

Regional Water Demand Initiative for the Middle East and North Africa

*WaDI*mena

Mid-Term Review

Final Report

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Katharina Welle
Nighisty Ghezae
Ramzi Naaman



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Acronyms

ARSC	Applied Research/Scientific Committee
CIDA	Canadian International Development Agency
DPA	Director of Programming Area
EMWIS	Euro-Mediterranean Water Information System
IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
LFA	Logframe Approach
LRA	Litani River Authority
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MERO	Middle East Regional Office
MTR	Mid-Term Review
ODI	Overseas Development Institute
PA	Project Administrator
PC	Project Coordinator
PMC	Project Management Committee
PO	Project Officer
RA	Research Assistant
RD	Regional Director
REF	Regional Exchange Facility
RPE	Rural Poverty and Environment Programming Initiative
SAGA	Social and Gender Analysis
SC	Steering Committee
UPE	Urban Poverty Environmental Programming Initiative
WaDI <i>mena</i> Africa	Regional Water Demand Initiative for the Middle East and North Africa

WDM	Water Demand Management
WWF	World Water Forum

Glossary of Vocabulary as used in the Mid-Term Review

Research Team	WaDI <i>mena</i> -funded in-country research team
Project Team	WaDI <i>mena</i> project team based at IDRC, Cairo
Strategic Partners	Organisations with whom WaDI <i>mena</i> seeks strategic partnerships to advance WDM implementation in the region. They include national and regional institutions such as CapNet, the Gender and Water Alliance, the Arab Water Council, ESCWA, CEDARE, EMPOWERS, and INWRDAM. Strategic partners do not directly benefit from project activities.
Direct Beneficiaries	Individuals or organisations that are actively participating in, or profiting from, one or several components of WaDI <i>mena</i> such as REF, capacity building etc.
Wider Beneficiaries	Individuals or organisations that are benefiting from the outputs of WaDI <i>mena</i> but are not actively participating in the project. These are ministries and governmental organisations, local authorities, research institutions, NGOs, CBOs, private sector, international agencies and bilateral donors (these are the project stakeholders identified in the WaDI <i>mena</i> final proposal, 2003).
WaDI <i>mena</i> network	Strategic partners, direct and wider beneficiaries

The MTR Team

Katharina Welle is a water policy expert. She focuses on water sector governance issues from the local to the national level. Most recently, she assessed and advised WaterAid on one of the organisation's major advocacy tools - water and sanitation mapping - based on field visits to Africa and Asia. Other relevant work at ODI includes a research and capacity building project with Tearfund's local partners in French-speaking African countries which worked towards removing barriers to sanitation policies, an audit of WaterAid's Country Programme engagements in PRSP processes and a desk-study for Danida documenting early experiences and lessons on Harmonisation & Alignment from a water sector perspective. Katharina is project manager of the WaDI *mena* Mid-Term Review.

Dr. Nighisty Ghezae is a water resources management and evaluation expert. She has 20 years of work experience as an IWRM specialist, researcher/lecturer/training organiser, programme/project evaluator and management advisor. Most recently, she evaluated IRC's Business Plan (2002 – 2006) and undertook an IHE UNESCO project on the inclusion of climate change-related issues in IWRM projects. Within the last 3 years, Nighisty has carried out evaluations on WDM in Southern Africa (for SIDA) and on urban WDM in Namibia (for SIDA). In the MENA region, she has working experience in Egypt, Tunisia and Morocco. Nighisty is technical leader of the Mid-Term Review.

Ramzi Naaman is a social development and gender expert. He has a long-standing experience in project management and capacity building, and is a lecturer in the field of public health. Currently Ramzi is the director of a World Bank-funded community development project and heads the planning & programming division of the Council for Development and Reconstruction of Lebanon. Ramzi is the regional expert of the Mid-Term Review.

Executive Summary

The Regional Water Demand Initiative for the Middle East and North Africa (WaDI *mena*) is a five-year project coordinated by the International Development Research Centre (IDRC) with support from the Canadian International Development Agency (CIDA) and the International Fund for Agricultural Development (IFAD). The project aims to facilitate the adoption and implementation of water demand management strategies, policies and tools in countries of the Middle East and North Africa. It has now reached the mid-term of its implementation.

The purpose of this Mid-Term Review (MTR) was to assess the project's progress to date and to suggest ways forward to strengthen the project during its remaining lifespan.

The MTR was carried out by a team led by the Overseas Development Institute comprising Katharina Welle, Nighisty Ghezae and Ramzi Naaman. The team employed a logframe approach to assess the project. During field visits, the MTR team used a participatory approach (force-field analysis and feed back meetings with research teams). Policy influence was assessed using Lindquist's (2001) typology. The information in this report is based on an extensive literature review, field visits to Egypt, Jordan, Morocco and Lebanon and telephone interviews with key stakeholders.

Key Findings

Overall, project activities are broadly on track. The following are the key achievements of the project:

On applied research and pilot activities: WaDI *mena* has commissioned eight local level applied research and pilot projects in each WaDI *mena* country except for Syria. Most of these projects are now in or beyond their inception phase. In addition, a number of regional research activities have been launched to complement the topics covered under the in-country projects. Two capacity development workshops were conducted to strengthen the in-country teams approaches to SAGA, participation, M&E and LFAs. Field visits showed that some teams have made good progress in applying the approaches that were addressed during the workshops.

On capacity development: 15 persons have been supported to participate in training events and conferences over the last 2,5 years. Two developing capacity development workshops were conducted to enhance the capacity of the research teams. The feedback received from participants of either event was very positive. In addition, capacity building under WaDI *mena* also extends to activities carried out in the local-level projects.¹ A study was carried out to assess future possibilities for institutional capacity building under WaDI *mena*.

On the Regional Exchange Facility: Eight bilateral and multilateral missions were carried out to exchange first hand experience of good practices with regard to priority water demand management topics in these countries. These exchange missions were considered as valuable by the participants. New lessons learned to be applied in the

¹ E.g. in Lebanon women are given responsibilities and are trained on grey water treatment and reuse and in Jordan local community stakeholders increase their capacity by learning from university project.

visiting country were documented and the specific skills, methods, approaches or technologies to be introduced were identified.

On knowledge networking: A tri-lingual website on WDM in the MENA region was set up. This website is updated on a regular basis and also hosts MENA Water, an e-discussion group of approximately 400 subscribers. Collaborative partnerships evolved with the EMPOWERS project to review outputs for a regional conference on local water governance, with ESCWA to develop Training of Trainers courses on gender and WDM, and discussions were held with InWent on future cooperation for institutional capacity development.

On gender: a regional study was commissioned to examine questions regarding gender and WDM in the region resulting in three case studies (Egypt, Jordan and Yemen) presented at a regional workshop on mainstreaming gender in IWRM in the Arab region. Capacity development workshops for applied research and pilot teams also aimed at transferring skills on social and gender analysis.

This notwithstanding, the following key issues have arisen, which need to be addressed during the remainder of the project:

- **Overall assessment:** Although project activities and financial spending are according to plan, the aims of the project are ambitious. With limited and poorly-targeted resources and scattered activities their achievement is unlikely;
- **Overall design:** Policy environments in the region are inadequately addressed, and there is only limited integration of components hindering the achievement of project goals;
- **Applied research and pilot activities:** Research overlooks key power issues in the region and does not pay enough attention to the political economy of WDM processes in the region; evidence generated by existing research remains limited and does not reflect on some of the key regional WDM issues; achieving policy influence on a wider scale is therefore unlikely;
- **Capacity development:** Capacity Building activities have now shifted from an individual to an institutional approach. This needs better strategic planning in order to achieve impact;
- **Regional Exchange Facility:** The long-sustainability of the REF remains open as no follow-up mechanisms were put in place to facilitate the translation of lessons learned into concrete actions;
- **Knowledge networking:** Network partners are poorly defined and network activities remained largely limited to the dissemination of information; there is scope to increase WaDI *mena's* regional visibility;
- **Management:** Overall, senior management could have provided stronger intellectual leadership and there are overlapping roles and responsibilities;
- **Gender:** The implementation of gender-related activities needs strengthening..

Recommendations

Strengthen intellectual leadership and regional ownership: The steering committee should be broadened by two or three stakeholders from the region and/or knowledgeable of the region with a background in water resources management.

Ideally, these individuals would be able to provide technical backstopping to the project as and when required.

Develop a clear vision and overall framework: The project needs to develop a clear vision and, based on this vision, revise its logical framework and existing budget lines. It should develop a clear set of continuous activities from 2007 through to 2009. This should be linked to clearly-defined regional, national and local-level policy-influencing objectives. An example for a regional objective is Shared Waters while a national objective relates to specific policies within the agriculture sector, or addresses other issues such as lack of public awareness, inadequate legal frameworks or lack of enforcement. Local-level objectives should include the issues that the applied research and pilot projects are trying to address and influence—e.g. end-user behavioural change and/or the adoption of water-saving technologies.

Strengthen policy influence: The project needs to strengthen its policy influence. This could be done by providing a clear focus. The fifth World Water Forum to be held in Istanbul in 2009 with a focus on building bridges between institutions provides an ideal focal point. The remaining WaDI *mena* activities should be geared towards this event. In the run-up to WWF5, a number of regional policy fora should be held to build up momentum within the region; these fora should be developed in collaboration with like-minded organisations and initiatives such as the Arab Water Council or CEDARE.

Ground the research: WaDI *mena* should strengthen and streamline its research activities. To this end, it should produce a concept note that addresses the power relations and political economy issues underlying WDM decisions in MENA. It should then undertake a policy baseline study for the region answering key issues such as: What is the state of the art? How has it changed? What was the process of change? This should be followed by in-depth national studies that could be carried out in collaboration with policy makers and build on REF outcomes. The national studies should also draw in research results from the existing applied research and pilot activities. For the ongoing applied research and pilot projects, regular and rigorous quality control should be carried out.

Future Capacity building: Future capacity building activities should strengthen ongoing research and pilots through e.g. the suggested policy influence workshops and should follow the second option suggested by Brooks and Qdais, i.e. short term courses for senior managers in government, private sector and non-governmental organisations. The content of the capacity building courses to be organised should be based on the issues raised in the concept note.

Increase visibility by developing attractive messages: The website should be revamped and become more provocative and politically/policy savvy. It could state on the front something like: '*Demand management is the big question in the MENA region. There is no new blue water available, let alone green. So do we all have to go grey? And Here's what our research suggests...etc*' It should excite the reader, and engage policy makers with policy briefs, polls, key questions and an interactive section. Then it should be comprehensively marketed within the region.

Facilitate networking: The participants of the previous WDM fora should be re-engaged through holding a new forum (as suggested above), which should act as a magnet for WaDI *mena*. This forum should be followed up by the provision of an electronic platform where individuals can exchange experiences, access information on WDM topics and organisation so that networking opportunities across similar initiatives and organisations are enhanced. Given the fact that WWF5 will be held in

Turkey, there is an opportunity to liase with like-minded organisations on the preparation of this event. A collaboration with WWF-Turkey could provide a suitable entry point for this.

1 Introduction

The goal of the Regional Water Demand Initiative for the Middle East and North Africa (WaDI *mena*) is “to facilitate the adoption and implementation of water demand management strategies, policies and tools in MENA” (Thompson, 2004: 5) through research and field-based activities, capacity building, networking and regional exchanges. Having started in mid-2004, WaDI *mena* has now reached the mid-term of its implementation.

In March 2006, the WaDI *mena* Steering Committee (SC) met for the first time. During this meeting, substantial concerns were raised with regard to the overall project design and its likely impact.

Although a mid-term review had been foreseen since the beginning of the project, the concerns raised by the SC and subsequent IFAD supervision mission added urgency to the undertaking.

The objective of this MTR is thus to provide the WaDI *mena* project team and the Steering Committee (IDRC, CIDA and IFAD) with an analysis of progress to date and suggestions on suitable ways forward to strengthen the remainder of the project.

This Mid-Term Review was carried out by the Overseas Development Institute (ODI) and conducted by a three-person team: Dr. Nighisty Ghezae (Technical Leader); Katharina Welle (Project Manager) and Ramzi Naaman (Regional Expert). Ben Ramalingam, ODI, provided additional inputs into the methodology, Frank van Steenbergen, MetaMeta, commented on the methodology, findings and recommendations and Dr. Alan Nicol, ODI, acted as peer reviewer of the report.

The methodology and main objectives of WaDI *mena* were discussed during a mission to Cairo from 11 – 13th December 2006 and were spelled out in the final work plan submitted on 4th January.

The information in this report is based on an extensive literature review (see section 7.1), field visits to Morocco, Lebanon, Jordan and Egypt from 6th – 26th January 2007, which included visits to project sites (see Annex 1 for a summary of the issues raised during field visits, the itinerary and lists of people met in each country) and telephone interviews with other key stakeholders (see 7.2 for a list of telephone interviews).

The report is structured as follows: section 2 of the report provides a brief overview over the WaDI *mena* project and Section 3 outlines the specific objectives and methodology of the MTR. Section 4 lays out the main findings of the MTR, analysing each component in turn and assessing how far the project is on track in implementation and in meeting its broader objectives, outcomes and sustainability goals. Inter-linkages between overall project design, questions of gender and project management are then examined. The report concludes by drawing lessons learned and providing recommendations for the remainder of the project.

2 The WaDI *mena* project

Since the early 1990s, IDRC has supported research projects and a research network on Water Demand Management (WDM) in order to foster sustainable management of freshwater resources in the MENA region. In 2002-2003 IDRC, in cooperation with other donor organisations, organised four WDM fora to advocate WDM approaches to policy makers. The WaDI *mena* project builds on these earlier activities.

After the fora, it was concluded that “the WDM movement is occurring without the breadth or strengths that is needed given the current water scarcity in MENA” (Thompson, 2004: 5) and that there was a need to fill research gaps, promote linkages between research and policy and to encourage knowledge exchange between stakeholders in the region.

WaDI *mena* was designed following a participatory process, with engagement of partners from the fora and the WDM Network phase, strategic donors and regional and international experts. At the end of this consultation phase, knowledge gaps, key stakeholders, policy priorities and potential policy relevant entry points were identified for future work on WDM in the region.

The overall goal of WaDI *mena* originates from these conclusions and is: “to facilitate the adoption and implementation of water demand management strategies, policies and tools in MENA” (Thompson, 2004: 5) through research and field-based activities, capacity building, networking and regional exchanges. Specific project objectives and components are:

Table 1: Project Objectives and Components	
Project Objectives	Project Components
<i>Objective 1:</i> To deepen the knowledge of the opportunities, challenges and incentives of WDM from a multi-sectoral and multi-disciplinary perspective	Applied Research and Pilot Activities Capacity Building Regional Exchange Facility
<i>Objective 2:</i> To improve capacities among individuals and institutions from the policy, research communities and CS to propel the WDM agenda	Capacity building Applied Research and Pilot Activities Regional Exchange Facility Knowledge Networking
<i>Objective 3:</i> To provide an inclusive forum to foster dialogue, promote partnerships and enhance networking	Knowledge Networking Capacity Building Regional Exchange Facility Applied Research and Pilot Activities
<i>Objective 4:</i> To strengthen and complement national and regional initiatives	Knowledge Networking Capacity Building Regional Exchange Facility

Within the Middle East and North Africa, WaDI *mena* is actively engaged in Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine, Syria, Tunisia and Yemen.

The total project budget is CAD 4,847,464 over a five-year period. All programming components are jointly-funded by IDRC, CIDA and IFAD.²

² IFAD's contribution is USD1,2 million, CIDA pledged CAD2 million and IDRC's contribution amounts to CAD1,407,500 of which CAD 231,000 was spent in the first year (July 2004 – April 2005).

3 The Mid Term Review

Findings from the MTR are expected to be used as inputs into planning subsequent years of the project until the expected end-date of July 2009—just after the fifth World Water Forum in Istanbul.

The specific objectives of the MTR as agreed in the Terms of Reference (ToR) and refined following a discussion with the project coordinator during the Cairo Mission are to:

1. Assess the extent to which the project is meeting its objectives and intended outcomes, and identify any potential constraints or practical opportunities to meeting desired impacts; including an assessment of risks identified.
2. Review the results of the project to date within all programming components and related activities, vis-à-vis approved annual work programmes and budgets, and analyze their influence and outreach (as per programming component).
3. Offer reflections on the strengths and weaknesses of the approaches taken within each of the programming components, and reflect on the nature of the linkages and inter-relationships of the components.
4. Provide recommendations for reaching optimal impact of project activities and sustainability of results.
5. Identify and recommend areas where the project design needs adjustment to increase its effectiveness in reaching target groups, including reference to grant and budget reallocations as necessary.
6. Assess the performance of project management and coordinating agencies and how this is affecting project performance.
7. Reflect on the approaches taken to ensure that gender equality is being adequately addressed at the individual and institutional levels, within programming components.
8. Produce a clear set of lessons learned, using critical reflection, and identify means whereby the project can benefit from these lessons in its remaining lifespan.

The methodology employed included the adoption of a logframe approach and, during field visits, participatory methods such as mini-workshops for research teams during which force-field analysis was used. This helped teams to re-assess the challenges and opportunities inhibiting their work and identified ways of fulfilling project objectives. The team held feedback sessions at the end of each visit.

Major constraints on the review team included time limitations in-country but also the relatively recent progress of many of the research activities—indeed all projects were either in or just past their inception phases. Due to the short period of time spent in each country (three to five working days) and long distances to some of the project sites, the team could only consult a limited amount of stakeholders independent of *WaDI mena*. All stakeholders listed by *WaDI mena* were contacted. The list of persons consulted during field visits can be found in Annex 1; all other stakeholders interviewed in Annex 5.

4 MTR Findings

This is the main section of the report. It presents the main findings of the MTR. Each component is analysed in turn and then questions related to project management, monitoring and evaluation, gender and, finally, overall project design are examined.

4.1 Analysis by project component

WaDI *mena* has five components: 1) applied research, 2) pilot activities, 3) capacity building, 4) a Regional Exchange Facility, and 5) knowledge networking.

Each component is analysed with regard to progress vis-à-vis annual work plans, achievement of objectives and intended outcomes, its effectiveness in reaching target groups and its likely sustainability beyond the project's lifespan. Strengths and weaknesses of achievements will also be highlighted. Components 1 and 2 will be examined jointly because of their large overlap.

4.1.1 Applied Research and Pilot Activities

These two components can best be broken down into in-country applied research and pilot activities on the one hand and regional research on the other hand. The in-country research and pilot activities consist of eight projects, of 24 to 28 months in length. These in-country activities are complemented by a number of regional-level research undertakings.

In addition to the points of analysis laid out above, applied research and pilot activities are also assessed against their adoption of multi-stakeholder and multi-disciplinary approaches, the projects' relevance to country-specific water scarcity issues and poverty reduction and their likely policy impact.

Applied research³ is defined by WaDI *mena* as research that produces "applicable, realistic, practical and participatory results that contribute to new knowledge" (Thompson, 2006: 6) while pilot activities are seen as building on existing research and aiming "to upscale or replicate previous efforts within a different context" (ibid).

The two components of applied research and pilot activities respond to objectives 1, 2, and 3. The budget allocation for applied research is CAD973.578 and for pilot activities CAD463.003 according to the project implementation plan (Thompson, 2005). This amounts to a total of CAD1.436.581, which represents approximately a third of the total WaDI *mena* budget. The budget balance for applied research and pilot projects as of 1st January 2007 was CAD 1,107,564.

During the proposal development in 2004, a consultative process was launched to identify a number of priority areas to be considered as research activities of WaDI *mena* (see also section 2 for more information). Through in-depth analysis of the fora and other WDM research results of IDRC WaDI *mena* subsequently reduced the broad list of focus areas to seven priorities.

³In the original project document, this component was called "action research". This was then changed to "applied research" in the Project Implementation Plan. No reason was given for this important change.

- (1) Contribution of traditional/indigenous knowledge of means to alleviate the pressure on water resources;
- (2) Analysis of the impact of decentralisation and community-based water management on water use efficiency and equity;
- (3) Incentives for and benefits of using and paying for treated and untreated wastewater;
- (4) Mechanisms for better management of scarce groundwater resources;
- (5) Socio-economic analysis of costs and benefits of alternative institutional arrangements;
- (6) Analysis of economic instruments for physical water savings;
- (7) Application of non-conventional water resources to manage the demand for freshwater (Thompson, 2006a: 7).

For the implementation of the applied research and pilot project component, WaDI *mena* identified three different approaches: (a) one research/pilot grant per country, (b) nine research/pilot grants dispersed in total on a competitive basis only, irrespective of which countries they are coming from, (c) four to five large research grants and one large pilot grant with demonstration sites in different countries (WaDI *mena*, 2005a).

