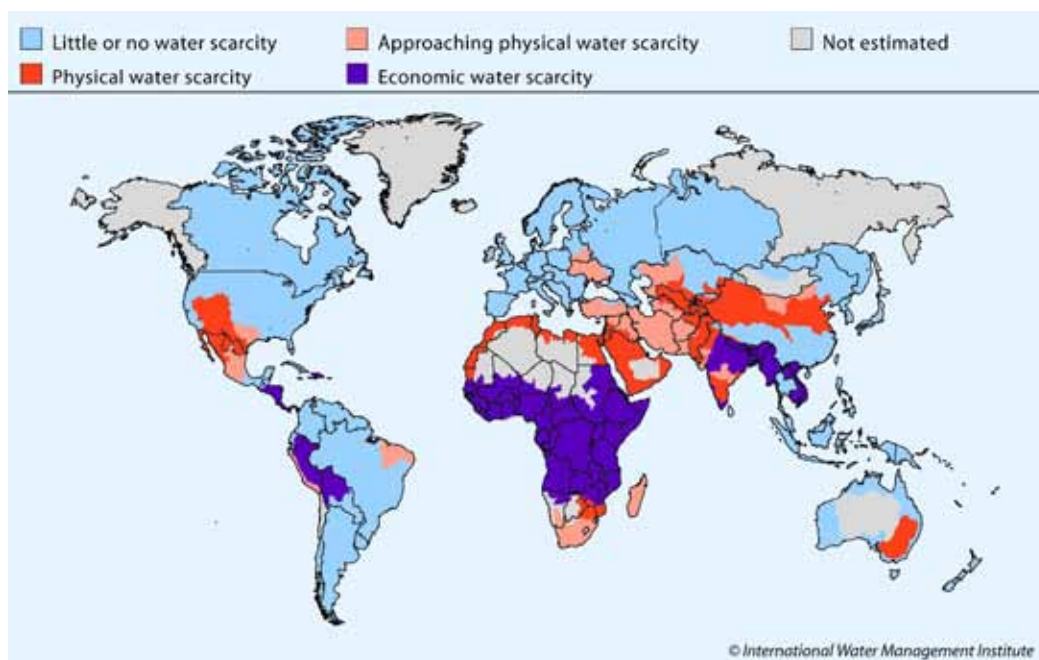
IWMI's investigations in Thailand with the Department of Land Development have shown that applying clay to degraded upland soils can help retain water and nutrients for at least three years. Because this makes soil more fertile, some farmers using the low-cost technology have been able to switch to growing more lucrative vegetable crops, and have increased on-farm income as a result. Around 20,000 farmers in Thailand and Cambodia have been introduced to the benefits of using clay since IWMI began conducting trials in the region. The work is now prompting interest from clay suppliers as far afield as South Africa and Australia.

## 7. Depicting water scarcity around the globe

IWMI's worldwide water scarcity map, produced as part of its 2007 Comprehensive Assessment of Water Management in

### Photo credits:

1. **Urban agriculture in Kumasi, Ghana.** Farmers irrigating crop by Bernard Keraita.
2. **Apricots being dried on the ground on farms along Big Ferghana Canal in Tadjikistan** by Nadia Manning-Thomas.
3. **Godavari River** by Vladimir Smakhtin.
4. **Farmer in Ruhuna Basin, Sri Lanka** by Dominique Perera.
5. **Painted Stork at Embilikala, Bundala, Sri Lanka** by Maria Grazia Bellio.
6. **Women in Central Asia** by Nadia Manning-Thomas.



World water scarcity map

Agriculture, introduced the innovative concept of physical and economic water scarcity. Physical water scarcity occurs where water is not available, while economic water scarcity occurs where existing water resources cannot be easily exploited for economic, legal or sociocultural reasons. Discussed widely at the time by the scientific community, donors and the media, the map continues to underpin the increasingly urgent scientific debate on how to tackle water scarcity in the face of a growing global population and the need to double food production by 2050. Reports published in 2009 by the World Economic Forum and United

Nations Educational, Scientific and Cultural Organization (UNESCO) concluded that water scarcity is now a bigger threat than the global financial crisis.

## 8. Promoting equitable water sharing in Central Asia

When the Soviet Union broke up between 1985 and 1991, its vast farms and irrigation systems became fragmented and chaotic. Since 2001, IWMI has worked with local partners in the Ferghana Valley, spanning Uzbekistan, Tajikistan and Kyrgyzstan to introduce Integrated Water Resources Management (IWRM) and efficient, equitable and sustainable use of water supplies.

Encompassing an area greater than 100,000 hectares, the ongoing project has improved access to, and distribution of, irrigation water, reduced overall water use, involved water users in decision-making, and eradicated conflicts over water. The principles of IWRM and lessons learned from the project are now being incorporated into the curriculum of leading regional academic institutions.

## 9. Using satellites to reveal water productivity policy needs

IWMI has made advances in evaluating basin water productivity using satellite sensor data. IWMI and partners



have now mapped water productivity indicators, using publicly available data such as satellite spectral reflectance measurements and census statistics and weather data, to separately map crop grain yield and vegetation evapotranspiration. In the large Indo-Gangetic River Basin of South Asia, the resulting water productivity map shows that, while productivity in the basin is relatively low, there is great variation. The “bright spot” in the northwest of the basin produces much more “crop per drop”. In contrast, the vast majority of the basin suffers from low efficiency of water use and low crop productivity. The map is widely used throughout the Indo-Gangetic River Basin and shows that different parts of the basin require different policy priorities.

IWMI is using satellite sensor data to measure agricultural productivity.



Selected IWM







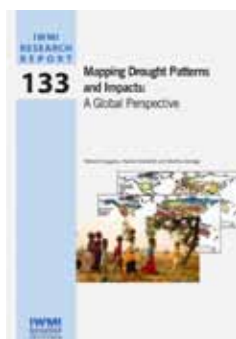
IWMI's publications in 2009 included 134 journal articles, 20 books/monographs, 83 book/monograph chapters, 78 conference proceedings, 5 conference chapters/papers, 6 research reports, 3 technical reports, 14 project reports, 4 working papers, 3 policy briefs, 10 newsletters and 12 other technical outputs.

Highlighted in this section are some selected key publications.

## Publications – 2009



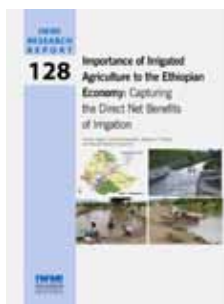
## Published by IWMI



Eriyagama, Nishadi [IWMI]; Smakhtin, Vladimir [IWMI]; Gamage, Nilantha [IWMI]. 2009. **Mapping drought patterns and impacts: a global perspective.** Colombo, Sri Lanka: International Water Management Institute (IWMI). 23p. (IWMI Research Report 133).



Mukherji, Aditi [IWMI]; Facon, T.; Burke, J.; de Fraiture, Charlotte [IWMI]; Faures, J. M.; Fuleki, Blanka [IWMI]; Giordano, Mark [IWMI]; Molden, David [IWMI]; Shah, Tushaar [IWMI]. 2009. **Revitalizing Asia's irrigation: to sustainably meet tomorrow's food needs.** Colombo, Sri Lanka: International Water Management Institute (IWMI) Rome, Italy: FAO. 39p.

