

## Services and Experience: Water Policy Planning Development, Public Decision Making and Conflict Management

### Background

CDR Associates assists diverse parties to work together and successfully resolve a wide range of complex water issues and disputes. For more than 30 years, we have provided multiparty problem-solving and stakeholder engagement processes to help government agencies, the private sector, public interest groups and citizens come together to talk and reach tangible and durable agreements.

CDR's professional staff works across the U.S. - from Pennsylvania to California, and Florida to Alaska. Internationally, we offer complementary services in Africa, Asia, Europe, the Middle-East, Oceania Pacific Region and South America.

CDR is successful because of our ability to work effectively as intermediaries with multiple and diverse stakeholders. We assist people like you to design and implement effective customized problem-solving procedures. Our processes help address your unique circumstances and help meet the specific needs of your counterparts.

We have process expertise in five critical areas:

- **Situation assessments** to evaluate the willingness of parties to engage in collaborative decision making processes, and take steps to get talks started;
- **Facilitation** of collaborative planning and decision-making processes involving complex water issues and diverse stakeholders;
- **Mediation** of deeply entrenched water disputes, either prior to or during litigation (including interstate litigation before the U. S. Supreme Court);
- **Development of formal settlement agreements and institutional arrangements** including contracts, compacts and dispute-resolution systems to ensure long-term sustainability of agreements; and
- **Capacity building and training** in collaborative problem solving, facilitation and negotiation to successfully resolve water disputes.

Additionally, we provide extensive:

- **Technical and scientific expertise** in hydrology, ecology, systems engineering and economics; and
- **Intercultural experience** working across diverse ethnic, professional and language boundaries.

While we do not provide formal technical or scientific consultation or recommendations, our knowledge in the fields above enable us to work with you to expedite discussions that involve the interface between technical data, analysis and modeling efforts, and collaborative decision-making procedures. We assist you to secure technical or scientific experts and information necessary for wise decisions, and to build broadly supported agreements in a timely and cost-effective manner.

Additionally, our extensive intercultural experience at home and abroad enables us to work with you and counterparts from different cultures to design problem-solving talks or negotiations that respect cultural differences.

CDR has a number of targeted focus areas in the water sector where we provide professional assistance:

- **Allocation and Use of Limited Water Supplies** including transboundary and interjurisdictional agreements, compacts, and institutional arrangements (pages 3 & 4)
- **Development of New Water Policies, Laws and Procedures**, and effective implementation strategies (pages 4 & 5)
- **Multi-objective Integrative Water Basin Planning and Management** including endangered species issues and basin ecosystem components (pages 5-7)
- **Surface and Groundwater Management, Conjunctive Use and Water Banking** to enhance effective use and storage of water (pages 7 & 8)
- **Urban/Agricultural Interfaces** concerning water use and management (pages 8 & 9)
- **Water Infrastructure Development, Operations and Maintenance** including dams and conveyance mechanisms (pages 9 & 10)
- **Hydropower and Facility Relicensing** including facilitation of studies and other components of alternative relicensing procedures (page 11)
- **Water Quality** for municipal and agricultural use (pages 11 & 12)
- **Organizational Decision Making and Management Assistance** among and within water agencies and associations (pages 12 & 13)
- **Adaptive Management** as a tool to respond to unknown impacts of management and system uncertainty (pages 13 & 14)
- **Capacity Building** for government agencies and public interest groups (page 14)
- **International Water Issues** (pages 14-20)
  - **Transboundary River Basin Management** (pages 14-16)
  - **Groundwater Aquifer Management** (page 16)
  - **Desalination** (page 17)
  - **Hydroelectric Dams** (page 17)
  - **Water Studies and Participatory Water Monitoring** (page 17)
  - **Coastal Zone Issues** (page 18)
  - **Establishment of Local Credit Supplies for Water Projects** (page 18)
  - **Consultation and Training in Collaborative Decision Making, Negotiation, Mediation and Public Involvement Processes** (pages 18-20)

We welcome the opportunity to talk about your water issues or conflicts and explore how CDR might help you, your colleagues and others with whom you work to develop effective approaches and procedures to address your critical water needs.

*Please Page Down to See More About Our Experience in Water*

## WATER ALLOCATION, TRANSBOUNDARY AND INTERJURISDICTIONAL AGREEMENTS, AND COMPACTS

**Black Canyon of the Gunnison Federal Reserved Water Rights Mediation** - U.S. Government, State of Colorado, diverse Colorado water users and public interest groups - *Mediation of settlement negotiations concerning Federal Reserved Water Rights for the Black Canyon of the Gunnison National Park and needs of other Federal, state and water interests.* Conducted a situation assessment, designed a process and mediated a settlement to provide adequate flows on the Gunnison River to meet Federal Reserved Water Rights for park purposes, power generation and agricultural interests. Parties included the U.S. (Department of Interior, National Park Service, Bureau of Reclamation, Bureau of Land Management and Western Power Administration), the State of Colorado, and various Colorado water conservation districts and conservationists. The stipulated settlement agreement was to be presented to and approved by the State of Colorado water court.

**Sacramento Valley (California) Water Management Agreement** - Diverse Southern and Northern California parties - *Mediation of an agreement to jointly develop water to meet water quality standards and agricultural and municipal demands.* Mediated an agreement between Northern and Southern California water interests to collaboratively develop water in the northern part of the state to meet basin and sub-basin needs and shortfalls, satisfy the State's Water Quality Control Plan, meet water export interests for Southern California and enhance environmental benefits.

**Republican River Compact Settlement Negotiations** - States of Kansas, Nebraska and Colorado, and the U.S. Government - *Mediation of settlement negotiations concerning the Republican River Compact - Kansas v. Nebraska and Colorado, No. 126 Original before the U.S. Supreme Court.* Mediated settlement negotiations of issues before the U.S. Supreme Court concerning states' compliance with terms in the Republican River Compact. The states of Kansas, Nebraska and Colorado are signatories to the Compact, an interstate water agreement that apportions the waters of the Republican River. In 1998 Kansas sued Nebraska in the U.S. Supreme Court over alleged violations of the Compact. The Supreme Court subsequently appointed a Special Master to oversee the case. The Special Master encouraged parties to mediate and reach a negotiated settlement of the case. CDR was selected as the mediator and assisted parties to reach a settlement that was submitted to and approved by the U.S. Supreme Court. A key issue in the negotiations was the relationship of surface and groundwater in the basin. Significant elements of the negotiation process and settlement were the development of a joint groundwater model to assist in determining compliance with the Compact, and development of a grievance resolution mechanism to address any future disputes should they arise.

