

# Mastering collaboration in IWRM

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We are very pleased to share our fourth and last newsletter with you. In this issue you will learn about how the ENTIRE approach in developing capacities on collaboration skills can support reaching broader collective goals. Furthermore we present a brief report on the last activities implemented, a contribution from our alumni, and introduce our project partner the Arab Network for Environment and Development (RAED).

**Enjoy the read!**

## Scaling up Collaboration in IWRM

*“Collaboration plays an incredibly important role in helping us to find and implement solutions to big problems”.* Dennis Meadows <sup>(1)</sup>

Fostering economic development, addressing climate change, ensuring food security, meeting health challenges, enhancing good governance, improving integrated water resource management... all are complex challenges that can only be effectively addressed through robust and structured collaboration especially in multi-stakeholder processes where there is a great mix of interests, viewpoints and competencies.

Working in these multi-stakeholder processes can be quite a challenging task resulting to delayed reach to finding consensus. How can we then make collaboration work?

The multi-level approach behind the ENTIRE project aims at developing capacity building to scale up collaboration skills in the region. At the Collective Leadership Institute, we believe

(1) *The Limits to Growth* (1972). Report of the Club of Rome.

that building Collaboration Ecosystems is key to delivering results.

We have, therefore, developed the concept of **“Collaboration Ecosystems”**: issue-based systems of (institutional) actors aiming to improve, alleviate or change a status quo (usually a common good) for the better. The envisaged change is to the benefit of all actors involved (including beneficiaries).

### How can scaling up collaboration skills support reaching broader collective goals?

The CLI’s multi-level approach for capacity building believes that intervention towards achieving collaboration starts at the personal level, by approaching leaders and change agents to strengthening capabilities for better co-creation and collective results.

The second intervention level goes towards fostering collaborative effectiveness, navigating complex change by addressing multi-stakeholder action groups. The third



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level follows at cross-functional and cross-sector action networks for large systems change -built towards reaching the next level. A fourth level, last one in this approach, targets complex landscape of actors by enhancing systems' resilience to address complex challenges jointly among a wide range of actors.

Achieving impact in such multi-stakeholder processes require expertise in making collaboration work. By strengthening collaboration skills of individuals and their teams, the ENTIRE project set off by building on the capacity of 58 leaders and change agents from Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia, from which 27 trainers were selected to facilitate, train and implement stakeholder dialogue processes on the subject in the future. Our participants intend to integrate Stakeholder Dialogues into their work processes and into the capacity

building portfolio of their organizations.

One pathway is clear: collaboration is the order of the day. No actor can single-handedly reach the Sustainable Development Goals. All sectors have to work together across borders. We need multi-stakeholder partnerships between businesses, NGOs, government. Therefore, managers of such partnerships have to learn new skills on how to build what we call a collaborative field.

With this in mind, the ENTIRE project contributed to empowering individuals and organizations towards building collaboration structures and networks for resilient systems. Likewise it aimed at increasing the involvement of CSOs in policy dialogue at the regional, national and local level. Now, there is an opportunity for our alumni to scale up collaborations in IWRM towards a sustainable future.



## Activities of ENTIRE

### **Train the Trainer**

"Tell me and I forget, teach me and I may remember, involve me and I learn." With this quote from Benjamin Franklin, the 'Train the Trainer' (TTT) workshop, which brought together 27 practitioners, started off on Saturday, 15th August 2015 in Cairo, Egypt. The group of practitioners had already attended the 'Working with Stakeholder Dialogues in IWRM' training, as part of the capacity building plan in the framework of the ENTIRE project.

The training was aimed at empowering ACWUA's and RAED's member organizations active in the Southern Mediterranean region for delivering trainings on Stakeholder Collaboration in IWRM and implementing Stakeholder Dialogues. The trainings built on the already acquired skills to practice dialogic facilitation techniques and deepened the practitioners' knowledge on the Dialogic Change Model as a participatory approach.

The 5-day training comprised of theoretical input, dialogic practices applied in practical cases, tools and the mastery of the Dialogic Change Model. The participants were able to apply the content and tools immediately into practice through the Teach-Back Sessions, where they also received peer feed forward\* in how the application can be improved in the future.