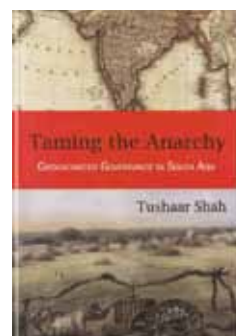


Hagos, Fitsum [IWMI]; Makombe, Godswill [IWMI]; Namara, Regassa E. [IWMI]; Awulachew, Seleshi Bekele [IWMI]. 2009. **Importance of irrigated agriculture to the Ethiopian economy: capturing the direct net benefits of irrigation.** Colombo, Sri Lanka: International Water Management Institute (IWMI). 40p. (IWMI Research Report 128).

## Published externally

### Book

Shah, Tushaar [IWMI]. 2009. **Taming the anarchy: groundwater governance in South Asia.** Washington, DC, USA: Resources for the Future; Colombo, Sri Lanka: International Water Management Institute (IWMI). 310p.



## Selected Journal Articles

Abbasov, R. K.; Smakhtin, Vladimir [IWMI]. 2009. Introducing environmental thresholds into water withdrawal management of mountain streams in the Kura River Basin, Azerbaijan. **Hydrological Sciences Journal** [ISI] [IF 1.216], 54(6):1068-1078.

Amede, Tilahun [IWMI]; Norton, B. E.; Bossio, Deborah [IWMI]. (Eds.). 2009. Livestock water productivity. **Rangeland Journal** [ISI] [IF 1.231], 31(2):169-265. (Special issue with contributions by IWMI authors).

Amoah, Philip [IWMI]; Drechsel, Pay [IWMI]; Schuetz, Tonya [IWMI]; Kranjac-Berisavjevic, G. [NARS]; Manning-Thomas, Nadia [IWMI]. 2009. From world cafes to road shows: using a mix of knowledge sharing approaches to improve wastewater use in urban agriculture. **Knowledge Management for Development Journal**, 5(3):246-262.

Bahri, Akissa [IWMI]. 2009. **Managing the other side of the water cycle: making wastewater an asset**. Molnlycke, Sweden: Global Water Partnership, Technical Committee (TEC). 62p. (TEC Background Papers 13).

Cai, Xueliang [IWMI]; Sharma, Bharat R. [IWMI]. 2009. Remote sensing and census based assessment and scope for improvement of rice and wheat water productivity in the Indo-Gangetic Basin. **Science in China Series E: Technological Sciences** [ISI] [IF 0.495], 52(11):3300-3308.

Clayton, Terry [IWMI]. 2009. The myth of insufficient information. **Chemistry International**, 2(1):19-21.

Clement, Floriane [IWMI]; Amezaga, J. M. 2009. Afforestation and forestry land allocation in northern Vietnam: analysing the gap between policy intentions and outcomes. **Land Use Policy** [ISI] [IF 1.821], 26:458-470.

Cofe, Olufunke [IWMI]; Kone, D.; Rothenberger, S.; Moser, D.; Zubruegg, C. 2009. Co-composting of faecal sludge and organic solid waste for agriculture: process dynamics. **Water Research** [ISI] [IF 0], 43(18):4665-4675.

de Fraiture, Charlotte [IWMI]; Clayton, Terry [IWMI]. 2009. Wasted food, lost water. **Food Ethics**, 4(3):27-29.

Gamage, Nilantha [IWMI]; Smakhtin, Vladimir [IWMI]. 2009. Do river deltas in East India retreat?: a case of the Krishna Delta. **Geomorphology** [ISI] [IF 2.339], 103(4):533-540.

Giordano, Mark [IWMI]. 2009. Global groundwater?: issues and solutions. **Annual Review of Environment and Resources** [ISI] [IF 4.667], 34:153-178.

McCartney, Matthew [IWMI]. 2009. Living with dams: managing the environmental impacts. **Water Policy** [ISI] [IF 0], 11(Supplement 1):121-139.

Mukherji, Aditi [IWMI]; Das, B. [NARS]; Majumdar, N. [NARS]; Nayak, N. C. [NARS]; Sethi, R. R. [NARS]; Sharma, Bharat R. [IWMI]. 2009. Metering of agricultural power supply in West Bengal, India: who gains and who loses?. **Energy Policy** [ISI] [IF 1.755], 37(12):5530-5539.

Rebelo, Lisa Maria [IWMI]; Finlayson, C. Max [IWMI]; Nagabhatla, Nidhi [IWMI]. 2009. Remote sensing and GIS for wetland inventory, mapping and change analysis. **Journal of Environmental Management** [ISI] [IF 1.794], 90:2144-2153.

Shah, Tushaar [IWMI]. 2009. Climate change and groundwater: India's opportunities for mitigation and adaptation. **Environmental Research Letters** [ISI] [IF 1.719], 4(3):1-13.

Shah, Tushaar [IWMI]; Ul Hassan, Mehmood [IWMI]; Khattak, M. Z. [NARS]; Banerjee, P. S. [NARS]; Singh, O. P. [NARS]; Ur Rehman, S. [NARS]. 2009. Is irrigation water free?: a reality check in the Indo-Gangetic Basin. **World Development** [ISI] [IF 1.392], 37(2):422-434.

● **For all publications in 2009, see the enclosed CD.**



## Board Information

## IWMI Board of

Photo credit: Mohamed Majed Khatib, ICARDA

*Top row L-R:*

Ir. K. W. Ivan de Silva, Dr. Mamadou Khouma, Dr. Pietro Veglio, Mr. Asger Kej, Mr. Getachew Engida.

*Bottom row L-R:*

Dr. Fatma Attia, Dr. Margaret Catley-Carlson (Vice Chair), Dr. John Skerriitt (Chair), Dr. Colin Chartres (Director General), Ms. Shanthi Weerasekera (Board Secretary).

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IWMI's Board of Governors has the responsibility for ensuring that an appropriate risk management process is in place to identify and manage high and significant risks for achievement of the Institute's business objectives, and to ensure alignment with CGIAR principles and guidelines which have been adopted by all CGIAR centers. These risks include operational, financial and reputational risks that are inherent in the nature, modus operandi and location of the Institute's activities, and are dynamic as the environment in which the Institute operates changes. They represent the potential for loss resulting from inadequate or failed internal processes or systems, human factors, or external events. They include low impact (and therefore irrelevance) of scientific activities; misallocation of scientific efforts away from agreed priorities; loss of reputation for scientific excellence and integrity; business disruption and information system failure; liquidity problems; transaction processing failures; loss of

of legal, fiduciary and agency responsibilities.

The Board has adopted a risk management policy, communicated to all staff, that includes a framework by which the Institute's management identifies, evaluates and prioritizes risks and opportunities across the organization; develops risk mitigation strategies which balance benefits with costs; monitors the implementation of these strategies; and periodically reports to the Board on results. This process will draw upon risk assessments and analysis prepared by the Institute's staff, internal auditors, Institute-commissioned external reviewers, and the external auditors. The risk assessments will also incorporate the results of collaborative risk assessments with other CGIAR centers, System Office components and other entities in relation to shared risks arising from jointly managed activities. The risk management framework seeks to draw upon best practice promoted in codes

Risk mitigation strategies include the implementation of systems of internal control which, by their nature, are designed to manage rather than eliminate the risk. The Institute has set up a risk management team that reviews the risks biannually. The risk framework established by the Institute also covers the regional offices. The Institute endeavors to manage risk by ensuring that the appropriate infrastructure, controls, systems and people are in place throughout the organization. Key practices employed in managing risks and opportunities include business environmental scans, clear policies and accountabilities, transaction approval frameworks, financial and management reporting and the monitoring of metrics which are designed to highlight positive or negative performance of individuals and business processes across a broad range of key performance areas.