**Santa Margarita River Situation Assessment** - U.S. Department of the Navy (Camp Pendleton Marine Base), U.S. Bureau of Reclamation and Fallbrook Public Utility District, California - *Situation assessment and multiparty consultation on procedures to convene and implement settlement negotiations.* Conducted a situation assessment on the feasibility of initiating settlement negotiations to settle a 30-year lawsuit over water rights, allocation and cost-sharing for a water facility on the Santa Margarita River in California. CDR consulted with and coached parties on procedures to develop a joint facility that would settle the lawsuit.

**Alabama-Coosa-Tallapoosa and Apalachicola-Chattahoochee-Flint River Basins Training and Facilitation** - U.S. Army Corps of Engineers (USACE) and States of Alabama, Georgia and Florida - *Negotiation training and facilitation of meetings related to a Comprehensive Study of the U.S. Army Corps of Engineers.* Conducted negotiation training and facilitated meetings as part of a multi-year, multi-million dollar collaborative effort by the states of Alabama, Georgia, and Florida, and the Mobile District of the USACE to study water resources and supply needs of two interstate river basins and consider a long-term facilitated negotiation on a water management coordination mechanism. This effort assisted talks to explore development of two interstate water compacts.

**Klamath River Basin Mediation** - Federal District Court of Oregon and diverse Oregon and Northern California parties - *Situation assessment and mediation to settle water allocation issues to meet needs of endangered species, tribal, agricultural, fisheries, wildlife, municipal, and other users.* Conducted a situation assessment and a series of mediated negotiations to address provision of water to Klamath water users, protection of endangered species and meeting Federal Tribal Trust responsibilities. During the winter and spring of 2001, the Klamath Basin experienced a severe drought. Its water resources are over-appropriated. Based on biological opinions of the U.S. Fish and Wildlife Service and the National Marine Fisheries Service under the Endangered Species Act, the Bureau of Reclamation limited amounts of irrigation water available from Upper Klamath Lake to Klamath Project irrigators in Oregon and California. This led to protests, occupation of the head gate of the dam by demonstrators, and a legal request for injunctive relief from the Federal District Court by Project irrigators. The court denied the request and encouraged parties to enter into mediation to address Klamath Basin issues in a comprehensive manner. CDR conducted a situation assessment for all parties and conducted a number of mediation sessions under the auspices of the court. Talks were suspended when Project irrigators dismissed their lawsuit, which had served as the vehicle for mediation.

#### DEVELOPMENT OF NEW WATER POLICIES, LAWS AND PROCEDURES

**Colorado Interbasin Compact Committee** - State of Colorado, Department of Natural Resources - *Facilitation of a Charter for the Interbasin Compact Committee to coordinate use of water in the state.* Facilitated development of a legislatively mandated charter for a statewide committee charged with providing a forum to develop a statewide perspective on water issues, and develop a vision for interbasin water negotiations. Additionally, the group is mandated to guide negotiation of interbasin compacts and other agreements by providing a framework with incentives for successful deliberations, agreements, and their implementation. The Interbasin Compact Committee has 28 members representing all basins in the state, and is supported in its efforts by eight multi-stakeholder Basin Roundtables. The Charter was approved by the State Legislature, and the Committee has proceeded with deliberations on statewide water issues.

**Governor's Water Policy Task Force Facilitation** - State of Nebraska (Governor, State Legislature, Department of Natural Resources and Natural Resource Districts) - *Situation assessment and facilitation of a task force to develop recommendations and legislation for the coordination of surface and groundwater use.* Over an 18-month period, facilitated a statewide task force to develop comprehensive recommendations and legislation for the coordination of use of surface and groundwater within the state. Concerned about increasing conflicts between surface water and ground water users, the Nebraska State Legislature established a task force to make recommendations on how to revise the water laws of the state so that conflicts and litigation over

the integrated use of surface water and groundwater could be avoided. The task force consisted of 49 members from across the state representing the many diverse interests competing for water. In spite of a very tight 18-month time schedule and the expectations of task force members that the effort (like several before it) would not be successful, CDR was able to provide the framework and facilitate discussions that resulted in consensus recommendations to the Legislature on both the issues and the language of a major new comprehensive 179 page water bill. The bill provided for the integrated management of surface water and groundwater and changes to authorities allowing new types of water transfers and leasing in Nebraska. The bill was delivered to the Legislature and Governor on time and was passed with virtually no changes.

**Situation Assessment and Facilitation to Update Bay and Estuary Water Studies - State of Texas** (Water Development Board, Parks and Wildlife Department, and Environmental Quality Commission) - *Situation assessment of the feasibility of convening a process to update state water studies, and facilitation of public input meetings.* As part of a team from the Center for Public Policy Dispute Resolution of the University of Texas, conducted a situation assessment on the feasibility of convening a stakeholder group to provide input and make recommendations concerning an update of the state's Galveston Bay and Estuary Studies. The studies modeled freshwater inflows from the Trinity and San Jacinto Rivers into Galveston Bay. Inflows are important for the ecological health and economic viability of the bay and are a major source of sport and commercial fish and shellfish. Subsequently, CDR facilitated meetings related to the focus and content of future studies.

**MULTI-OBJECTIVE INTEGRATIVE WATER BASIN PLANNING AND MANAGEMENT (including endangered species issues and basin ecosystem components)**

**Missouri River Basin Situation Assessment - U.S. Institute for Environmental Conflict Resolution - Situation assessment and recommendations on the feasibility and convening of a Missouri River Recovery Implementation Committee (MRRIC).** Conducted a situation assessment on the feasibility and potential procedures for convening a basin-wide committee that would address recovery issues related to three endangered species (pallid sturgeon, piping plover, and least tern), and related socioeconomic impacts on Tribes, agriculture, navigation, recreation, fish and wildlife, and municipalities. The assessment involved interviews with over 90 potential stakeholders, electronic polling, and facilitation of a feedback meeting to gain input for recommendations. The report was distributed to all concerned Federal agencies (U.S. Army Corps of Engineers, Fish and Wildlife Service, Environmental Protection Agency, National Park Service, and Western Area Power Administration), 28 Tribes, 8 states and over 70 concerned stakeholders. Agencies and parties have used the report to structure and convene the Committee.