During the workshop, practice cases were identified and presented applying the Dialogic Change Model as a process tool for collaboration and implementation of stakeholder dialogues in the water resource management context.

There was an opportunity to visit the rural community of Ezzbet Jabob, Fashn Center, located at the Beni Suef Governorate. The community implemented a sanitation system and water treatment facilities, a role model of simplicity and low-cost implementation.

This initiative did not only improve the availability of safer water supply, but influenced indicators related to youth employment, less migration to urban centers and environmental impact among others. Stakeholder Dialogues were the main driver in achieving the desired results.

For most of our participants the training will make a difference in their work as trainers, as they acknowledge that the TTT provided them with



the necessary tools to conduct training courses on Stakeholder Dialogues. Likewise, all the respondents to the feedback indicated that they are considering adopting the training 'Working with Stakeholder Dialogues in IWRM' into the capacity building portfolio of their organizations, and appreciated the new tools they learnt and deepening their knowledge on the Dialogic Change Model.

### **What do our alumni say after completing the TTT?**

'In my opinion, Stakeholder Dialogues is a very important tool because it helps bringing together people from different backgrounds to discuss and reach consensus about a pending issue that concerns all of them as a community.'  
Sahar Salama, Egypt

'This course is very useful, as I reflected on many things that I was not aware before: listening, being unbiased, time respect, etc.'  
Antonios Kassouf, Lebanon

'It was a useful course. I learned the tools needed to manage stakeholder dialogues in the integrated water resources management.'  
Chaibeddra Abdelkader, Algeria

'Keep going! We should have more training in the same subject and also more practice.'  
Abdessamad GHACHA, Morocco

'The course content provided us, step by step, with the tools to be a Trainer on SD, the approach and methodology are easy to follow. All we need is to practice!'  
Maher El-Najjar, Palestine

With this last training ENTIRE concludes its direct contribution to build capacity towards developing and institutionalizing participatory mechanisms to successfully involve stakeholders in fruitful policy dialogue.

\* **To learn more about feedforward , please visit: <http://entire.collectiveleadership.com/>**

## Activities of ENTIRE

### **Final Networking Event**

ENTIRE's closing networking event was held in the city of Cairo on 20 August 2015. The event was also used as an opportunity to:

- Highlight the contribution made by the four partners regarding the project's objectives;
- Report on the project results achieved during the past two years;
- Present good practices from the trainees that attended the Train the Trainer workshop, as well as to outline the way forward.

High-level representatives were in attendance at the networking event, with some of them taking part in the morning's programme activities. Among them were Dr. Emad Adly, General Coordinator of RAED; H.E. Dr. Hussein El-Atfy, Secretary General of the Arab Water Council; Mr. Djamel Djaballah, Head of Water, Housing, Environment and Sustainable Development Department of the League of Arab States; Mr. Angel Gutierrez Hidalgo, First Counsellor and Head of Economic Cooperation section of the European Union Delegation to the Arab Republic of Egypt, as well as representatives of the ENTIRE partners – RAED, ACWUA, GWP and CLI.

### **What has been achieved in ENTIRE so far?**

ENTIRE is a two year programme, aimed at strengthening the role of civil society organisations in reforms, democratic changes, and sustainable development of the water sector in the Southern Mediterranean Region. In order to do so, the development, the follow up, the implementation and institutionalization of participatory mechanisms to successfully involve stakeholders in a fruitful dialogue were set as premise.

The CLI's proven methodology on stakeholder engagement and the related tools to engage relevant key stakeholders in integrated water reforms were the backbone of the capacity building programme and the mentoring system developed to improve knowledge sharing.

