

European Union's Non-State Actors and Local Authorities Programme for "Strengthening the Capacities of Non-State Actors – Actions in Partner Countries (Multi-Country)"



ENTIRE

Who are we?

Empowering regional civil society organisation networks to take an active role in Integrated Water Resource Management (IWRM)

ENTIRE is a two year programme funded by European Union's Non-State and Authorities programme. The main objective is to strengthen the role of civil society organisations in reforms, democratic changes and sustainable development of the water sector in the Southern Mediterranean Region (SMR).

The Collective Leadership Institute (CLI), the German Water Partnership (GWP), the Arab Countries Water Utilities Association (ACWUA) and the Arab Network for Environment and Development (RAED) are equal partners of ENTIRE.

Currently, several countries of the SMR are undertaking water governance reforms. The ENTIRE-project works in Algeria, Egypt, Jordan, Lebanon, Morocco, West Bank, the Gaza Strip, Syria and Tunisia. New management practices, identification of new roles, responsibilities and priorities towards Integrated Water Resource Management (IWRM) are the most important challenges of the reforms. A strong emphasis is put on gender-balanced and poverty-oriented aspects of water management.

ENTIRE's goal is to develop, implement and institutionalize mechanisms to successfully involve stakeholders. It is the aim to support the SMR-countries in the development of integrated water governance reforms under participation of all key stakeholders.

www.entire.collectiveleadership.com

IWRM in Southern Mediterranean

Water resources in the Mediterranean are scarce, unequally distributed in space and time, degraded and poorly managed. This situation is likely to deteriorate further in view of the increased population and rural migration/urbanisation trends, fluctuating economic growth and the unpredictable impacts of climate change. Countries have traditionally focused more on investing on "hardware", in the form of large infrastructure projects and less on "software", in terms of policy reforms, governance, efficiency, fiscal and environmental sustainability, and climate change adaptation and mitigation. The challenge is to manage water resources holistically, in an accountable and transparent manner, in view of contributing effectively to the sustainable development, stability and prosperity of the Mediterranean region.

* This newsletter was developed by Arab Network for Environment and Development «RAED»
Designed by: Graphic Spot



IWRM Open Zone

Interview with Dalia Al-Jawhary (SPNL) in Lebanon "HIMA- Lebanon"

- Please outline very briefly what your project/and "HIMA" is about?

- Hima meaning 'protected area' in Arabic. Hima is a traditional community based management system (CBS) that was practiced in West Asia and North Africa for more than 1500 years, which is directly linked to food, energy, water security and grazing management.

Hima was originally about the sustainable management of grazing ground but can be transferred to other resource-management systems, such as watershed. The notion of local ownership and equity in Hima is held high. The Society for the Protection of Nature of Lebanon (SPNL) has been working on the revival of the concept since 2004 revived the concept with in order to protect (IBAs), important Bird and Diversity areas. It focusses strongly on the community-based management of natural resource and human resource management and on the empowerment of poor people and less privileged group. The transfer to water management is done more indirectly and not yet in a step-by-step approach.

- How did you implement engagement process in your specific project context?

- Hima is about protecting the site. We build clusters of stakeholders for the local conservation group. We collect information on the natural aspects of the site, socio-economic, culture and identify of stakeholders and problems related to natural resources management. And, we follow a participatory approach holding focus group meetings with farmers, women, and youngsters depending who are the primary stakeholders. We identify the problems together and empower the stakeholders to participate in the discussion, and figure-out for example the rule of use.

- What did you believe are the success factors in your engagement process?

- First of all it is important to recognize the role of leaders in a local community and to collaborate with them. It is equally important to recognize the role of underprivileged groups, e.g. women who prove to be very influential inside the home within their families. It is a complementary process; the goal is to involve everybody.



-What is your role?

- Our role is to bring all stakeholders towards one vision in relation to the management of the site under Hima where in some cases we contributed to the facilitation of conflicts and bringing stakeholders towards similar objectives in relation to site management. We perform capacity building on different issues including educational aspects on issues like how to lead the group. We also do involve women and issues on women's rights, and teach them for example how to create a small business.

- Did the ENTIRE-training change your perception about engagement?