**Missouri River Spring Rise Facilitation - U.S. Institute for Environmental Conflict Resolution - Facilitation of recommendations for a spring rise on the Missouri River to enhance recovery of the pallid sturgeon.** Convened and facilitated a 49-member plenary group of diverse parties to develop recommendations for the U.S. Army Corps of Engineers and the U.S. Fish and Wildlife Service on conditions and measures to conduct a spring rise on the Missouri River. The rise is to simulate historic flows of the river and enhance the recovery of the pallid sturgeon, and endangered species. The Plenary included representatives of five Federal agencies, 27 Tribes, 8 states, and diverse non-Federal, Tribal or state stakeholders from the agricultural, navigation, recreation, fish and wildlife, and environmental communities. In addition CDR facilitated multiple technical working groups involving approximately 75 members. The concerned Federal agencies

used the results of the Plenary's deliberations to develop plans for a spring rise, the first of which was conducted in May 2006.

**Platte River Cooperative Agreement and Endangered Species Partnership Mediation of Water Issues - States of Colorado, Nebraska and Wyoming and the U.S. Government - Mediation of water components of an interstate agreement to promote recovery of endangered species.**

Mediated negotiations over the provision of water from the North and South Platte Rivers to enhance habitat recovery for four endangered species - the whooping crane, least tern, piping plover, and the pallid sturgeon. The Platte River Endangered Species Partnership is a collaborative effort among the three states, the Federal government, private landowners, and environmental groups to implement the Platte River Cooperative Agreement among Nebraska, Colorado, Wyoming, and the United States. The broad goals of the negotiations were to develop and implement a Recovery Implementation Program with required stream flows that would meet requirements of the Federal Endangered Species Act for species' recovery, and allow existing and new water uses in the Platte Basin to proceed without further actions. Settlement of contested issues enabled parties to complete development of agreements on broad state water plans; requirements for target, pulse and peak flows; timing of releases; and state depletion plans to address current and future development in the basin.

**Platte River Cooperative Agreement and Endangered Species Partnership Mediation of Land Issues - States of Colorado, Nebraska, and Wyoming and the U.S. Government - Mediation of land components of an interstate agreement to promote recovery of endangered species.**

Mediated the land portion of a habitat recovery plan for endangered species on the Platte River. CDR designed and facilitated a workshop that reached a consensus around the form of an entity to own land as part of the Program.

**Carmel River (California) Endangered Species Recovery Plan Facilitation - U.S. National Marine Fisheries Service and the California-American Water Company - Mediation of components of a habit recovery plan.**

Mediated components of a habitat recovery plan for steelhead trout in the Carmel River. Issues involved groundwater storage, out-of-stream water uses, dam removal, development of off-stream water storage, fish passage, stream flows, and other habitat recovery measures.

**Flood Control Plan for the Red River of the North Facilitation - State of Minnesota, Department of Natural Resources, and Red River Watershed Management Board - Facilitation of a multi-stakeholder process to develop a plan to address flooding in the Red River Basin.**

Assisted the Minnesota Department of Natural Resources, the Red River Watershed Management Board, U.S. Army Corps of Engineers, environmental groups, and other stakeholders in reaching a consensus agreement around broad-based, sustainable solutions to problems caused by flooding in the Red River basin. Potentially affected resources include different habitats; stream flow; wildlife; agricultural production and activity; cities, towns, and homesteads; water quality; fisheries; threatened and endangered species; and recreation. CDR conducted a situation assessment, designed a negotiation process that included a technical advisory committee, facilitated negotiations over a seven-month period, and assisted with drafting and revising the final agreement.

**Environmental Stakeholders/Agency Dialogue - U.S. Army Corps of Engineers (USACE) - Design and facilitation of a discussion between the USACE and environmental stakeholders on the**

*potential for joint dialogue on water planning issues.* Consulted with the USACE and designed and facilitated a process to discuss the potential for broader stakeholder dialogues to gain input on updating policies and procedures used by the Corps in its water resources planning and management. The purpose of the Washington, DC meeting was for the Corps to develop a better understanding of the views and interests of diverse stakeholders, with a particular focus on the need for specific areas of improvement.

**Boulder Creek Watershed Study Facilitation - City of Boulder, Colorado - Facilitation of Boulder Creek Watershed Study.** Facilitated development of a local watershed water quantity and quality study. The overall objective of this study was to restore and protect the quantity and quality of the water supply in Boulder Creek and its major tributaries by developing, integrating, and implementing a technical, social, and institutional framework that would lead to cost-efficient and innovative watershed-based solutions. CDR was initially responsible for identifying a group of stakeholders (the Watershed Advisory Group)—including both regulators and others concerned with the health of the watershed. CDR then assisted with the design and facilitation of Advisory Group meetings. Our firm worked in partnership with a nationally known engineering firm on this project.

#### **SURFACE AND GROUNDWATER MANAGEMENT, CONJUNCTIVE USE AND WATER BANKING**

**Eastern Snake Plain Aquifer Framework Plan Facilitation - State of Idaho (Governor, State Legislature, and Water Resource Board) - Facilitation of a framework to guide surface and groundwater management of the Eastern Snake Plain Aquifer.** Following interviews with a broad range of stakeholders, facilitated large public meetings and smaller work group meetings. Subsequently, the Board and the Idaho State Legislature approved recommendations made by CDR for further development of a comprehensive aquifer management plan, and established an Advisory Committee which CDR facilitated. The Advisory Committee is charged with developing a Comprehensive Aquifer Management plan for presentation to the Idaho Legislature.

**Eastern Snake Plain Aquifer Advisory Committee Facilitation - State of Idaho (Governor, State Legislature, and Water Resource Board) - Facilitation of the Committee to develop recommendations on a Comprehensive Aquifer Management Plan.** Facilitated the Committee charged by the Idaho State Legislature to develop consensus recommendations on a Comprehensive Aquifer Management Plan. The Advisory Committee is comprised of water-user representatives from across the 10,000 square mile aquifer area and includes cities, counties, irrigators, conservation and development representatives, as well as state and federal agencies. The Advisory Committee reached a consensus agreement on a set of actions to manage the hydrologically connected Snake River and Eastern Snake Plain Aquifer and has presented them to the State Legislature and Water Resource Board for approval and implementation.

**Groundwater Management and Conjunctive Use Workshop Facilitation** - Metropolitan Water District of Southern California and Partner Agencies - *Design and facilitation of a multi-stakeholder engagement process to develop new policies and improve groundwater management and conjunctive use.* Currently facilitating a series of stakeholder meetings to develop policy recommendations for groundwater management and conjunctive use to submit to Metropolitan's Board of Directors. Recommendations will be incorporated into the agency's broader Integrated Resource Plan (IRP) and strategic planning process to address current constraints on water availability.