The Applied Research/Scientific Committee decided to adopt scenario a) “so that research is nationally implemented and regionally shared” (WaDI *mena*, 2005b: 5). Based on a call for proposals, WaDI *mena* received 63 entries in total. After a pre-selection carried out by WaDI *mena*, the ARSC was presented with 15 proposals of which it selected the following eight projects (see Table 2 below).

Table 2: Applied Research and Pilot Activities by Country	
Country	Project Title
Algeria	Contribution of treated wastewater reuse in the development of a semi-arid area: the case of Oulad Bessem District
Egypt	Community-based integrated water management in Farafra Oasis
Jordan	Integrated grey water management policies for large water consumers in vulnerable communities
Lebanon	Grey water treatment and reuse for water and food security in Lebanon II
Morocco	Deriving greater value from saline groundwater by adopting water-saving irrigation techniques and management methods in Tafilalet
Palestine	Social and economic assessment for reuse of treated effluent from Al-Bireh wastewater treatment plant in irrigated agriculture (West Bank, Palestine)
Tunisia	Impact of decentralisation and community water management
Yemen	Building on indigenous knowledge for WDM in Yemen: the enhancement of traditional garden irrigation with mosque grey water

In addition to the in-country research and pilot activities there are several other regional-level research activities. The topics identified so far include the (1) role of

gender in WDM implementation, (2) poverty, equity and WDM, (3) an assessment of institutional challenges for effective WDM in MENA and (4) an analysis of economic instruments—including tariffs, pricing, and modes of valuation—on physical water savings (Thompson, 2006).

4.1.1.1 Achievement of results vis-à-vis approved annual work plans

Country-based applied research and pilot activities are broadly on track. Most projects started their inception phase in April 2006, after a three-month delay compared to the original schedule in the PIP (2005: 19), with further delays in two of the eight research/pilot activities. In the case of Morocco, the delay was related to difficulties in finding a mechanism for grant administration with the ministry, and in Tunisia due to administrative delays and quality issues surrounding the proposal.

With regard to regional research, activities are ongoing. The gender and WDM research, the first regional study commissioned, was not delivered satisfactorily because the consultant failed to submit the report. The two other commissioned regional research activities are a study of institutional performance of WDM, an assessment for future institutional capacity building and a paper on poverty, equity and WDM.

The papers dealing with institutional aspects of WDM have been prepared on time with their summaries on the *WaDImena* website. The commissioned research on poverty, equity and WDM is still ongoing. The final research report, which was originally expected for December 2006, is now due in February 2007. Currently, one further regional research activity examining the effects of valuation and pricing mechanisms on physical water savings has been suggested.

4.1.1.2 Assessment of particular issues

Composition of applied research & pilot project teams

The composition of research teams differs between countries in terms of their multi-disciplinary and multi-sectoral backgrounds. Most teams are supposed to include members from different disciplines. In practice, i.e. in the case of Egypt, the MTR found that despite the ostensible multidisciplinary composition of the team, the research was still dominated by the anthropological approach. Setting up the research or pilot as a collaboration between different sectors was achieved in the case of Yemen and Jordan for instance. The gender balance of research teams is weak, particularly in the francophone countries and Yemen but some teams have made efforts to compensate this shortcoming (see also section on gender).

Relevance of the research

The most important research gap identified by the MTR is a comparative baseline on policy processes and institutional set-ups on WDM across the MENA region. This is particularly serious in relation to the overall project goal to influence policy. How can the project achieve its overall objective if it is not clear on what this objective actually is in relation to existing policy?

The development of key knowledge on productive and allocative efficiency, institutional aspects and political constituencies across the region has not been given due importance under the applied research and pilot component, which suggests a lack of intellectual breadth in the project management structure and steering committee.

With regard to the local-level applied research and pilot activities, the MTR team shares the reservation of the IFAD supervision report (2006) that the decision to fund one research or pilot project per country led to a tension in responding to the

priorities set by the WDM fora and in granting funding to those research proposals that show the highest quality. In fact, five of the eight pilot and applied research projects deal with aspects of grey- and wastewater treatment and reuse (see also Table 2 above), which significantly narrows the scope of WDM issues addressed. An alternative approach might have been to work intensively and iteratively with each country to ensure a greater range of different research themes emerged across the region.

The MTR team also agrees with the second reservation expressed in the IFAD supervision report that some project activities are largely irrelevant to the major water scarcity issues faced by the individual countries. This is particularly the case for Lebanon and Yemen and to a lesser extent in Egypt. For Lebanon and Egypt, the limited relevance of the topic is also coupled with low interest or understanding of the wider political economy governing water resources management from the part of the research team. Again, this suggests an intellectual failing in the project, which will require careful thought in the appointment of the new coordinator.

Furthermore, there is a particular concern with regard to grey water treatment and reuse as a WDM tool. Although the reuse of grey water falls within *WaDImena's* definition of WDM as “any measure that aims to: improve the efficiency of water used to achieve a specific task; to adjust the nature of the task or the way it is accomplished so that less water or less quality water is used” (Thompson, 2004: 9) the nature of grey water as part of WDM remains controversial among professionals as it does not necessarily contribute to saving freshwater—and can have significant effects on ecosystems. Moreover, the overall quantity of water being saved—i.e. through household grey water reuse—is negligible compared to the potential water savings to be achieved through allocative efficiency between sectors in terms of value generation under different uses and through more productive efficiency in agriculture—e.g. alternative technologies in irrigation systems.

Policy influence

In order for *WaDImena* to reach its overall project goal, all in-country research projects ought to seek to influence policy and/or to result in a wider application of particular tools and methods among practitioners. In order to measure the project's success in influencing policy, *WaDImena* uses Lindquist's three levels of policy impact: 1) expanding policy capacities, 2) broadening policy horizons and 3) affecting policy regimes (Thompson, 2005: 18; Lindquist, 2001). A detailed assessment of how the individual research projects achieved progress towards policy influence is provided in Annex 2.

A general problem noted is that the individual research projects are too limited in their scope and dispersed in their objectives to realistically achieve a broadening in policy horizons or policy regimes at national, let alone regional level. An average grant of CAD120.000 over a period of 24-28 months represents a small research project, which, on its own, cannot be expected to achieve an impact at national level and above.

This notwithstanding, some research teams showed strong approaches to involving different stakeholders during the research process in order to enhance ownership and reduce opposition to or doubts about the implementation of WDM tools. This was particularly the case in Jordan, where the team had established a local and national steering group to accompany the trial of a greywater treatment and reuse system at Mu'tah University. The fact that local and national representatives of the Ministry of Irrigation and Environment did indeed voice serious concerns about the low water

quality of grey water clearly demonstrates how important it is to actively engage with stakeholders early in the process to enhance the viability of the project.

On the other side of the equation, limiting factors are:

First, the understanding of how policy influence can best be achieved, especially beyond the immediate project level. The Lebanese and Egyptian teams, for example, were not entirely clear about the specific policy framework and stakeholders they were to target.

Second, some teams equated impact with staging an activity that involved policy makers. In Morocco and Lebanon, there was also an impression that providing a written output or holding a workshop targeting policy makers at the end of the project would suffice to achieve impact on existing policies. The MTR team acknowledges that this is a generic problem.

Contribution to poverty alleviation

The contribution to poverty alleviation is an overall programming objective for CIDA, IFAD and IDRC. While all project activities need to reflect this overall goal, the MTR team also believes that, on a general level, each individual research/pilot project first and foremost needs to respond to its specific objectives. Overall, the MTR team acknowledges that all projects visited projects can potentially contribute to poverty alleviation but that not all of them are actively trying to. For example, in the Lebanese, Jordanian and Moroccan project, it is not clear how the pilot/research activities trialling new irrigation and grey water treatment technologies achieve particular benefits for vulnerable groups. For example, how will the projects ensure the affordability of the technology for vulnerable groups? How can the research/pilot activities guarantee that vulnerable groups do not expose themselves to increased risks (e.g. through misuse leading to lower production or simply insufficient benefits compared to investment costs) by investing in the technology?

In order to enhance *WaDImena's* contribution to questions regarding poverty reduction, *WaDImena* subsequently commissioned a piece of regional research to look more closely at the questions of poverty alleviation, equity and WDM. This research is currently underway.

Likely long-term sustainability of research and pilot projects

At this moment in time, the sustainability of the outputs of all four research projects visited by the MTR team after project completion remains in question. In Morocco and Lebanon there are no clear mechanisms in place to scale up the use of demonstrated technologies and crop varieties. In Jordan, Mu'tah University will take care of the future maintenance of the infrastructure. But, it is not entirely clear whether aspects of awareness rising and capacity building to support inhabitants from the surrounding communities in applying the technology at household level will continue beyond the project's lifespan⁴. The current set-up of the Egyptian research project makes any long-term sustainable implementation of project results highly unlikely. The studied community has no ownership of the project as community members are an object of research rather than active participants.

⁴ The Faisal Centre at Mu'tah University expressed willingness to engage in such activities after project completion.

4.1.1.3 Achievement of results vis-à-vis objectives and intended outcomes

The main strengths and weaknesses that have arisen from the review are as follows:

Strengths

Some projects build on earlier research under IDRC: The choice of research topics allows WaDI *mena* to work closely with and benefit from the Urban Poverty and Environment (UPE) initiative in IDRC. UPE has built up a stream of programming on wastewater reuse; this existing body of knowledge and established contacts increase the collective scope of work. This has been fostered in practice through e.g. the recent greywater expert meeting in Jordan and the related greywater research bulletins currently underway.

Significant contribution to evidence on greywater reuse: Whether grey water reuse may have negative impacts on ecosystems, can be safely used for restricted agriculture and whether the technology is cost-effective, are ongoing questions in MENA. The WaDI *mena* research activities can prove or disprove these concerns as the projects address various aspects of waste- and grey water issues in different contexts.

Active engagement of stakeholders in some in-country projects: Some of the research teams (i.e. Jordan but also Lebanon, and Palestine as far as assessable through a telephone interview) are very strong in actively involving different stakeholders in the process of the research, which enhances the outreach of the projects and provides a good entry point for policy engagement. Particularly in Jordan, the research team has made good progress in their policy influence activities through the establishment of two parallel committees at local and national level that accompany the ongoing activities of the project. The MTR team regards this as a real achievement.

Research topics subsequently widened: Subsequent to the start of in-country research and pilot projects, WaDI *mena* has taken steps to attend to other priority areas identified by WaDI *mena* but not previously addressed because of the demand-led nature of the call for proposal.

Weaknesses:

Research is largely power-blind, ignoring the political economy of WDM: No initial research was commissioned after the project's start to get an in-depth insight into policy processes and key stakeholders in the region. The individual research projects tend to focus on technical issues with limited analysis of the policy environments in which they occur.

Evidence of existing research remains narrow and is not representative of the main WDM issues in the region. This is related to the decision to have a demand-driven approach with a call for research projects across the region and the ARSC's monolithic choice of research projects from subsequent proposal submissions. The regional research projects commissioned so far have not been able to fully remedy this shortcoming. This is partly due to the failure of consultants to comply with terms of reference and linked to the recent commissioning of regional research topics (only a concept note on poverty, equity and WDM research was available when the MTR was conducted).

Limited application of multi-sectoral, multidisciplinary, participatory approaches and Social and Gender Analysis (SAGA) in research projects remains weak: The capacity development workshops carried out to strengthen the research and project team capacity in the above approaches have been useful (see also section 4.1.2 for

further information). This notwithstanding, they have not resulted in a coherent application of participatory approaches and SAGA by the research teams. Also, most research topics do not cut across sectors and not all projects are multidisciplinary.

Policy influence of research projects likely not to extend beyond the local level: The policy influence of in-country research projects is likely to remain weak because of the limited outreach of individual projects in geographical and topical scope and in the limited application of tools to exert policy influence by some teams. There is also a need to look beyond the sector (at MoFs, MoPs etc).

4.1.1.4 Recommendations

Under its current set up, the applied research and pilot component is not likely to achieve the project's objectives and intended outcomes. We therefore recommend taking the following actions:

Strong emphasis to be put on the policy environment and processes in each country: In order to address the lack of attention paid to political economy issues determining the allocation of resources to and application of WDM activities in the MENA region, the MTR team recommends commissioning a comparative desk study on policy processes, policy environments and policy actors across the WaDI *mena* countries. This should be a short-duration consultancy building on the existing literature and some key informant interviews in selected countries. This mainly desk study should take the work undertaken for the knowledge map as a starting point. Elaborating on the topics of the knowledge map, the desk study should not only be descriptive but of an analytical nature. This study should be followed up by detailed country studies to bridge the gap between the local-level research projects and the overall WDM environment in each country. There should be clear linkage and uptake/influencing pathways established between the two.

Leveraging the policy impact of local research projects: The suggested national-level studies are supposed to help leverage the local-level research projects and, where necessary, to support them in their analysis of WDM issues and actors in country. The studies could include a chapter that makes particular reference to the research/pilot topic addressed in country. The assignment could also include holding a workshop with the respective research/pilot team to identify entry points for policy influence based on current progress of the local research and the results of the commissioned study.

At the moment, WaDI *mena* proposes to carry out a regional policy influencing workshop in Autumn 2007 for all research and pilot teams. The MTR team agrees that such a workshop would add value, but would give preference to local workshops, particularly if the existing budget line only allows for one of the two activities. Our rationale behind this is that we believe that support to research teams should be as concrete as possible and allow for more direct scrutiny of and assistance to project-level approaches to policy issues.

If WaDI *mena* decides to hold a regional policy influencing workshop, we believe it should aim to achieve the following objectives⁵:

⁵ Some of these objectives have also been suggested in a paper outlining a Policy Engagement and Influence Workshop for November 2007 and are merely confirmed here.

- help the research teams to better understand the policy environment relevant to them;
- provide them with tools to effectively influence the policy environment and to refresh their knowledge about tools that help them to better manage their projects; and
- monitor progress such as communication strategies, knowledge management and M&E plans.⁶ For some projects this might entail, for example, working more closely with the media, while others might have to look of ways of strengthening their evidence base.
- This workshop would also provide an opportunity to review the application of SAGA and of participatory approaches.
- The WaDI *mena* project team could take the opportunity to identify and refine policy influencing objectives and strategies at supra-national/regional level.

In either case, it will be important not to conceptualise this workshop as a one-off activity but to develop a strategy for thorough preparation and continuous follow-up, perhaps through the establishment of a regional-level policy forum or network, facilitated remotely through the WaDI *mena* website. This could be an ongoing method for gathering information on policy and political economy issues and should be proactively marketed to researchers, policy makers and academics.

More rigorous follow-up of research projects: A more rigorous follow up of the local-level research projects is necessary. The follow up should look more closely at the teams' application of participatory and SAGA approaches but also pay critical attention to possibilities for increasing relevance to WDM. Furthermore, monitoring missions should also pay due attention to project management issues arising.

In particular, the MTR has concerns about the research project in Egypt. Although the implementing organisation—AUC—has a good track record in carrying out rigorous research, it was felt that the project's methodology and practice were weak and was carried out by junior researchers with limited supervision and guidance and only a limited understanding of local context. The relevance of research results to WDM and the project's overall sustainability remain questionable (see also Annex 1 for a more detailed analysis).

Closer link across research and between research and other components: Another strategy for broadening the scope of existing projects could be to link the research to other initiatives in country that have more leverage such as ongoing donor projects, research projects with similar objectives or other institutions with similar policy influencing aspirations. There is also scope for complementing research results from the different countries (e.g. bringing together different aspects examined under wastewater treatment and reuse) with regional research activities that could be implemented strategically so as to support what is already on the ground (e.g. linking research on gender, poverty, equity and WDM with cases from research / pilot projects).

⁶ The policy engagement and influence workshop notes prepared by Lorra Thompson provide a good starting point.

For example, *WaDImena* commissioned a regional issue paper to examine the impact of WDM on poverty and equity—i.e. whether WDM measures negatively affect the poor or have no impact on them. It will be important to link this research to ongoing project activities rather than limiting the paper to a theoretical examination of these issues. The use of treated waste water for household gardens in Palestine may serve as an example. By supporting poor people's reuse of grey water for backyard irrigation instead of improving access to freshwater, is their right to use freshwater for irrigation then jeopardised?

4.1.2 Capacity Development

The capacity development component of *WaDImena* (Thompson, 2004: 28) aims to “enrich the skills, knowledge and abilities to promote the water demand management agenda to positively influence implementation at the activity and policy levels”. Apart from this broad goal, the component relates to all four *WaDImena* project objectives as stated in the original proposal document (Thompson, 2004). Activities under capacity development target:

- Research and pilot activities through team members;
- Boundary partners (i.e. the partnering individuals and institutions who are affected by, or have influence on, the research process and the application of research results); and
- National institutions (including policy organisations) and learning organisations promoting better water management in the MENA countries (Thompson, 2006).

The total budget allocated to capacity development is 374,633 CAD. The budget balance as of 1st January 2007 was CAD 172,696.

The project proposal and project implementation plan differentiate between capacity development at individual and institutional levels. Until 2006, all planned and implemented activities were geared towards individuals. In March 2006, the SC advised *Wadimena* to refocus capacity development activities on institutions and to limit individual capacity development to members or partners of the *WaDImena* research teams. In our analysis, we will differentiate between these two approaches.

Individual Capacity Development

The following five individual capacity development approaches were identified in the project proposal and elaborated in the project implementation plan (Thompson, 2004/2005):

1. Encouraging young professionals and women to participate in international and national training, conferences/seminars/workshops that are related to WDM,
2. Participation in training sessions of individuals who have the ability to eventually become trainers themselves (training of trainers),

3. Developing a series of training modules/tool-kits and information packages on WDM for the MENA region,
4. Making funds available to support graduate research (Masters or PhDs), and
5. A "WaDI *mena* Water Award" for individuals whose research or application contribute to water-use efficiency, equity and sustainability.

4.1.2.1 Achievement of activities vis-a-vis annual work plans

Out of the five individual capacity building activities identified, implementation concentrated on points (1) young professional support/conference participation and (2) training courses.

Young Professional support/conference participation: The process of selecting individuals was demand-driven, i.e. a call for submissions was advertised on the WaDI *mena* website. The individuals selected had to demonstrate an interest in understanding WDM and to prepare follow-up reports that were subsequently put on the WaDI *mena* website. In total, 15 persons have been supported to participate in training events, regional/international conferences or workshops over the last three years. Of those, not all have prepared a final report summarising their experience.

In 2007, seven WaDI *mena* research team members have been supported to prepare papers and participate in a grey water experts meeting in February 2007 which was organised by the IDRC Urban Poverty and Environment programming initiative. This event is a high-level scientific meeting to discuss the technical, social and political issues on implementing grey water systems in Jordan, Lebanon and Palestine.

Research Team Capacity development workshops: Two Developing Research Capacity workshops were conducted between December 2005 and January 2006 to enhance the capacity of the research teams by introducing Social and Gender Analysis (SAGA), participatory approaches, M&E and LFA approaches.

Other individual capacity development activities: No progress has been made on the development of training modules (planned to happen between June and November 2006 according to the 2006/7 activity plan) and the idea of a WaDI *mena* Water Award was dropped. With regard to formal education grants, an initial IDRC-internal email exchange took place towards the end of 2006 to further develop ideas for supporting graduate research students.

Overall, progress of individual capacity building activities based on the initial proposal and against annual work plans has been piecemeal.

4.1.2.2 Achievement of objectives and intended outcomes

The MTR team identified the following strengths and weaknesses related to capacity development:

Strengths

Targeting young and motivated individuals: There is merit in the approach of targeting young and motivated individuals in capacity building activities with the intention that these individuals subsequently advocate and promote the WDM agenda.

The MTR team interviewed some of the young professionals supported by WaDI *mena*. The interviewed individuals indicated that their participation in international and regional training events and conferences helped them to learn about global water issues and water demand management strategies in the region, and to establish contacts with other water-sector actors. They also stated that they shared their experience within their respective organisations and were able to apply the knowledge gained in their daily work.

Recognition of the limited impact of individual capacity building: The MTR team also appreciates the SC's recognition of the limited impact of the approach followed and the swift reaction to remedy this shortcoming i.e. by commissioning a study exploring possibilities for institutional capacity building.

Introducing participatory approaches, LFA and SAGA to research teams: WaDI *mena* rightly identified that the chosen research and pilot teams had no or very limited knowledge of these concepts before. The implementation of a workshop to strengthen the capacity of the research teams was a good starting point to maximise the impact of the chosen projects. During our interviews with the in-country research teams, all individuals confirmed that they highly appreciated the workshop and that they had gained new knowledge.