-We have been integrating engagement processes all the time. But the training helped us to concentrate more on focus-groups. We are now planning a project on water management and agriculture where we want to imply the project methodology. We want to empower the role of youth and create site-support groups at the same time. The training helps us on how we can create clusters of different stakeholders in order to create awareness, including farmers, women, youth and their role. It would be interesting to imply the model on this component of our project in Anjar-Kfar Zabad Wetland and Hima site. The training was complementary and helped us to focus on what we already did more indirectly. The training is remarkable for the tasks of assessment and reporting. It was really interesting to do the "speed-dating"-exercise and introducing yourself with an elevator speech and how to communicate the message. I really liked the interaction between the different players, and different point of views, to understand the process of mediation and conflict management. This has remained in my mind and I love to apply this model in our project-component.

Actions of ENTIRE

Kick-Off Event Jordan (9th February 2014)

The “Multi-stakeholders Networking Event and Launching of ENTIRE Project” was one of the planned milestones within the frame of the project with the purpose of launching the ENTIRE activities and to introduce the approach of stakeholders’ dialogue in water conservation and IWRM.

The Multi-Stakeholder launching event took place on 9 February, 2014 in Royal Hotel - Amman, Jordan and it brought together 50 actors from civil society organizations (CSOs), public institutions and the private sector from Jordan, Egypt, Palestine, Algeria, Tunisia, Lebanon and Morocco. The participants exchanged best practice examples, and identified the potential of a networking and cooperation platform on water conservation.

The Jordanian Minister of Water and Irrigation, H.E. Dr. Hazem Al-Naser, officially launched the ENTIRE project. In his opening speech Dr. Hazem Al-Naser expressed a special thank you to the project consortium ACWUA, CLI, RAED and GWP. He underlined the importance of this event and the need to manage the region’s resources collectively in the future and highlighted the fact, that the region’s water deficit is projected to triple to 130 billion cubic metres by 2030.

Dr. Emad Adly - General Coordinator of RAED - on behalf of the ENTIRE consortium expressed his appreciation and thanks to all the implementing agencies and he briefly introduced the participants to the background of the project explained that the project resulted out of cooperation between all partners to develop a water platform that could play a role in applying the pillars of IWRM in South Mediterranean Countries. For full report please.



Training In Jordan (10th - 13th February 2014)

Just after the Kick-off event, ENTIRE implemented the first stakeholders training - out of the four proposed trainings of the project in its life time - the training was conducted in Amman, Jordan in the period of February 10th - 13th, 2014 under the theme “Working with Stakeholder Dialogues in Water Conservation” and was attended by 27 trainees from Jordan, Algeria, Egypt, Morocco, Palestine and Tunisia.

The selection of the theme of this training was based on comprehensive baseline assessment amongst the members of ACUWA and RAED networks in the targeted countries. The assessment identified the knowledge level among different members in the field of stakeholders’ dialogue in IWRM. Additionally, it aimed to prioritize the water related topics to be addressed during the two year project phase. The

baseline assessment showed that the topics “water conservation” and “demand management” were evaluated as very important by the major part of the respondents. Participants for the stakeholder event and the following training on Stakeholder Dialogues in IWRM were selected according to their expertise and relevance in respect to these topics.

The training aimed at empowering the skills of the trainees on the stakeholders’ dialogue as a major approach of the ENTIRE program which could be followed by water governance reforms that are currently undertaken by the majority of the SMR-countries. The CLI’s Stakeholders Dialogue approach to great extent could contribute to achieve successful implementation of water governance reforms through result-oriented integration and engagement of all key stakeholders. For full training report please.



Actions of ENTIRE

Announcement:

Our second training workshop on Working with Stakeholder Dialogue in IWRM is coming up!

Place: Sharm el Sheik, Egypt

Date: 1st - 4th September 2014

The application procedure will be coordinated by ACWUA and RAED soon.

Call for Cases:

As part of the ENTIRE-project we want to promote and explain phase-by-phase how a successful stakeholder dialogue takes place in the area of Integrated Water Resource Management.

Please send us case study examples from the Southern-Mediterranean Region within the water sector. Tell us about the challenges you faced and also about the moments of success and celebration. The selected cases will be showcased on our website and in our best practice handbook, which will be available in Arabic and English.