**State of Nebraska Over Appropriated Basin Stakeholder Group Facilitation** - State of Nebraska, Department of Natural Resources, and Natural Resource Districts - *Facilitation of meetings to address strategies to manage over appropriated basins.* Facilitated agreements to address water management and allocation in basins within the state where water has been over appropriated. Issues involved allocation and integrated management of surface water and ground water.

**Governor's Water Policy Task Force Facilitation** - State of Nebraska (Governor, State Legislature, Department of Natural Resources, and Natural Resource Districts) - *Situation assessment and facilitation of a task force to develop recommendations and legislation for the coordination of surface and groundwater use within the State.* (See pages 4 & 5 in the Development of New Water Policies, Laws and Procedures section above for a description of this project.)

**Mokelumne River Basin Situation Assessment** - East Bay Municipal Utility District (EBMUD), California - *Situation assessment on the feasibility of convening a water forum.* As part of a team hired by EBMUD, conducted an assessment of prospects for convening a water forum among water users in the Mokelumne River Basin. Potential issues included surface and ground water interaction and management.

#### URBAN/AGRICULTURAL INTERFACES

**Black Canyon of the Gunnison Federal Reserved Water Rights Mediation** - U.S. Government, State of Colorado, diverse Colorado water users, and public interest groups - *Mediation of settlement negotiations concerning Federal Reserved Water Rights for the Black Canyon of the Gunnison National Park and needs of other Federal, state and water interests.* (See page 3 in the Water Allocation, Transboundary and Interjurisdictional Agreements, and Compacts section above for a description of this project.)

**Colorado Interbasin Compact Committee** - State of Colorado, Department of Natural Resources - *Facilitation of a Charter for the Interbasin Compact Committee to coordinate use of water in the state.* (See page 4 in the Development of New Water Policies, Laws, and Procedures section above for a description of this project.)

**Missouri River Spring Rise Facilitation** - U.S. Institute for Environmental Conflict Resolution - *Facilitation of recommendations for a spring rise on the Missouri River to enhance recovery of the pallid sturgeon.* (See pages 5 & 6 in the Multi-objective Integrated Water Basin Planning and Management section above for a description of this project.)

**Platte River Cooperative Agreement and Endangered Species Partnership Mediation of Water Issues** - States of Colorado, Nebraska, and Wyoming and the U.S. Government - *Mediation of water components of an interstate agreement to promote recovery of endangered species.* (See page 6 in the Multi-objective Integrated Water Basin Planning and Management section above for a description of this project.)

**Sacramento Valley (California) Water Management Agreement** - Diverse Southern and Northern California parties - *Mediation of an agreement to jointly develop water to meet water quality standards and agricultural and municipal demands.* (See page 3 in the Water Allocation, Transboundary and Interjurisdictional Agreements, and Compacts section above for a description of this project.)

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**Flood Control Plan for the Red River of the North Facilitation** - State of Minnesota, Department of Natural Resources, and Red River Watershed Management Board - *Facilitation of a multi-stakeholder process to develop a plan to address flooding in the Red River Basin.* (See page 6 in the Multi-objective Integrated Water Basin Planning and Management section above for a description of this project.)

#### WATER INFRASTRUCTURE DEVELOPMENT, OPERATIONS AND MAINTENANCE

**Green Mountain Reservoir Operations Mediation** - U.S. Government, State of Colorado, Northern Colorado Water Conservancy District, Colorado River Water Conservation District, and diverse other Colorado Water Users - *Mediation of a contingency and operational plan for a reservoir, and guarantees for provision of water to agricultural users.* Mediated settlement negotiations between West Slope and Front Range parties in Colorado concerning the operation of Green Mountain Reservoir when operational restrictions are in place to prevent a possible landslide and adverse impacts to the town of Heeney, which is situated on the shore of the reservoir. Parties included the U.S. Bureau of Reclamation; U.S. Justice Department; the State of Colorado; Northern Colorado Water Conservancy District; Colorado River Water Conservation District; Grand Valley Irrigation Company; Grand Valley Water User's Association; Middle Park Water Conservancy District; Orchard Mesa Irrigation District; Palisades Irrigation District; and the cities of Colorado Springs, Denver, and Englewood. The agreement contains an interim operations agreement, provisions for securing water for all parties' needs, and common approaches to address future water issues.

**American River Water Contract and Environmental Impact Statement Negotiations** - U.S. Bureau of Reclamation, the City and County of Sacramento, California, and East Bay Municipal Utility District - *Situation assessment and facilitation of negotiations over environmental issues related to a water contract and location of out-take facility.* Conducted a situation assessment of a deeply entrenched water and environmental protection conflict in Northern California over implementation of a water contract and location of an out-take facility. CDR helped bring concerned parties to the negotiating table and designed and facilitated six months of multiparty

meetings concerning the development of a Supplemental Environmental Impact Statement on the use of American River water, protection of the environment, preservation of recreational amenities, and meeting municipal water needs in the San Francisco Bay area. Success of the meetings enabled key local and national political decision makers to reach a final agreement, and resolve decades-long water conflicts in California's Central Valley and Bay Delta.

**Public Involvement Process Consultation - City of Boulder, Colorado, Public Works Department -**  
***Consultation on public involvement processes for pipeline infrastructure development.*** Served as a consultant to the Public Works Department, advising the staff on a public input process for maximizing citizen input into the design, construction, and mitigation of the impact of a pipeline construction project. CDR also coached city personnel in their negotiations with landowners and other agencies. This project involved the replacement of a major raw-water pipeline servicing the city and delivering water from the city's watershed to its treatment plant. Due to impacts on Federal forest service lands and residential areas, the pipeline generated considerable public and agency concern.

**Operation of Truman Dam and Reservoir (Missouri) Mediation - U.S. Army Corps of Engineers -**  
***Situation assessment and mediation of operations issues.*** Mediated a settlement that ended a 15-year battle over environmental and economic issues, involving the operation of a flood control and hydro-generation dam, and protection of downstream environmental and recreational interests. The mediation involved the Army Corps of Engineers, two utility companies, environmental advocacy groups, and two state agencies.

**Tri-District Water Project (Colorado) Mediation - Three Colorado Water Districts -**  
***Mediation of issues related to a shared treatment facility.*** Mediate agreements among elected officials and attorneys of three water districts in southern Colorado over terms for sharing a water treatment facility. There had been a series of disputes and lawsuits going through the Colorado Supreme Court about ownership, expansion, capacity allocation, and financial obligations for the facility's operation. The parties negotiated an agreement in principal for handling all the major issues. This has been formulated into a signed contractual agreement, ending all litigation and leading to a needed expansion of the facility.