Additional capacity development achievement: Further to the capacity building activities listed by WaDI *mena*, the research and pilot teams also build the capacities of individuals in their projects. In Lebanon, for example, women are given responsibilities and are trained on grey water treatment and reuse and in Jordan, local community stakeholders increase their capacity by learning from a university project. This achievement should be highlighted more in the future and encouraged across all WaDI *mena* projects.

Weaknesses:

Lack of strategic approach and outreach: The MTR team agrees with the judgement of the SC that the support to young professionals has been ad-hoc. The previous activities were not founded on adequate needs assessments and did not include appropriate sequencing of measures aimed at individual skill building towards institutional or organisational change. The capability of individuals to implement knowledge gained depends crucially on the opportunities to do so in the organisations in which they work. In turn, the operations of particular organisations are influenced by the enabling environment - the structures of power and influence and the institutions - in which they are embedded. We do recognise that this last point is largely beyond the influence of WaDI *mena* - but it might be an important variable to consider for the project.

We further believe that the outreach (15 individuals supported in three years) remains extremely limited. The SC's decision to limit individual capacity building support to members of WaDI *mena* research teams and institutions further decreases the overall scope.

Variance in application of soft skills in practice: The application of participatory approaches and SAGA in the field varied between teams. While, in Morocco and Egypt, active participation of beneficiaries in project design and implementation was virtually non-existent, Lebanon, Jordan and Palestine have created mechanisms to actively involve stakeholders from different parts of society in project implementation activities.

In particular, none of the in-country research teams felt confident about SAGA. This was apparent in all four visited research projects. In Morocco, for example, gender was equalled with including a female farmer (preferably a widow) in the demonstration sites while, in Jordan, SAGA aspects were lacking. In other cases, i.e. Palestine, where a gender specialist is involved in the design of the questionnaire, the understanding of gender and other social aspects seems to be further advanced. Some of the teams still have difficulties in grasping the LFA approach and how to use policy influencing approaches and tools.

Follow up of SC decision on institutional capacity building

After the SC's decision to strengthen institutional aspects of capacity building in March 2006 WaDI *mena* commissioned an assessment of national water institutions and learning organisations in the region in order to lay the ground for future institutional capacity building activities under WaDI *mena*.

The study (Brooks and Qdais, 2006) identified two main options:

1. Delivery of a curriculum of courses lasting not more than six months in order to provide young professionals from a variety of disciplines with good grounding in the theory and practice of water demand management activities in their own countries. The suggested diploma course would be common to all participants. Three streams, one oriented on urban uses of water, one on rural and a third one on education with emphasis on training of trainers of WDM activities were suggested.
2. Delivery of short courses to explain the potential and the power of water demand management to division chiefs, directors and other senior staff of key ministries and agencies in each country.

During the field visit the team inquired (with CEDARE and the German-Jordanian University) whether these two options were feasible. We asked: how flexible universities are to accommodate such courses at short notice? What is the cost implication for the course? What is the likelihood that the course will become a standard course after the support is stopped? We were assured that there is flexibility to accommodate the courses within a short period of time and that there is a high chance that the course will continue to be part of the university curriculum after the completion of WaDI *mena*. Dr. Qdais also provided a rough cost-estimate for a six month programme if hosted by the German Jordanian University (see Table 3 below).

Table 3: Cost Estimate of 6-month WDM Course	
Curriculum development and study plan preparation	US\$ 12000
Tuition fees per student (Minimum 10 students)	US\$ 3500
Administration fees (Course coordinator and	US\$ 15000

secretary)	
overhead for the University	Add 15% of the above
The above estimates do not include living expenses and transportation of the students.	
<i>Source: personal communication with Dr. H A Qdais.</i>	

4.1.2.3 Recommendations

On options provided by Brooks and Qdais study: We have closely studied the two suggestions of Brooks and Qdais for future institutional capacity building activities. We think that the two recommendations of the study are sound and sensible. Our initial concerns about the timeline and cost implications of the 6-month course have been partly removed by the flexibility shown by the institutions interviewed and the rough cost-estimate provided by Qdais above.

This notwithstanding, we have an overall concern with regard to the integration of this component within the future WaDI*mena* design. In our opinion, a sound integration of all components that increase impact has to take priority in order to justify the continuation of the component.

We therefore suggest focusing on suggestion 2 of Brooks and Qdais above of conducting short term courses geared at senior government officials rather than putting energies into a long-term course that might not continue after the project's completion in two and a half years. We further suggest that the short courses be in line with the policy issues identified by the overall concept suggested below and relate to the fifth World Water Forum in Istanbul.

In addition we have the following recommendations to improve existing capacity building activities.

Make the selection process more strategic: We agree with the SC's decision that future capacity building activities should focus on individuals in institutions in order to make the intervention more sustainable. In order to reach maximum impact, we suggest that WaDI*mena* actively identifies target groups that are likely to exert influence on future WDM agendas, i.e. individuals in decision making positions that show enthusiasm for WDM.

Develop training materials: WaDI*mena* should harness its existing and future research results from local, national and regional studies by developing training material outputs (eg. Gender). This material should be made available on the website and help support WaDI*mena* in achieving policy influencing goals.

Collaboration with others: WaDI*mena* could take capacity building as an opportunity for increasing its network. Collaborating with other initiatives (e.g. InWent) further enlarges the outreach of WaDI*mena's* own activities. On a different note, it is important to place WDM under IWRM and cooperating with IWRM initiatives for capacity building could provide a good entry point.

Follow up on capacity development workshops: The capacity development workshops should not be seen as a one-off intervention but as an activity that needs a rigorous and continuous technical back-stopping by WaDI *mena*. In addition to general back-stopping support already undertaken by WaDI *mena*, we suggest a more pro-active approach. This could be done by supporting research teams through additional social science or gender specialists. Research teams could also be supported by the same consultants who are to conduct national studies on WDM policy processes (see 4.1.1 for more detail).

4.1.3 Regional Exchange Facility

The Regional Exchange Facility (REF) component of WaDI *mena* serves as a tool to encourage exchange and learning amongst the participating countries of the MENA region. Through a series of bilateral or multilateral missions, the REF is supposed to serve as a tool to gain first hand knowledge of good practice in priority water demand management topics. The component relates to all four objectives. The total budget for the Regional Exchange Facility is CAD474,898 and the remaining budget as of 1st January 2007 was CAD414,976.

The component started as a pilot prior to WaDI *mena* during the extension phase of the WDM fora. Its implementation was outsourced to the environmental consulting agency ECODIT Liban.

The choice of topics for the regional and inter-regional exchanges was demand driven i.e. based on a country's request to learn about a good WDM practice / experience of other countries in the region. For each mission the participant groups were to be composed of high level and technical government staff and of leading researchers from a university or national research institute.

After three pilot REFs had taken place, a comprehensive evaluation was conducted and based on its results it was decided to continue using the REF as a modality for experience exchange, the sharing of lessons learned and for enhancing capacity and networking under WaDI *mena*. Three additional exchanges were planned between the period of 2005-6.

In March 2006, the Steering Committee criticised the high costs incurred by outsourcing the REF component to an external agency and questioned the long-term sustainability of the activity. Based on this, the SC decided

- To focus the REFs on WaDI *mena* target groups, particularly those involved directly in research and pilot activities;
- To cut costs by coordinating the bulk of the REF in-house and with the involvement of the in-country research teams; and
- To conduct REF missions not only within the MENA region but also between the region and other developing countries.

After March 2006, two research teams requested REF missions: The Jordanian team plans to visit Tunisia in February/March 2007 to better understand policy formulation for the adoption of wastewater treatment and reuse, with an emphasis on grey water. The Palestinian research team envisages visiting Jordan in March 2007 with members of their consultative team, including farmers and governmental officials, to conduct on-site field visits of treated wastewater plants used in irrigation, and to hold

discussions with researchers and policy makers on pricing and tariff setting for treated wastewater.

Table 4 below summarises the activities performed under this component:

Table 4: REF Missions Conducted from 2003 to Date		
REF	Objective	Participants
Pilot REF, June 2003-July 2004		
Mission 1 Syria to Egypt	To exchange experience on the role and functioning of WUAs in decentralised irrigation management as a tool for WDM	Stakeholders from ministries and universities
Mission 2 Algeria and Lebanon to Jordan	To learn from Jordan's experience of formally demonstrating the usefulness of wastewater reuse	Stakeholders from water authorities, ministries and NGOs
Mission 3 Syria to Tunisia	Namely to transfer experience, know-how and skills on WUA's from Tunisia to Syria	Stakeholders from ministries and universities
Decision to continue using the REF as a modality for exchanging experiences, sharing lessons learned and for enhancing capacity and networking under WaDI <i>mena</i> .		
REF under WaDI <i>mena</i>, February 2005 - 2006		
Mission 4 Tunisia to Syria	Reverse mission to help Syrian stakeholders to identify specific research areas in relation to decentralized water management and/or participatory irrigation management	Experts from NGOs and research institutes and representatives from WUAs
Mission 5 Algeria and Tunisia to Morocco	To transfer experience and knowledge on supplemental irrigation and water use efficiency in agriculture	Researchers
SC decision in March 2006 not to outsource REFs any more and limit the call to research and pilot teams of WaDI <i>mena</i>		
REFs after SC decision		
Mission 6 Jordanian team to Tunisia (planned)	Understand policy formulation and implementation for the adoption of wastewater treatment and reuse, with emphasis on grey water	
Mission 7 Algeria to Syria	Analysis of soil and water usage, site characterization and to review existing ICARDA studies on reusing treated wastewater in supplemental irrigation of cereal crops	Three researchers
Mission 8 Palestinian team to Jordan (planned)	Conduct on-site field visits of treated wastewater used in irrigation, meet with researchers and policy makers on the issues of pricing and tariff-setting for treated wastewater.	Members of Palestinian consultative team, including farmers and governmental officials

4.1.3.1 Progress of activities vis-à-vis annual work plans

Most of the activities planned under this component were performed in accordance with annual work plans. Some delays occurred in undertaking missions but this is not seen as a major issue by the MTR team. Reports were prepared outlining the programme executed, sites visited, people met, lessons learned and the results of participant evaluations carried out as part of the missions.

4.1.3.2 Achievement of objectives and intended outcomes

The evaluation reports of the pilot missions and missions subsequently carried out under WaDI *mena* suggest that, except for Mission 1, all REF exchanges broadly met their objectives in the sense that participants were satisfied and found the exchange mission valuable.⁷ Particular strengths and weaknesses are outlined below.

Strengths

Overall design is strong: In principle, the design of the REF is strong. It is demand-driven and based on identified needs. The REF creates opportunities for regional knowledge sharing and capacity building through the combination of formal meetings, field visits and informal networking opportunities between stakeholders.

Professional handling of the component by ECODIT Liban: Based on the evaluation results and on interviews with REF participants the MTR team can confirm that several on-site field visits were carried out, experiences were exchanged, lessons were learned and individual knowledge enriched. The execution of the component by ECODIT was thorough with comprehensive evaluations conducted after each mission and the documentation of key lessons learned, which provides an excellent insight for future interventions.

Potential influence of REFs on ongoing policy process: In Syria, which has profited most from the exchanges visits, a former REF participant stated that the exposure of the Syrian team to the Tunisian experience had enabled them to suggest a modification to the Syrian water law and that the mission had considerably influenced the process of policy formulation with regard to subsidising new irrigation techniques. Although this does not justify a direct attribution of the REF to a policy change, it indicates that REFs can contribute to a positive change in an ongoing policy process if a window of opportunity exists.⁸

Weaknesses

A few important points arise with regard to implementation

Sustainability of REFs: Although the above example of Syria indicates the potential of REFs for policy influence, such opportunities have not been fully exploited by WaDI *mena* so far. No concrete follow-up mechanisms (e.g. action plans back at work)

⁷ Mission #1 did not fully meet the needs and expectations of the Syrian participants, namely because the different contextual conditions, e.g. the interest of Syria in water users association was to control groundwater mining while WUAs in Egypt focused mainly on ensuring equity in surface water distribution.

⁸ However, another interviewed stakeholder stated that the above mentioned changes can not be attributed to the regional exchange mission.

were put in place to strategically build on the results of visits. The REF suggested by the Palestinian research team has a potential mechanism to make the exchange more sustainable. The REF takes place in the context of an ongoing research project and is linked to the policy influencing objective of the project.

Choice of target groups: At times, the visiting teams did not include senior policy makers or have a good mixture between governmental, non-governmental and research institutions. In cases, persons sent to exchange missions were close to retirement or had no direct professional involvement in WDM. Further, no deliberate effort was taken to encourage the participation of female participants and/or a focus on gender-related topics. In terms of countries targeted, Syria was involved in far more missions than any other country. The SC decision to consolidate WaDI*mena* activities around the applied research and pilot activities also limits the outreach of the REF to target groups that are already engaged. It does, on the other hand, increase the sustainability of the intervention (i.e. in the case of Palestine where the visit aims to support the research team's efforts to influence policy).

Large logistical effort: Organising a REF requires a lot of preparation and not all missions were prepared well in advance. For example, in some cases not enough time was put aside to select the appropriate participants, discuss the program in detail and compile materials and documentation prior to the mission. Weak preparation can substantially weaken the potential outcome of a REF.

Lack of strategic direction: The REFs, as all other components tend to focus on punctual networking, capacity building and policy influence opportunities. Not enough thought was given to the 'bigger picture' of change towards WDM in the region.

4.1.3.3 Recommendations

Given the weak visibility of WaDI*mena* and the limited integration between the different components, the MTR team suggests that the project changes the nature of this component. We suggest that the regional exchange facility becomes a tool that more actively supports the consolidation of the three inter-related research activities suggested above (applied research and pilot projects, national studies and regional desk study). We therefore propose the following:

Carrying out regional fora: WaDI*mena* uses the budget provided under REF to carry out a number of regional policy fora. These fora should serve to re-engage the former WDM forum participants and increase WaDI*mena's* visibility in the region. The fora should be closely linked to a body of regional and national research and be geared towards the fifth World Water Forum, 2009, in Turkey.

Increased networking between fora participants should be supported through the development of an electronic platform possibly provided through the WaDI*mena* website (see also recommendations on knowledge networking). Results of the fora should be prominently and provocatively displayed on the website—i.e. designed to capture attention and elicit responses.

If WaDI*mena* decides to continue with the execution of REFs, we recommend that the

project

- Outsources the activity, preferably to ECODIT Liban, to capitalise on the experience gained in designing and administering such exchanges through the previous missions;
- Carries out a proper follow up of the earlier exchanges to assess the impact of the exchange i.e. application of knowledge gained, policy impacts and enhanced networking as done in the case of Lebanon;
- Networking between research teams be covered under the networking component unless it relates to the policy influencing activities of the teams and is followed up by the research teams after the exchange;
- Ensures tangible outputs are produced as the result of a REF to ensure the sustainability of the exchange; and
- Ensures that the team composition includes policy makers and practitioners (including farmers) and takes gender aspects into consideration.

4.1.4 Knowledge Networking

WaDI *mena* defines knowledge networking as “the practice of efficiently and rapidly acquiring, delivering and integrating knowledge from an individual or institution that *knows*, to another individual or institution that *needs to know*.” (Thompson, 2005: 27; italics in original).

The WDM network of WaDI *mena* consists of the individuals and institutions involved in WDM in the MENA region. The network builds on four WDM fora carried out by IDRC between 2001 and 2003 and the social network (of some 400 individuals who attended these fora) developed during this period, in particular WDM champions (Thompson, 2005: 27)⁹.

WaDI *mena*'s objective is to extend the network's sphere of influence to researchers, local-level authorities, NGOs and others involved in water resources management for a broader outreach (ibid).

The project proposal does not establish a link between the WaDI *mena* objectives and the knowledge networking component, but we assume that knowledge networking is expected to contribute to all four project objectives. WaDI *mena*'s tools to achieve its objectives are:

- a) A knowledge map; and
- b) A communications strategy including an interactive website, a regular update about news and events via emails, a bi-annual research bulletin, publication of brochures and publicity materials, virtual communications and face-to-face interactions.

The total budget set aside for knowledge networking amounts to CAD440,000.

4.1.4.1 Progress vis-à-vis annual work plans

The idea of a “knowledge map”, one of the main communication tools to support a knowledge network, was developed during 2005. According to the project implementation plan, the map aims to “draw a comparison of key water issues and

⁹ WaDI *mena*'s use of the term champion is somewhat ambivalent. A WDM champion, according to the WaDI *mena* website, could be anyone who has successfully influence a WDM practice or policy in one of the WaDI *mena* countries. In February 2007, the list of WaDI *mena* WDM champions contained five individuals (http://www.idrc.ca/en/ev-66748-201-1-DO_TOPIC.html)

parameters among MENA countries" (Thompson, 2005: 28) to track progress of WDM at national and regional levels. After the effort to collect information through an electronically distributed survey across network partners in November 2005 had failed (due to lack of responses), a new concept was developed by the research assistant towards the end of 2006.¹⁰ Information collection by country is still ongoing with information from two countries (Egypt and Jordan) finalised at the end of January 2007. According to the 2006/7 work plan, the knowledge map was supposed to be uploaded by July/August 2006. The concept note presents a new timetable until March 2007, which will be delayed further because of the Research Assistant's work overload.

The main other knowledge networking outputs are part of the communications strategy, i.e. the website and various written outputs. In particular, the 2006/7 work plan foresees the establishment of a tri-lingual website, a tri-lingual glossary of WDM vocabulary and progress in publications, i.e. bi-annual bulletins from research / pilot projects, publications on grey water and a proposal for a book publication.

The website is running and updated on a regular basis by putting up information about events and documents related to WDM. The website also hosts an e-discussion forum, MENA Water, which is coordinated by the World Bank.

WaDI *mena* developed a tri-lingual glossary on WDM vocabulary. A second edition of this glossary has now been prepared. Furthermore, WaDI *mena* is in discussion with EMWIS on collaboration for an Arabic Water Thesaurus. WaDI *mena* outputs available on the website so far are summaries of the institutional assessments, an Arabic summary of IDRC's participation in WWF4 and overview papers on gender and water from Jordan, Egypt and Yemen.

The concept for a book publication (planned for October/November 2006) is still under discussion and a grey water bulletin based on papers prepared for the Greywater Expert Meeting in Jordan, February 2007 (planned February 2006) is currently under preparation. According to IDRC, such subject-specific publications are now replacing the originally planned regular updates of research through research bulletins.

Overall, the most important delay under knowledge networking occurred with regard to the development of a knowledge map.

4.1.4.2 Achievement of objectives and intended outcomes

The knowledge networking component has not made substantive progress towards reaching the objective of providing a forum to foster dialogue, strengthen partnerships, share experience and enhance networking. Strengths and weaknesses are assessed in detail below.

Strengths

*The WaDI *mena* website:* WaDI *mena* has established a tri-lingual website on WDM issues in the MENA region, which is updated on a regular basis. This website remains the only internet source exclusively focusing WDM issues in the region and as such has the potential to be widely used.

¹⁰ According to this concept (Thompson, 2006b) information will be collected by country on water resources (quantity, source, scarcity and quality), institutional and legislative issues (arrangements, laws, regulations, projects), technical issues (techniques and technologies), social issues (public awareness programmes, indigenous practices, attempts to involve stakeholders), financial issues (pricing and tariff systems) and on research and development (research institutions, initiatives, donor projects).

The research teams mainly use the website in order to access their own project or to find out how other research projects are progressing. In some cases, the teams also mention that they occasionally use the website to access tools used in the capacity development workshops or to inform themselves about upcoming events. The Palestinian team refers its students to the website for information on grey water management tools.

Some collaborative links established: WaDI*mena's* active collaboration with other initiatives so far includes

- Collaboration with ESCWA (and through this with GWA, CapNet, Awarenet and Cawtar) to develop training of trainer courses on gender and WDM (currently on hold);
- Support to EMPOWERS project through review of inputs and outputs for a regional conference on improving local water governance (this project is now coming to an end);
- Initial discussion of opportunities for future cooperation between InWent and WaDI*mena* on institutional capacity development.
- Hosting of MENA Water e-group of approximately 400 individuals (ongoing);
- Cooperation with CIDA to integrate the outcomes of WaDI*mena* research and pilot projects into the expected results of a CIDA Gender Strategy.

Weaknesses:

The MTR team is of the opinion that the WaDI*mena* network is weak and the project visibility low.