The design and effectiveness of the risk management system and internal controls is subject to ongoing review by IWMI's

## Board Information

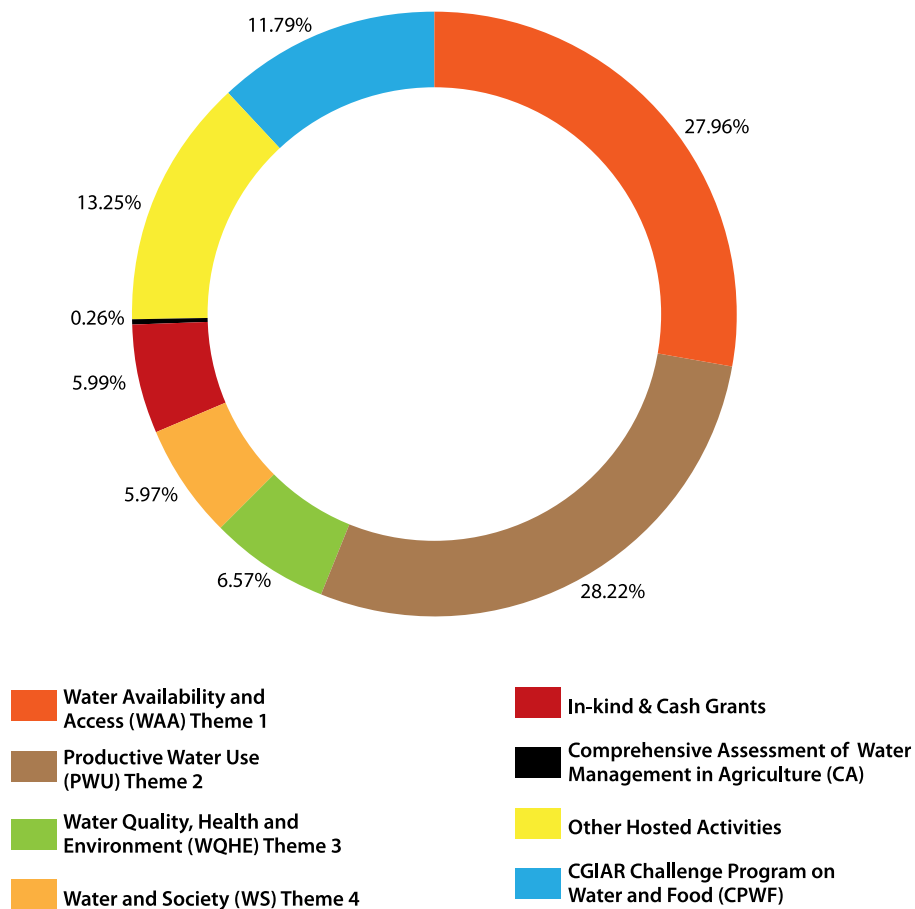
# Board Statement on Risk Management

assets including information assets; failures to recruit, retain and effectively utilize qualified and experienced staff; failures in staff health and safety systems; and failures in the execution

and standards promulgated in a number of CGIAR member countries, and it is subject to ongoing review as part of the Institute's continuous improvement effort.

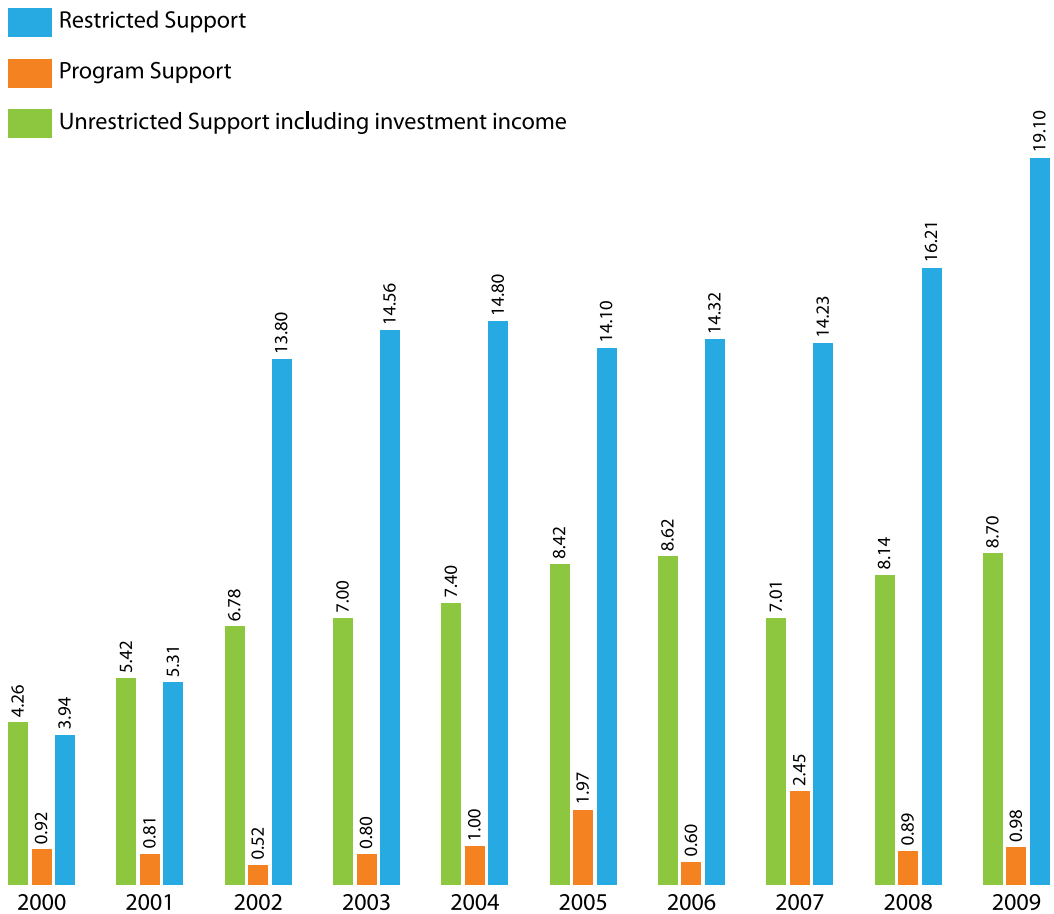
internal audit service, which is independent of business units and reports on the results of its audits directly to the Director General and the Board through the Board's Audit Committee.





## Financial Overview and Highlights

### Research Expenditure by Program



## Financial Overview and Highlights

### Income 2000-2009



**Chartered Accountants**

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APAG/NAPJ/NYR/DM

**INDEPENDENT AUDITOR'S REPORT  
TO THE BOARD OF GOVERNORS OF INTERNATIONAL WATER MANAGEMENT INSTITUTE**

**Report on the Financial Statements**

We have audited the accompanying financial statements of International Water Management Institute, which comprise the statement of financial position as at 31 December 2009, and the related statement of activities, statement of changes in net assets and cash flow statement for the year then ended, and a summary of significant accounting policies, other explanatory notes and supplementaries.

**Managements Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the recommendations made in the Consultative Group for International Agricultural Research (CGIAR) Financial Guidelines Series No.2 - CGIAR Accounting Policies and Reporting Practices Manual (updated February 2006). This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatements, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

**Scope of Audit and Basis of Opinion**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the International Standards on Auditing. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatements.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the management, as well as evaluating the overall financial statement presentation.

We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit. We therefore believe that our audit provides a reasonable basis for our opinion.

**Opinion**

In our opinion, so far as appears from our examination, the Institute has maintained proper accounting records for the year ended 31 December 2009 and the financial statements give a true and fair view of the Institute's state of affairs as at 31 December 2009 and its surplus and cash flows for the year then ended in accordance with the recommendations made in the CGIAR Financial Guidelines Series No. 2 - CGIAR Accounting Policies and Reporting Practices Manual (updated February 2006).

