

Environment, Natural Resources and Food



# Water Sector Reform in the MENA Region

2005 – 2008

in<sub>vent</sub>

Internationale Weiterbildung  
und Entwicklung gGmbH

Capacity Building  
International, Germany

## Background

Water is not simply considered a natural resource anymore, but also an economic good and a political factor that plays a central role in fighting poverty and in fostering economic development, state stability, and regional partnerships. Due to its far-reaching impact, water has emerged as a key component of global agendas and development policies, which all aim to ensure a sustainable and socially balanced use of this valuable resource.

In the Middle East and North Africa (MENA), improvement of the water sector's performance has become highly imperative. Due to the limited availability of water and high population growth, the region is increasingly facing water stress. Due to inappropriate technologies and inefficient management techniques, urban and rural water users often cannot be supplied sufficiently. The water scarcity varies, but per capita availability is often less than 1000 m<sup>3</sup> annually, a figure considered essential by the World Water Commission. In future, access to water is expected to decrease unless significant reform processes are carried out. Some countries in the MENA region lack efficient water institutions;

others have fragmented institutional structures or overlapping decision-making structures that often disregard the needs of users and civil society. Moreover, water is a matter of regional co-operation: many MENA countries face similar challenges, and many share basins and rivers.

Thus, water sector reform requires not only the adoption of an Integrated Water Resources Management (IWRM) and of modern water policy guidelines but also a strengthening of institutions, the development of management strategies, and the promotion of regional co-operation. Participation of all stakeholders concerned is another core element for keeping the region's waters flowing. This includes capacity building and empowerment of the public and private sectors. In addition, community organisations must realise and fulfil their roles.



## Objective

The objective of the programme is to support reform processes that make a significant contribution to a sustainable use of water resources, and in consequence to combat poverty.

In order to achieve this objective, we are strengthening on behalf of the Federal Ministry for Economic Cooperation and Development (BMZ) the technical and methodical competence through tailor-made capacity building measures. We support our partner institutions as they develop efficient management strategies, and we provide them with a sound knowledge of modern technical and methodical skills. Furthermore, we connect professionals and decision-makers working on different levels and players of civil society by establishing active and dynamic networks. Thus, we facilitate regional co-operation and encourage dissemination and public awareness on water issues in the region.

## Target group

Our participants are junior professionals, decision-makers, and senior experts from our partners and counterparts in the water sectors of

- Algeria,
- Egypt,
- Jordan,
- Morocco,
- Palestine,
- Tunisia,
- Syria, and
- Yemen.

InWEnt's capacity building concept systemically combines technical knowledge with methodical and regional competence and ensures an appropriate consideration of current needs and market trends.

The MENA water programme consists of six components. They are closely linked and complement on another, to continuously strengthen and broaden capacity:

**Component 1** focuses on professional knowledge transfer, emphasising applied knowledge and management issues within the water sector.

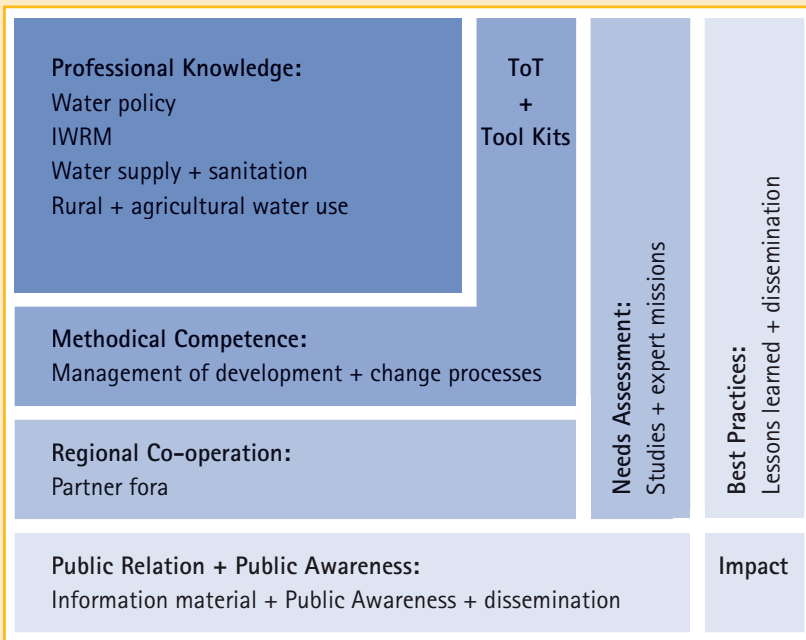
**Component 2** provides a sound methodical knowledge; it facilitates the application of knowledge and promotes the understanding of institutional complexity.