Please click here to share your case:

<http://entire.collectiveleadership.com/sample-page/call-for-cases-survey/>

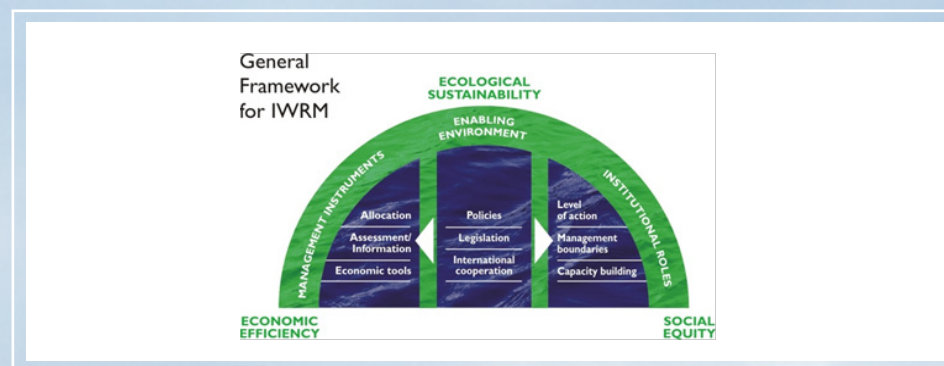


Stakeholders Participation in IWRM Context

Water, as a resource, is important for every country; it is fundamental to human health, wellbeing, productivity, and livelihoods. It is also essential for the sustainability of ecosystems and biodiversity.

Several countries overall the world are suffering from chronic water scarcity problems as a result of natural and human-made causes. To mitigate this problem and its impacts on social, environmental and economic systems Integrated Water Resources Management (IWRM) concept has been introduced and accepted internationally so as to ensure sustainable management of water resources. IWRM has gained worldwide acceptance as an important approach towards more effective management of increasingly scarce water resources. In 2000 the Technical Committee of the Global Water Partnership (GWP) defined IWRM as “a process which promotes the coordinated development and management of water, land and related resources in order to maximize the resultant economic and social welfare in an equitable manner without compromising the sustainability of vital eco-systems”.

Governance systems for IWRM require integrated approaches to social, economic, and environmental aspects, as well as appropriate modalities for stakeholders’ participation. In this context; efficient participation of different actors in managing water resources has been defined as one of the sustainable water management principles. This concept promotes “Social Equity” which is one of the fundamental topics of IWRM. It aims to bring relevant stakeholders into contact with each other’s to discuss and generate equitable and sustainable solutions to water problems and promote “bottom – up” decision making process. Many countries in Arab region are currently undertaking IWRM and water governance reforms. There are on-going development projects in many Arab countries, which are formulating new management practices and identifying roles and responsibilities in the water sector, orienting priorities towards IWRM. In this context; the draft strategy for water in the Mediterranean identified the need to enhance the participation of all stakeholders at all levels by establishing efficient participation methodology of stakeholders’ participation in IWRM process.



Opportunities and Next Steps

KING HASSAN II Great world water prize

A GREAT WORLD PRIZE DEDICATED TO WATER

The King Hassan II Great World Water Prize is an international award jointly established by the Government of Morocco and the World Water Council. It honors the memory of his Majesty

King Hassan II of Morocco, and his strategic vision in terms of protection, and integrated and sustainable management of water resources.

It is presented every three years at each edition of the World Water Forum.

The winner is awarded a prize sum of US100,000\$ together with a trophy and a certificate.

After the editions of Kyoto in 2003, Mexico in 2006, Istanbul in 2009 and Marseille in 2012, the 5th edition of the Prize will be awarded during the 7th

World Water Forum that will take place in Daegu & Gyeongbuk, Republic of Korea, in April 2015.

The Prize theme is "Cooperation and sound management in the development and use of water resources". In addition, the 2015 edition will award candidates that respond to the specific topic "Innovation for access to water, energy and sanitation in the face of global change."



NOMINATION CRITERIA

The Prize is delivered to an institution, organization, individual or group of individuals. It awards innovation that contributes significantly in securing access to water, sanitation and energy, in a context of global change that is affecting the world's climate, its populations and its social-economic development.

Innovation can be of technological, institutional and/or financial nature.

1 The King Hassan II Great World Water Prize rewards the excellence and distinguished achievements of

the candidates in fields related to the theme of the Prize.

2 Any organization related to water resources may nominate a candidate.

3 Candidates must be nominated by at least two individuals and/or organizations with perfect knowledge of the qualities of the candidate and his/her projects. Candidates are not allowed to nominate themselves.

4 Each nomination must be accompanied by a detailed description, explaining the reasons for which the nominee's work and accomplishments should be considered as outstanding contribution to the theme of the Prize. The documents attached to the nomination form must demonstrate direct involvement of the nominee in the work and achievements submitted to the evaluation of the members of the Jury.