## Financial Overview and Highlights Auditors' Letter

  
13 March 2010  
Colombo

Partners: A.D.B. Jayathilaka FCA ACMA, M.R.C. Chetty FCA FOMA, R.N. de Saram ACA FCMA, M.L. de Silva ACA, W.B. Fernando FCA FCMA, W.K.S. Fernando FCA ACMA, A.P. Gunawardena FCA FCMA, A. Harshani FCA, D.K. Jayasinghe FCA FCMA, L.D. (Lond), H.M.A. Jayasinghe FCA FCMA, M.G.G. Marasingka ACA, M.L.C.D. Mahipala FCA FCMA, B.E. Rajasinghe ACA ACMA

## Names as per the agreement &amp; Summary

<b>Donor</b> SDC	<b>Water productivity improvement at plot level project, phase II</b>
<b>Grant amount</b> <b>USD 1,541,000*</b>	The main aim of the WPI-PL project is to enhance water productivity, crop yields and yield stability at plot level in the Ferghana Valley through improved on-farm water management, thereby avoiding negative impacts on the environment, such as waterlogging and salinization.
<b>Duration</b> (No of months) 34	The project objective is to strengthen capacity and strategic alliances for conveying effective extension messages relating to water productivity improvement at plot level. This is achieved through the creation of knowledge, extension materials and methods in collaboration with actors who comprise an agricultural innovation system. A basic principle of the capacity building initiative is to improve water productivity, both, agronomic management and water management must be addressed.
<b>Donor</b> FAO	<b>Reducing poverty and promoting food security in the Southern African Development Community (SADC) region</b>
<b>Grant amount</b> <b>USD 80,000*</b>	The aim of the project is to conduct a review of agricultural policies in Southern Africa with a view to identifying common elements and gaps, and to determine their suitability and capacity to support accelerated investment and growth in the agricultural sector as a pathway towards reducing poverty and promoting food security in the SADC region.
<b>Duration</b> (No of months) 08	The main objectives of the project are to understand the nature, scope and enforceability of the existing agricultural policy framework, determine the capacity of regional and national policy frameworks to support growth in the sector, identify complementarities and contribute to the development of the SADC regional agricultural policy.

\* Original currency

## Financial Overview and Highlights

# New Projects 2009



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## Names as per the agreement & Summary

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**Donor**  
The Netherlands

**Grant amount**

**EUR 431,040\***

USD 590,110  
and

**EUR 441,736\***

USD 604,449

**Duration**

(No of months)

24

and

24

**RUAF-From Seed to Table (FSTT) in South and Southeast Asia**  
and

**RUAF-From Seed to Table (FSTT) in Anglophone West Africa**

The RUAF-FSTT project aims to facilitate development of sustainable urban farming systems and to contribute to urban poverty alleviation and enhanced food security, social inclusion and empowerment of disadvantaged urban groups in selected cities in South and Southeast Asia (India and Sri Lanka) and West Africa (Ghana and Nigeria).

Expected outcomes are enhanced capacities of local stakeholders and regional resource centers, increased income and food security for urban/peri-urban poor farming households, better access to credit and finance, networking, consolidation, and using lessons learned to scale-out in other settings. The project also promotes participatory governance through the formation of city-level multi-stakeholder forums, which use "City Strategy Agendas on Urban Agriculture" formulated by the participating institutions. Policy influence, advocacy and formulation are key components of the forum activities.

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**Donor**  
IDRC

**Grant amount**

**CAD 477,900\***

USD 430,726

**Duration**

(No of months)

36

**Managing water in the rural-urban interface: the key to climate change resilient cities**

Access to basic water supplies is already constrained in much of urban sub-Saharan Africa, and the situation is expected to be exacerbated by future changes in the climate. The aim of the project is to assist African cities in making informed decisions to support urban resilience by elaborating strategic actions for more integrated and improved urban water and wastewater management in the two selected cities of Addis Ababa and Accra in East Africa and West Africa, respectively.

The main objective of the project is to use scenario analysis to generate new knowledge on the upstream and downstream implications of urban water demand, resulting wastewater generation, and associated water investment needs. This knowledge will serve to develop a shared understanding of climate change and its effects on water management at the urban-rural interface amongst multiple stakeholders, and assist in preparing a strategic action plan for adapting to climate change.

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\* Original currency

## Names as per the agreement &amp; Summary

<b>Donor</b> GTZ  <b>Grant amount</b> <b>EUR 170,000*</b> USD 239,963  <b>Duration</b> (No of months) 24	<b>National public policy support for sustainable dam development in Ghana</b>  <p>The project is a follow-up to the previous phase of the Dams Dialogue in Ghana. The Bui Dam is under construction and issues surrounding the Akosombo Dam resettlement remain unresolved. There is a continued need, therefore, to pursue the dialogue through facilitation of the Ghana Dams Forum. The aim of the project is to build capacity and provide tools for improved decision making on dam-related issues that will lead to equitable, transparent, participatory and sustainable development of dams in Ghana.</p> <p>The current phase of the Dialogue seeks to provide evidence-based recommendations and practical guidelines for the ongoing and future development of hydropower dams in Ghana. It carries out studies on governance processes related to the development and management of hydropower dams as multipurpose water sector projects.</p>
<b>Donor</b> BMGF  <b>Grant amount</b> <b>USD 7,486,124*</b>  <b>Duration</b> (No of months) 36	<b>Agricultural Water Management Landscape Analysis: Assessing the feasibility and potential impacts of on-farm water control interventions in sub-Saharan Africa and South Asia</b>  <p>The project aims to improve livelihoods by providing investors, policymakers and implementers with concrete knowledge and tools to make agricultural water management (AWM) interventions more successful in terms of benefiting the greatest number of poor women and men at the least social and environmental cost.</p> <p>The project will assess promising, pro-poor AWM interventions and their 'market potential', analyze which technologies 'fit' in which environments, recommend out-scaling strategies, and assess environmental risks. The results will be presented as country-level investment guides for selected countries and, as far as possible, will be scaled-out to the regional level to assess the costs and benefits of smallholder AWM potential across sub-Saharan Africa and South Asia.</p>

\* Original currency

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## Names as per the agreement & Summary

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<b>Donor</b> Rockefeller Foundation	<b>Groundwater in sub-Saharan Africa: Implications for food security and livelihoods</b>
<b>Grant amount</b> <b>USD 994,537*</b>	The project aims to enhance the role of groundwater in providing improved food security and livelihoods in the countries targeted by The Alliance for a Green Revolution in Africa (AGRA).
<b>Duration</b> (No of months) 36	The project aims to assess groundwater availability and sustainability, including the impacts associated with its use and role in adapting to climate change, identify opportunities and constraints in using groundwater, provide advice to investors in groundwater interventions and develop a groundwater strategy for the region.

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<b>Donor</b> USAID	<b>Blue revolution initiative regional water management benchmarking in the Middle East and North Africa (MENA) region</b>
<b>Grant amount</b> <b>USD 177,828*</b>	The MENA region comprises Jordan, Kuwait, Libya, Oman, Saudi Arabia and Yemen, a region where water is both physically and economically scarce. This initiative aims to build on past USAID and other donor investments, to develop, test and scale-out holistic water management approaches.
<b>Duration</b> (No of months) 14	The project has three broad objectives: to identify and mitigate conflicts over water; to improve water productivity; and to build lasting partnerships between communities, government agencies and the private sector. Key outputs include a first ever index of water governance performance.