**Denver Water Board Citizen Advisory Committee Facilitation - City of Denver, Denver Water Board, Citizen Advisory Committee -**  
***Facilitation of a public input meeting concerning development of a controversial dam and reservoir.*** Co-facilitated a public input process regarding the proposed Two Forks Dam and Reservoir. Small group problem solving was used to collect and refine concerns and proposals for the mitigation of negative impacts. Recommendations were made by the problem-solving group to the Citizens' Advisory Committee and the Denver Water Board.

**Metropolitan Water Roundtable (Colorado) Facilitation - Metropolitan Water Roundtable -**  
***Facilitation of meetings to develop a conservation plan as a component of meeting Metro-Denver's water needs.*** Member of a facilitation team that worked with over 20 diverse urban and rural parties to address water development issues for the Denver metropolitan area, and consider whether the controversial Two Forks Dam and Reservoir should be constructed. Helped facilitate meetings of the Conservation Task Group, which ultimately developed a process to introduce and implement water metering to the metro area.

## HYDROPOWER AND FACILITY RELICENSING

**Niagara Power Project (New York) EIS Facilitation** - New York Power Authority (NYPA) and diverse Federal, Tribal, state and local parties - *Facilitation of the EIS scoping process for the relicensing of a large non-Federal hydropower facility*. Served as the independent facilitator for the EIS scoping process for the relicensing of the Niagara Power Project, the largest non-Federal hydro-generation project in the U.S. NYPA, the owner of the project, is using an intensive public involvement process and the Alternative Licensing Procedure (ALP) to develop a license application that will have broad stakeholder support. The ALP process is designed to gather a wide range of input from stakeholders, including environmental, socioeconomic, cultural, historical, and tribal issues connected to the operation of the Niagara Power Project. CDR designed and facilitated bimonthly stakeholder meetings to develop consensus during the scoping stage.

**Hebgen Dam and Reservoir Relicensing Facilitation (Montana)** - Montana Power and the State of Montana's Department of Natural Resources and Conservation, Department of Fish, Wildlife & Parks, and the U.S. Fish & Wildlife Service - *Facilitation of private-sector and interagency meetings to develop a consensus plan for relicensing a hydropower facility*. Facilitated a series of meetings related to the relicensing of the Hebgen Dam and Reservoir, between Montana Power (the applicant) and Federal and State regulatory and resource management agencies. Issues addressed included thermal impacts on fisheries and recreation. Meetings included dialogue regarding acceptable models for researching thermal impacts, mitigation plans, and cost allocation for mitigation. Consensus agreements and recommendation were reached and submitted to FERC, which approved the license. The relicensing process facilitated by CDR won an award for excellence and river stewardship from the National Hydropower Association.

**Salida Power Plant Relicensing Mediation (Colorado)** - Public Service Company of Colorado, U.S. Forest Service, State of Colorado Division of Wildlife, and Trout Unlimited - *Mediation of negotiations to develop a consensus plan for relicensing of two hydropower facilities and protection of fisheries*. Mediated the settlement of an eight-year dispute over the relicensing of two hydropower plants and the development of sustainable fisheries in a stretch of the Arkansas River. The mediation was part of the Federal Energy Regulatory Commission relicensing process.

## WATER QUALITY

**Watershed-Based Permitting Facilitations** - Wyoming Department of Environmental Quality (DEQ)/Water Quality Division (WQD) - *Facilitation of multiple watershed based permitting initiatives*. Assisted the DEQ to establish and facilitate meetings for Watershed Based Permitting Committees in multiple basins. Helped to identify citizen, company, and state concerns and constraints over permit conditions for water discharges from coal bed methane development and operations. The committees developed recommendations for the DEQ to use in determining permit conditions for the watersheds that meet applicable water quality standards, and assisted the agency to determine whether to issue a general permit for the watersheds, or develop plans for individual permits.

**Mediation of an Acid Mine Drainage Abatement Plan (Pennsylvania)** - Pennsylvania Department of Environmental Protection, Houtzsedale Municipal Water Authority, and a mine operator - *Mediation between the State, mine operator, and a water authority on an acid mine drainage abatement plan.* Mediated a series of meetings and an agreement on an abatement plan to address acid mine drainage from a coal mine that was adversely affecting the municipal water supply. The parties reached an agreement that was circulated to concerned groups and submitted to the state for formal consideration and approval.

**Arkansas River Damages Mediation** - U.S. Environmental Protection Agency, Department of Justice, Colorado Attorney General, and two mining companies - *Mediation of natural resource damage negotiations.* Retained and served as mediator to assist efforts to reach a negotiated settlement of potential liability for natural resource damages associated with the Arkansas River and the Leadville/ California Gulch Superfund Site in Colorado.

#### ORGANIZATIONAL DECISION MAKING AND MANAGEMENT ASSISTANCE AMONG AND WITHIN WATER AGENCIES AND ASSOCIATIONS

**Central Valley Project Facilitation** - Diverse Federal and State of California Agencies - *Facilitation of interagency coordination meetings on the Central Valley Improvement Act Programmatic Environmental Impact Statement.* Facilitated initial interagency coordination meetings concerning the development of the Central Valley Project Improvement Act (CVPIA) Programmatic Environmental Impact Statement (PEIS), designed to address the potential impacts of the numerous environmental enhancement programs called for by the CVPIA.

**Strawberry Valley Project Situation Assessment and Mediation** - Strawberry Water Users Association, U.S. Bureau of Reclamation, U.S. Department of Interior, and Central Utah Water Conservancy District - *Situation assessment and mediation of interagency agreements.* Conducted an assessment of the potential for parties to reach a mediated settlement of issues associated with the complex relationship between the Strawberry Valley Project and Central Utah Project that are the subject of litigation. Following presentation of the assessment report, CDR served as mediators on this case and helped parties to make substantial progress toward a settlement.

**Cherry Creek Reservoir Research Facilitation** - Cherry Creek Basin Authority and scientists - *Mediation of technical agreements between scientists.* Convened and facilitated a panel of experts for the Cherry Creek Basin Authority to settle technical and scientific questions and resolve disagreements about research methods and conclusions. Subsequently, produced a consensus report from the panel of neutral experts.

**Facilitation of Organizational Restructuring Meetings** - Water Environment Federation - *Facilitation of meetings to broaden membership.* Facilitated a series of meetings for this environmental professional organization's Restructuring Committee to restructure its organizational decision making systems, board, and committees to include broader international membership and shift the organization from a North American to an international focus

**Water Contract Negotiation Seminars - U.S. Bureau of Reclamation - *Presentation of training seminars on water contract negotiations.*** Designed and conducted a series of four multi-day seminars on Effective Water Contract Negotiations for contract negotiators from the Bureau of Reclamation. The program was designed to improve capacities in collaborative decision making and interest-based negotiations, and promote greater cooperation between the agency and the publics it serves.

