



The EMPOWERS Approach to Water Governance

Guidelines, Methods and Tools



Produced by EMPOWERS, a project co-funded by
the European Union MEDA Water Programme

Patrick Moriarty, Charles Batchelor, Firas T. Abd-Alhadi
Peter Laban, Hazem Fahmy



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Published by the Inter-Islamic Network on Water Resources Development and Management
(INWRDAM) the host of the Regional Information Programme of the EMPOWERS Partnership

August 2007

Published by INWRDAM on behalf of the EMPOWERS Partnership

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Moriarty, Patrick; Batchelor, Charles; Abd-Alhadi, Firas T.; Laban, Peter; Fahmy, Hazem (2007)

The EMPOWERS Approach to Water Governance: Guidelines, Methods and Tools

Deposit number at the Department of the National Library in Jordan: 272/1/2008

ISBN 978-9957-8624-6-6

Editing: Peter McIntyre

Proofing: Tettje van Daalen

Lay-out and printing: Prisma Advertising

To order more copies of this publication, please contact:

INWRDAM

P.O. Box 1460, Amman 11941, Jordan

Phone: 962 6 5332993

Fax: 962 6 5332969

E-mail: inwrdam@nic.net.jo

This publication is also available in PDF at: <http://www.empowers.info/page/2850>

EMPOWERS was co-funded by the European Union MEDA Water Programme. The other sponsors are CARE International, IRC International Water and Sanitation Centre, PSO and Human Relief Foundation.

The contents of this publication are the sole responsibility of the authors and cannot be taken to reflect the views of the European Union.

Acknowledgements

The authors would like to thank all their colleagues from the EMPOWERS partnership for their excellent work in the EMPOWERS pilot governorates and communities, which provided the basis for publications about the EMPOWERS approach.

Jordan: Fadi Al-Shraideh, Mufleh Alaween, Fidaa Haddad, Rania Al-Zoubi, Suha Taha.

Palestine: Sameera Al-Rifai, Sayel Wishahi, Falasteen Abu-Bakr, Buthaina Mizyed, Shawkat Sarsour.

Egypt: Dr. Amr Abd Almajeed, Jalal Muawad, May Abu-Elseoud.

We also express our gratitude to Mona Barghout (EMPOWERS Regional Information Officer) for her feedback and support in the preparation of the Guidelines; to Prof. Mohamed Sherif El-Manadely and Prof. Mohamed El-Fouly, both from the University of Cairo, to Shawkat Sarsour, and to Peter Lochery of Care, for their valuable feedback on the Guidelines; also to Peter McIntyre, who edited this English language version.

Special thanks are due to Dr. Murad Bino, Executive Director of INWRDAM, the EMPOWERS partner organisation that has published this book.

All the EMPOWERS partners played an important and constructive role in developing the Guidelines:

- Inter-Islamic Network on Water Resources Development and Management (INWRDAM).
- IRC International Water and Sanitation Centre.
- Palestinian Hydrology Group (PHG).
- Union of Agricultural Work Committees in Palestine (UAWC).
- Jordanian Ministry of Agriculture.
- Queen Zein Al Sharaf Institute for Development in Jordan (ZENID).
- Development Research and Technological Planning Center (DRTPC), Cairo University.
- Egyptian Water Partnership (EWP).
- National Water Research Centre (NWRC) in Egypt.
- Federation for Environment Protection and Enhancement (FEPI) in Egypt.
- Coptic Evangelic Organization for Social Services (CEOSS) in Egypt.
- Center for Environment and Development for the Arab Region and Europe (CEDARE) in Egypt.
- Country offices of Care in Palestine, Jordan and Egypt.

We dedicate the guidelines, methods and tools to the stakeholders from the governorates and communities with whom EMPOWERS worked and who made their development possible.

In Jordan, Balqa Governorate, Omm Ayyash, Subeihi, Rweiha, Rmaimeen, Tal El-Mantah, Damya, Bayyouda.

In Palestine, Jenin Governorate, Qabatya, Meithaloun, Jalboun, Arraneh, Beit Qad, Kufrdan.

In Egypt, Beni Suef Governorate, and Ehnasia district, EL-Masharqa, Mansha'at Kassab, Bahsamoun, Mamaleek, Manyal Hani.