This judgement is based on the limited understanding of WaDI*mena* by the majority of WaDI*mena's* immediate partners, the lack of knowledge about WaDI*mena* by some persons interviewed independently of WaDI*mena* and the acknowledgement of the project coordinator that WaDI*mena* at times learns about relevant events only at a late stage and is not always actively approached to contribute to conferences relevant to WDM (such as the Arab regional conference on research advancement in managing limited water resources, convened in December 2006). When asked about WaDI*mena*, respondents who are not actively part of the project, tended to associate the project either with the earlier phase, i.e. the WDM fora or to refer to IDRC as a funding organisation of water-related projects; i.e. as a donor rather than a knowledge broker. One interviewee stated explicitly that the network is dying rather than growing because the visibility of WDM created between 2001 and 2003 is decreasing as key personnel change in respective governments.

The MTR team identified a number of issues that may be the cause for the weak visibility of the project and low level of active WaDI*mena*-related networking.

Knowledge networking activities focused on blanket dissemination of information:

The activities and tools identified by WaDI*mena* under knowledge networking are not sufficient to encourage active networking between different stakeholders. The (planned) knowledge map and activities currently listed under the communication strategy serve to disseminate information rather than support active information and experience

exchange between practitioners. In addition, the knowledge map output has not yet been delivered.

Network partners poorly defined: What constitutes the WaDI *mena* network and who are WaDI *mena*'s partners remains vague in the project proposal and implementation plan. This highlights the lack of targeting by the project as a whole. There is also an inconsistent use of vocabulary – in some documents (3rd progress report) there is reference to boundary partners (based on outcome mapping) while the majority of the documents refer to network partners and strategic partners who have, to the knowledge of the MTR team, never been clearly identified.

Attending conferences can be a good starting point for establishing networking activities with and between organisations provided it is followed up properly afterwards. Based on the limited amount of networking activities, active networking could be pursued more forcefully and strategically i.e. to develop collaborative activities and work towards a common agenda.

*Few collaborative partnerships between WaDI *mena* and others:* Conducting a network analysis of WaDI *mena* was beyond the scope of this mission. This notwithstanding, the evidence from interviews suggests that WaDI *mena* has not been able to establish strong collaborative links with major WDM initiatives and organisations in the region let alone links between them. For example, a representative of the Litani River Authority (LRA) who also receives IDRC funding, reported an EU-funded network that aimed at establishing a platform for effective Mediterranean communication and debate on water savings in agriculture (WASAMED). WASAMED organised a number of regional conferences over the last four years on topics that are closely linked to WDM¹¹ but these conferences does not appear on the WaDI *mena* website and the representative from the LRA was unaware of WaDI *mena*.

On a similar note, the MENA Water Portal of InWent provides capacity building to the water sector in the MENA region. This long-term activity aims to build capacity that contributes to reform processes towards IWRM in all WaDI *mena* countries except for Lebanon¹². Although there is obvious potential for collaboration, initial contact with this initiative was not taken up by WaDI *mena*. Furthermore, the WaDI *mena* WDM champions interviewed, who are supposedly promoting the cause of WDM and WaDI *mena*, had very limited knowledge about the initiative.

Limited networking between research projects: The capacity development workshop was successful in establishing cordial relationships between the different research teams but only limited networking takes place on a professional level. The only interaction reported to the MTR was between the Algerian and Palestinian teams over the development of a questionnaire.

¹¹ Topics are: participatory water savings and water cultural heritage (Turkey, December 2003), harmonisation and integration of water savings options (Malta, May 2006), water use efficiency and water productivity (Jordan, October 2005), non-conventional water use (Egypt, December 2004), irrigation systems performance (Tunisia, June 2004); <http://wasamed.iamb.it/programmi/home.php>

¹² See also the website for more information on the portal:
<http://www.gc21.de/ibt/en/site/mena/ibt/index.htm>

Limited use and usefulness of the website: Based on the interviews, we learned that most of the WaDI *mena* partners and research teams do not use the website on a regular basis. Generally the frequency of access was once a month or less. The interviewed WaDI *mena* website users other than the research teams mainly visit the site to get information about events and to know what is going on at WaDI *mena* but do not explore the other sites provided by the initiative including the glossary.

The hits on the website are monitored by the Research Assistant but as these figures are not very informative; this seems not to be the most useful way of monitoring.

4.1.4.3 Recommendations

In order to enhance WaDI *mena*'s contribution to a wider application of WDM in the region, it is of utmost importance for the project to enhance its visibility and improve its networking activities. We suggest the following recommendations to make this happen:

Identify partners and agendas for collaboration: WaDI *mena* needs to identify a set of three or four key collaborative partners to influence the WDM agenda in the MENA region. Together with these partners, WaDI *mena* needs to develop a common agenda for policy influence. This agenda should take the fifth World Water Forum in Istanbul on "Bridging Divides for Water" as its major focus, given its critical regional and thematic focus. The agenda should be developed through the conduct of a number of regional policy fora as suggested under the former REF component. These fora should be designed and staged in collaboration with a number of key collaborators to be identified by WaDI *mena*.

Improve the communication strategy: Under its communication strategy, WaDI *mena* should develop key messages, use more interactive communication elements and better tailor-written outputs to different users, e.g. by contextualising information as far as possible and repackaging information to fit different needs (e.g. researchers, policy makers, journalists etc).

Improve the website: The website needs to be revamped to become more attractive. This could be done by putting more provocative statements upfront such as: *Demand management is the big question in the MENA region. There is no new blue water available, let alone green. So do we all have to go grey? And here's what our research suggests...etc'*.

There is also scope for presenting information in a more concise and user-friendly way. For example, information could be further explained to facilitate "scanning", e.g. by providing a paragraph on each upcoming event, news flashes and by making electronic information as visual as possible. Also, more effort could be made to explain how news and events relate to WaDI *mena*. Search statistics could be used to understand better what information users look for and to display this information more prominently. A particular request of research teams was that the sites relating to the WaDI *mena* research and pilot projects could provide detailed information that could be updated on a more regular basis. Furthermore, the WaDI *mena* logo house style should be used consistently by research and pilot teams if this is not already the case.

In addition, the research teams provided a number of suggestions: they felt that project sites could be updated more often and that information exchange could be more

interactive. Two research teams thought it would be useful to upload information about other funding opportunities. Some research teams expressed an interest in exchanging in exchanging technical information specific to their project such as the latest irrigation techniques for use with saline groundwater or techniques for treating and reusing grey- and wastewater.

Providing an electronic platform for exchange: To facilitate networking between different stakeholders in following up the suggested policy fora, WaDI*mena* needs to develop more interactive communications elements. This could be done by upgrading the website to a network website that allows its members to

- Access, adapt and share information, tools and case studies on WDM through a catalogued library;
- Access and post information about network members, linked to their own websites and with searchable directories;
- Access public domain resources on WDM, including research papers, case studies and training materials;
- Access and contribute to a directory of training and advisory expertise;
- Participate in discussions on topics connected to WDM; and
- Access a web based newsletter.

The ongoing work for the knowledge map could be used as a starting point for developing the network pages. The network website would have to be administered by a website facilitator who would monitor the use of space, facilitate discussions and proactively link people. The MTR team recommends that WaDI*mena* employs a part-time communications officer to carry out these and other communication-related tasks.

Increase networking between research/pilot projects: There is scope for more active collaboration between the research teams on the elements of research they all share i.e. participatory approaches, SAGA and policy influence. Collaboration could be fostered, for example, by creating a WaDI*mena*-internal newsletter which asks for contributions by all teams about their latest activities on these fronts. Also, WaDI*mena* could encourage e-discussions between the teams on particular topics or could ask a team to start and monitor an e-discussion on a technical topic across the wider forum.

4.2 Management

WaDI*mena* is coordinated by IDRC in partnership with the Canadian International Development Agency (CIDA) and the International Fund for Agricultural Development (IFAD). The three agencies form the Steering Committee (SC) of the project, which is implemented by the IDRC Middle East Regional Office (MERO), based in Cairo, Egypt. IDRC's areas of responsibility according to the project proposal (Thompson, 2004: 34) are:

- Project definition and strategic framework,
- Technical and substantive advisory services,
- Financing and partnership agreements,
- Project implementation, organization and logistics,

- Ongoing monitoring of activities,
- Financial management, and
- Regular reporting (annual and interim progress reports) to donors.

The initial management structure was designed to include in addition to the three partners:

- An Action Research/Scientific Committee (ARSC) composed of up to three individuals from the research community in the Arab region and a donor representative
- National teams (NTs) composed of one national coordinator, with counterparts from ministries and agencies involved in water, agriculture and the environment, NGO's and research institutions.
- A Project Management Committee (PMC) composed of the national coordinators, the project coordinator and an IDRC project officer.

ARSC: Members of the ARSC (three water experts from the region and two IDRC programming officers) were selected in January 2005. Their task was to validate the research grants process, assist in making the final selection of the pre-proposals and provide comments to the revised proposals to ensure effective implementation. The ARSC has met twice, in February 2005 to review *WaDI mena's* planned research processes and define criteria for the selection of pre-proposals, and again in June 2005 for the final selection of proposals. After this, the SC decided to dissolve the ARSC because SC felt that there was not need for the committee to remain active.

NTs and PMC: The NTs and PMC were not established due to budget constraints. But according to the project coordinator there is a proposal to reallocate funds to national policy dialogues following the planned Policy Influence workshop in November 2007.

Project Team: The project team is composed of a project coordinator, a project research assistant and a project administrator. After the SC meeting in March, it was decided that the Rural Poverty and Environment Programming Initiative (RPE) Officer increases her input to the project from 10% to 30% of her time.

4.2.1 IDRC management

Before assessing the effectiveness of IDRC management it is important to pinpoint the roles and responsibilities of the project team and other relevant staff. These are laid out below as explained in individual interviews.

Project Coordinator (PC)

The PC reports directly to the RPE Programme Leader in Canada and since March 2006 to the RPE Programme Officer in Cairo. She manages all day-to-day aspects of the *WaDI mena* project. This includes:

- Preparing technical reports (progress documents and annual work plans),
- Reviewing and providing strategic advice on all consultant reports, research reports and dissemination materials and financial reports,
- Representing the project at regional and international conferences, and

- Engaging in networks and maintaining contact with other related projects, researchers and policy makers.

Since the SC meeting in March 2006, the PC's power to take decisions has been limited and most aspects of day-to-day project activities have to be approved by the RPE Programme Officer.

Research Assistant (RA)

The RA works directly with the Project Coordinator and is mainly responsible for the eight research projects. This includes preparing the grants and day-to-day follow up activities. Additional tasks include:

- Developing the knowledge map,
- Providing background information for PC and ENRM Programme Officer,
- Attending workshops or conferences as required, and
- Updating the English and Arabic web pages.

Project Administrator (PA)

The PA works on all financial and administrative aspects of the project including donor financial reporting, administering contracts, processing payments, organising all travel arrangements, arranging workshops/conferences/events, preparing dissemination materials and (ideally) managing the French website.

The RPE Programme Officer (RPE PO)

The RPE PO provides daily intellectual support and direction to *WaDI ^{men}na*, including but not limited to reviewing proposals, supporting and monitoring the research projects, reviewing and providing feedback to project documentation such as progress reports, work plans, financial reports and other project outputs, engaging in ToRs development for consultants, preparing for steering committee meetings, approving all expenditures and having daily/weekly meetings with the project coordinator and bi-weekly meetings with the RD.

The MERO Regional Director and entities within IDRC (UPE Programme Officer, RPE Programme Leader and the ENRM Director of Programming Area) based in Ottawa provide technical and strategic advice to the project.

MERO Regional Director (RD)

The RD is involved in bi-weekly meetings with the RPE PO and the PC and provides strategic advice where appropriate. She approves the progress reports and work plans as a member of the Steering Committee. She is also the second supervisor for the PC.

UPE Programme Officer (UPE PO)

The UPE PO offers strategic advice and technical assistance for the research projects that have to do with wastewater treatment and reuse (Algeria, Jordan, Lebanon, Palestine and Yemen). He also provides inputs to work plan activities and support when required where his IDRC expertise is useful.

RPE Programme Leader (PL)

The PL is currently the first supervisor of the PC, and at times provides advice and direction.

ENRM Director of Programming Area (DPA)

The DPA has assisted on numerous occasions in terms of opening formal events, such as the Developing Research Capacity workshops, and providing advice as necessary.

4.2.1.1 Assessment of the Current Management Structure

A significant factor that hinders effective communication and collaboration are poorly defined and overlapping roles and responsibilities of the current project management set-up. In particular, there is an overlap between the role of the RPE Programme Officer and the RPE Programme Leader. According to the official management structure, the RPE Programme Leader acts as the first supervisor of the PC. But, since March 2006, the Project Coordinator also directly reports to the RPE Programme Officer based on an internal decision taken by IDRC. This has led to two parallel lines of reporting for the Project Coordinator.

Furthermore, the RPE PO now has parallel roles: she acts as the supervisor and technical adviser of the PC but also takes decisions that fall under responsibilities typically carried out by a project coordinator such as approving all financial expenditures and a close follow up of day-to-day project activities.

4.2.1.2 Assessment of project management activities

The main project management activities have been carried out in accordance with requirements. The PC/project team prepares semi-annual and annual narrative and financial reports on time. Any comments and proposed changes made by the SC are immediately incorporated into work plans and sent for revision. Appropriate action is taken to swiftly implement these, at times substantial, changes.

The MTR team understands that financial reporting has been a challenge because of different donor requirements and a long absence of the Project Administrator. The current budget balance as of March 31st 2007 amounts to CAD2,920,275.

The MTR team noticed that there was a repeated failure to deliver outputs from consultants. This points to a weak process of selecting consultants.

In addition to bi-weekly meetings, there is an ongoing dialogue between the PO and the PC in order to provide technical and strategic advice where appropriate.

IDRC staff provides technical advice to the project i.e. to in-country research projects. Advice is drawn from the UPE PO with regard to water and waste water. Out of the nine research projects, three are followed up closely, namely the projects in Lebanon, Jordan and Yemen. However, the MTR team believes that IDRC's advice to the PC lacks strategic direction.

The PC and team provide timely support to the in-country research teams. The research teams appreciated the useful information sent by the RA and overall comments on the progress of their projects. The MTR team noticed, however, that follow up on the submission of revised proposals and inception reports at times lacked depth. For example, of four projects visited two projects had considerable problems with their LFAs. While in Morocco, there was no LFA and stakeholder analysis at all, in Lebanon, the team referred to different objectives in the grant

agreement, project proposal and inception report respectively and, when following up on this, it was not clear to the team which one was the relevant logframe. In the case of Egypt, project activities were geared towards a community that is now not likely to settle down within the time frame of the project. The logframe thus needs considerable redesign (see also Annex 1 for more detail).

4.2.1.3 Recommendations

We suggest that some of the roles and responsibilities be re-evaluated in order to improve collaboration, communication and effectiveness. In essence, we propose that the RPE Programme Officer should act as the first supervisor for the PC and, in turn, report to the RPE Programme Leader. We strongly advise that the RPE PO should not be involved in the day-to-day project activity management. Her role should be of a purely managerial and technical advisory nature, i.e. giving broad directions rather than having to get involved in minute project management activities. Our detailed suggestions are presented below.

Project Coordinator

The current situation (announced departure of the PC) allows for a reconsideration of the position's requirements. The new Project Coordinator should be a good networker who is able to increase the project's visibility and work more towards influencing policy. The future PC should be a high profile regional person, who has good experience in interacting with policy makers and is able to exert a certain amount of influence at this level. S/he should act as the 'face' of WaDI *mena* and be a good networker who can more actively interact with strategic partners, researchers, policy makers, donors and others to influence the regional WDM agenda.

The person coordinating the project should have a very good understanding of water issues in the region and the questions relating to water demand management, including the political economy of policy environments. Further, s/he should understand where the concept of WDM requires further development and be able to write strategically on WDM in the region.

Moreover the PC should have project management experience. The PC prepares a work plan at the beginning of the fiscal year that is agreed on by all Steering Committee representatives, and should therefore be wholly responsible for its implementation. The PC should continue to be in charge of directly managing the project team.

Research Assistant

The RA should focus on the tasks related to the research and pilot projects in order to free the PC's time for more strategic tasks. This could also include carrying out monitoring missions under the guidance of the Project Coordinator/RPE/UPE Project Officer.

Communications Officer

A part-time CO should be employed to develop and administer the website, moderate e-discussions and edit any written project outputs—as well as prepare publications in Arabic and French, as required.

RPE Programme Officer

The RPE PO should be the person responsible for *WaDI mena* at IDRC. We believe that the RPE PO should take on the role of the first supervisor to the PC providing advice and assistance where required. She should act in a managerial position to ensure the timely deliverable of *WaDI mena* activities and outputs and keep the project on track as necessary. She should review all progress reports and work plans before they are submitted to the Steering Committee. The main role of the RPE PO should be to manage the PC and ensure that *WaDI mena* is on target with work plan objectives, and considers RPE interests.

In her additional technical advisory role she should provide technical guidance on the research and pilot projects, which could also involve more direct interaction with the Research Assistant.

RPE Programme Leader

The position of the RPE PL, who is based in Ottawa, seems to be less practical. We therefore suggest that he ceases to be the first supervisor of the PC. In his position as the RPE Programme Leader he will still be able to execute overall leadership and guidance but we suggest that he provides his inputs to the RPE PO rather than to the PC.

4.2.2 The Steering Committee

The SC is composed of one delegate from each of the core donors. The MERO Regional Director represents IDRC and the project managers from CIDA and IFAD sit on the committee. The PC and the RPE PO act as observers with no-voting powers. According to the project proposal (Thompson, 2004: 34) the role of the SC is to:

- Provide the project with overall strategic directions,
- Review and approve annual work plans,
- Review annual work plans, progress reports, budgets and financial reports,
- Approve the ToR of the MTR and final evaluation of the project, and to
- Carry out dispute resolutions and recommend solutions to problems as they arise.

4.2.2.1 Issues arising

According to the project proposal (Thompson, 2004: 34), the SC was supposed to convene semi-annually in the first year of operation and meet annually (or more frequently) thereafter. In reality, however, the SC physically convened for the first time in March 2006, more than 1.5 years after the project's official starting date (Thompson: 2005: 11). At this occasion, the SC reviewed and approved the progress report of the first year of activities (2005/06) and discussed the draft annual work plan for 2006/07. During this meeting, significant points were raised with regard to the overall design, capacity building and the visibility of the project and specific actions were identified for follow up (*Wadi mena*, 2006).

The MTR team is concerned that the SC has not adequately executed its role of providing the project with overall strategic direction. As stated in the assessment of the individual components above and below, the project's approach to WDM in the region has been power-blind, the overall project design remains loose and the project

lacks a more in-depth problem analysis and a clear vision and set of goals it intends to achieve. The project's visibility in the region remains weak.

The MTR team further noticed that the SC is only composed of donors. This gives the impression that the project is donor-driven and lacks regional ownership.

4.2.2.2 Recommendations

We suggest broadening the composition of the SC in order to increase the sense of regional ownership, increase the visibility of the project in the MENA region and broaden the intellectual backstopping provided to the project.

In addition to the existing members of the SC we suggest adding two to three persons, who have been involved in developing WDM and/or have been extensively involved in water resource management and its policies in the region.

In addition we suggest that the Steering Committee establishes ad-hoc committees when advisory support and additional expertise are needed.

4.3 Monitoring and Evaluation

The project's current evaluation framework is based on the logical framework approach. The logframe that guides the project today is the revised LFA of the Project Implementation Plan. The PC is responsible for project monitoring. The related tasks are:

- To ensure that activities are kept in line with the objectives and methodology of *WaDImena*,
- To ensure that activities progress toward results and impact,
- To ensure that activities continue to be participatory and involve multi-stakeholders, and
- To identify lessons learned and develop new strategies for successful completion of activities.

In order to ensure effective project management a number of follow-up monitoring missions were undertaken. Monitoring missions were conducted in Algeria with ICARDA, in Egypt with the RPE PO, and in Jordan with the UPE PO. A number of inception reports were reviewed and comments were sent back. Several reports of a monitoring nature were also produced. The table below summarises the reports by type and recipients.

Table 5: Reports by Type and Recipients	
Type of Report	Recipients
Interim Progress Reports	IDRC, CIDA and IFAD
Final Progress Reports	IDRC, CIDA and IFAD
Mission Reports	IDRC
Quarterly Financial Reports	IDRC and CIDA
Annual Work Plans and Budget Forecasts	IDRC, CIDA and IFAD
Annual Project Progress Report and Financial Reports	IDRC, CIDA and IFAD

In March 2006, the SC expressed concerns that the reports presented did not show concrete measurements of progress and did not capture outcomes, particularly linked to capacity development activities. The SC therefore decided to hire an external expert to revise the monitoring and evaluation strategy and refine the logical framework.