5 Candidates may not have been involved in recent competition for other water-related prizes.

6 No preference will be given to the candidates' nationality, sex, language, profession or religion.

CANDIDATURE PROCEDURE

The Nominators are required to submit a nomination form providing contact details of the Nominators and the Candidate, together with the following documents :

Two letters of reference supporting the candidature;

A summary document reviewing the contribution of

the candidate in the context of the Prize theme;

A Curriculum Vitae of 3 pages maximum.

Candidatures shall be submitted by 30 september 2014 at the latest.

Once completed, signed and sent with the required attachments, submissions will be approved by the Prize Committee and sent to the members of the Jury.

Candidates will be assessed through the evaluation of their written proposals.



CANDIDATURE PROCEDURE

Candidates to the King Hassan II Great World Water Prize 2015 can be submitted until 30 september 2014. The nomination form must be completed, signed and sent by email, fax or post to the Prize Secretariat: WORLD WATER COUNCIL

KING HASSAN II GREAT WORLD WATER PRIZE SECRETARIAT

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Download the nomination form on the World

Water Council website:

www.worldwatercouncil.org

For any inquiry, please contact
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Partners Corner

The Collective Leadership Institute (CLI), founded in 2005, is an internationally operating non-profit organization based in Germany (Potsdam) and South Africa (Cape Town) with the focus on educational programs in the area of Stakeholder Dialogues and Collective Leadership for Sustainability. We have in long-term experience in supporting the civil society, the public sector and private sector in creating and implementing collaborative change initiatives for innovative and sustainable solutions.

By Puja Doshi

ENTIRE talks to Kristiane Schaefer (Co-Founder and Co-Director of the Collective Leadership Institute)

"We want to inspire and support people to engage! We work with people thinking in (future)-possibilities."

"The one who seemingly is part of a problem is a key stakeholder to solve it?"

- What was the initial inspiration to found the CLI?

- I think it is a passion for creating space to help people/stakeholders to communicate with each other while taking their values and their personal drive into account. It is our strong belief that we can only implement a sustainable development if people find a way to work together.

I started my professional life in the private sector in the automotive industry and at one point, I felt like working in a silo being too much in my own world. With the automotive company I was involved in; it was interesting but not satisfactory enough.

I left the private sector in 2004 and started to work with the United Nations and the GIZ (Gesellschaft für Internationale Zusammenarbeit GmbH), and that is where I met Petra (founder and CEO of the collective leadership institute), right on my first day. We connected immediately. As we both come from different backgrounds, Petra brought a lot of interesting approaches and concepts that were new and exciting to me.

- What makes the CLI SD-approach unique compared to other participatory approaches?

- Any major project will have a structural side and a dialogic side to it. The way we place the Dialogic Change Model (DCM) is to capture both sides - and that is why we have been actually successful. The model supports

people to merge to the systematic and the systemic side of any change initiative. The DCM has been developed to design your process!

We offer people a very practical guide to enhance and to complement what they are already doing by the dialogic component. So, wherever people are in their change initiative they can apply it. It is not a linear but an iterative, systemic approach. Dialogue is a key strategic element to reach your result! When we think about sustainable development of course we have to look at the result.

- Why is it so important to have SD in the water sector?

- Everybody should have access to clean water. We need to have this vision in order to achieve tangible results.

Some people think that is only a technical issue, but we also emphasize on the importance of the collaborative process. It is a strategic element for people working together.

With very big visions, such as the vision 2050 in Tunisia, we need to have a strategy and we need to communicate that so we can engage people.



- Please share with us CLI experience using the SD-approach in the water sector.

- Tunisia has already mobilized of %95 of their water resources. They already know that demand will exceed supply very soon. Water experts who come to our seminar are very much interested by our approach. They realize that they have to manage to develop a process where all stakeholders can be integrated.

You have to find a way to bring together the different stakeholders that are all part of the solution. This includes water users from rural communities as well as engineers.

- How do you see the future role of CLI?

- We want work more deeply in certain thematic areas, such as the water sector. Yet everything is interrelated and interdependent, so water issues are intricately linked to climate change, sustainable forests and water.

We have already 1400 Alumni from our courses, and nearly one third are coming from the water sector.