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<b>Donor</b> WB	<b>Sustainable water resources and irrigation management in India</b>
<b>Grant amount</b> <b>USD 80,000*</b>	Increasing urbanization and the growing water needs by industry and drinking water consumers is forcing difficult choices in terms of agricultural water demands. This study, specifically focused on India, is part of a larger effort to provide knowledge and guidance to central and state governments on sustainable water resources and irrigation management.
<b>Duration</b> (No of months) 06	The objectives are: to provide the government and relevant project staff with knowledge and advice on best practices for institutional development, including increased empowerment of Water User Associations and increased cost recovery for operation and maintenance.

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\* Original currency

## Names as per the agreement &amp; Summary

<b>Donor</b> USAID  <b>Grant amount</b> <b>USD 128,125*</b>  <b>Duration</b> (No of months) 05	<b>Appraising Ghana's public and private irrigation systems: Analyzing performance, productivity, constraints and opportunities</b>  Without reliable data on where irrigation currently exists, development trends, or opportunities and constraints within formal and informal schemes, there can be no clear consensus on how to build on what already exists in the sector or to guide donors and policymakers in channeling new funds towards irrigation.  Important outputs include typologies of irrigation systems, descriptions of constraints and opportunities within existing public and private irrigation systems for improving the performance and productivity, and strategic support for the planning and implementation of new irrigation development initiatives.
<b>Donor</b> USAID  <b>Grant amount</b> <b>USD 744,640*</b>  <b>Duration</b> (No of months) 12	<b>Improving food security in West Africa through revitalizing irrigation systems' performance and productivity, and promotion of agricultural water and small-scale irrigation</b>  This project aims to improve irrigation performance and productivity by identifying and implementing targeted interventions in selected irrigation schemes in two West African countries - Burkina Faso and Niger.  Through collaborative fieldwork and training, the project will promote adoption of a culture of performance assessment and improvement among water managers and farmers. It is expected that the lessons learned will help upscale and out-scale within the project countries and throughout the West Africa region.
<b>Donor</b> Japan  <b>Grant amount</b> <b>USD 756,639*</b>  <b>Duration</b> (No of months) 33	<b>The survey on analytical estimation of participatory irrigation management</b>  The project aims to define indicators to evaluate participatory irrigation management (PIM) by analyzing past experiences and investigating current projects in selected sites in Southeast Asia.  The outcomes and results of the research will be shared and disseminated through workshops and articles published in related academic journals. The results of the research will be synthesized into a technical manual on the evaluation of PIM in Southeast Asia.

\* Original currency



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## Names as per the agreement & Summary

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**Donor**

IFAD

### **Improving sustainability of impacts of Agricultural Water Management interventions in challenging contexts**

**Grant amount**

**USD 1,200,000\***

**Duration**

(No of months)

39

The aim of the project is to enhance the livelihoods of poor rural farming communities in challenging contexts through improved knowledge of agricultural water management.

Expected outcomes include tested operational methods in case study countries, guidelines for Agricultural Water Management interventions, evidence-based alternative investment and management plans, and IFAD Agricultural Water Management investment programs.

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**Donor**

ADB

### **ADB, IWMI and FAO: Preparation of Asian Water Development Outlook 2010 - Key Dimension 2: Supporting productive economies**

**Grant amount**

**USD 74,705\***

**Duration**

(No of months)

03

The project entails research and joint preparation of the Asian Water Development Outlook 2010 (AWDO) with regard to Key Dimension 2: supporting productive economies in agriculture, industry and energy. This is a joint project between ADB, IWMI and FAO.

IWMI and FAO will develop indicators, collect data, develop a water security index for key dimension 2, formulate key messages for leaders, present policy options for leaders, and supporting materials.

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**Donor**

Nestle

### **Measuring the water footprints of milk production: contributions to livelihood benefits and sustainable water use in the Moga District in Punjab, India**

**Grant amount**

**USD 75,000\***

**Duration**

(No of months)

07

The project will assess water availability and water use patterns in agriculture in and around the Moga District in Punjab and how these patterns affect the water footprint for milk production in the area.

The project will identify inefficient water management practices that contribute to wastage of water and propose improved practices that farmers can adopt to reduce their water footprint, enhance water productivity and conservation, thereby contributing to long-term sustainable water use in the region.

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\* Original currency

## Names as per the agreement &amp; Summary

<b>Donor</b> SIDA, Mozambique  <b>Grant amount</b> <b>SEK 7,982,283*</b> USD 1,038,268  <b>Duration</b> (No of months) 40	<b>Capacity strengthening through Strategic Analysis and Knowledge Support for Agricultural Development in Mozambique (Moz-SAKSS)</b>  This three-year program aims to strengthen the capacity of national institutions, in particular MINAG/Directorate of Economics, to conduct strategic analysis to help fill knowledge gaps and undertake synthesis of existing knowledge and information to directly inform current and future policy and investment options for agriculture in Mozambique.  At the end of the project, staff are expected to have the capacity to effectively identify, coordinate and support the planning and implementation of agriculture and rural development strategies.
<b>Donor</b> ACIAR  <b>Grant amount</b> <b>AUD 215,292*</b> USD 172,255  <b>Duration</b> (No of months) 48	<b>Enhancing institutional performance in watershed management in Andhra Pradesh, India</b>  The aim of this project is to enhance livelihoods in rainfed areas of the Indian Central Plateau, particularly in Andhra Pradesh, by improving the institutional performance of Watershed Development (WSD) programs.  Expected outputs include a 'map' and evaluation of the policy and institutional relationships within the WSD program in Andhra Pradesh. New institutional economics and other approaches will be used to develop and suggest new institutional arrangements for improving land and water resource management through WSD and to explore transition arrangements.
<b>Donor</b> ACIAR  <b>Grant amount</b> <b>AUD 755,157*</b> USD 607,890  <b>Duration</b> (No of months) 60	<b>Impacts of meso-scale Watershed Development in Andhra Pradesh (India) and their implication for designing and implementing improved WSD policies and programs</b>  This project will integrate environmental, economic, and social and equity dimensions at meso-levels to contribute positively to the Indian Government's sustainable livelihoods goals, and provides a foundation for a resilient and sustainable WSD.  Objectives are designed to improve on an integrated approach for assessing the environmental, economic and social impacts of current WSD at the meso-scale in Andhra Pradesh, to assess costs and water-related resilience and equity outcomes of stakeholder-defined scenarios, and increase awareness of the potential for an integrated approach at local and state levels.

\* Original currency

ADB	Asian Development Bank
Australia	Australian Centre for International Agricultural Research (ACIAR)
BMGF	Bill & Melinda Gates Foundation
Canada	Canadian International Development Agency (CIDA)
Danida	Danish International Development Agency
DFID	UK Department for International Development
EC	European Commission
FAO	Food and Agriculture Organization of the United Nations
France	Government of France
GEF	Global Environment Facility
Germany	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (German Federal Ministry for Economic Cooperation and Development) (BMZ) Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH
IFAD	International Fund for Agricultural Development
India	Government of India
Ireland	Government of Ireland
Japan	National Institute for Rural Engineering (NIRE)
Netherlands	Government of the Netherlands
Norway	Government of Norway
ROCKEFELLER	Rockefeller Foundation
South Africa	Government of South Africa
SIDA	Swedish International Development Cooperation Agency
Switzerland	Swiss Agency for Development and Cooperation (SDC)
UNESCO	United Nations Educational, Scientific and Cultural Organization
USAID	United States Agency for International Development
WB	World Bank