**Component 3** is the platform for exchanging knowledge and for strengthening regional co-operation.

**Component 4** serves as the basis for evaluating and modifying the capacity building offer, if necessary.

**Component 5** relies on the former components and disseminates knowledge for the public, which **Component 6** does for professionals.

Thus, we consider different levels of expertise, while still pooling them comprehensively.





Component 1 aims to provide the participants with a sound theoretical background and practical knowledge. The practice-oriented approach guarantees the application of the new skills in the daily working environment: Internships and field visits are a key part of the capacity building activities.

They focus on the following areas:

- **Water Policy:** Dialogue workshops on regional and international water policy and sector reform strategies, transboundary river management, and regional training courses on decentralisation and private sector participation;
- **Integrated Water Resources Management:** International long-term training courses and regional short-term training courses on the IWRM concept and its application;
- **Water supply and sanitation:** Regional and local short-term training courses on management aspects of water and wastewater management;
- **Rural and agricultural water use:** Dialogue seminars and regional training courses on methods of wastewater re-use and concepts of water user associations.

In total, 24 activities are set to be realised between 2005 to 2008:

- eight dialogue workshops on water policy issues
- two dialogue seminars on wastewater re-use
- two dialogue seminars on water user associations
- two Web-based trainings on private sector participation
- four short-term training courses on IWRM
- four short-term training courses on the management aspects of water supply and sanitation
- two long-term training courses on IWRM.

In addition, the EC-financed EMWater project on wastewater management, its treatment, and re-use (Jordan, Lebanon, Palestine, Turkey), as well as the BMZ- financed project on efficient water and wastewater management (Syria) complement the capacity building package, as they provide training courses for the above mentioned target countries.

A detailed annual planning outline will be available in advance, by the end of each year, and can be obtained by contacting the co-ordinating team (see end of brochure).



## 4 Methodical Competence

Component 2 aims to strengthen the methodical competence of our participants. It enables them to initiate and accompany reform processes, and to disseminate their technical and methodical knowledge.

The core element of this component is the capacity building complex covering the management of development and change processes. The aim is to strengthen the capacities of representatives of the mentioned water sector, enabling them to design, implement, and guide development processes within their organisations, and to prepare them for upcoming challenges in the MENA region's water sector.

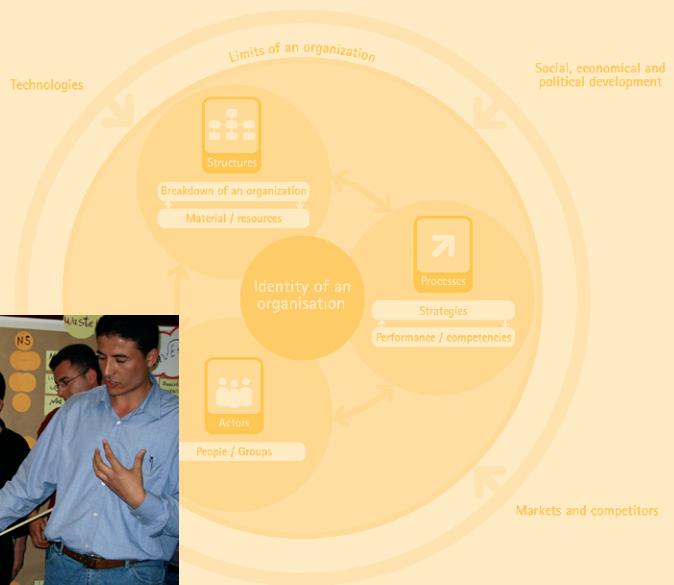
Furthermore, select participants will be trained as trainers. This training enables them to act as knowledge multipliers in the region and to contribute to knowledge dissemination. The development of tool kits facilitates this dissemination as well.