The contracted evaluation expert presented an action plan with preliminary findings in August 2006 and a draft final report in November. However, the consultant, as reported by IDRC, did not fulfil the requirements of his contract and the issue eventually went to the Legal Department of IDRC. In the meantime the PC prepared a draft monitoring strategy based on outcome mapping. The 2-page document defines the boundary partners, the strategic partners, the outcome, challenges and progress markers for research team/policy makers/community members.

4.3.1 Recommendations:

The MTR team suggests that the incoming PC undertakes a comprehensive review of the project logframe and global budget in line with the changes that will be made to the overall project design. In particular, the PC should pay attention to objectives 3 and 4 where the current activities identified are inadequate to reach these objectives. Furthermore, he/she should streamline the relationship between the components and objectives so as to make reporting against objectives easier. Annex 3 provides a risk assessment that could assist the PC in this task.

The revision of the project LFA should also take into account the revision of the research and pilot project-related LFAs. During the mission, the MTR team noted that some of the in-country project objectives were not entirely in line with the *WaDImena* objectives. This was noticed in Morocco, for example, where the objective relating to capacity building stopped at information sharing, which does not correspond with *WaDImena's* intention to actively involve stakeholders in research to build their capacity. Similarly, the project does not intend to influence policy but to disseminate research results. With regard to the research and pilot projects, we also noticed that some projects still lack a robust logical framework that can provide a good basis for project monitoring and subsequent evaluation. We recommend therefore that a proper follow-up be undertaken to ensure that local-level projects finalise their LFAs.

4.4 Gender

One of the conclusions of the WDM fora was that there remained a gap in knowledge regarding gender and equity issues in WDM. During the WDM forum extension phase, a consultant identified concrete research gaps and developed entry points to tackle the issue of gender and WDM as part of *WaDImena*. The gender strategy of *WaDImena* (Thompson 2004/2005) aims to:

1. Enrich the knowledge base with innovative research on the issues of gender equity, WDM and MENA;
2. Enhance the capacity of *WaDImena* partners to integrate social and gender analysis in their work;

3. Create mechanisms to ensure real participation of women and vulnerable groups in all activities;
4. Ensure that project benefits reach a significant number of women; and
5. Empower a core group of women to become active agents of change in WDM.

The entry points identified in Thompson (2004/2005) to include gender and equity perspectives under *WaDImena* are:

- requesting ministries and research institutions to nominate women to participate in all activities,
- Within the knowledge map, identify gender-related clauses in WDM policies and programmes that relate to improving gender equity,
- An initial regional research project to provide a baseline study on gender issues that affect WDM implementation at the rural level,
- Potentially a Regional Dialogue in Programming Year 3 or 4, which specifically addresses the issue of gender and WDM,
- Ongoing capacity strengthening of researchers in social sciences and gender analysis, and among policy actors and practitioners, and
- Strategic partnerships with the Gender and Water Alliance to ensure that a) WDM is included in IWRM gender strategies and b) to broaden the knowledge base on gender and water issues for suitability in WDM tools, strategies and policies.

4.4.1 Progress to date

In August 2005, *WaDImena* hired an international consultant to conduct a regional research study on gender in the MENA region in cooperation with five national consultants in the countries of Egypt, Jordan, Syria, Tunisia and Yemen. The aim of the study was to lead to an action plan on gender under *WaDImena*. The final report was never completed by the consultant but three of the five case studies were finalised by the national consultants.

These three national reports produced by consultants on the gender and WDM remain the main output so far. They are available on the *WaDImena* website and are used to formulate background contextual information for an ESCWA and Gender and Water Alliance (GWA) initiative on Mainstreaming Gender in IWRM Policies in the Arab Region.

A capacity development workshop was held to integrate social and gender analysis in the work of the research teams.

Since October 2004, discussions with the Gender and Water Alliance, ESCWA, UNDP and CAWTAR have been underway on how to devise a strategy on gender and water in the Arab region. In July 2006, ESCWA hosted a workshop on "Mainstreaming Gender in IWRM in the Arab Region". Three of the five case studies produced by national consultants for the *WaDImena* study were presented in the workshop.

Overall, it can be said that of the five gender-related objectives above, only two aspects have been followed up: steps were undertaken to support the capacity of research teams and to contribute to the knowledge base on gender and equity under WDM. This notwithstanding, progress in practice has been limited, i.e. the research report was never delivered and of the four visited projects only one (Lebanon) actively focuses on gender aspects as part of their applied research/pilot activity.

4.4.2 Assessment

Strengths

Addressing gender aspects in the MENA region can be a challenging undertaking. WaDI *mena* has, from very early stages onwards, made efforts to identify entry point for tackling the issue of gender and WDM. In so doing, the project identified a number of concrete research gaps in the area i.e. regarding gender and WDM and poverty and equity in WDM and carried out research on these topics. Discussions were held with strategic partners (CIDA) to devise a strategy on gender and water in the Arab regions and a collaborative partnership was initialised with ESCWA to develop training of trainers packages on gender and WDM.

SAGA module in capacity development workshop: A concrete output with on gender is the SAGA module of the capacity building workshop carried out for the applied research and pilot teams. Prior to the workshop none of the research teams had a sound knowledge base about SAGA approaches according to interviews. Those who attended workshops felt that there had been a value added in raising their awareness and developing their knowledge in gender-sensitive approaches and some of the teams have started applying SAGA approaches to their projects.

Weaknesses

Limited application of SAGA by research / pilot teams: The application of these approaches in the field, however, varied between the teams. The in-country research teams felt unconfident about SAGA. This was apparent in all four research projects visited. In Morocco, for example, gender was equated with including a female farmer (preferably a widow) in the demonstration sites while, in Jordan, SAGA aspects did just not feature prominently in the project activities. In other cases, i.e. Palestine, where a gender specialist is involved in the design of the questionnaire, the understanding of gender and other social aspects seems to be further advanced.

Gender balance in REFs and research/pilot team composition: Also when taking the crude measure of counting the women on the research teams, female researchers are under-represented in some cases. We understand that efforts have been made in many projects to involve women as short term consultants or volunteers but also sensed that on some occasions considerable effort was lacking. The gender imbalance was particularly pronounced under the REF component. Furthermore, exchange visits did not make gender-related questions a priority in any of the exchanges.

Overall, gender consists of a number of scattered activities rather than a consolidated approach. Gender balance also remains an issue in some of the WaDI *mena* activities, but this is a wider problem in the region. The more important issue is to consistently

apply a gender view to research carried out under *WaDImena*, which should then be clearly reflected in project outputs.

4.4.3 Recommendations

The MTR suggests consolidating the information collected under three national studies, the consultant report of 2003 and any other information collected in the meantime to refine and implement the existing gender strategy so that gender becomes mainstreamed in all project activities. The recently commissioned study on poverty, equity and WDM could serve as a first step in this direction.

WaDImena has previously developed a collaboration with ESCWA on gender and water issues. There is an opportunity to develop this into a stronger partnership. Such opportunities should be pursued more pro-actively by *WaDImena* whenever possible.

We further consider it important to strengthen the project teams' capacities to apply a gender approach to their individual research and pilot activities. As a first step, this requires the involvement of women in all research teams. In the MENA context where male researchers generally do not have direct access to women interviewees, it will be impossible to enable serious gender analysis without involving women in the teams.

4.5 Overall Design

This section deals with the overall design of the project. It responds to the following issues: The SC raised doubts whether the project components are sufficiently integrated and build on each other. Linked to this, the question arose whether the in-country research and pilot projects should act as the main pillar with the other components built around them or whether the other pillars should be relatively independent of the research and pilot projects?

4.5.1 Assessment

The MTR team believes that the main point arising under the overall design is not simply poor integration of project components, but the lack of clarity about particular problems that the project is trying to address and about the tangible influencing goal it aims to achieve.

After the approval of funding, no further analysis was followed to clearly identify main issues to be targeted under WDM in the MENA region. Additionally, the target audience of the project was not further defined and no coherent analysis was undertaken of the main WDM players in the region. A coherent comparative baseline study of policy processes across the region is still pending.

Political leadership and the prevailing political and governance system are critical factors in creating opportunities for engagement. Not enough thought was given to the broader political and social context and the risks associated with the potential absence of a conducive environment for the policy changes that *WaDImena* aims to bring about.

Following from the project's lack of problem definition and vision, the overall design of the project has remained loose. Project components fit together logically in theory, but in practice they fail to build on one another and are executed in isolation. For example, 15 young professionals were supported across the region in addressing

varying topics vaguely related to WDM. Eight small research grants were allocated for topics that are neither highly relevant nor significantly strategic. Research and pilot teams that are identified as weak in their application of soft skills and in understanding the social and political aspects surrounding their project environment are still expected to contribute significantly to policy influence. Knowledge networking remains largely limited to information dissemination via the *WaDImena* website.

In addition, many opportunities to link project components in practice have not thoroughly been taken up. For example, there are obvious networking opportunities with likeminded organisations under capacity building, research and for the organisation of regional exchanges that have not been taken up. Also, where research projects create these linkages in practice (e.g. Jordan) this is not officially acknowledged as the project is merely seen to fall under research.

The project has also missed an important opportunity in 2004/5 when it did not pick up on the awareness created by the regional fora. Instead of following up on the fora' conclusion that "the WDM movement is occurring without the breadth or strengths that is needed given the current water scarcity in MENA" through a focus on policy influence and awareness creation activities, *WaDImena* focused on the preparation of research projects at the initial stages of the project. In our interviews with key stakeholders we realised that the momentum created during the fora from 2001-3 has declining ever since. We are of the opinion that the current design of the project is inapt for re-establishing previous levels of awareness about WDM issues across the region and achieving tangible impact.

In March 2006, the SC took the decision to consolidate the different project activities around the research and pilot projects in order to enhance impact. This might lead to the project becoming more inward looking and further limit *WaDImena*'s outreach to target groups, including key policy constituencies.

4.5.2 Recommendations

First and foremost, *WaDImena* needs to clearly define the problem it intends to address. In the view of the MTR team, the main issue that *WaDImena* has overlooked so far is the political economy behind WDM policy in the *MENA* region. This is crucial because without an adequate understanding of political economy it is difficult to assess how and where research activities and results can be applied to influence policy environments. A concept note should be prepared that looks closely at the power relations that underlie water management and how these impact on the policy choices taken in different sectors and by government more generally. This concept note should, as far as possible, provide the conceptual framework under which future regional, national and local level research and pilot projects are conducted.

As the goal of *WaDImena* is to facilitate the adoption and implementation of WDM strategies, policies and tools in MENA, developing a better understanding of the policy development processes at national and regional/inter-regional and international level that impact on WDM should become key for future research undertakings.

We have the further specific recommendations for a future overall design:

- Local level research (applied research and pilot projects) should be leveraged through national-level and regional-level research commissioned on policy processes and should be held together conceptually through the concept paper suggested above. These research activities together should provide the overall pillar of the project.

- An analysis of key stakeholders relevant for WDM in the MENA region should be conducted in relation with the future overall conceptual approach taken by *WaDImena*. Based on this analysis, *WaDImena* should identify and approach possible partners for policy influence.
- A regional forum should be held with a few key stakeholders from each country to launch the new research undertakings. In this forum, the issues raised in the concept note should be presented, discussed and approved. Ideally the forum would be organised in collaboration with the previously identified key partners of *WaDImena*. This forum should be followed up by additional regional fora in the run-up to the fifth World Water Forum in Istanbul in 2009.
- The website should be developed further into an electronic platform that facilitates networking between the participants of the fora and other key stakeholders identified by *WaDImena*.
- The content of the capacity building courses to be organised should be based on the issues raised in the concept note. Rather than a six-month course, short term courses geared towards senior government officials are recommended.

5 Overall assessment, lessons learned and recommendations

5.1 Overall assessment and lessons learned

The project has been running for 2,5 years and the following significant activities have been implemented under its five components:

On applied research and pilot activities: WaDI *mena* has commissioned eight local level applied research and pilot projects in each WaDI *mena* country except for Syria. Most of these projects are now in or beyond their inception phase. In addition, a number of regional research activities have been launched to complement the topics covered under the in-country projects. Two capacity development workshops were conducted to strengthen the in-country teams approaches to SAGA, participation, M&E and LFAs. Field visits showed that some teams have made good progress in applying the approaches that were addressed during the workshops.

On capacity development: 15 persons have been supported to participate in training events and conferences over the last three years. Two developing capacity building workshops were conducted to enhance the capacity of the research teams. The feedback received from participants of either event was very positive. In addition, capacity building under WaDI *mena* also extends to activities carried out in the local-level projects.¹³ A study was carried out to assess future possibilities for institutional capacity building under WaDI *mena*.

On the Regional Exchange Facility: Eight bilateral and multilateral missions were carried out to exchange first hand experience of good practices with regard to priority water demand management topics in these countries. These exchange missions were considered as valuable by the participants. New lessons learned to be applied in the visiting country were documented and the specific skills, methods, approaches or technologies to be introduced were identified.

On knowledge networking: A tri-lingual website on WDM in the MENA region was set up. This website is updated on a regular basis and also hosts MENA Water, an e-discussion group of approximately 400 subscribers. Collaborative partnerships evolved with the EMPOWERS project to review outputs for a regional conference on local water governance, with ESCWA to develop Training of Trainers courses on gender and WDM, and initial discussions were held with InWent on future cooperation for institutional capacity development.

On gender: a regional study was commissioned to examine questions regarding gender and WDM in the region resulting in three case studies (Egypt, Jordan and Yemen) presented at a regional workshop on mainstreaming gender in IWRM in the Arab region. Capacity development workshops for applied research and pilot teams also aimed at transferring skills on social and gender analysis.

These achievements notwithstanding there are a number of important lessons that have evolved from this review.

What strikes the research team about WaDI *mena* is its current contradiction between very ambitious project goals on the one hand and extremely limited project activities

¹³ E.g. in Lebanon women are given responsibilities and are trained on grey water treatment and reuse and in Jordan local community stakeholders increase their capacity by learning from university project.

and outputs on the other hand.¹⁴ Therefore, although the project may be broadly on track in undertaking its activities, it will fail to reach important objectives and intended outcomes under the current set-up and approach.

The reasons behind this potential failure in the view of the MTR team are listed below in hierarchical order. A detailed breakdown of issues arising and recommendations by project objective and component is provided in Annex 4.

Poor project design: there is a poor definition of the main problems that WaDI *mena* intends to address; this is coupled with a weak identification of stakeholders and lack of a broader vision leading to a loose design of project components and a random implementation of ad hoc activities.

Weak analysis and contextualisation of the problem: A blind eye was turned to power issues underlying WDM issues in the MENA region; furthermore, there was a lack of consideration of how decisions outside the water/agricultural sector impact on WDM sections and on how WDM is also impacted by supply management decisions (i.e. allocation decisions or decisions taken to change the overall stock of water and by decisions taken on allocation between countries).

Intellectual leadership to be strengthened: limited overall intellectual guidance and advise to the PC on strategic decisions e.g. on selection of research topics, refinement of project objectives, vision, activities and streamlining of components. This has been a major upstream failure of the project.

Lack of vision: project led by what *is* being done as opposed to what *needs* to be done.

Lack of outreach to target groups: WaDI *mena* beneficiaries are mainly limited to applied research and pilot teams and some individuals and institutions approached on an ad hoc basis.

*What comprises the WaDI *mena* network?* Who is part of the WaDI *mena* network and how active it is remains unclear. The evidence from field visits gives the impression that there is a void rather than a vibrant network of professionals engaging in questions surrounding WDM.

5.2 Recommendations:

For WaDI *mena* to achieve its objectives and intended outcomes within the remaining two and a half years, we suggest the following.

Strengthen intellectual leadership and regional ownership: The steering committee should be broadened by two or three stakeholders from the region and/or knowledgeable of the region with a background in water resources management. Ideally, these individuals would be able to provide technical backstopping to the project as and when required.

Develop a clear vision and overall framework: The project needs to develop a clear vision and, based on this vision, revise its logical framework and existing budget lines. It should develop a clear set of continuous activities from 2007 through to 2009. This should be linked to clearly-defined regional, national and local-level policy-influencing objectives. An example for a regional objective is Shared Waters while a national objective relates to specific policies within the agriculture sector, or addresses other

¹⁴ CAD 5 million breaks down to roughly CAD 500,000 per country, or CAD100,000 per country per year. These are resources to achieve the current ambitions of the project.

issues such as lack of public awareness, inadequate legal frameworks or lack of enforcement. Local-level objectives should include the issues that the applied research and pilot projects are trying to address and influence—e.g. end-user behavioural change and/or the adoption of water-saving technologies.

Strengthen policy influence: The project needs to strengthen its policy influence. This could be done by providing a clear focus. The fifth World Water Forum to be held in Istanbul in 2009 with a focus on building bridges between institutions provides an ideal focal point. The remaining WaDI *mena* activities should be geared towards this event. In the run-up to WWF5, a number of regional policy fora should be held to build up momentum within the region; these fora should be developed in collaboration with like-minded organisations and initiatives such as the Arab Water Council and CEDARE.

Ground the research: WaDI *mena* should strengthen and streamline its research activities. To this end, it should produce a concept note that addresses the power relations and political economy issues underlying WDM decisions in MENA—this would help in mapping possible policy-influencing routes. It should then undertake a policy baseline study for the region answering key issues such as: What is the state of the art? How has it changed? What was the process of change? This should be followed by in-depth national studies that could be carried out in collaboration with policy makers and build on REF outcomes. The national studies should also draw in research results from the existing applied research and pilot activities. For the ongoing applied research and pilot projects, regular and rigorous quality control should be carried out.

Future Capacity building: Future capacity building activities should strengthen ongoing research and pilots through e.g. the suggested policy influence workshops and should follow the second option suggested by Brooks and Qdais, i.e. short term courses for senior managers in government, private sector and non-governmental organisations. The content of the capacity building courses to be organised should be based on the issues raised in the concept note.

Increase visibility by developing attractive messages: The website should be revamped and become more provocative and politically/policy savvy. It could state on the front something like: '*Demand management is the big question in the MENA region. There is no new blue water available, let alone green. So do we all have to go grey? And Here's what our research suggests...etc*' It should excite the reader, and engage policy makers with policy briefs, polls, key questions and an interactive section. Then it should be seriously marketed within the region.

Facilitate networking: The participants of the previous WDM fora should be reawakened through holding a new forum (as suggested above), which should act as a magnet for WaDI *mena*. This forum should be followed up by the provision of an electronic platform where individuals can exchange experiences, access information on WDM topics and organisation so that networking opportunities across similar initiatives and organisations are enhanced. Given the fact that WWF5 will be held in Turkey, there is an opportunity to liaise with like-minded organisations on the preparation of this event. A collaboration with WWF-Turkey could provide a suitable entry point for this.

6 References

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Annex 1: Summary of issues from field visits

The summary of issues from field visits concentrates on the applied research and pilot projects as all issues raised with regard to the other components are covered in the main report.

1 Morocco Field Visit

In Morocco, the field visit concentrated on the applied research project as time was short (three days) and the field site far (8 hour drive from Rabat). In addition to meeting with the research team and local stakeholders, we met with M Lahlou, a WaDI *mena* - WDM champion and Mohammed Ait Kadi from the "Conseil du Developpement Agricole".

Schedule of the visit:

Jan 7, 2007	Arrival in Cazablanca
Jan 8, 2007	
8.00 a.m.	MTR team picked up from Cazablanca
9.30 a.m.	Meeting Mr. Mohammed Lahrech Direction du Developement et de la gestion de l'irrigation
10.30 a.m. – 1.00 p.m.	Meeting Research team in Rabat
1.00 p.m. – 9.30 p.m.	Travel to Erfoud by car (site of the project)
Jan 9, 2007	
9.00 a.m.-11.00 a.m.	Meeting the project team in Erfoud
11.00 a.m. – 1.30 p.m.	Field visit and meeting associations of farmers
2.00 p.m.- 3.30 p.m.	Lunch and continue discussion with team
3.30 p.m.- 7.00 p.m.	Field visit and meeting associations of farmers
Jan 10, 2007	
6.30 a.m.- 3.00 p.m.	Travel to Rabat by car
3.00 p.m.- 3.45 p.m.	Debriefing to Mr. Mohammed Lahrech Direction du Developement et de la gestion de l'irrigation
4.00 p.m.- 5.00 p.m.	Meeting Mr. Mohamed Ait Kadi
Jan 11, 2007	Leave Morocco

List of persons consulted:

Direction du Développement et de la Gestion de l'Irrigation		
Mohammed Lahrech	Director	
Mohamed Aoubouazza	Chef de Laboratoire d'analyse des eaux et des sols (Rabat) -Project Coordinator	Water Engineer
Mhmd Taoufic Chati	Chef de Service des experimentations des essais et de la Normalization	Agricultural Engineer
Ali Bekraoui	Engineer SEEN /461	Horticulture Engineer
Mohamed Chouijra	Responsable du Laboratoire d'Hydraulique	Irrigation Engineer
Mohammed Belghiti	Chef de Division des études	Rural Engineer
Project Site- Erfoud		
Mohamed Bousfoul	Chef du Service du SGRID (Errachidia)	
Hassan Bourkraoui	Chef subdivision de gestion des reseaux	
Mohamd Didi	Coordinateur des subdivisions de Erfoud	
Ahmed Alkloj	Chef de BTI	
Ahmed Brachmi	Technicien du CMV 703	
Abdallah Hajjaji	Technicien	
Abourrahman El Midaoui	Chef subdivision SPA	
Abdelkater Babakhouya	SGR	
Charifa Bejdouri	Monitrice au CMV de Rissani	
Other persons consulted		

Mohammed Ait Kadi	President, Conseil General du Developpement Agricole, MoARD	
Abed Lahlou	ONEP / WaDImena champion	

Research Project

The applied research project is titled "Deriving greater value from saline groundwater by adopting water-saving irrigation techniques and management methods in Tafilalet". The project was officially approved in October 2006 and was three months down the inception phase during the MTR visit in January. At the time of the visit, the research coordinator reported that a review of international literature had been completed (though we have yet received a copy of it) and that the process of selecting farmers for demonstration activities was underway.