## Financial Overview and Highlights

# IWMI Key Donors for 2009

	<b>Total 2009 US\$</b>	<b>Total 2008 US\$</b>
<b>Unrestricted income</b>		
Australia	483,900	440,500
Canada	575,568	185,167
China	–	10,000
DFID	1,096,205	1,034,397
France	253,865	244,274
Germany	442,232	336,420
India	37,500	37,500
Ireland	552,050	625,574
Israel	–	(324)
Japan	30,942	39,628
Netherlands	675,676	734,311
Norway	647,886	857,322
South Africa	179,685	89,318
Sweden	339,121	376,434
Switzerland	381,375	390,663
USAID	642,873	641,794
World Bank	1,820,000	1,400,000
<b>Subtotal Unrestricted Income</b>	<b>8,158,878</b>	<b>7,442,978</b>



	Total 2009 US\$	Total 2008 US\$
<b>Restricted</b>		
<b>RES Project</b>		
ACIAR – Krishna Project	350,551	150,840
ACIAR – Watershed Management in Andra Pradesh, India	45,475	–
ACIAR – YRB ABARE/CCAP/IWMI Project	–	236
ACIAR – Meso-scale Watershed Development in Andra Pradesh	23,342	–
ADB – Benchmarking the performance of RBO	–	(2,492)
ADB – Bright Spots in Central Asia	–	68,627
ADB – Trends & Transition in Asian Irrigation	221,090	34,508
ADB – Sustainable Wetland Management China	30,106	880
ADB – Supporting Productive Economics AWDO 2010 KD 2: SPE	42,419	–
AFDB – M&E for FWUCs	–	288
AFDB – GWP South Africa	239,031	–
AIT – Jasmine Rice in Northeast Thailand	8,260	8,346
Austria – Irrigation Impact on Poverty & Environment	–	43,167
BMGF – MUS Scoping	4,952	(1,847)
BMGF – Scoping study on small-scale AWM	–	71,965
BMGF – Agricultural Water Management Landscape Analysis	1,979,987	–
BMZ – Improving water in crop-livestock SSA	604,181	484,092
BMZ – Wastewater Irrigation South Asia	–	105,450
BTC – IWMI-PIMD Training in Cambodia	–	3,800

## 2009–2008

BVI – Rehabilitation of Global Public Goods	8,900	2,800
Canada – Irrigation Innovation - IPMS Phase II	334	27,734
CGIAR – ICT-KM KS in Research	136,186	228,214
CGIAR – GWP South Africa	3,865	–

	Total 2009 US\$	Total 2008 US\$
<b>Restricted</b>		
CGIAR – LA WASPA	–	(3,458)
CGK – Safe food despite wastewater irrigation	–	(1,754)
CIAT – PES in Mekong Region	10,168	–
CIAT – EMBRAPA AFRICA	409,805	333,879
CIAT – IAR4D in Lake Kivu	–	33,315
CIAT – Mapping Indicators - Poverty in River Basins	–	1,590
CIP – Public Health in Wastewater Vegetable Farming	–	2,392
CSIRO – MRC - P2 Climate Change Mekong	18,172	–
DANIDA – Local Water Governance	22,547	13,443
DANIDA – GWP South Africa	169,900	–
DANIDA – IWRM demonstration projects in SADC region	34,372	27,467
DANIDA – Wastewater Reuse in Agriculture	–	1,154
DANIDA – Climate change workshop report	66,340	–
DFID – IWMI in RIPLE	2,178	30,427
DFID – ICUC – Underutilised Crops Research	89,088	266,797
DFID – Crops for the Future	109,892	–
DFID – Mitigating Diffuse Agriculture Pollution	–	1,664
DFID – RIPARWIN	–	5,655
DUKE – Lao climate change and water policy	17,723	–
EC – SWITCH	67,769	52,781
EC – SUST WATER – Andhra Pradesh	5,561	510
EC – WASPA Asia	40,219	277,023
EC – Waterman	–	15,382
EC – European Community Contribution 2008 (IWMI MTP 10)	–	886,707
EC – European Community Contribution 2009 (IWMI MTP 10)	883,321	–
EC – WETwin	142,270	–
ECOWAS – Promotion of Irrigation in West Africa	39,390	–
FANRPAN – FANRPAN Support	–	(3,008)
FANRPAN – CP 62 - Limpopo BFP	27,825	–
FAO – DELTA 2007 International Conference	–	6,321

	Total 2009 US\$	Total 2008 US\$
<b>Restricted</b>		
FAO – Urban Producers - India	–	518
FAO – Zimbabwe Drip Irrigation Study	–	587
FAO – SADC RAP	79,910	–
FORD – Enhancing the Professional Role of Women in Water Management	–	452
France – MSEC-IRD (Management of Soil Erosion Consortium)	749,400	967,050
France – Other Staff Secondments	121,000	110,000
France – APPIA Improving Irrigation Performance in Africa	–	38,962
GEF – Inland Wetlands in Southern Africa	177,147	256,427
GOOGLE – Google contract for Ben Lamptey	7,734	43,308
GOOGLE – Google Wastewater	–	195,800
GTZ – Ghana Dams Dialogue	250	16,460
GTZ – Ghana Dams Dialogue Workshop	138	20,321
GTZ – Ghana Dams Dialogue III	103,359	–
GTZ – Water Storage for Climate Change in SSA	387,839	244,975
GWP – Core - GWP–South Africa	330,974	143
ICAR – Livelihood Improvement in NE India	727	3,282
ICAR – Livelihood Improvement in NE India	12,721	12,429
ICAR – Livelihood improvement - Bihar	4,029	–
ICAR – Livelihood improvement - Bihar	29,900	7,413
ICL – GOFAU	–	2,100
ICRAF – Secondment - Gayathree Jayasinghe	40,114	55,073
ICRISAT – IWMI/ICRISAT Ghana Service Contract	57,861	50,014
IDRC – CGIAR NBI Synergies	–	18,740
IDRC – IDRC Workshop	–	53,467
IDRC – Health Impact Assessment Small Dams Morocco	–	157
IDRC – SIMA - Ecohealth Symposium	–	331
IDRC – SIMA - IDRC Grant Uganda Project 2	–	427
IDRC – SIMA - IDRC MWEA Phase II	–	270
IDRC – Climate Change Vulnerabilities	15,858	–
IFAD – AWM in Challenging Contexts	29,358	–

	Total 2009 US\$	Total 2008 US\$
<b>Restricted</b>		
IFAR – Grant for Central Asia	4,262	15,742
IFPRI – ReSAKSS SA	231,539	363,643
IFPRI – Moz-SAKSS Phase II	105,419	–
IFPRI – IWMI/IFPRI Ghana Service Contract	185,149	36,067
IFPRI – Ghana Irrigation Sector Assessment	128,125	–
India – Central India Initiative (CInI Cell)	15,724	–
India – ICAR	100,000	–
India – Kerala Basin Study	–	60
India – North Gujarat Sustainable Groundwater Initiative	61,840	119,922
India – IWMI - TATA Water Policy Programme - Phase 2	129,707	160,518
IRRI – Disaster Resilience Project	1,315	32
IRRI – Delta Conference	–	11,000
IUCN – Coastal Zone Governance Study, Sri Lanka	–	8,524
<b>IWMI Components of Non-IWMI CPWF Projects</b>		
CP 1: Increased Food Security & Income in Limpopo Basin (ICRISAT)	51,619	10,770
CP 6: Strategic Innovation in Dryland Farming	27,505	15,530
CP 8: Improving On-farm Agricultural Water Productivity in Karkheh River Basin	–	27,996
CP 10: Coastal Resources Management & Improving Livelihood	–	945
CP 12: Conservation Agriculture for the Dryland Areas of the Yellow River Basin	–	45,277
CP 25: Companion Modeling & Water Dynamics	30,239	26,934
CP 37: Nile Livestock	16,893	29,716
CP 38: Wastewater West Africa	–	(9,871)
CP 50: Multi-Scale Mekong Water Governance	2,750	–
CP 50: Theme leader activities – Multi-Scale Mekong Water Governance	3,106	–
CP 51: Health Impact of wastewater Use	2,177	–
CP 67: CMU-USER: Mekong Water Allocation	17,421	13,570
Interventions Analysis	35,000	–