In total, 12 activities are set to be realised between 2005 and 2008:

- eight short-term training courses on management of development and change processes
- two Training-of-Trainer seminars
- two long-term training courses on development management and the management of change processes.

In addition, five tool kits covering the component on technical knowledge and on methodical competence are set to be developed.

A detailed annual planning outline will be available in advance, by the end of each year, and can be obtained by contacting the co-ordinating team (see end of brochure).



Component 3 aims to strengthen the regional co-operation by promoting the experience exchange and developing joint problem-solving strategies within the region.

Our partner forum is the ideal platform to join our partners and counterparts, to discuss current trends in the international water community, to link the regional water sectors, and to share experiences and facilities. Furthermore, the in-depth experience exchange enables our partners to provide feedback on our programme, and it allows us to continuously adjust our capacity building offering according to the needs existing in the region.



### Four annual partner forums are set to be carried out between 2005 and 2008:

- Partner forum 2005 on Water Sector Governance – an assessment of the current situation (Jordan)
- Partner forum 2006 on Water Sector Governance – current challenges faced (Egypt)
- Partner forum 2007 on Water Sector Governance – possible directions to take (Morocco)
- Partner forum 2008 on Water Sector Governance – MENA's future (Spain, in the context of EXPO 2008).

InWEnt's regional partner for the partner forums is the Arab Water Council, which has kindly agreed to assume the patronage of the entire programme.

Detailed information can be obtained by contacting the co-ordinating team (see end of brochure).

A lot of viable local actions and solutions can be found in the region. Several donor agencies face the same situation we do. We are convinced that we can facilitate development by sharing the lessons we have learned and then disseminating them.

Thus, we prepare our training materials in form of tool kits that allow our participants to multiply them in regional and local training courses, or to share them with their colleagues in their home organisations. Furthermore, we are pleased to provide the regional and international water community with our best practices, not by referring to wide-spread scientific standards, but by sharing our way of implementing a capacity building programme for the MENA water sector. We are always grateful to receive additional feedback on our approach.

Furthermore, we are quite aware that our programme can only have a successful impact if it cares about the concerns of our beneficiaries. Thus, we offer Public Relations and Public Awareness measures to the population in the region. Of course, we intend to sensitise them for the preciousness of the resource itself. But the main intention is to receive their feedback on interventions and to assess their particular needs. We follow our philosophy without neglecting the policy-making level. Hence, we invite our partners, the representing ministries, national authorities, utilities, and regional capacity building entities to our partner forum. There, we learn about their development path and its challenges, an approach that enables us to adjust our programme accordingly.





Within InWEnt, about 15 well-experienced Senior Project Managers and Project Managers – backed by management – are working to achieve the goals of the programme. They combine technical knowledge with methodical competence and a sound experience in implementing capacity building measures worldwide.