The project has achieved the following so far:

- 3 trainings on 'Stakeholder Dialogues in IWRM' building capacity on stakeholder collaboration of 58 practitioners



- 1 'Train the Trainer' for 27 facilitators who will deliver training programmes based on the Dialogic Change Model (DCM) approach for the implementation and monitoring of stakeholder dialogue processes
- 2 regional multi-stakeholder networking events attended by Civil Society Organisations, the Government, donor agencies, experts, and media
- Best practice exchange by making available best practices on IWRM and stakeholder consultation from German experts and from the participants
- Supporting continuous learning through a web-based support platform for alumni of the training programmes and also online tools on stakeholder dialogues for a broader audience
- 3 issues of the electronic newsletter 'Mastering Collaboration in IWRM' disseminated through a distribution list of more than 8,000 recipients worldwide

### **Best Practice Exchange**

Dr. Azmi Ghneim, Technical Director of GWP, presented the compilation of GWP's network selected cases that were introduced along the three trainings as German best practice cases, which are:

- Transformation Experience from Leipzig Water and Wastewater Utility by Sachsen Wasser GmbH
- Reduction of Non-Revenue Water by DorschGruppe
- Aqua Republica: Decision Support System for IWRM by DHI-WASY GmbH
- Project Spree 2011: the restoration of the Spree River in Berlin, Germany by Luritec
- The use of solar energy for drinking water pumping and distribution in Berlin by p2m Berlin GmbH

Among the lessons learnt Dr. Ghneim pointed out that it was possible to identify some commonalities: first, stakeholder dialogue is an important participatory tool for solving water problems in Germany and worldwide; second, raising public awareness is very important to bring the water problem to the political agenda; third, all stakeholders must be included as early as possible in the dialogue process; fourth, the role that media plays should not be neglected; and last, but not least, the dialogue process should be focused on the common goals to achieve the best win-win solutions.

### Good Practices Developed by our Alumni

During the 'Train the Trainer' workshop, a small group of trainees got together to prepare a presentation on 'Good Practices in IWRM' using the DCM as a tool to analyze their own practice cases.

The outcomes of the group work were part of the networking event agenda. Six cases were presented, indicating how the initiative was implemented following the four phases of the DCM and the actions taken.

Here are the cases in order of appearance:

1- Traditional Water Harvesting to Improve Community Resilience to Climate Change

Case giver: Mr. Ziyad Alawneh, Jordan

2- The Infringement on Drinking Water Canal

Case giver: Ms. Nasra Nour Eldin, Egypt

3- Protection of Ouzzane City against Flooding

Case giver: Mr. Abdessamad GHACHA, Morocco

4- Down to Earth – the Eco-media Project

Case giver: Ms. Wijdan Alsharif, Palestine

5- Water Resources Protection Dialogue

Case giver: Mr. Khalil Absi, Jordan

6- Displacement Induced from Climate Change

Case giver: Ms. Lialy Mersal, Egypt

Some of the cases will be developed further and included in the compilation available on the ENTIRE web portal: <http://iwrn-dialogue.com/en/cases/>

### How does the way forward for IWRM in the Southern Mediterranean region look like after ENTIRE comes to an end?

The participants at the networking event had the chance to interact in small discussion groups. They were requested to identify some activities that they could already support or would like to get supported in order to improve stakeholder collaboration in the region.

After an intense discussion and exchange, the three groups agreed on the following:

- They found the application of the DCM in their contexts feasible; therefore, an agreement to adopt the new knowledge, information and its application within their organisations was reached.

- There was an emphasis put on the importance of collaboration between RAED's, ACWUA's, GWP's and CLI's networks. In this regard, participants then encouraged their peers to apply the valuable tools learnt in the framework of ENTIRE, and to take action towards pushing forward their change processes.

- A regular flow of information as a means to share with each other the 'next steps', progress on results and follow up on recommendations proposed after the ENTIRE project term was seen as an important step that was undertaken by the participants. Added to this, social media was added as yet another instrument to staying connected to exchanging information and fostering future collaboration.

- A collaborative research project was suggested to take place in one of the participants' countries. The framework should still be discussed.

The field visit and cases provided and presented during the training workshops have proven to be a valuable means of exchange and a source of inspiration to continue pushing the participants' different initiatives forward. It is therefore encouraged that this practice is kept alive and to continue driving interchange of good practices between peers and the presentation of more from the region.