Research Team Composition:

In Morocco, the research team has a wide range of technical skills but could use more social-science expertise. For a full-fledged implementation of gender-sensitive and participatory approaches, it will be important to work more closely with social experts e.g. Charifa Bejdouri who we were presented to in Erfoud.

Application of SAGA, participatory approaches, LFA:

The research team had highly appreciated the capacity development workshop and showed good intentions to include LFA, SAGA and participatory approaches in the implementation of the applied research. However, we did not find evidence that this was followed through in practice. For example, the revised project proposal does not contain a logical framework, and the planned participatory approaches are reduced to providing information rather than actively involving stakeholders in design and implementation of the project (for example, particular farmers were already informed that their plots might be chosen as demonstration sites while the associated farmer association was not yet even informed about the project as such). The problem here is the research team's worry that the demonstration project will fail (we got contradictory messages – on the one hand they assure that trials have been carried out with salt resistant crops and drip irrigation in other places, so no need for one here but on the other hand they feel uneasy that no trial has been carried out and they need to go to the field directly). If the demonstration is not successful, so the project leader, it will jeopardise the scaling up of the project. We got the impression that the project team also feels uneasy to involve the farmers in an exercise whose results they do not master. Learning and possibly failing together with farmers does not seem to be an option. The project team's understanding of gender remains superficial i.e. gender issues are reduced to having a female farmer as one of the trial cases and quoting that there are strong women in the villages. Furthermore, we had a general impression that the consequence of embedding the project within the ministry might limit the extent to which community empowerment can take place because of the top-down hierarchy prevalent in government organisations.

Relevance of Research Topic:

The research topic responds to a major concern in the country (i.e. the use of saline groundwater for irrigation). However, the emphasis of the applied research project should be on scaling up as other stakeholders (Mohammed Ait Kadi) stressed that research on the topic had already been carried out for several decades. The project is small but there is an enabling environment for creating a wider impact because the research is embedded within the Ministry of Agriculture, Rural Development and Fisheries (MoARDF).

Policy Influence:

We were told that Morocco (and the governorate of Tafilalet) has officially committed itself to the use of non-conventional water resources. But, in practice, the emphasis rests on water supply management in Morocco. For example, there are no budget allocations for WDM

strategies. The research team could exploit its direct link to the policy level through the MoARDF to maximise the policy impact of applied research project. It will also be important for the research team to expand its interaction to other governmental and non-governmental stakeholders beyond the sector.

Poverty reduction & sustainability

The justification given with regard to poverty reduction is that the project is located in one of the poorest area of the country. However, at this stage of the project, there was no clear strategy on how to target vulnerable groups and women (e.g. how will poor farmers be able to afford the drip irrigation package?).

There is an overall concern about the future sustainability of the initiative beyond the pilot stage. As stated above, we are unclear as to whether the validity of new techniques and crops still needs to be trialled or whether this is now a pure demonstration activity. If the latter, it is crucial to involve farmers directly in all stages of design and implementation of the project. So far this has not happened. The impression is that the research team's main concern is choosing three farmers for the demonstration projects rather than establishing mechanisms to involve as many farmers as possible through their associations. Another concern is with scaling up. How will poor farmers be able to afford the technology even taking into account current subsidies for drip irrigation technologies?

Achievement of objectives and intended outcomes

The reported project activities seem to be in line with the specific project objectives of the project proposal. The objectives are to

(1) test and put in place technology,

This objective is likely to be fulfilled.

(2) test saline resistant crops,

This objective is likely to be fulfilled.

(3) create awareness among farmers about adaptation of new technology and

Awareness creation of some sort will probably take place but not active participation of farmers associations in design and implementation of the project.

(4) transfer the approach to other regions of the country.

The project has the potential to transfer the approach to other regions in Morocco through the fact that the research team is embedded within the ministry. The question is whether the team will be able to take the findings beyond the ministry.

If it is true that the use of saline-resistant crops and water saving technologies is well researched in Morocco, the main contribution of the project to contribute to new knowledge would be its approach in developing replicable approaches for scaling up and transfer its approach to other parts of the country. It will be important to support the research team in this endeavour.

2 Lebanon Field Visit

The MTR team spent four working days in Lebanon. We visited a large number of stakeholders here as the project site was not far and could be visited on a Saturday.

List of persons consulted

Boghos Ghougassian	Project Manager, MECTAT (
Nadine Haddad	Team Member, MECTAT (Socio-Economic and Gender Officer)
Michelle Harfouche	Team Member, MECTAT (Environmental Engineer)
Sahar Farhat	Team Member, MECTAT (Statistical Analyst)
Adel Abu Ghosh	Technician Installation greywater treatment kits
Sajih Ghazal	Ghazal Technician Install and maintenance of greywater kit
Mrs Bassam Jaber	Programme Director Lebanon Water Policy Program
Mr. Kamal Karaa	Litani River Authority, Head of Rural Development Department

Karim El-Jisr	ECODIT
Amal Merhi	Research Beneficiary
Mohamoud Merhi	Research Beneficiary
Kamal Abou Zor	Municipal Police
Adel Abou Ghosh	Technician
Sleiman Abou Zor	(Mayor) Head of Municipality
Sari Abou Zoi , Itab Abou Zoi Sahar Abou Zoi	Research Beneficiaries
Sheik Halabi	Part one research beneficiary
Eng. Joseph K. Kassab	YMCA
Roula Majdalani	ESCWA
Dr. Rawya Kansoh	UNDP
Elie Kodies	UNDP programme
Ziad Moussa	Capacity Buiding workshop facilitator

Itinerary

Jan 11, 2007	Arrival in Beirut
6.00 p.m.	Meeting with Zaed Moussa, Capacity Development WS Facilitator
Jan 12, 2007	
9.30 a.m. – 3.00 p.m.	Workshop with Research Team, at MECTAT
3.30 p.m. – 4.30 p.m.	Meeting with Mr. Bassam Jaber, Programme Director, Water Policy Programme, UNDP
6.00 p.m.	Karim El-Jisr, ECODIT Liban
Jan 13, 2007	
All Day	Field Visit to Tannoura, Rashaya
Jan 14, 2007	No Meetings
Jan 15, 2007	No Meetings
Jan 16, 2007	
8.30 a.m.- 9.30 a.m.	Meeting with Kamal Karaa, Head of Rural Development, Litani River Authority
11.30 a.m.- 12.30 a.m.	Meeting with Joseph Kassab, YMCA
1.00 p.m. – 2.00 p.m.	Feed Back Meeting with MECTAT
3.00 p.m. – 4.00 p.m.	Meeting with Elie Kodis, Water Governance Programme, UNDP
4.30 p.m. – 5.00 p.m.	Meeting with Roula Majdalani, ESCWA and Dr. Rawya Kansoh, UNDP

The Lebanese project is entitled “Greywater treatment and reuse for water and food security in Lebanon II”. The project finished its inception phase after six months in October 2006 and was in the ninth month of implementation in January 2007. The project activities are well under-way. Due to the war in August, some activities were slowed down and are not yet fully completed i.e. selection of all 74 beneficiaries and installation of all kits. As the delay is related to a force-majeure event, we do not consider this to be a problem. The team itself is extremely committed and seems to resume their work as best as they can, given the overall conditions.

Composition of team

The Lebanese project team is multi-disciplinary and has a good gender balance (Boghos and the technicians are men in addition to three women who have a background in technical and social sciences).

Capacity building & and application of SAGA, participatory approaches and LFA

The team's feed back from the capacity building workshop was very positive. In this case, we saw more application of gender sensitive and participatory approaches (e.g. clear selection criteria for choosing demonstration sites, a plan to establish a local stakeholder committee; direct targeting of women through encouraging decision making at HH and community level while also interacting with men; including of different ethnic groups in the project activities etc). With regard to the LFA, there is a discrepancy between the objectives in the project proposal and the inception report. This lack of clarity was also reflected in the discussion. There is need to follow up on this.

Relevance of the topic

Compared to other countries in the MENA region, Lebanon is relatively water secure; however, precipitation is not spread equally over the year and water availability varies geographically. The use of non-conventional water resources is part of the government's strategy. However, reuse of grey-water is not considered a top priority. The research topic of re-using greywater for garden irrigation is appreciated but does not respond to the most urgent WDM needs of the country. 85% of all communities have wastewater treatment plants and mixed HH sewerage pipes connected to that system (though not all of the treatment plants seem to be functioning). This is a clear disincentive for scaling up reuse of greywater at HH level at large scale in Lebanon.

Policy influence

At the local level, the project team is making efforts to include the municipality in project activities (e.g. municipality participated in selection of demonstration sites and will be represented in local stakeholder committee).

At the moment, the intention for extending impact of project to the higher-order policy level is to have a national workshop at the end of the project. The reasons given by the team were that the team does not yet have enough evidence to convincingly make their case and that there is frequent change of personnel in higher government positions. Given the fact that this is a second phase, we believe that there is already a body of evidence that would allow the team to influence policy at this stage of the project. In order to be able to do so, the team needs to strengthen its understanding of the existing policy framework, to clarify which policy change they aim to achieve and which stakeholders within the government at national level they intend to target.

As the research topic of greywater reuse does not respond to a top water priority of the country, it might be difficult for the project team to draw attention to this issue and to bring about a sustainable impact on the higher policy level. This notwithstanding, the project team could draw on the experience of other research teams – i.e. Jordan and Palestine – and build on their successes for bringing greywater reuse to the attention of policy in Lebanon.

Poverty reduction and sustainability

Within Lebanon, the project targets one of the poorest areas of the country according to the research team. This was confirmed by other interviewees. This notwithstanding, the stated objective of improving food security does not apply as households are not food insecure. Rather than improving food security, the project has the potential to contribute to enhancing the social status of households (the two visited household stated they wanted to use greywater for flowers and for producing garden vegetables), to decrease existing costs (cesspit pumping and, in some cases, expenses for buying freshwater) and to create additional sources of income generation.

With regard to the sustainability of results after project completion there are several concerns. First, the project does not respond to the most important water-related problem of the community of Tannoura (so far the main target of project activities), i.e. providing a sustainable source for drinking water. Second, evidence from the first phase of the project has shown a lack of ownership from the side of the beneficiaries (the majority of the previous beneficiaries have abandoned the treatment kits, only one wealthy HH has replicated the technology since the four years of implementation of the earlier phase and some people were not prepared to maintain the system by themselves). Third, the existing technical design requires high maintenance and careful handling, which increases the work burden on women and risks to jeopardise the functioning of the system (throwing food stuffs into the sink and overuse of detergents that kill bacteria). Fourth, there is no clear strategy on how to scale up the project beyond the project area. A greywater treatment kit can cost USD300, which equals a monthly salary in the project area. According to the local administrator in Tannoura, buying a kit would not be a priority for many households. Furthermore, it is not safe to use greywater for edibles. The intention expressed by one of the women to use her greywater for garden vegetables reveals a potentially high technology risk, which cannot easily be controlled.

Achievement of objectives and intended outcomes

There is a discrepancy between the objectives in the project proposal, memorandum of grant conditions and inception report. Each document states different objectives. In the inception report, objectives are mixed up with activities and in the project proposal the expected outputs (no objectives stated) do not extend to influencing policy. We suggest taking the objectives of the grant condition as a starting point. These are

(1) to install and validate the greywater treatment and reuse system at selected HH of four towns in Rashiya Caza as an appropriate, cost-effective and socially accepted WDM technology,

The installation of the treatment and reuse system will be fulfilled. The challenge appears to be with the scaling-up of the technology beyond those HHs that received the technology at a minimal prize. Questions currently arise as to whether the technology is user-friendly enough and whether benefits will outweigh the investment costs (currently equalling a monthly salary from the military, the most important employer in the area). Currently, greywater reuse systems do not seem to be a top priority investment in the visited community.

(2) to build local capacity to sustain the installed greywater treatment and reuse system,

Capacity building activities are carried out by the team but the maintenance of the system also depends on how user-friendly the technology is.

(3) to improve livelihoods of beneficiaries by making irrigation water available for crop production, and

This seems to be the case especially for the poorer HHs. The planned activities to support HHs in developing additional income-generating activities will also support the achievement of this objective.

(4) to promote the greywater treatment and reuse system as a valid WDM technology amongst the HHs in the community, municipal authorities and policy makers.

Promoting a household-level greywater treatment and reuse system beyond the four targeted communities will be the most important challenge for the project. Reportedly, 85% of all communities are linked to a sewerage system, which discourages the separation of black water and greywater at household level. In addition, most parts of Lebanon are not suffering from absolute water scarcity. A more important incentive for adopting the technology might be cost-savings from pumping cesspits rather than from additional water gained for restricted irrigation.

3 Jordan Field Visit

In Jordan, where we spent three days, we were able to meet with a wide range of stakeholders. In addition to stakeholders involved in the research project, we also met two ministerial representatives, Samira, a gender expert who had carried out work under *Wadi mena*, Sahar who profited from an individual capacity building activity, Dr. Qdais who was involved in the institutional assessment and Dr. Bino from INWRDAM and Mona from EMPOWERS – two partner organisations of *Wadi mena*.

Schedule of the Visit

Jan 16, 2007	Arrival in Amman
Jan 17, 2007	
9.00 a.m.	Meeting with Research Team, Environmental Research Centre, RSS
1.30 p.m. – 2.30 p.m.	Lunch
3.00 p.m. – 4.00 p.m.	Meeting with Dr. Bino, INWARDAM
4.00 p.m. – 4.45 p.m.	Meeting with Mona Barghout, EMPOWERS
5.00 p.m. – 5.30 p.m.	Meeting with Sahar, Environmental Research Centre, RSS
Jan 18, 2007	
8.15 a.m.- 10.15 a.m.	Travel to Karak
10.30 a.m.- 11.30 a.m.	Meeting with Community Advisory Committee, Adnaniah
11.30 a.m. – 12.00 a.m.	Meeting with students and visit of future treatment site at Mutah University
12.00 a.m. – 12.30 a.m.	Meeting with Community Development Unit
12.30 p.m. – 1.00 p.m.	Meeting at Prince Faisal Center for Dead Sea, Environmental and Energy Research
1:30 p.m. – 2.30 p.m.	Lunch
2:30 p.m. – 4:30 p.m.	Return to Amman
4.30 p.m. – 5.00 p.m.	Meeting with Dr. Hani Abu Qdais, German-Jordanian University
5.00 p.m. – 5.30 p.m.	Feed-back meeting at RSS
Jan 19, 2007	
10.00 a.m. - 11.00 a.m.	Meeting with Rania
11.30 a.m.- 1.30 p.m.	Meeting with Samira Smirat
3.30 p.m.- 4.00 p.m.	Meeting with Maha Abdel Khalek
7.20 p.m.	Leave Jordan

Persons consulted

Applied research project		
Dr. Bassam O. Hayek	Director, Environmental Research Centre	
Moayed K. Assayed	Environmental Research Centre	Agronomist, research team member
Dr. Nisreen Al-Hmoud	Environmental Research Centre	Environmental micro-biologist, director of research project
Dr. Mufeed Batarseh	Head of Laboratory, Department of Water and Environment Research Centre, Mutah University	Environmental Chemist, research team member
Citizens Advisory Committee		
Khadaya Al-Baiadah	CAC	
Jamal Mahmoud Al-Dmoor	CAC	
Ahmed Salameh Al Sraireh	CAC	
Mohammed Noor Al-Tarmneh	CAC	
Mohamed Al Sarairah	CAC	
Adnan Al Adaileh	Director of Environment, Karak governorate	

Rae'd Al-Maayateh	CAC	
Nabeel Majed Al-Dmour	CAC	
Dr. Atef Ahmad Ja'afreh	CAC	
Awad Faras Inajalh	CAC	
Zail IIsarah	CAC	
Attalah Al-Dmoor	CAC	
Abed Almajeed Daniebat	CAC	
Salah Moud Suliman	CAC	
BHD Samar Al-Nawisah	CAC	
Faisal Sayid Al-Majdi	CAC	
Ghadeer Hanna Halaseh	CAC	
Mohamad Al-Sarirah	Mutah University	
Dr Faisal Al-Majali	Mutah University	CAC member
Mutah University		
Lana Abraham Atiyat	Student	
Lana Ziad Al-Grabla	Student	
Kholoud Japri Ahmad	Student	
Mohamad Abdelfattah Al-Dmoor	Student	
Maysoon Burgan	Responsible for female dorms	
Mohamad Al-Sarirah	Director, Local Development Unit	
Dr Faisal Al-Majali	Researcher, Local Development Unit	CAC member
Hala Shgareen	Local Development Unit	
Sehan Al-Tarawneh	Local Development Unit	
Jaafar Al-Turk	Head of Water Department	CAC member
Abdelaziz Khlaifat	Director, Prince Faisal Center for Dead Sea, Environmental & Energy Research	
Meetings with other persons		
Dr. Murad Bino	Executive Director, INWRDAM	
Mona Barghout	Communications Officer, EMPOWERS	
Dr. Hani Abu Qdais	Dean, Scientific Research & Graduate Studies, German-Jordanian University	
Samira Smirat	PLAN:NET	
Maha Al-Zu'bi	Head, Water and Agriculture Division, Ministry of Planning and International Cooperation	
Rania Abdel Khalek	Director, WDM Unit, Ministry of Water and Irrigation	
Sahar Dalahmeh	Environmental Research Centre	

Research project

The Jordanian applied research project examines "Integrated greywater management policies for large water consumers in vulnerable communities". The project's inception phase started in April and was completed in time in October. Now, in its ninth month of project implementation, all activities seem to be on track.

Research team:

The research team is composed of natural scientists from the Environmental Research Centre at the RSS and the Faisal Centre at Mutah University in collaboration with the Community Development Unit, Mutah University.

Capacity building and application of SAGA, participatory approaches and LFA

The team seems to have a good grasp and to be applying participatory approaches in the implementation of the research project. For example, the team established a Citizens Advisory

Committee (CAC), which provides a link between Mu'tah University and the surrounding communities thereby encouraging individuals to participate in the activities. Through workshops and field visits to existing greywater projects the project disseminated the concept of greywater reuse to the CAC. The greywater treatment technology to be implemented at Mu'tah University will be decided in conjunction with this committee.

With regard to gender, the team stated that they might need further support to mainstream gender while implementing the project. One way to address this gap could be to assign a gender specialist from the partner organisation of the project, the Unit of Community Development (UCD) at Mu'tah University, to work on these aspects (though we have not double-checked whether a gender specialist is available at the UCD).

The team particularly appreciated the exercises related to the LFA and the project documents clearly show that they have a good grasp of the application of a logical framework.

Relevance of the project

Jordan is one of the ten most water scarce countries in the world, so any water saving techniques are potentially appreciated. Jordan is also a pioneer in reusing wastewater. For example, it reuses treated wastewater for large-scale irrigation in the Jordan Valley.

Since 1998, the country has a wastewater management policy. But, there is no policy on greywater reuse and we were told that , in practice, the water sector continues to be dominated by engineers advocating for supply rather than demand management.

The concept of greywater reuse is relatively well known among professionals because of several IDRC-supported projects implemented over the last five years. However, among government officials, the concept is not fully embraced. Their view is that there is not yet a convincing design in terms of producing water of a quality that is up to the required WHO standards.