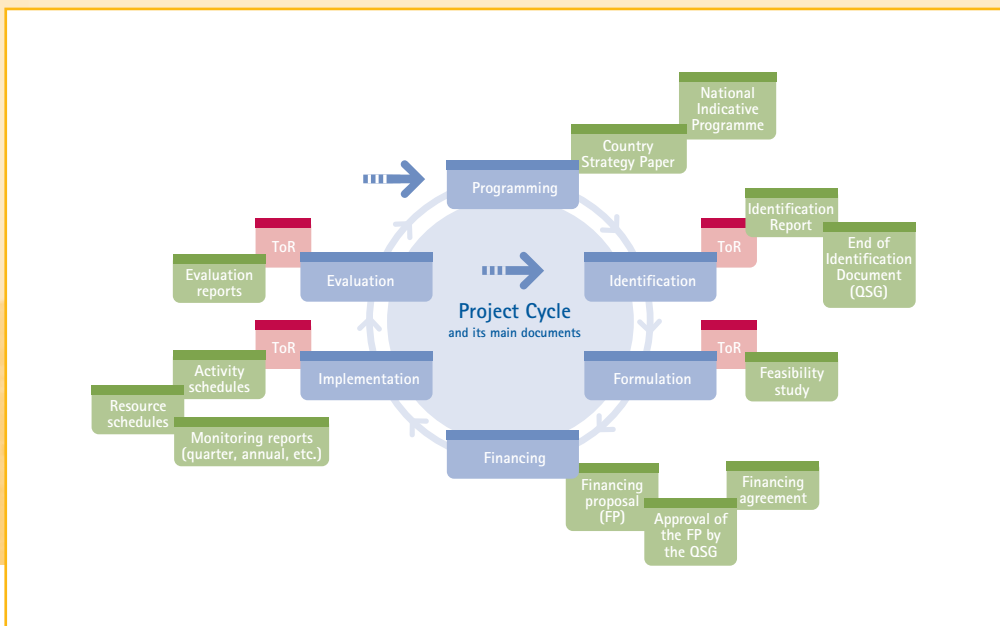


To ensure compliance on a policy level, a steering committee representing all German donor agencies as well as the German Federal Ministry for Economic Cooperation and Development was formed. It provides us with input on our annual planning. At the same time, our partner forums allow us to assess the feedback coming from the policy-makers and our partners within the MENA region.

shared with our partner organisation and the international water community. The Senior Project Managers are responsible for the layout of the capacity building measures per se. They ensure that modern technical knowledge is transferred, and that modern capacity building methods are applied within each single measure. The Project Managers are responsible for organisational and logistical aspects of the implementation itself. As a whole, we try to ensure high quality standards in terms of content and organisation.

The head of water portfolio ensures that German and regional input as well as the feedback on the overall programme design are analysed. The head takes care that the programme and its activities are in line with the national and international policy, and that the lessons learned are

To reach more synergy, we invite further divisions within InWEnt to link their activities to our programme. The same goes for other donor agencies, which are willing to jointly intensify the impact of capacity building measures within the region.



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The **Environment, Natural Resources and Food Department** is made up of three divisions in Bavaria, Saxony and Berlin – three specialized centres of competence which are mutually complementary and supportive.

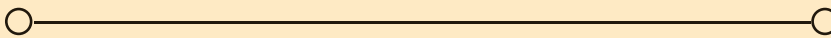
We target developing, transition and emerging countries and offer human resource and organizational development at three different levels:

- **Individual:** Fostering competence of decision making and action taking for specialists and executives.
- **Organisation:** Strengthening the performance of organisations in the public and private sector.

- **System:** Playing a role in shaping frameworks for political institutions through political dialogue and the creation of learning networks.

Nine key areas form the centrepiece of our professional expertise:

- Development management
- Energy and climate protection
- Natural resources
- Environment
- Global water resources
- Rural development
- Global food security and consumer protection
- EU enlargement and EU convergence
- Disaster prevention and management



**InWEnt – Capacity Building International, Germany** stands for human resource and organizational development within the framework of international cooperation. InWEnt's services cater to new managers, skilled and executive personnel as well as to decision makers from businesses, politics, administrations and civil societies worldwide and gets through approximately 55,000 persons yearly.

Programs and measures at InWEnt aim to foster the capacity for change on three levels: They strengthen the capacity of individuals to act, increase the performance of businesses, organizations and administrations, and improve the capacity for action and decision-making at the political level. InWEnt's methodological tools are drawn up in modular form, so that they can be used for customized services development,

according to needs and demand. In addition to face-to-face training situations, to exchange and policy dialogue, emphasis is also given to networking with the help of e-learning. InWEnt cooperates equally with partners from developing, transition and industrialized countries.

InWEnt's shareholders are the Federal Republic of Germany represented by the Federal Ministry for Economic Cooperation and Development (BMZ), the Carl Duisberg Gesellschaft representing the economy and the German Foundation for International Development representing the German federal states.

InWEnt was established in 2002 through the merger of Carl Duisberg Gesellschaft (CDG) and the German Foundation for International Development (DSE).

# InWEnt – Capacity Building International, Germany

“Pure water is the best of gifts  
that man to man can bring.”

*Anonymous*

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