## IWRM Open Zone

### **Omar Salameh**

An interview with our alumnus Omar Salameh, who attended our second training on 'Working with Stakeholder Dialogues in Integrated Water Resource Management' and the TTT in Egypt. He currently works as Director of Media and Communication and is the Spokesperson of the Ministry of Water and Irrigation, Water Authority of Jordan.

*- Dialogue is fundamental for sustainable development.*

Several cities are currently facing challenges due to increased shortages in the water supply, no less to mention the presence of social issues, such as conflict and economic interests. Middle East and North Africa is known as the most volatile, unstable region, which coupled with drought creates a condition that potentiates the negative effects of climate change and migration. This has affected the implementation of the development plans. Moreover, by 2025 the UN predicts that the increasing population of Jordan will suffer from water scarcity as it is categorized among the top 3 water-scarce countries. The demand for water resources have dramatically raised due to the increase of 25% of the total population because of thousands of refugees coming from Syria and Iraq.

I believe that the current situation is a result of the absence of such stakeholder dialogue needed to build a harmonic view towards regional conflicts. Specialists denote that the own "knowledge to be aware of the others' interests" can be improved.

It is not exaggerated to say that the unique experience gained through the "Train the Trainer" programme implemented by the Collective Leadership Institute, ACUWA, RAED and GWP is decisive. Through several workshops on stakeholder dialogue in integrated water resource management (IWRM), participants from water utility companies and NGOs had the chance to exchange knowledge and experiences. This exchange led to reflection on how to achieve a fruitful practical collaboration, as well as on how to avoid potential conflict associated to these processes.

Team work, considered at the core of the methodology, showed us that the desired outcomes can be delivered through knowledge management, introduction of innovative solutions, compliance with stakeholders needs, among others, to overcome the challenges and facilitate the decision making process.



Such a training programme provided the foundations to develop a productive-dialogue environment accessible to the different social groups. Institutionalization of commitment is one of the desirable outputs from implementing a model characterized by subjectivity, transparency and participation. The methodology provides tools to self-diagnosis and program monitoring to ensure continuity. At the end it supports to build a backbone system for organizational development, particularly in our region and field.

I plan to conduct a scientific research to follow up on the findings that I identified due to the training programme; this research will focus on: identifying the target group of water sector (sphere of influence), developing a dialogue model for normalization purpose, and discussing how to create a common platform to improve professional facilitation.

When capacities are strengthened, the performance improves and the productivity is ensured.

I recognize that this is important to bring others to the process and share the benefits.

Finally, I would like to recommend my organization to share the experiences and training materials with the regional training centre, in order to disseminate the literature. Also to assure the inclusion of the governmental sector in the initiative, as it is a success factor for participation and cooperation consolidation.

## The Partner's Corner: RAED

### **The Arab Network for Environment and Development**

Established in 1990 during the preparations for the Earth Summit of Rio de Janeiro, the Arab Network for Environment and Development (RAED) is a regional network with members from over 250 environmental NGOs from Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Palestine, Mauritania, Morocco, Qatar, Saudi Arabia, Syria, Sudan, Tunisia, United Arab Emirates and Yemen.

Under the RAED umbrella, members have implemented successful projects in the Arab region including solid waste recycling, water conservation, renewable energy, and protection of endangered species. Along the way RAED has gained valuable experience in IWRM and has supported several initiatives and projects implemented in the region.

### **RAED and H2020**

RAED is key partner in the implementation of the Mediterranean Environment Capacity-Building Program (CB/MEP), one of the Horizon 2020 initiatives, under the leadership of the University of Athens (NKUA) and the coalition of 11 agencies, associations and ministries. RAED participated in the organization of 5 of the 85 workshops and training courses carried out implemented in the Mediterranean countries participating in the program, including the eight bordering the Mediterranean Arab countries.

### **RAED and the Sustainable Water Integrated Management (SWIM-SM) Programme**

SWIM-SM is a Regional Technical Support Programme, funded by the European Union. It aims at promoting the extensive dissemination of sustainable water management policies and practices in the Mediterranean region in the context of increasing water scarcity, combined pressure on water resources and desertification processes, in connection with climate change. The programme was

implemented from December 2010 to the end of 2014 in nine Partner Countries: Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, the occupied Palestinian territory, Syria and Tunisia.