	Total 2009 US\$	Total 2008 US\$
<b>Restricted</b>		
Japan – Water Forum – Tashkent	–	30,000
Japan – Sustainable dissemination of small-scale lowland paddy fields development in inland valleys in West Africa (SDSSLPD)	18,475	160,223
Japan – Lowland paddy fields development	36,715	–
Japan – TEIWRMT - Transferring Effective Irrigation & Water Resource Management Technique	88,424	107,733
Japan – INWEPF Workshop	–	(24)
Japan – Research on Water Use Efficiency–NIRE	26,318	–
Japan – Survey on Analytical Estimation of Participatory Irrigation Management	74,968	–
JBIC – Poverty Assessment at UWLB	–	42,091
JICA – Farmers Participation in Irrigation Management in Ghana	–	2,020
JICA – WRUPWA– Water Resources Utilization in West Africa	–	10,112
KNUST – WHO Guideline Testing in Kumasi, Ghana	(1,609)	21,631
Linköping University - Mats Operational Expenses	618	3,304
MDP – Conference Fee - DELTA 2007	170	957
MRC – Climate Change IBFM 3 Mekong	–	880
MRC – Climate Change IBFM 3 Mekong P2	–	149
MULTI – 2008 International Symposium	–	192,764
NEA – CLIMAWATER	1,848	–
Nestle – Milk Water Footprints	26,099	–
Netherlands – Urban Agriculture Policy Support – Ghana/India	(165)	571,917
Netherlands – RUAF-FSTT (From Seed to Table) in South & Southeast Asia	206,107	–
Netherlands – RUAF-FSTT (From Seed to Table) Anglophone West Africa	246,891	–
Netherlands – WATPRO Wageningen University	–	326
Netherlands – GWP South Africa	171,028	–
NIRE – AWMFIV - Analysis of water Management	–	210
NRI – RIU Wastewater Proposal	–	13,082
NRIL – Coalition to Diversify Income	166,142	84,997
NUJ – JCBPAAR - Japan Capacity Building Program	–	3,268
NUJ – JCBPAAR - 2008	–	17,315

	Total 2009 US\$	Total 2008 US\$
<b>Restricted</b>		
OPEC – Sustainable Management of Groundwater in Central Asia – P2	29,583	70,417
PFR – Tsunami Area Research Management Initiatives	–	8,137
PIP – RS Irrigation Performance Pakistan	10,000	121,345
Rockefeller Foundation – Groundwater in SSA - Rockefeller	136,268	–
SEI – Joint Appointments: Jayashree Pachput	–	27,956
SEI – Sustainable Mekong	7,150	24,647
SEI – Sustainable Mekong - PES Cluster Resea	2,600	75,218
SEI – Sustainable Mekong IFS	1,040	15,694
SIDA – GWP - CACENA	453,110	478,242
SIDA – International Training on IWRM (Ramboll) 2007	–	2,937
SIDA – International Training on IWRM - Ramboll Workshop	–	793
SIDA – IWRM Zambezi 2007 - 08	–	123,791
SIDA – IWRM Training SIDA–Ramboll 2008	11,018	23,833
SIDA – IWRM 2008	3,504	–
SIDA – IWRM SIDA - Ramboll 2009	13,514	–
SIDA – Bridging - GWP South Africa	249,478	–
SIDA – SAKSS Mozambique	–	294,936
SIDA – Climate Change	76,958	–
SIDA – Smallholder System Innovation in Irrigated Watershed Management	257,067	377,867
SIDA – Sri Lanka National Water Partnership	23,800	31,618
SIDA – Water Partnership South Africa	–	2,257
Sri Lanka – GOSL/JAPAN - Mahaweli System C	–	1,131
SRIWASH	9,938	–
Switzerland – Associate Expert	–	(87,899)
Switzerland – Co-Compost in Irrigation & Rain - Fed (CIRUPA)	–	2,621
Switzerland – Ferghana Valley Phase III	–	512,229
Switzerland – Ferghana Valley Phase IV	1,533,492	725,088
Switzerland – Ramsar Wetland Site Representation	–	15,250
Switzerland – Water Flume Meters for Water User	(6,646)	166,550
Switzerland – Water Productivity at Plot Level	35,055	239,724

	Total 2009 US\$	Total 2008 US\$
<b>Restricted</b>		
Switzerland – Water Productivity Improvement at Plot Level II	469,217	–
Switzerland – TATA Water Policy Research Program	–	11,453
Switzerland – CA/Ramsar Wetland Ag Report	–	3,453
Switzerland – CA Synthesis: SWWF	10,029	63,557
Taiwan – Impact of Irrigation in SL & Taiwan	–	22,015
UDS – WHO Guideline Testing in Tamale	455	7,909
UNESCAP – Socioeconomics: DMC Pilot Sites	–	1,623
UNESCO – Algeria SINBAD Project	195	15,426
UNESCO – Algeria wastewater recycling project	50	–
UNESCO – Joint Appointment: Yasir Abbas Moham	75,105	58,193
USAID – AWM Technologies	19,786	60,572
USAID – Additional Budget - Blue Revolution	19,609	–
USAID – Blue Revolution	131,430	–
USAID – New Agriculture/Environment Assessment & Project Design	23,469	–
USAID – Urban impacts Chris Scott	33,379	–
USAID – Climate Change Modeller Mekong	13,920	22,682
USAID – Natural Resources Management Phase 2	313,603	154,411
USAID – SA SAKSS P1 and P2	144,692	229,063
USAID – CILSS–Improving Food Security in West Africa	224,366	–
USAID – GATES - Activity 1	275,622	–
USDA – Heavy Metals in Irrigation: Phase III	–	550
UOC – Kumasi Research Platform	16,087	23,486
UOS – IWMNET in Eastern Africa	–	10,040
WATERNET – Integrated WRM (CPWF)	52,001	33,936
WHO – Water Research – Perspective of Burden of Disease	–	8
WIN – Best Practices & Lessons Learned - Poverty - Environment Issues in Wetland Areas - P1	(165)	9,019
WIN – Best Practices & Lessons Learned - Poverty - Environment Issues in Wetland Areas - P2	14,166	13,139
WIN – SLNWP - WIN Programme on RSM	–	10,139

	<b>Total 2009 US\$</b>	<b>Total 2008 US\$</b>
<b>Restricted</b>		
WIN – Sudd Wetland System	–	20,862
World Bank – Ethiopia CWRAS	–	2,832
World Bank – Gujarat Agricultural Policy	–	587
World Bank – Water Institution	–	290
World Bank – Issue paper - Improving Water Management in Urban Agriculture	10,500	–
World Bank – India Irrigation Study	21,758	–
World Bank – Survey Plan for WUAs Impact Assessment	23,000	–
WOTRO – Blue Nile Hydro solidarities	2,600	–
WWF – Ganga Basin Project	84,341	5,315
ZEF – Environmental Flows, Volta Basin	–	5,120
ZEF – Phase 4 - Reimbursement from Glowa Volta	37,722	–
ZEF – Glowa Volta Project	(107,799)	(148,257)
<b>Subtotal</b>	<b>14,971,424</b>	<b>11,304,736</b>