#### ADAPTIVE MANAGEMENT

**Black Canyon of the Gunnison Federal Reserved Water Rights Mediation - U.S. Government, State of Colorado, diverse Colorado water users, and public interest groups - *Mediation of settlement negotiations concerning Federal Reserved Water Rights for the Black Canyon of the Gunnison National Park and needs of other Federal, state and water interests.*** (See page 3 in the Water Allocation, Transboundary and Interjurisdictional Agreements, and Compacts section above for a description of this project.)

**Eastern Snake Plain Aquifer Advisory Committee Facilitation - State of Idaho (Governor, State Legislature, and Water Resource Board) - *Facilitation of the Committee to develop recommendations on a Comprehensive Aquifer Management Plan.*** (See page 7 in the Surface and Groundwater Management, Conjunctive Use, and Water Banking section above for a description of this project.)

**Platte River Cooperative Agreement and Endangered Species Partnership Mediation of Water Issues - States of Colorado, Nebraska, and Wyoming and the U.S. Government - *Mediation of water components of an interstate agreement to promote recovery of endangered species.*** (See page 6 in the Multi-objective Integrative Water Basin Planning and Management section above for a description of this project.)

**Missouri River Spring Rise Facilitation - U.S. Institute for Environmental Conflict Resolution - *Facilitation of recommendations for a spring rise on the Missouri River to enhance recovery of the pallid sturgeon.*** (See pages 5 & 6 in the Multi-objective Integrative Water Basin Planning and Management section above for a description of this project.)

**Governor's Water Policy Task Force Facilitation - State of Nebraska (Governor, State Legislature, Department of Natural Resources, and Natural Resource Districts) - *Situation assessment and facilitation of a task force to develop recommendations and legislation for the coordination of surface and groundwater use.*** (See page pages 4 & 5 in the Development of New Water Policies, Laws, and Procedures section above for a description of this project.)

**Klamath River Basin Mediation - Federal District Court of Oregon and diverse Oregon and Northern California parties - *Situation assessment and mediation to settle water allocation issues to meet needs of endangered species, tribal, agricultural, fisheries, wildlife, municipal and other users.*** (See page 4 in the Water Allocation, Transboundary and Interjurisdictional Agreements, and Compacts section above for a description of this project.)

**Situation Assessment and Facilitation to Update Bay and Estuary Water Studies - State of Texas** (Water Development Board, Parks and Wildlife Department and Environmental Quality Commission) - *Situation assessment of the feasibility of convening a process to update state water studies, and facilitation of public input meetings.* (See page 5 in the Development of New Water Policies, Laws, and Procedures section above for a description of this project.)

### CAPACITY BUILDING

**Capacity Building Workshops on Water Negotiation, Facilitation, Mediation, Dispute Resolution Systems Design, and Negotiating Water Contracts - U.S. Bureau of Reclamation - Design and presentation of multiple customized seminars for this Federal water management agency.** Over a period of five years, designed and presented a wide range of capacity building seminars for senior, mid-level, and technical staff on approaches to manage and resolve water conflicts.

**Negotiating Bargaining and Conflict Management Seminars - U. S. Army Corps of Engineers - Design and conduct capacity building seminars.** Over a period of twelve years, designed and conducted multiple five-day seminars to train agency personnel to better handle water and infrastructure related disputes. Over 500 personnel have been trained.

**Executive Seminar on Alternative Dispute Resolution - U. S. Army Corps of Engineers - Design and conduct capacity building seminars.** Over a period of five years, designed and conducted multiple five-day seminars to train senior agency personnel to better handle water and infrastructure related disputes.

### INTERNATIONAL WATER ISSUES

#### *Transboundary River Basin Management*

**Angola, Botswana and Namibia - International Facilitation and Capacity Building Workshop - Okavango River Basin Commission (OKACOM), U.S. State Department, U.S. Agency for International Development and the U.S. Bureau of Reclamation - Situation assessment, training, and facilitation of workshop on transboundary river management.** CDR conducted a situation assessment of parties, issues, and interests related to the management of the Okavango River, the third largest river in southern Africa, which flows between the three countries. Subsequently, CDR designed and facilitated an international workshop and training program for commissioners and their technical staff from each of the countries, to develop procedures and protocols for working on effective, integrated river basin management.

**Angola, Botswana and Namibia - Facilitation of Agreements on Transboundary Water Issues - Okavango River Basin Commission (OKACOM), U.S. State Department, U.S. Agency for International Development, and the U.S. Bureau of Reclamation - Facilitation of meetings and conducted a training program to develop an operational protocol for river management .** Facilitated a problem solving meeting involving Okavango River Basin Commissioners and the Okavango Basin Steering Committee to develop a protocol of operating procedures for the Commission.

**Angola, Botswana and Namibia - Okavango River Basin Donor Meeting Facilitation - Swedish International Development Agency - SIDA, United States Agency for International Development**

and Associates for Rural Development, United Nations Development Programme, and local representatives of the three projects in the Basin - *Design and facilitation of donor coordination meeting*. Assisted international donors and local partners to improve coordination of development assistance, and promote greater impacts of water initiatives.

**Angola, Botswana and Namibia - Inter-Ministerial Conference on the Okavango River Basin - Ministers from Angola, Botswana, and Namibia; the Okavango River Basin Commission (OKACOM); U.S. State Department; U.S. Agency for International Development; and the U.S. Bureau of Reclamation - *Design and facilitation of an inter-ministerial conference on transboundary river management*.** CDR assisted the U.S. State Department, Agency for International Development, and the Bureau of Reclamation to convene and conduct a three-day international coordination meeting between ministries concerned with the management of the Okavango River and OKACOM Commissioners and staff. CDR conducted a four-hour session on steps that nations could take to enhance trust, build a common vision, coordinate their negotiations, and develop mutually agreeable systems for collaborative decision making and dispute resolution.

**Egypt - Situation assessment on Egyptian Water Sector - Egyptian Ministry of Housing, New Communities and Public Utilities, and the U.S. Agency for International Development, Cairo, Egypt - *Conducted situation assessment on potential procedures to reform the national water and wastewater sectors and development of new policies*.** Co-led a situation assessment and convening process for the FORWARD Project (Fostering Resolution of Water Resources Disputes) that is assisting the Government of Egypt to develop a collaborative process to reform the national water and wastewater sector, and create new implementable consensus-based policies. The proposed process involved participation from ministries, governorates, and local utilities.