Overall, the research project is within the policy framework of Jordan. The research topic of creating "integrated greywater management policies for large water consumers" responds to a research and policy gap.

Policy Influence

We appreciate the way in which the team involves policy makers throughout the project implementation. A steering committee (SC) will be formed composed of representatives from the Ministry of the Environment, Ministry of Planning and International Cooperation, Ministry of Environment, Ministry of Health and Ministry of Water and Irrigation. The SC will also have a representative from the Citizen Advisory Group on board so as to provide a link between local experience generated at Mutah University and the national policy level. The advantage of engaging policy makers from the start is that arising issues such as concerns over water quality can be addressed by the project. Through the formation of an inter-ministerial committee, the project also addresses institutional problems such as the lack of coordination between different ministries with regard to greywater management in Jordan.

In addition, major activities during project implementation such as workshops and field visits are reported in the local media to disseminate the idea further.

Poverty Reduction and Sustainability

The project is building the capacity of community representatives about a new technology that has the potential, if applied properly, to generate additional income and reduce current costs for purchasing irrigation water and for cesspit pumping. As such it has the potential to contribute to poverty alleviation.

This said, the technology is currently only to be implemented at Mu'tah university. It is therefore not clear whether any community members will, based on the example of Mu'tah University, decide to invest in their own treatment kits. Also, as Mu'tah University is a large water consumer, it is not clear to us whether the same technology can be applied at household level. The benefit for community members is thus indirect and mainly linked to capacity building. The Citizens Advisory Committee includes persons with positions to disseminate knowledge (teachers, doctor etc) but, at this point, it is not yet clear whether the knowledge

about greywater treatment will be spread to the more vulnerable sections of the six participating communities.

After the end of the project, the Faisal Centre for Dead Sea research, which is one of the research partners of the project, will be responsible for the O&M of the greywater treatment plant at the university. In addition, students will be raising awareness about environmental issues.

Achievement of objectives and intended outcomes

The project is on the right track in achieving its objectives. More detail with regard to each specific objectives is given below.

- 1) To develop and promote a policy on greywater management for large water consumers in Jordan as stated in the country's wastewater management policy

The team seems to be on track towards achieving this main objective. They are well aware of the policy framework and the gaps they intend to fill. They have involved government officials and policy makers at local level (CAC) from the start of the project and now plan to establish a SC at national level. The establishment of a steering committee also has the potential to address the issue of institutional fragmentation. In addition, the team is well connected in the country with other initiatives i.e. INWRDAM.

- 2) to ensure stakeholder involvement and motivate public participation in WDM issues.

The team ensures stakeholder involvement through the various committees described above. They motivate public participation by way of supporting student initiatives to spread environmental awareness among fellow students and their families, and through public workshops and through media coverage of these events.

- 3) To improve the livelihood of vulnerable communities through the utilisation of non-conventional water resources.

There is the potential to improve livelihoods of vulnerable communities through the participatory activities aimed at six communities surrounding the university. But, at present, the project does not directly target the vulnerable parts of these communities and there are no direct beneficiaries. The achievement of this objective depends on the initiative of households to pick up the technology.

- 4) To manage the demand on scarce freshwater resources through the utilisation of non-conventional water resources.

This objective is fairly general.

4 Egypt field visit

In Egypt, the field visit was again dominated by the visit of the project site because of the long distance between the capital and field site. In addition to meeting some officials we held a feed back meeting at IDRC and provided feed-back over the phone to IFAD.

Schedule of the visit

Jan 19-20, 2007	Arrival in Cairo
Jan 21, 2007	
8.00 a.m. – 4:30 p.m.	Meeting with research team, trip to field (Farafra)
5.30 p.m. – 9.30 p.m.	Meeting and mini workshop with research team
Jan 22, 2007	
8.00 a.m.- 9.00 a.m.	Travel to Abu Minquar
9.30 a.m.- 14.30 p.m.	Field visits in Birr 1, 5 and 13 in Abu Minquar
2.30 p.m. – 4.30 p.m.	Lunch and further discussions with research team
5.00 p.m. – 6.00 p.m.	Travel to Farafra
6.30 p.m. – 8.30 p.m.	Feed back to research team

Jan 23, 2007	
8.30 a.m. - 4.30 p.m.	Return to Cairo
6.00 a.m.- 6.30 p.m.	Meeting with Ele Jan Saaf
Jan 24, 2007	
11.00 a.m. – 12.00 p.m.	Meeting with Mohammed Bazza, FAO
2.00 p.m. – 3.00 p.m.	Meeting with Khaled Abu Zeid, CEDARE
8.00 p.m. – 9.00 p.m.	Telephone interview with Manal Guindi, CIDA
Jan 25, 2007	
9:30 a.m. – 10:30 a.m.	Telephone interview with Dr. Bayoumi
12.00 p.m. – 2.00 p.m.	Feed back meeting with IDRC

List of persons consulted

<i>Applied research project</i>		
Dr. Richard Tutwiler	Director, Desert Development Centre	Anthropologist
Christopher Raftery	Project COordinator, DDC	BA Government
Martina Jaskolsky	Researcher, DDC	Geographer
Hassan Husseiny	DDC	Irrigation Specialist
Tawheid Abd El-Wahhab Fahmei	DDC, Sration Manager	Engineer
Gaber Saad	ddc	Purchasing officer
Muhammad Mahmoud	DDC	Community liason
Joseph Visconi	Student, DDC	Anthropologist
Khaled Genena	DDC	Finance and Administration
<i>Other persons consulted</i>		
Khaled M AbuZeid	Regional Water Resources Program Manager, CEDARE	
Mohammed Bazza	FAO	
Manal Guindi	Project Task Manager, CIDA	
Dr. Bayoumi	MoWR	

Research Project

The applied research project is titled "Community-based integrated water management in Farafra Oasis, Egypt" The project submitted its inception report and is now a few months into its main phase. Overall, the team seems to be on track with their activity schedule.

Research Team:

The research partnership between DDC, IMADA, the nascent New Basaisa community association and the local council of Farafra was not visible during the visit. We only met representatives of the DDC. We understand that tragic incidences have led to the current lack of active partnership and that the DDC team expects that these partnerships will soon be renewed; nevertheless, the project is suffering from the current lack of interaction between the project partners.

The DDC team has a good representation of social scientists and technical people (agronomist and irrigation engineer) but the sociological approach is clearly dominant at the moment. The main team members are young professionals with little practical experience and knowledge of the local context. The team made an attempt to bring local researchers on board but did not succeed due to the remoteness of the area and low remuneration (including NSCE, one of the project partner organisations).

Capacity building and application of SAGA, LFA, participatory approaches and M&E

Generally, the workshop was regarded as beneficial; especially appreciated was the LFA approach and the opportunity of getting to know the other research teams as well as reworking the proposal in a team effort to reach a common understanding; the SAGA training was seen as too theoretical but the team leader stressed the importance for technical team members to be exposed to SAGA and participatory approaches. But, the team leader had not participated in the capacity development workshop and does not seem to have ownership of the changes made to the proposal during the workshop (i.e. objectives).

There is a feeling from the group that they are applying participatory approaches and developing gender analyses as part of their research. Even though there is an intention by the team to use a participatory approach, the mere fact that this is a study for another community, limits the active participation of the community. The community is seen as an object of research rather than an entity benefiting from the research. This is rendered even more problematic by the fact that the new community (new Basaisa) is not likely to settle down before the end of the project. The team is currently discussing this issue but has not yet come to a conclusion about it.

Relevance of the topic

The initial thinking of the team was to develop a community based IWM plan for the new Basaisa community. This, in itself, is problematic because it is assumed that the first community has good practices to learn from. Based on our observations, which were reconfirmed by the technical members of the team, it was clear that the existing water management practice has got many problems (e.g. non-functioning drainage systems, unlined and uncleaned water canals, waterlogged agricultural fields, fields abandoned because of soil salination).

The justification for not focusing on WDM aspects linked to using Nile water is that the topic has already been overexploited whereas the use of WDM based on groundwater aquifers in oases has not yet been explored much. The MTR sees a potential relevance to water scarcity issues in the area if the research is more closely linked to the government's policy on the management of non-renewable aquifers (Abu Minqar uses groundwater from the Nubian aquifer that spans across countries, i.e. Egypt and Lybia).

Policy Influence

The team has made attempts to establish contacts with local policy makers (governor, mayor). These relations have been interrupted due to the passing away of these two individuals and the team reported that they were trying to resume their relations with new persons in office.

From the interaction with the team during the visit, it appears that there is no clarity on which policy to influence nor is there a particular interest to exert influence on policy. The team leader stated for example that "we have not yet found a policy which we want to overturn" and that the focus on New Basaisa is interesting because they are not directly bound by government policies.

In reality there are clear opportunities to engage with the technical staff (agricultural extension workers) at governorate level, which could easily be explored.

Poverty Reduction and Sustainability

If the team continues to target the nascent community of New Basaisa with their outputs, then there is no direct link between the project and poverty alleviation. Members of new Basaisa are reportedly not poor because they have to buy their land in order to become a member of this community.

The team is currently discussing the possibility of reorienting their activities towards the local communities in Abu Minqar. A possibility for poverty alleviation envisaged by the project is to improve agricultural production (e.g. citrus fruit, livestock- increase of milk production) but the idea remains vague so far.

There are serious sustainability problems. There is likely to be no ownership of any IWM plan coming out of the study because there is no direct engagement with either community at this

moment. The main research team members working in Basaisa are non-Egyptian and plan to leave either during the project or after its completion. The knowledge gained will thus not remain in the country. The Egyptian team members are only providing specific technical inputs into the study at this moment in time but not involved in conceptual discussions.

Achievement of objectives and intended outcomes

1) Enhanced understanding of WM practices in the existing communities of Abu Minqar.

This objective will be achieved but it will enhance the understanding of the researchers rather than the community's understanding of their problems.

2) Increased capacity of community members to develop and administer a water management plan.

The initial thinking was to increase the capacity of the New Basaisa community. The team assured us that it is now reconsidering focusing their capacity building activities on Abu Minqar. We propose that a new workplan be presented which focuses all activities including the IWM plan on Abu Minqar.

3) Developed framework for community-based IWM plan that incorporates indigenous knowledge, practical experience and equity principles

We are confident that the team will have an IWM framework at the end of the project. But, we are concerned that if the researchers do not actively involve the community throughout the design of the plan and build their capacity to implement it, the IWM framework will remain desk work without any ownership from the side of the community. Neither will the framework serve the purpose of the New Basaisa because their likely crop production patterns will differ substantially from the practices in Abu Minqar (organic farming as opposed to a focus on livestock production).

4) influence policy change

As stated above, the team initially established contacts with the local governor and mayor. Both contacts were interrupted due to tragic circumstances. There is no clear expressed interest from the side of the researchers to engage with the policy level.

Overall, the project's current activities are likely to lead to a framework on paper but unlikely to result in improved IWM practices on the ground from the side of a local community let alone any changes in policy.

Annex 2: Levels of policy influence achieved by research/pilot projects based on Lindquist

1) Expanding Policy Capacities				
<i>Typology of Policy Influence</i>	<i>Egypt</i>	<i>Jordan</i>	<i>Lebanon</i>	<i>Morocco</i>
Improving the Knowledge/data of certain actors	Currently limited to the research team	Research team, university and a number of community representatives nearby the university	Research team and a number of households in 4 communities	Limited to research team at the time of the visit
Supporting recipients to develop innovative ideas	No clear innovative idea	The process of involving communities and dormitory students on the project	The project spreads the idea of grey water reuse in new communities	When the project starts implementation, the potential is there to support farmers in implementing new farming practices
Improving capabilities to communicate ideas	At present, the research team documents water management practices in Abu Minqar but does not assist the communities in communicating their ideas.	Through local stakeholder groups that bring together different types of actors (university researchers, students and community members)	A local stakeholder committee was created in Tannoura village	Steps to include communities planned but dissemination suggestions are fairly traditional right now e.g. develop training modules etc
Developing new talent for research and analysis	Research students with limited experience; main researchers are not from the region and are likely to move on after project completion	Technically trained staff learns how to actively involve recipients and expand impact of project	Trained staff in place	Technically trained staff is in place; not clear at this stage in how far the team will be able to implement SAGA and participatory approaches.

2) Broadening Policy Horizons				
<i>Typology of Policy Influence</i>	<i>Egypt</i>	<i>Jordan</i>	<i>Lebanon</i>	<i>Morocco</i>
Providing opportunities for networking/learning within the jurisdiction or with colleagues elsewhere	No significant and lasting links established up to now. Earlier attempts limited to governor, lack of follow up with relevant sector actors.	A steering committee composed of the Ministry of environment , Agriculture and Water established to review project progress	Networking is so far limited to contacts with INWRDAM that had already been made prior to the project.	No networking beyond the Ministry of Agriculture so far
Introducing new concepts to frame debates, putting ideas on the agenda, or stimulating public debate	No concrete plans to do this	Yes, the concept of encouraging greywater reuse by large water consumers.	A workshop is planned at the end of the project	NO
Educating researchers and others who take up new positions with broader understanding of issues	Young researchers are not from the region; will not take up strategic positions that are relevant to the context.	The project includes members of communities with key positions and university students who learn about greywater treatment and reuse through the project	The researchers included in the team are at the very early or final stages of their career.	No evidence
Stimulating quiet dialogue among decision-makers	No dialogue	The project supports interaction between different stakeholders with the potential to stimulate quiet dialogue.	No dialogue	No dialogue with policy makers outside the line ministry

3) Affecting Policy Regimes				
<i>Typology of Policy Influence</i>	<i>Egypt</i>	<i>Jordan</i>	<i>Lebanon</i>	<i>Morocco</i>
Modification of existing programs or policies	NO	Intended	NO	NO
Fundamental re-design of programs or policies	NO	NO	NO	NO

Annex 3: Risk assessment

Objectives	Risks	Impact	Probability	Suggested mitigation
Goal: To facilitate the adoption and application of WDM strategies and tools to influence policy processes in the MENA region	Geopolitical instability that does not allow for the continuation of activities in some countries/the region WDM highly politicised (e.g.opposition high) Ability of researchers to communicate with policy makers is weak. Failing to integrate WDM under framework of IWRM in the MENA region mindset of sector professionals remains supply-management driven WDM concept not well understood or narrowly understood (mainly seen as a way of responding to temporary gaps in supply) Achievement of project objectives requires long term perspective	High High High Medium Medium High	High Medium High Medium High High	Continued capacity building of researchers Work within the national IWRM frameworks Focus support on young and dynamic staff Awareness creation activities, dissemination of information about WDM
Objective 1: To deepen the knowledge of the opportunities, challenges and incentives of WDM from a multi-sectoral and multi-disciplinary perspective	Research quality remains weak because of weak research capacity on WDM in the region that goes beyond purely technical matters	High	Medium	Continue capacity building of WaDI <i>mena</i> research teams and provide back-stopping support,
Objective 2: It improve capacities among individuals and institutions from the policy, research communities and CS to propel the WDM agenda	Institutionalisation of knowledge is difficult because of existing hierarchies etc. People changing positions or moving to another jobs	Medium High	Low Low	
Objective 3: To provide an inclusive forum to foster dialogue, promote partnerships and enhance networking	Lack of interest by important players to exchange knowledge on WDM	High	Medium	Make WDM more appealing as a concept and more relevant to local contexts, portray WDM as a solution to problems
Objective 4: To strengthen and complement national and regional initiatives	Willingness of national, regional and international players to cooperate with WaDI <i>mena</i> is weak	High	Low	Develop a common agenda
Management	Project staff leaves taking with them institutional	High	Medium	Allow enough transition period,

Annex 4: Issues arising and recommendations by objective and component

Objectives	Components	Issues Arising	Recommendations
Goal: To facilitate the adoption and application of WDM strategies and tools to influence policy processes in the MENA region		<ul style="list-style-type: none"> Project is overly ambitious with limited and poorly targeted resources and scattered activities Poor design (policy environment not adequately addressed) Poor integration of components in practice Insufficient intellectual backstopping from IDRC and steering committee Lack of vision (what needs to be done as opposed to what is being done) 	<ul style="list-style-type: none"> Develop a clear vision i.e. goal for policy influence Develop a well-defined timeline (e.g. Istanbul WWF) Increase regional ownership by including more external experts from the region Strengthen intellectual back-up
Objective 1: To deepen the knowledge of the opportunities, challenges and incentives of WDM from a multi-sectoral and multi-disciplinary perspective	Applied Research and Pilot Activities Capacity Building Regional Exchange Facility	<ul style="list-style-type: none"> Evidence of existing research remains narrow and is not representative of the main WDM issues in the region. Research is power-blind, ignoring the political economy in the region and actors beyond the water /agriculture sectors Application of multi-sectoral, multi-disciplinary, SAGA and participatory approaches in projects remains weak. Policy influence of research projects is likely to remain marginal 	<ul style="list-style-type: none"> Strong emphasis to be put on policy environment and processes in each country Support to local research projects through national and regional level studies and possibly a policy influence workshop More rigorous follow-up of research projects Closer link between research and other components by streamlining research on policy processes with aim to synthesise national outputs at regional level
Objective 2: To improve capacities among individuals and institutions from the policy, research communities and CS to propel the WDM agenda	Capacity building Applied Research and Pilot Activities Regional Exchange Facility Knowledge Networking	<ul style="list-style-type: none"> Capacity building remaining ad-hoc and very limited in scope (REF and CP) Limited sustainability because of lack of follow up (research and REF) Extremely limited outreach to target groups Limited networking between REF exchange groups 	<ul style="list-style-type: none"> Priority to be given to the execution of regional fora that target policy processes and increase the visibility of WaDI <i>mena</i> Make capacity building more strategic by targeting individuals in institutions Priority should be given to short courses closely linked to policy issues Actively identify target groups that are likely to be influential Existing research (local and regional) results should be

			<p>harnessed by developing training material outputs</p> <ul style="list-style-type: none"> • Increased cooperation with other organisations and initiatives (WDM in IWRM, etc) • Complement capacity building workshops with regular technical backstopping to research teams where necessary.
<p>Objective 3: To provide an inclusive forum to foster dialogue, promote partnerships and enhance networking</p>	<p>Knowledge Networking Capacity Building Regional Exchange Facility Applied Research and Pilot Activities</p>	<ul style="list-style-type: none"> • Scope for improvement of <i>WaDImena's</i> visibility in the region • Limited use and usefulness of website • Activities focused on knowledge dissemination rather than networking • Limited networking between research projects • Network partners poorly defined and targeted • Few collaborative relationships established between <i>WaDImena</i> and like-minded organisations/initiatives 	<ul style="list-style-type: none"> • Increase visibility by improving website (having more provocative messages and enrich WDM documentation), make research teams use house style logo and provide outputs that are not digital • Provide an electronic forum to facilitate exchange between stakeholders to follow up on regional for a conducted under REF • Improve the communication strategy • Employ a part-time communications officer • Identify a clear set of three to four future collaborative partners • Increase networking between research/pilot projects
<p>Objective 4: To strengthen and complement national and regional initiatives</p>	<p>Knowledge Networking Capacity Building Regional Exchange Facility</p>	<ul style="list-style-type: none"> • Networking limited to presentations at conferences rather than developing collaborative mechanisms 	<ul style="list-style-type: none"> • Develop a common agenda with like-minded organisations to influence the WDM agenda in the MENA region (through regional fora) • Develop the regional fora in cooperation with identified collaborative partners • Hook onto the preparatory process for developing WWF5 in Istanbul

Annex 5: List of Persons Interviewed

Funding Agencies

Cairo

- Lorra Thompson, IDRC WaDI*mena* Project Coordinator
- Eglal Rached, IDRC MERO Regional Director
- Lamia El Fattal, IDRC ENRM Programme Officer
- Doaa Arafa, IDRC WaDI*mena* Research Assistant
- Manal Guindi, CIDA Project Task Manager

Ottawa (by phone)

- Mark Redwood, IDRC UPE Programme Officer
- Simon Carter, IDRC RPE Programme Manager
- Naser Faruqui, IDRC UPE Programme Leader
- Rick MacTaggart, former Egypt CIDA Head of Aid
- Claire Miquet, CIDA MENA Environmental Specialist
- David Brooks, Consultant, Forums Technical Report, Institutional Capacity Development
- John Cadham, Consultant, Syria Institutional Capacity Development Activity
- Sarah Wolfe, Consultant, Institutional Capacity Development

Rome (by phone)

- Mylene Kherallah, IFAD Technical Assistance Grant Manager
- Mona Bishay, IFAD NENA Director