We have developed an accreditation scheme in Stakeholder Engagement Accreditation Scheme (SEAS) for individuals and to ensure and up-scale that more and more people know more about the approach and use it, which will hopefully help them and others. We want to ensure networking and community building. Accreditation has a different reach and we want to ensure that there is an impact.

ENTIRE is very important for the CLI. It is a vision coming true to scale up on a regional level and thereby reaching further impact! For us being an independent non-profit organization, working in partnerships is really essential. We have matured as an institute in the recent years (our Alumni being a benchmark) and now we are ready to enter regional partnerships. Working together with our partners is a process. ENTIRE is a chance to reach different objectives that we have, one is support individuals and also to work in collaboration with partners and find new solution. We can use our expertise that we acquired from working in integrated capacity development processes in different countries.

ENTIRE talks to Petra Künkel, CLI Founder and Director, and Dominic Stucker, CLI Senior Project Manager CLI supports transitions from “fragmented ego systems” to “collaborative eco systems” in the water sector of Palestine.

- Recently you conducted a fact-finding mission in Palestine. What was it about?

- GIZ invited us/CLI to Palestine as part of a programme that they are running on improved water service delivery in the country. GIZ is working with various stakeholders in the water sector and recognizes that dialogue is essential for success. They brought CLI in as an expert on dialogue and collaboration processes.

We learned more about water institutions in Palestine; through first hand interviews we learned about the situation on the ground. We conducted interviews at different levels, including in Ministries, in the Union of Water Service Providers and in Municipalities. The water sector in Palestine is a very complex system, both politically and institutionally. Significant external and internal challenges prevail, but still actors have made significant achievements.

For example, a new Water Law was recently written and is awaiting Presidential approval.

This Water Law could bring about important changes. It would make the tariff system more robust. Currently, it is difficult to collect all fees at the household level. Furthermore, the Palestinian Water Authority currently carries a regulatory function, while its function should be more ministerial in nature, more focused on policy and standards development. One of the goals of the Water Law is to shift the regulatory function into an independent Regulatory Body.

The Regulatory Body is intended to regulate the services delivery of providers, while encouraging improvement in key performance indicators. There are some 300 water providers in a relatively small country.

So the emerging Union is important for bringing them together, giving them a voice and harmonizing their respective delivery processes. The Union is intended to help build

capacity among water service providers, allowing the Palestinian Water Authority to focus on its strategic function.

We also observed that ACWUA is very present and valued as a network at all levels in the Palestinian water sector.

- How will the CLI contribute to finding solutions within the Palestinian water sector?

- Our vision is that increased collaboration helps local stakeholders fulfill their vision of improved water service delivery and quality of life.

Our aim is not to impose a vision from the outside of what the water sector should look like.

While many achievements have been made in the Palestinian water sector, we found through our interviews that it is still a "fragmented ecosystem," meaning that institutions are largely concerned with their own survival and duties; even within some institutions there is fragmentation between units and there is little collaboration between the institutions.

- What does collaboration mean to you?

- CLI is developing the concept of a "collaboration ecosystem" that we see as having five characteristics: Robust identity (at an organizational level, strong institutional identity is a pre-requisite for working with other organizations); diversity (ensuring the involvement of a necessary diversity of stakeholders to fulfill the local vision); purpose (clear and shared among stakeholders); interdependence (at the system level, recognizing interdependence as a strength is essential for collaboration); and adaptability (any healthy ecosystem needs to assume that change is the norm and is prepared to learn and adapt).

A key element in this regard is commitment to relationships and learning, and that combination can lead you to change. In negotiating complex systems change, mistakes are inevitable. If you



are not making mistakes, you are not being bold enough. With strong teams across institutions, we can adjust our course as we go, because mistakes are not seen as failures but as learning opportunities.

CLI's approach is to prepare a system of collaboration by first building the capacity of an active, representative core team made up of individuals. Stakeholder analysis helps to identify the core team and their current capacities. Once you have the team you can expand, for example when individuals and teams come to our courses and work in real time on a concrete project that they fully own.

This is especially effective when the project crosses institutions: you have people sitting at one table, drawing on a common dialogic and collective leadership vocabulary.

They leave the workshop with an action plan that carries the momentum forward when they return to their country.

The ultimate impact, however, is not collaboration, but what is achieved through collaboration: in this case, the local vision for improved water services delivery in Palestine, locally determined, locally owned and locally realized.

Contact details

For contact details of the ENTIRE project team please click here:

<http://entire.collectiveleadership.com/contact/>