**United States and Canada - Process to Review a Great Lakes Water Agreement - International Joint Commission (IJC) of Canada and the United States - *Design and facilitation of a web-based dialogue to review the Great Lakes Water Quality Agreement*.** CDR assisted the IJC in the design of the process, and provided bilingual (French-English) facilitation, for a four-day international web-based dialogue to review the GLWQA. The Agreement addresses issues in the entire watershed of the Great Lakes, and of that part of the St. Lawrence River that forms the border between the United States and Canada. The Great Lakes basin provides water for many often conflicting interests, including fisheries, recreation, potable water supply, electricity generation, and transportation. Thus, the review of the GLWQA generated considerable controversy. As the culmination of a series of public meetings to review the effectiveness of the GLWQA, the International Joint Commission (IJC) conducted a four-day web-based dialogue. It provided meaningful discussions among more than 270 people from both Canada and the United States; both language groups; and every lake, river, estuary, and channel in the basin. The complete record of the web-dialogue is available on the IJC website [www.ijc.org](http://www.ijc.org).

**United States and Mexico - International River Modeling Initiative - Governments of the U.S. and Mexico and the University of Texas - *Assistance in the design and conduct of Rio Grande/Rio Bravo Operations Modeling and Simulation Exercise*.** Prior to joining the firm, a CDR staff member designed and programmed a surface water resources model of the lower Rio Grande/Rio Bravo basin, and developed strategies for building collaborative relationships between Texan and Mexican government officials during a multi-party operations simulation. This project involved creation and management of large and complex data sets, using input from all parties, and focused on transparent modeling of policy and operational choices to help parties understand costs and benefits.

**Lebanon - Situation Assessment and Capacity Building Training - The Council for Development and Reconstruction (CDR) and U.S. Agency for International Development, Fostering Resolution of Water Resources Disputes (FORWARD) Project - *Situation assessment and conflict management capacity building training for Lebanese non-governmental organizations.*** At the request of the Lebanese government agency that oversees all plans for infrastructure development and USAID, conducted a situation assessment and developed procedures for the resolution of three water disputes in the Bekaa Valley. The conflicts involved strategies for raising the water level of a lake, re-opening a water conveyance system between two communities, and cost allocations for the construction of a water treatment plant to improve water quality for downstream users. Subsequently, CDR conducted a capacity building workshop on Water Dispute Resolution for Lebanese non-governmental organizations working to construct infrastructure in the water sector.

**Morocco - Sous-Massa River Basin Consultancy and Situation Assessment - US Agency for International Development and Development Alternatives International - *Situation assessment of the potential for developing collaborative planning structures.*** Participated as a member of a team that assessed the potential for developing collaborative planning structures for the Sous-Massa River Basin in Southern Morocco. Natural resource issues included the impacts of ongoing water reclamation for irrigation, pumping of groundwater, salt-water incursions, protection of wildlife, diversion of water for municipal and industrial use, drought emergencies, and support for commercial fruit and vegetable industries. The mission also assessed the possibility of creating a structure for communication and cooperation across various concerned government agencies to address issues of planning and emergency response.

### ***Groundwater Aquifer Management***

**Middle East - Advancing the Blue Revolution (ABRI) - U.S. Agency for International Development and Development Alternatives International - *Situation assessment on the feasibility of developing an international transboundary aquifer management project.*** Conflict Management specialist on a team to conduct a situation assessment in Jordan and Yemen to determine the feasibility of developing a project on transboundary aquifer management and promotion of more efficient use of groundwater. The Blue Revolution Initiative, a project of the U.S. Agency for International Development (USAID), works with agency missions in the Middle East and Africa to help address some of the most difficult issues in the region: access to water and sanitation services for the poor, inefficient and nonproductive water, use and transboundary river and groundwater management. The assessment was submitted to USAID and the U.S. Department of State.

### *Desalination*

**Middle East - Facilitation of Strategic Planning for Desalination Initiatives in the Middle East - Middle East Desalination Research Center (MEDRC) - Facilitation of international strategic planning meetings for an organization that is part of the Middle East peace process.** CDR facilitated a series of strategic planning meetings for MEDRC, including Core Parties (Israel, the Palestinian Authority, and Jordan) and its international Board, to develop proposals for tri-lateral water projects and programs, and the creation of three National Centers of Excellence for the management of water. MEDRC is a component of the Middle East peace process whose mission is to provide an ongoing forum for dialogue between parties in the region and contribute to the achievement of peace and stability in the Middle East and North Africa by promoting and supporting the use of desalination to satisfy the needs of people for available, affordable, clean fresh water for human use and economic development. The facilitation work was supported by the U.S. State Department and U.S. Bureau of Reclamation.

### *Hydroelectric Dams*

**Uganda - Proposed Bujagali (Uganda) Hydroelectric Project - International Finance Corporation of the World Bank and European Bank for Reconstruction and Development - Design and facilitation of an international public involvement process.** CDR led and facilitated an international public involvement program on the feasibility of constructing a large hydroelectric project in Uganda. This proposed \$500 million dam project of the AES Corporation (an international power company) on the Nile River in Uganda near Kampala would be funded partially by the International Finance Corporation. The World Bank would support Uganda to assist in making power from the project available within the county. The project is highly controversial because of potential environmental, social, and economic impacts. CDR and the Morasco Newton Group (MNG) convened and facilitated the first of three public input processes in Washington, D.C. for international NGOs and other interested parties. After the final EIA was released in April 2001 by IFC, CDR, MNG, and the Center for Conflict Resolution in Kampala (CECORE), convened and facilitated a public input process in Jinja, Uganda, near Bujagali Falls, the site of the proposed project. Approximately 195 people attended the meeting.

### *Water Studies and Participatory Water Monitoring*

**Peru - Design and Implementation of Participatory Water Studies and Monitoring and Grievance Mechanism - Compliance Advisors/Ombudsman's Office of the International Finance Corporation - Situation assessment, convening and facilitation of a company-community participatory study and water monitoring and implementation of a dialogue process and grievance mechanism to address environmental, social, and sustainability issues.** Served as a consultant to the Compliance Advisors/Ombudsman's Office of the International Finance Corporation (IFC) to develop a public involvement and dispute resolution system to promote communications and resolve outstanding issues between members of civil society, government, and a large mining company operating in Peru. CDR conducted a situation assessment; designed and implemented an ongoing community dialogue and public participation process; provided capacity building to dialogue participants in problem solving and consensus building; assisted in the design and implementation of a year-long, technically rigorous participatory water study and transparent community water monitoring system; and worked with the local board of directors of the dialogue project on leadership and institution strengthening.