Selected WaDI*mena* Network Members

- Ali Kaisi, GCSR REF Participant
- Theib Oweis, ICARDA
- Noha Gaber, MENA-Water network facilitator
- Archana Patkar, Developing Research Capacity workshop facilitator (SAGA)
- Palestinian Research Team:
- Tunisian Research Team (Bel Hassan Abdelkafi)
- Yemeni Research Team

Turkey (by phone)

- Ms. Filiz Demirayak, Director General, WWF-Turkey, Istanbul, Turkey
- Mr. Ahmet Birsal, Senior Conservation Programme Development Director, WWF Turkey

Other stakeholders:

- Alexandra Pres, InWent

Annex 6: List of Reviewed Documents

Main Documentation

1. Final WDM Forums Report (Elly Baroudy) November 2003
2. WDM Forums Extension Phase report (June 2004)
3. WaDI *mena* Proposal Document (July 2004)
4. WaDI *mena* Implementation Plan (September 2004)
5. First Interim Progress Report (March 2005)
6. First Annual Progress Report (March 2006)
7. Steering Committee Meeting Report (March 2006)
8. IFAD External Review Report (April 2006)
9. WaDI *mena* Response to Steering Committee and Updated Work Plan (April 2006)
10. Second Interim Progress Report (October 2006)
11. 3rd Annual Progress Report (April 2006 – March 2007) draft for Steering Committee Review

Other Documents/Publications:

- ✓ WaDI *mena* website (www.idrc.ca/WaDI_mena) and all documentation uploaded
- ✓ All Project Coordinator Trip/Workshop Reports and Presentations (July 2003 to present)
- ✓ Country Consultation Report (Eric Schiller and Lorra Thompson) November 2003
- ✓ Technical Report from WDM Forums (David Brooks) November 2003
- ✓ Final REF Mission Report during Extension Phase (Karim El Jisr) May 2004
- ✓ REF Mission Report and Brochure (Karim El Jisr) May 2005
- ✓ Applied Research Strategy Document May 2005
- ✓ Applied Research/Scientific Committee Meeting Reports June 2005, November 2005
- ✓ Developing Research Capacity Rapporteur Reports December 2005, January 2006
- ✓ Facilitator Reports (Archana Patkar, Ziad Moussa, Bryon Gillespie, Kaia Ambrose) February 2006
- ✓ Young Professional Support to WWF4 Paper April 2006
- ✓ Syria Institutional Capacity Development Scoping Mission Report (John Cadham and Mohamed Kwalhie) August 2006
- ✓ Gender and WDM National Papers (Soumaya Ibrahim, Frederic Pelat, Samira Smirat) July 2006
- ✓ Institutional Capacity Development Paper (Sarah Wolfe and David Brooks) October 2006
- ✓ Institutional Capacity Development Needs Assessment (David Brooks and Hani Abu Qdais) October 2006
- ✓ Trip Report GreyWater Stock-Taking Meeting and Project Monitoring. (Lorra Thompson) February 2007

- ✓ Water Demand Management Knowledge Map. Concept Note. 12/12/2006
- ✓ Policy Engagement and Influence Workshop Overview (planned November 2007)
- ✓ Draft *WaDI mena* Monitoring Strategy, December 2006, Lorra Thompson
- ✓ Water Demand Management Poverty and Equity, Proposed Issues Paper for *WaDI mena*. Stephen Tyler, Oct 14 concept note.

In-Country Applied Research & Pilot Projects

- ✓ Memorandum of grant conditions. (Egyptian, Jordanian, Moroccan and Lebanese projects).
- ✓ ,Monitoring comments consolidated from the ARSC, *WaDI mena* team, SAGA, PRA and M/E experts (internal for *WaDI mena*) (for Egyptian, Jordanian, Moroccan and Lebanese projects)
- ✓ Country Inception phase report (Egyptian, Jordanian, Moroccan and Lebanese, Yemen projects)
- ✓ Comments on the inception phase report sent to the research team. (Egyptian, Jordanian, Moroccan and Lebanese projects)
- ✓ Feedback from research team on comments. (Egyptian, Jordanian, Moroccan and Lebanese projects)
- ✓ Final proposals and inception phase reports (Algeria, Tunisia, Jordan and Yemen)

Financial Reports

- ✓ *WaDI mena* Q3Y3_Final (July 04 to May 05).
- ✓ Annex II Expenditures report final report for the period April05-March06.
- ✓ Disbursements and Commitments final is the most recent financial report done for the interim, April06 - September06.

Annex 7: Budget

Budget Balance as of 1st January 2007

Activity Description	Total Budget	Expenditures to date April- 2006-March 2007	Budget Balances January 1st 2007) ¹⁵
Project Coordination			
Sub-Total	1,128,631	204,689	638,547
Monitoring and Evaluation			
Sub-Total	371,914	139,497	297,151
1Applied Research			
Sub-Total	975,884	156,593	741,761
Pilot Activities			
Sub-Total	463,003	284,800	365,803
Regional Exchange Facility (REF)			
Sub-Total	474,898	37,398	414,976
Public Awareness			
Sub-Total	240,000	77,400	162,600
Capacity Development & Gender			
Sub-Total	374,633	81,919	172,696
Knowledge Networking			
Sub-Total	449,025	20,088	250,250
Total Program cost	4,477,998	1,002,384	3043784
Management &Administration			
Sub-Total	576,031	77,597	225,294
Total prog and Admit cost	4,847,464	1,079,981	3,317,466 (3,269,078)¹⁶

Exert from WaDI*mena* financial report (2007):

The WaDI*mena* financial report demonstrates that our actual expenditures between the period of 1 April 2006 to 28 February 2007 amounts to CAD 800,337. Commitments for the period of March 2007 represent those known expenditures including salaries, consultancy contracts, fixed costs, steering committee meeting, WaDI*mena*'s Mid-term review, and regional exchange facilities which amount to CAD 152,542. The total for expenditures and commitments thus far equal CAD 952,879 until 31 March 2007.

The workplan and original budget for the April 06 – March 07 period was estimated at CAD 1,445,934. According to the actual expenditures, commitments and projections, this represents an under-spending of CAD 493,055.

¹⁵ The actual budget balance as of January 1st 2007 is without commitments

¹⁶ There is slight budget difference in our calculation.

The annual financial report details the expenditures under each line item and explains in budget notes where there has been over-spending and under-spending under each line item. Nevertheless, we would like to highlight a few points: overspending is evident in the monitoring and evaluation line item as a result of the high costs of the MTR. Overspending has also occurred in the line item Pilot activities due to the delays in the signing of the MGCs for Yemen and Algeria, when payments were made this year instead of last year.

Under-spending has also occurred in some budget line items as well: the applied research budget line item was under-spent due to the delay in signing the MGCs for Tunisia and Morocco. The REF budget was under-spent due to the low costs associated with the logistical and planning costs which were reduced significantly as they were borne by our research/pilot activities partners. Under-spending is also noted in the knowledge networking line item as the WaDI *mena* team preferred to wait to produce these outputs until the MTR report is received.

IDRC staff support to WaDI *mena* (Lamia El-Fattal and Mark Redwood) amount to CAD 31,414.66 for this year only. However, due to the hiring costs of the new coordinator (interviews and relocation in and out), IDRC has decided to forfeit any charge towards this line item (total amount for this item is CAD 48,388), and this amount should be reallocated to the project coordination line item.

As of March 31, 2007, IDRC's remaining balance is: **CAD 751,337**, IFAD's remaining balance is **CAD 924,837** and CIDA's remaining balance is: **CAD 1,244,101**

Up to March 31, 2007, the total expenditure to date is: **CAD 1,927,191** and is broken down as follows:

IDRC: CAD 656,163

CIDA: CAD 755,866

IFAD : CAD 515,162

The total remaining balance to date is **CAD 2,920,275** from the total global budget of **CAD 4,847,466** which represents 60.25% of its total global budget.

Annex 8: Synthesis of Minutes from WaDI*mena* Steering Committee Meeting

WaDI*mena* Steering Committee Meeting Synthesis of Minutes 21st and 22nd March 2007 IDRC - MERO

Background Documents Sent Prior to the Meeting:

- Steering Committee Agenda
- 3rd Annual Progress Report (April 2006 – March 2007) for SC Review
- Global financial report presentation and financial narrative
- Draft workplan (April 2007 – March 2008) for SC Review
- Draft Budget (April 2007 – March 2008) for SC Review
- Mid-Term Review Report
- IDRC's Response to the MTR
- Presentation Report to the MTR (ODI)
- Folder including all WaDI*mena* outputs from April 2006 to present

Annex to the Meeting Notes

- Revised Workplan and Budget (April 2007 – March 2008)

Attendees:

Steering Committee members: Manal Guindi (CIDA), Mylene Kherallah (IFAD), Eglal Rached (IDRC, Chair)

Observers: Simon Carter (IDRC), Lamia El-Fattal (IDRC), Sarwat Salem (IDRC), Nighisty Ghezze (ODI), Peter Paproski (CIDA)

Absent: Lorra Thompson, Doaa Arafa

Minutes: Hoda Darwish

The purpose of this SC meeting was to:

- ☐ To review and approve the WaDI*mena* progress report (April 2006-March 2007)
- ☐ To present and approve the draft work-plan for April 2007-March 2008)
- ☐ To discuss the results of the mid-term review

Opening Session

The Chair opened the meeting by introducing everyone and noting that Lamia (LeF) will be presenting WaDI*mena*'s progress (2006-07) and work plan (2007-08) due to Lorra's personal circumstances since mid-February. The interview process for hiring the new Project Coordinator is underway. The new Project Coordinator will start early June, pointing to the possibility that there may not be an overlap with the current Coordinator. A description is to be presented on how WaDI*mena* fits the Rural Poverty and Environment (RPE) Program area, followed by the progress report of the past year and then the work plan for the coming year. The mid-term review would be discussed after the work plan discussion in order to show how it builds on the recommendations of the Mid-term review (MTR). It was noted that there may still need to amend items to the workplan following the MTR discussion.

Strengths in the Rural Poverty and Environment (RPE) programming area that are of importance to WaDI*mena* include its focus on equity and poverty, adaptive learning, inclusion, participatory and rights-based approaches (such as water rights), and supporting researchers to learn on how to engage policymakers with evidence, based on sound scientific research. RPE could support WaDI*mena* by looking deeper into some of the more salient issues; for example, WaDI*mena* could benefit from the RPE expertise in gender, its outcome based approach and evaluation methodologies using logical frameworks.

Progress and Financial Report

The MTR team was thanked for a comprehensive and thoughtful report, which has helped the team to reflect on project direction and implementation, most of which have been integrated into the project's work-plan for next year and beyond to strengthen the project, help it attain its objectives, and set its future direction and achieve maximum impact. In the last SC meeting, in March 2006, some pertinent issues were raised which the *WaDI mena* team is confident of having addressed this year.

The project was situated historically from 10-15 years ago, including mention of the WDM Forums and the process by which the *WaDI mena* project was designed, and the situational context of the progress report.

The annual financial report was presented for the past year by donor and globally. The annual budget approved by the Steering Committee last year was CAD 1.4 million; the project spent CAD 952,879, an under-spending of the projected annual budget by 34%.

Regarding the budget this coming year, IDRC wishes to reallocate the CAD 20,076 earmarked for Program Officer support and communication support to Project Coordination. Increased costs are expected due to the hiring of a new Project Coordinator, relocation of the old Project Coordinator to Canada and relocation of the new Project Coordination to Egypt and back home after end of project and the extra cost for supporting the Project Coordinator's family. Sarwat explained that IDRC is willing to forfeit this amount but is asking CIDA to offset part of this additional cost. CIDA agreed.

Discussion on progress and spending

It was clarified that commitments are what is sure to be spent until March 07. The Committee was reminded that the project is planning to hold a final evaluation, the cost of which would no doubt need to be higher than the allocated CAD 50,000 and there would be a need to reallocate further funds.

The issue of the gender paper that was commissioned where the consultant disappeared was raised. The paper is now forgotten, but the 3 papers that were produced by other consultants would be consolidated into one synthesized report. It was noted that posting papers on the website is not enough to share information and knowledge and whether there is an email network, since not everyone checks websites. There is no *WaDI mena* specific email network yet but that next years' work-plan is clear on the different types of communication mediums and outputs that will be produced.

The issue of the REF was questioned with the visit of the Algerians' to ICARDA as ICARDA could have paid. It was clarified that this was an opportunity for the Algerians to get the project started through building the capacity of the team with support from ICARDA experts, but concurred that it might not be a classical REF activity per se. It was reiterated that the REF activity would need to be defined clearly.

A question was asked on Stephen Tyler's paper on Poverty and Equity and if it is still in draft form. It is enclosed in the output folder disseminated to the Committee.

The SC did not receive a revised logical framework. It was explained that it was being revised when Lorra's mother fell ill and that they did not want to bother Lorra during her absence. A revised logical framework will be shared with the SC when the new PC comes on board.

CIDA reminded the group of the gender strategy that is very powerful and that CIDA could provide technical support to the team in Egypt. CIDA also noted that they were impressed by the mid-term review report and is

interested in IDRC's agenda vis-a-vis this project. CIDA has a lot to learn and is sees great value in strengthening the exchange of knowledge between CIDA and IDRC.

The issue of the time taken and need for long-standing commitment to capacity development was raised. It was mentioned that the project would be experimenting in developing institutional capacity in next year's work plan, through the planning of the training courses. IDRC mentioned that it has supported institutional capacity building in Algeria, with little money. The project developed the capacity of the research and pilot activity teams, but it was difficult to attribute any change directly to *WaDI mena* efforts.

A discussion on regional institutions concluded that the Arab Water Council, ICARDA, ACSAD and ICBA are working on water management in the region and may be key collaborators.

Action taken: The progress report and financial report were approved.

Draft Workplan Discussion

LeF presented the coming year's draft work plan with a proposed time-line and a budget, which was sent earlier to the Committee.

Component A: Research Projects and Pilot Activities

It was decided that for Activity A.1, field studies would be needed to complement the desk studies in Jordan and Tunisia, and the budget would need to be adjusted accordingly. IDRC reminded the Committee that a regional approach to undertaking political economy studies would have limitations in terms of time, money and expertise. A number of country-specific studies would assist us to find out what are the forces in place and the incentives or disincentives that affect WDM implementation and help us assess the policy environment better. These studies would add knowledge to the projects' existing stakeholder analyses and a better understanding of levels of influence. CIDA added that the projects could be linked with their gender expertise.

The budget for item A.2 will be adjusted to further develop the capacity of the research and pilot activity teams in SAGA, PRA and logical framework analysis.

It was noted that the regional research proposed on indicators, activity A.4, are not specific to *WaDI mena*, but are designed to be better able to assess when and how WDM has been achieved at the local level in terms of water savings and equity issues.

The political economy workshops, activity A.5, are designed to get the teams to think more strategically and to know who to influence, the other two capacity building workshops (Policy Engagement and Influence) would be to develop the capacity of teams to influence policy, after they are identified by the PE studies. It was advised that these workshops be held at an early stage and not in the end of the project. IDRC noted that if the workshops are held too early, the teams might not yet have their research results ready. The decision to hold the Policy Engagement workshops in 2008-09 stands.

Component B: Knowledge Networking

IFAD and CIDA are in support of the hiring of a full-time Communication Officer to be contracted for *WaDI mena* to begin as soon as possible. The Communication Officer will also have a budget line for travel, which may take some of the burden from the PC. The website will be revamped and kept updated; it will become more interactive, friendly with clear messages. The Communications Officer will be responsible for content and it may be necessary to outsource the technical part.

On the question of sustainability of the website and knowledge networking tools, the issue will be revisited in a year once there is a better feel of how the communication tools are proceeding. Regarding e-discussions and e-forums, it was noted that a specific topic would be the most purposeful and a discussion on the upcoming

WWF5 would be a good entry point. A decision was made that the e-forums will be postponed to be included in the 2008-09 workplan, which may focus on planning for the upcoming WWF5 and engaging partners and researchers from the *WaDI mena* network.

Component C: Regional Policy Reforms

The REF budget line has been changed in content only to Regional Policy Forums. Most of these funds will be committed in 2008-09.

Component D: Capacity Development

A training plan, with adapted short courses will be outsourced with strong leadership from the PC. This plan may be shared with other institutions such as the World Bank Institute, In-Went, UNESCO, USAID, etc. who are involved in capacity building in Water Demand Management.

Component F: Project Coordination

The MTR suggested that new Steering Committee members could include key regional personalities as the project currently lacks regional ownership. Names will be circulated to the SC for their feedback. *WaDI mena* may pay an honorarium for their participation. An interim SC meeting may be held in September/October 2007 if new members are on board, otherwise a progress report sent electronically to the existing members will suffice.

It was questioned whether the project is becoming too ambitious with the new Project Coordinator starting in June.

Component G: Monitoring and Evaluation

A fund of \$10,000 CAD has been allocated to an external person should the new PC require technical assistance in the development of the logical framework and monitoring/evaluation strategy. The funds may not be used, depending on the evaluation expertise of the new PC.

Budget Discussion

The budget was presented. Project Coordination has increased due to the relocation of the outgoing and incoming PC's, and interview costs. It was requested that these amounts be shared by CIDA and IFAD. IDRC has forfeited the Programme Support costs, due to the increased support from IDRC Programme Officers. Modifications, based on the indicative costs of the new PC, will require SC approval. IFAD and CIDA agreed to the extra Project Coordination costs to be shared equally. IFAD and CIDA also agreed to budget reallocations presented, considering there is not more than a 10% change for each line item and that the Grant Agreement figures remain unchanged. The Committee has agreed in principle to modifying the budget's line items based on the workplan discussions, to be circulated for final approval by the SC.

MTR Discussion

The Mid-Term Review findings were presented. It was clarified that all research and pilot activity projects are relevant to WDM, and even if not a priority, the work still contributes to the region's knowledge base. In terms of policy influence, the issue of data availability and evidence needs to be considered. Greywater and UPE's contribution to the project considers the efficiency aspect of water supplied, and builds on existing knowledge applied in different contexts.

It was agreed to set aside some funds in REF for support to farmers and other irrigation projects. *WaDI mena* could also benefit more from e-discussions ongoing by the World Bank. CIDA's existing modules on gender and capacity development could be tailored for *WaDI mena*.

The SC needs to have greater regional ownership and integration, and the inclusion of 2-3 experts may help alleviate this challenge. It was mentioned that the overall project is too ambitious, and the regional group may decide on a concentration of focus. Collaboration with other programs needs to be developed as well as the development of soft skills and outsourcing. A senior Advisory Group (not operating in the same way as the SC) may provide guidance on specific issues, and a fund may be set-aside for such a Committee that would also be

useful to provide evidence on policy influence. It was suggested to try such a governance structure, with high-level people for visibility and increase ownership with some of our partners. One option may be to have a day meeting with both the Steering Committee and Advisory Group, and the final day the SC convenes for decision-making purposes.

Wrap-Up

The following main points were highlighted:

- Agreement in principle by IFAD and CIDA to budget reallocations, keeping in mind the 10% allowance.
- Field studies will be taken instead of desk studies for the Political Economy papers.
- REF may be flexible to include any golden opportunities which may arise.
- Funds to be allocated for an Advisory Committee, but roles will need to be clarified with a clear set of terms of reference differentiating this group from the SC.
- Funds will need to be reallocated for the Final Evaluation.
- A full-time Communications Officer, with a travel budget, will be hired.
- The e-forum discussion is postponed until 2008-09.
- There may be an interim Steering Committee in September, depending on getting new SC members on board and the hiring of the new PC.
- Nighisty was thanked for an informative and highly readable MTR report.
- Sarwat was thanked for his efforts in presenting the financial situation of the project.
- Lorra was formally thanked for her coordination of the project to date, and the SC expressed condolences on the loss of her mother.

Specific Follow-up actions:

- ☐ Share the revised logical framework with the SC upon finalization by the new PC
- ☐ Share results of the IDRC's ALF with the SC
- ☐ Explore potential for CIDA gender assistance to Egypt team
- ☐ Explore ICARDA's role in institutional capacity development efforts in Syria
- ☐ Letter to Lorra (Done)
- ☐ Decision on the availability of the full MTR report or the Executive Summary to be made public to be taken in mid-April
- ☐ Inform the SC about decisions regarding the new PC
- ☐ Simon to share the ToRs of advisory committees, as per his experience with CCAA
- ☐ SC to share names of people to increase regional ownership
- ☐ Explore making use of CIDA material and activities to strengthen gender in WaDImena
- ☐ Provide input on how an advisory committee can strengthen the project and provide terms of reference
- ☐ Sharing draft minutes by the end of next week (Done)
- ☐ Formal approval by SC to these minutes
- ☐ Sharing the modified workplan budget by April 5th with synthesized minutes