RAED was one of the main implementing partners and LDK Consultants was the leading partner in a consortium with the Global Water Partnership-Mediterranean (GWP-Med), the Arab Countries Water Utilities Association (ACWUA), the Lebanese Ministry of Energy and Water (LMoEW), the Hellenic Ministry for the Environment, Energy and Climate Change (HMoEECC), the Tunisian Ministry of Agriculture and Environment, Bureau de l'Inventaire et des Recherches Hydrauliques - Direction Générale des Ressources en Eau, the Austrian Umweltbundesamt and the consulting company DHV B.V.

### **RAED and (MDG+ Initiative) Improved Monitoring and Reporting on Access to Water Supply and Sanitation Services in the Arab Region**

According to the decision of the Arab Environment Ministries Council concerning the environment indicators and sustainable development in the Arab region, and based on the recommendations of the activities of the first meeting of the Arab Group on Environment and Sustainable Development Indicators, the Arab Ministerial Water Council decided to create a committee to clarify a new formulation development of the Millennium Development Goals to conform with conditions and the reality of the Arab nation.

RAED as a member of the Committee together with the Economic and Social Committee in western Asia (ESCWA), the Centre for Environment and Development for the Arab Region and Europe (CEDARE), the World Health Organization, the Arab Water Council, and Arab Association for Water Utilities (ACWUA) are working jointly to set up a unified model of indicators and criteria for the implementation of

the Millennium Development Goals with regard to water supply and sanitation.

RAED was contracted to conduct a pilot survey in two Arab countries, and then to conduct the survey with 4 members of the Arab countries. Currently it is preparing a third phase with 4 more countries. The target group included villages suffering from problems in sanitation and drinking water, in order to reach an integrated Arab vision in this case.

#### **RAED and the National Discourse Forum**

The National Discourse Forum (NDF), created in 2003, is an initiative of the Arab Office for Youth and Environment (AOYE). AOYE is one of RAED's most active members is Egypt, which also hosts the secretariat of the network, and is one of the eleven national forums working in the Nile Basin Initiative (NBD). The NDF partners with governments in achieving sustainable development in the Nile Basin. NDF also has succeeded in the creation of local forums in 18 provinces.

#### **RAED and the National Community Water Conservation Program (NCWCP)**

NCWCP was the first program ever that dealt with Water Conservation in Egypt and the first program that had the full partnership of Government, Private Sector, International Organization and NGOs with AOYE -in lead of the whole process technically and financially.

The results after the program concluded focused on:

- Raising awareness of more than 100,000 housewives, 7,500 school students, 3,500 Youth, 350 religious leader «Muslims and Christian», 200 governmental officers and thousands of indirect users through the intensive mass media campaigns.
- Implementation of 147 Demonstration project in three governorates targeting all types of users, such as Households, Government Buildings and Compounds, Schools, Mosques, Churches, Youth Centres, Gas Stations and Private Buildings and Clubs.



- Three Water Management Strategic Plans for the three governorates that were designed and drawn by the whole concerned parties in each governorate and were signed from the higher executives to guarantee full commitment.
- Different social or technical publications and researches distributed in the MENA region as a unique experience in this field.
- Establishment of Water Conservation Departments in the General Water Authority and Ministry of Irrigation as independent entity for Water Conservation Program after the end of the NCWCP.
- Encouraging water kits and devices manufacturers to initiate new production lines for water conservative kits.

The direct benefit of such results was dramatic decrease of the water loss in households and various buildings.

Additionally, RAED was a member in the Preparatory Committee for the Seventh World Water Forum that took place in South Korea in 2015; and also was involved in the Sixth Global Forum on Water, held in France in 2012.

Since its creation, RAED issues a monthly newsletter under the name «Environment Forum Montada El Biaa'», that contributes to create environmental awareness. The newsletter is monthly distributed among environmental and civil society organizations, journalists and specialists in environment in all the Arab countries, as well as those interested in the topic living in Arab countries.