	<b>Total 2009 US\$</b>	<b>Total 2008 US\$</b>
<b>CGIAR Challenge Program on Water and Food (CPWF)</b>		
Upstream–downstream impacts in Nile	326,596	288,702
Resources Management for Sustainable Livelihood	–	69,030
Multiple Water Use	143,728	419,676
Wetlands, Social welfare & Environmental Security	85,170	191,570
Improved livelihoods through dam management	106,490	140,759
Groundwater Governance in IGB & YRB	17,394	276,954
Small Multi–Purpose Reservoir Ensemble Planning	31,194	227,242
African Models of Transboundary Governance	–	80,972
Strategic Analysis of River Linking	158,331	315,101
BFP – Karkheh	–	190,177
BFP – Nile	391,224	230,970
BFP – Indo Gangetic	517,463	282,486
Shallow Groundwater Irrigation, White Volta	132,899	178,667
Water rights in informal economies	305,860	192,140
Water productivity in Crop - Livestock Systems	238,642	84,866
Water allocation in Tonle Sap	189,127	161,877
CP Secretariat	2,466,928	2,458,369
<b>Subtotal</b>	<b>5,111,046</b>	<b>5,789,558</b>
<b>Subtotal (Restricted)</b>	<b>20,082,470</b>	<b>17,094,294</b>
<b>GRAND TOTAL</b>	<b>28,241,348</b>	<b>24,537,271</b>

## INTERNATIONAL WATER MANAGEMENT INSTITUTE

Statement of Financial Position  
December 31, 2009 and 2008

(In US Dollars '000)

	Notes	2009	2008
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash Equivalents	1	26,224	17,481
Investment	2	46	13
Accounts Receivable:			
Donor	3	2,168	2,430
Employees	4	219	257
Other CGIAR Centers	5	338	170
Others	6	1,079	663
Prepaid Expenses	7	84	73
Inventories	8	36	37
<b>Total Current Assets</b>		<b>30,194</b>	<b>21,124</b>
<b>Non Current Assets</b>			
Property, Plant and Equipment, net	9	1,667	1,720
<b>TOTAL ASSETS</b>		<b>31,861</b>	<b>22,844</b>
<b>LIABILITIES AND NET ASSETS</b>			
<b>Current Liabilities</b>			
Accounts Payable			
Donor	10	9,820	9,552
Employees	11	1,265	1,179
Other CGIAR Centers	12	293	263
Others	13	1,692	709
Amount held for Challenge Program	14	4,657	622
Accruals		776	447
<b>Total Current Liabilities</b>		<b>18,503</b>	<b>12,772</b>
<b>Non Current Liabilities</b>			
Accounts Payable			
Employees	15	2,028	1,772
<b>Total Non Current Liabilities</b>		<b>2,028</b>	<b>1,772</b>
<b>Total Liabilities</b>		<b>20,531</b>	<b>14,544</b>
<b>Net Assets</b>			
<b>Unrestricted</b>			
Designated		3,180	3,180
Undesignated		8,150	5,120
<b>Total Net Assets</b>		<b>11,330</b>	<b>8,300</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>		<b>31,861</b>	<b>22,844</b>

Financial Overview and Highlights  
Statement of Financial PositionThese financial statements were approved on 13 March 2010

.....) Director General

.....) Director Finance &amp; Administration

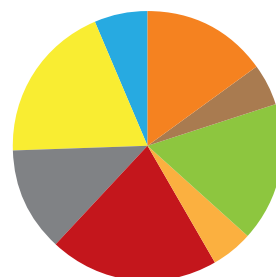
The accounting policies on pages 7 to 11, notes on pages 12 to 24 and supplementary informations on pages 25 to 31 form an integral part of the financial statements

## IWMI Diversity at Different Organizational Levels - as at December 31, 2009

	Male			Female			
	North	South	Subtotal	North	South	Subtotal	Total
Board of Trustees	4	3	7	1	1	2	9
	44%	33%	78%	11%	11%	22%	100%
Management Team	5	3	8	4	1	5	13
	38%	23%	62%	31%	8%	38%	100%
Researchers	23	35	58	11	10	21	79
	29%	44%	73%	14%	13%	27%	100%
Breakdown of Researchers							
Principal Researcher - I*	10	5	15	5	1	6	21
Senior Researcher - I*	7	12	19	3	0	3	22
Senior Researcher - R*	0	1	1	0	2	2	3
Researcher - I*	2	3	5	0	5	5	10
Researcher - R*	0	4	4	1	1	2	6
Researcher - N*	0	9	9	0	0	0	9
Postdoctoral Scientists	4	1	5	2	1	3	8
<b>Subtotal</b>	<b>23</b>	<b>35</b>	<b>58</b>	<b>11</b>	<b>10</b>	<b>21</b>	<b>79</b>
Research Support	5	30	35	0	9	9	44
	11%	68%	80%	0%	20%	20%	100%
Breakdown of Research Support							
Research Support - R*	5	0	5	0	0	0	5
Research Support - N*	0	30	30	0	9	9	39
<b>Subtotal</b>	<b>5</b>	<b>30</b>	<b>35</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>44</b>
Services	2	79	81	6	55	61	142
	1%	56%	57%	4%	39%	43%	100%
Breakdown of Services							
Research Support - I*	2	1	3	6	1	7	10
Research Support - R*	0	2	2	0	4	4	6
Research Support - N*	0	76	76	0	50	50	126
<b>Subtotal</b>	<b>2</b>	<b>79</b>	<b>81</b>	<b>6</b>	<b>55</b>	<b>61</b>	<b>142</b>
<b>Total IWMI Staff</b>	<b>30</b>	<b>144</b>	<b>174</b>	<b>17</b>	<b>74</b>	<b>91</b>	<b>265</b>

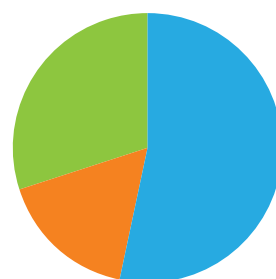
\* I = International R = Regional N = National

## Researchers by Discipline as at 31 December 2009



- Agricultural Economics/Economics
- Environment/Ecology/Ecology and Socioeconomics/Plant Science
- Irrigation/Agricultural Engineering
- RS/Spatial Analysis
- Social Science/Geographer/Technology Policy Analysis
- Soil Science/Agronomics/Pedology
- Water Resource Specialist (Surface/Ground)
- Water Quality/Health/Water Science

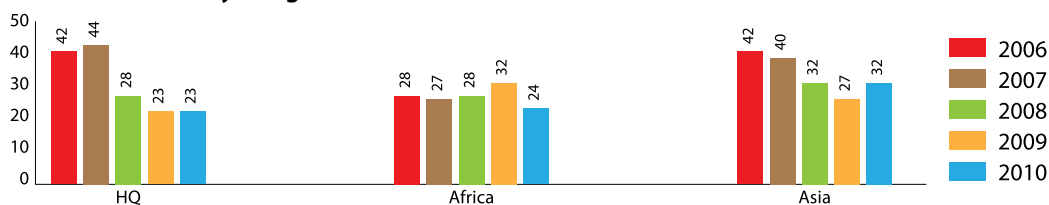
## Overview of All IWMI Staff as at December 31, 2009



- Services
- Research Support
- Researchers

## Overview of IWMI Staff

### Researchers by Region 2006-2010





#### ANNUAL REPORT TEAM

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**Printer:**

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- Full financial statements  
[www.iwmi.org/About\\_IWMI/IWMI\\_Financial\\_Statements.aspx](http://www.iwmi.org/About_IWMI/IWMI_Financial_Statements.aspx)
- Performance indicator reports  
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