Overview of the EMPOWERS Approach



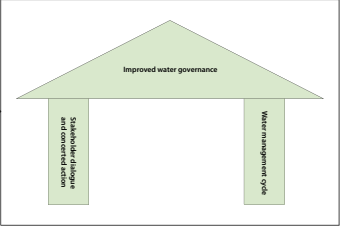
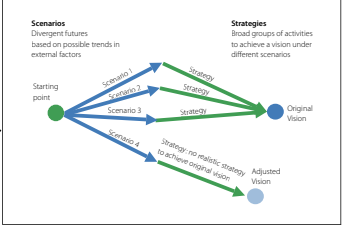

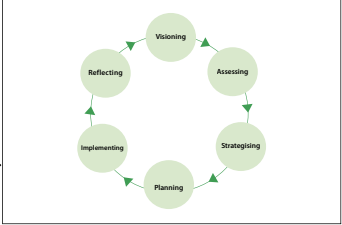

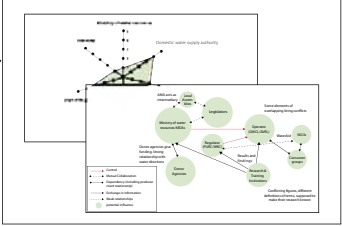
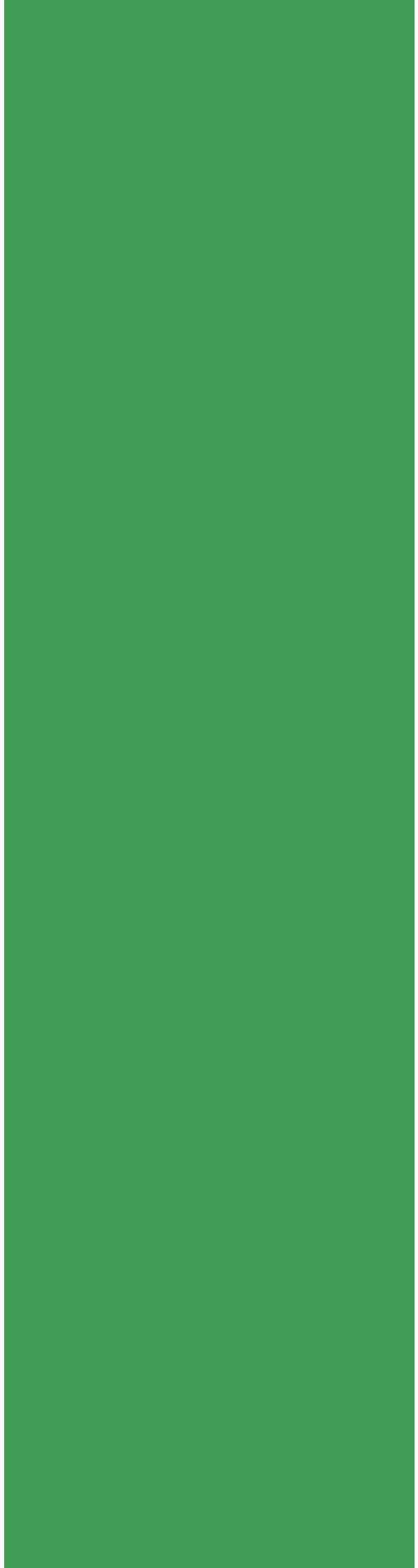
| Source Documents | Description | Concepts, methods and tools |
|--|---|---|
|  <p>Background and key concepts</p>  <p>Guidelines, methods and tools: Chapters 1-3</p> | <p>Overall Objective</p> <ul style="list-style-type: none"> To improve local water governance and the access of the poor to water and water services <p>↓</p> <p>Fundamental building blocks</p> <ul style="list-style-type: none"> Participatory processes and stakeholder dialogue that encourage communication both horizontally between stakeholders at same level and vertically between, stakeholders at different levels. Strategic management that is based upon agreed information and decision making that is transparent and open to public scrutiny. |   |
|  <p>Guidelines, methods and tools: Chapter 4</p> | <p>A strategic approach</p> <ul style="list-style-type: none"> A framework for stakeholder dialogue based on programme cycle management. A strategic approach to improved planning based on combined visioning, scenario building and strategy development. |  |
|  <p>Guidelines, methods and tools: Chapter 5</p> | <p>A water governance toolbox</p> <ul style="list-style-type: none"> A comprehensive set of tools and methods for use in the EMPOWERS approach With practical tips and tricks, as well as pointers for further information sources |  |
| | <p>Outputs and outcomes:</p> <ul style="list-style-type: none"> Agreed SMART Visions and Strategies Achievable Plans that take implicit account of uncertainty A shared base of agreed information Improved pro-poor water management and service delivery based on better relations and communications between stakeholders | |

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Introduction - What this book sets out to do

Water is an increasingly scarce and contested resource around the world and especially in the countries of the Middle East. There is widespread agreement on the need to improve the management of water resources and the provision of water related services if the needs of current and future generations are to be met in a sustainable manner and the environment is to be protected. There is also general agreement about the need to improve governance – the process of making and implementing decisions about water.

These guidelines describe a practical and logical framework of activities based on the involvement of those who use and manage water, which leads towards improved local water governance, and to the development and implementation of integrated water development plans for towns, villages, district and governorates. The guidelines advocate a process of collaboration through dialogue, to bring about a change in the way that water sector professionals and water users work with each other.