### *Coastal Zone Issues*

**Turkey - Capacity Building Training in Natural Resource and Water Conflict Management - International Academy for the Environment, the World Bank, Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH and the Ministry of Environment of Turkey - *Design and presentation of a workshop on natural resource conflict management.*** Lead consultant for the design and presentation of an innovative multi-day seminar on natural resource management focused on coastal zone, water, and land use issues. The International Academy for the Environment, a Swiss-based foundation, in conjunction with the World Bank and GTZ, initiated the project to build capacity in environmental negotiations, public involvement, and dispute resolution in five countries bordering the Mediterranean Sea. Participants included staff from Ministries of the Environment, other government entities, and environmental NGOs. CDR researched and prepared custom training materials on coastal zone issues in preparation for the seminar.

### *Establishment of Local Credit Supplies for Water Projects*

**Indonesia - Water and Sanitation Strategy for USAID Indonesia - U.S. Agency for International Development - *Consultation on formulation of a five-year strategic plan to increase access to water.*** Prior to joining the firm, a CDR staff member assisted the U.S. Agency for International Development's Indonesia mission in the formulation of a new five-year strategic plan to increase access to water and sanitation nationally. She discussed previous Agency programs with contractors and Indonesian partners at the local and national level, and evaluated options for continuing programs. During these consultations, she also assisted in forming a new partnership between an international private water company operating in Jakarta and local nonprofit organizations engaged in organizing poor and disadvantaged communities.

**Indonesia - Local Credit Support for Water and Wastewater Infrastructure - U.S. Agency for International Development - *Consultation to assess support for local water infrastructure development.*** Prior to joining the firm, a CDR staff member worked through USAID and led two teams charged with assessing opportunities for support of local water infrastructure development through credit guarantees. The work resulted in new emphasis on availability of local credit. During the process, she conducted extensive interviews with financial institutions, international organizations, municipal authorities, and bilateral development agencies and developed reports and recommendations for use by senior USAID management.

**Jamaica - Local Credit Support for Water and Wastewater Infrastructure - U.S. Agency for International Development - *Consultation to assess support for local water infrastructure development.*** (See project description directly above for details on this initiative.)

### *Consultation and Training in Collaborative Decision Making, Negotiation, Mediation and Public Involvement Processes*

**International - International Public Policy Dialogues Workshop - *Design and facilitation of a workshop to improve processes for international negotiations and public policy dialogues.*** CDR facilitated a workshop aimed at developing ways to make international environmental negotiations and other international public policy dialogues more effective, particularly those among the U.S., Canada, and Mexico. The workshop included U.S.-based representatives of industry, environmental groups, environmental justice organizations, Native American tribes,

federal regulatory agencies, academics, scientists and others concerned with environmental negotiations in North America. The group developed a better understanding of the concerns of the various stakeholders and discussed controversial issues. The meeting led to development of a draft set of principles to guide international negotiations.

**International - Capacity building Training for New International Environmental Leaders - LEAD (Leadership for Environment and Development) International, Okinawa, Thailand, Zimbabwe, and Pakistan - *Design and conduct training seminars on capacity building programs in negotiation and mediation for international environmental leaders.*** CDR conducted multiple training programs on negotiation and mediation of environmental disputes for 600 environmental leaders from 15 developing countries - and the public, private, and civil society sectors - participating in an international program funded by the Rockefeller Foundation.

**Germany - Capacity Building Training in Environmental Conflict Management - Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH - *Design and conduct training seminars on natural resource conflict management.*** Assisted this German technical assistance and development agency to implement a series of dispute resolution initiatives and training projects to address contentious development issues. CDR conducted a series of lectures, five-day seminars, and skill-building sessions in Bonn, Germany and Harare, Zimbabwe, for GTZ's international project managers from Africa, Asia, and Latin America. Seminars focused on applications of dispute resolution procedures to address environmental issues related to air quality, habitat protection, management of parks and game reserves, and water issues.

**Indonesia - Capacity Building Training in Environmental Conflict Management - Indonesian Ministry for the Environment and Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GMBH - *Design and conduct multiple seminars on Appropriate Dispute Resolution, mediation and training-for-trainers.*** In response to the Indonesian Ministry for Environment's interest in building mediation capacity and a system to resolve environmental disputes, CDR and its Indonesian partner, the Indonesian Center for Environmental Law (ICEL), conducted a series of consultations and Executive Seminars on Appropriate Dispute Resolution (ADR) for senior governmental, non-governmental organizations, and business leaders. In addition to these programs, CDR and ICEL also conducted two 40-hour Environmental Mediation Process seminars at national and provincial levels, and a Training-for-Trainers Seminar. Approximately 180 people were trained in the executive and skill-based programs.

**Jordan - Organizational Development Consultation - Jordan Valley Authority (JVA), U.S. Agency for International Development (Fostering Resolution of Water Resources Disputes Project - FORWARD), and Development Alternatives International - *Organizational development assistance to implement a new water accounting system.*** Assisted the FORWARD Project and the JVA to develop an agency participation process for the design and implementation of a new financial accounting system to better capture costs and utilize water resources.

**Palestinian Authority - Capacity Building Training - United Nations Environmental Programme and Officials of the Palestinian Environmental Authority - *Capacity building training in negotiation and natural resource conflict resolution.*** CDR designed and presented a training seminar and coaching session for officials from the Palestinian Environmental Authority to prepare them for bilateral negotiations with the Government of Israel. The workshop involved 10 officials and observers from the Government of Jordan.

South Africa - Capacity Building Training - South African Department of Water Affairs and Forestry (DWAF) - *Facilitation of a workshop on multiparty problem solving and conflict management.* Worked with National and Regional staff of the DWAF on multiparty problem solving and conflict management issues. The central problem was post-apartheid water allocation where communities were competing with mines and large farms for scarce water resources. The workshop was co-taught with a colleague from CECORE in Uganda.

South Africa - Capacity Building Training - Wilgespruit Fellowship Centre - *Design and conduct a pilot program on public participation.* CDR worked with a multiracial, cross-cultural training team to design and conduct a pilot program on public participation. This USAID funded pilot was designed to work with leaders in rural areas—traditional leaders, elected councilors, and community organizations—to help them include the public in decisions regarding development (electrification, provision of water, roads, housing). In addition to the design of this program on public input, CDR coached the South African training team who will be responsible for presenting future programs in other provinces.