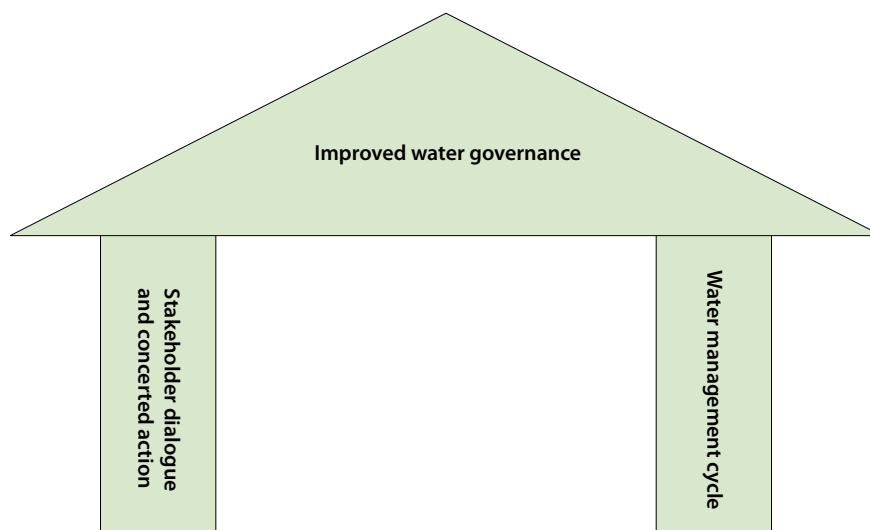


Figure1: The twin pillars of improved water governance

The approach described here is based on twin pillars, one of which is stakeholder dialogue and concerted action (SDCA) and the other of which is a management cycle for water. SDCA is the combination of discussion and action by stakeholders working collaboratively. Stakeholder dialogue involves creating time, space and an institutional platform for interaction between those who have a stake in water resources and services within a defined area. Stakeholders include users of water, those involved with governance, providers of services, institutions involved with learning or knowledge management, and NGOs supporting communities or services in this field. Concerted action means that discussion leads to actions that are coordinated and based on a common understanding and strategy. The second pillar in the EMPOWERS process is the

management cycle that starts by achieving a shared vision and uses an advanced planning tool known as scenario building to move towards a strategy for planning and implementing change, before reflecting on outcomes and a renewed vision. These concepts are further explored in Chapter 2. A detailed outline of the phases to be followed by those who wish to achieve improved water governance can be found in Chapter 4.

These guidelines are divided into 5 chapters:

- Chapter 1: Improved water governance
- Chapter 2: Overview of the approach
- Chapter 3: Facilitation and capacity development
- Chapter 4: The management cycle
- Chapter 5: Methods and tools

The first three chapters act as an explanation of the overall approach; Chapter 4 contains a detailed description of the individual phases and sub-phases of the management cycle for the intermediate and local levels. Finally, Chapter 5 contains a comprehensive set of methods and tools for working with the approach.

Who should use these guidelines, how, and where?

These guidelines are relevant to all those concerned with practical approaches for tackling the complex themes of water governance and Integrated Water Resources Management (IWRM). They are particularly relevant for those who want to initiate and facilitate change processes to improve local water governance. We believe that, so long as those who are leading the process have a high level of technical and facilitation capacity, these guidelines will help to achieve change. Of course, a framework cannot achieve anything by itself and is only useful in the hands of people with commitment and skills.

The guidelines have been extensively tested within villages and towns in Egypt, Jordan and Palestine with populations ranging from a few thousand to 30,000 inhabitants. They have also been tested at the level of districts or governorates with populations of 200,000-300,000 people. While they have not been tested in larger cities, or regions, there is no reason to believe that the approach would not be suitable in larger administrative units, as long as the human and financial resources are expanded accordingly. Nevertheless, it should be noted that in general the larger the population, the more complex the issues – particularly those relating to the representation of different groups and interests. Some component parts of these guidelines are adaptations of well-proven methodologies from the fields of project management, business management and rural development, and they build on guidelines developed on Integrated Water Resources

Management (IWRM) by the EU¹ in 1998, and the RAAKS guidelines², widely used for stakeholder analysis in agricultural knowledge and information systems.

The guidelines are designed for use in processes of planning and dialogue within and between local and intermediate levels: in other words, a process involving more than one village or town, in dialogue with and supported by intermediate level stakeholders who are in turn involved in their own processes. However, elements of the guidelines are appropriate for use in stand-alone activities within a single municipality or governorate.

¹ EC Guidelines for water resources development cooperation. 1998. Towards sustainable water resources management. A Strategic Approach. Published DG Development and DG External Relations and North-South Co-operation.

² Engel, Paul G.T. and Salomon, M.L. 1997. RAAKS resource box, Networking for innovation, A participatory actor-oriented methodology. Royal Tropical Institute, KIT Press, Amsterdam.
Available at: <http://www.kit.nl/smartsite.shtml?ch=FAB&id=4616&Part=Resources>