



Water Integrity voices from the Middle East and North Africa

Compilation of 52 capacity building case studies from Lebanon, Palestine, Jordan, Tunisia and Morocco



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The UNDP-SIWI Water Governance Facility

A partnership between UNDP and Stockholm International Water Institute (SIWI) the SIWI-UNDP Water Governance Facility (WGF) was established in 2005, with the support of the Swedish International Development Cooperation Agency (Sida), serving to strengthen UNDP's capacity to provide relevant policy support and advice to countries, and to build the knowledge and capacities for improved water governance within governments and civil society as well as among UN agencies.

This compilation of case studies is the product of water integrity action plans developed and enforced during implementation of the Regional Capacity Building Programme on Water Integrity for the MENA region. The Programme works to improve transparency and accountability practices in water resources management across the MENA region, including in Jordan, Lebanon, Morocco, Palestine and Tunisia. The stories report the successes and lessons-learned during action plan development and enforcement.

Led by SIWI-UNDP Water Governance Facility at SIWI (WGF) the programme is implemented with national and regional, including the following key collaborators: The Global Water Partnership - Mediterranean (GWP-Med), the International Union for Conservation of Nature - Regional Office for West Asia (IUCN-ROWA), and the Arab Integrated Water Resources Management Network (AWARENET). It received the political endorsement of the Ministers responsible for water in all five countries, and was officially labelled under the umbrella of the Union for the Mediterranean (UfM).

The contents of this case study compilation and its recommendations do not necessarily reflect the positions of Sida, the government of Sweden and the national project partner institutions.

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Foreword

Dear reader, dear water integrity friend,

On behalf of the implementing partners, UNDP-SIWI Water Governance Facility (WGF), the GWP-Med and IUCN ROWA, it is our pleasure to share with you this compilation of case studies.

You hold in your hands stories from the integrity champions who participated, first as trainees and then as mentees, in the Regional Water Integrity Capacity Building Programme for the MENA Region (WI-MENA Programme). Strengthened by their own commitments to ideals of honesty and justice, they implemented, with wisdom and force, their individual water integrity action plans. Their stories tell us about the ambitions, efforts, frustrations, successes and lessons-learnt of the WI-MENA Programme.

The WI-MENA Programme promotes values of honesty, equity and professionalism in water resource governance and water service provision. It builds capacities for effectively integrating transparency, accountability, participation and anti-corruption into regional institutional operations.

‘Corruption’ is a sensitive subject, and despite a general receptiveness towards integrity risk management as a solution in 2014, it was not feasible to engage decision-makers and public institution CEOs to invest in water integrity action plans. The strategic approach of the Programme was therefore to invest in individual actors - actors that are willing to generate change in their immediate surroundings, specifically, in their working environment.

Following an initial expression-of-interest in the five pilot countries, Lebanon, Palestine, Jordan, Tunisia, and Morocco, more than 550 promising candidates were selected from different areas of the water governance landscape – public officials, operational staff, and civil society – to participate in trainings. The trainings also had the goal to include more women, allowing them to share their unique perspectives and enabling them to become water integrity champions.

In the trainings, the candidates gained a deeper understanding of the concept of water integrity and the values that underpin it. They learned how to identify and address different types of integrity risks. By the time the trainees left the sessions, they carried with them a first draft of their individual water integrity action plans. These drafts were then finalized in regional alumni trainings that allowed participants to exchange knowledge and experiences.

The owners of the most promising, innovative and impactful action plans joined the WI-MENA mentorship programme. They were assigned mentors who guided and supported them in finalizing and implementing their action plans.

This booklet is a composition of the stories of the implementation of these action plans. They are the “Water Integrity Voices from the MENA region”.

It is our hope that you will, together with us, build on their experiences and continue the integrity work in your own region. We owe it to them to continue to promote water integrity, to share knowledge and experiences, and support each other’s integrity initiatives. As a next step, it is important that we consolidate lessons learnt into larger action plans - at departmental, organizational, national and regional levels. Engaging as a collective will make all the difference!

Enjoy the reading,



Alice Jaraiseh and James Leten,
Successive Managers
Regional Capacity Building Programme Promoting and
Developing Water Integrity in the MENA

List of abbreviations

ACF	Action Contre la Faim
CERTE	Centre for Water Research and Technology
CI	Continental Intercalary
CRDA	Regional Office of Agriculture Development
CT	Complex Terminal
GDA	Group for Agricultural Development
GIS	Geographical Information System
GVC	Civil Volunteer Group
IWRM	Integrated Water Resource Management
JOHD	Jordanian Hashemite Fund for Human Development
JSC	Joint Water and Sanitation Services Council
JVA	Jordan Valley Authority
MENA	Middle East and North Africa
MoLG	Ministry of Local Governance, Palestine
NGO	Non-governmental organization
NRW	Non-revenue water
PWA	Palestinian Water Authority
SECADENORD	Société d'Exploitation du Canal et des Adductions des Eaux du Nord (Company for the Exploitation of Northern Waters' Channel and Conveyors)
SFG	Strategic Foresight Group
SLWE	The South Lebanon Water Establishment
SONEDE	Société Nationale d'Exploitation et de Distribution des Eaux (National Water Distribution Utility)
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UTAP	Tunisian Union of Agriculture and Fisheries
WAJ	Water Authority of Jordan
WASH	Water, Sanitation and Hygiene
WI-MENA	Water Integrity Middle East and North Africa

Tunisia

Bouguerra Najeh campaigns for water audits in the agricultural sector

National Union Chamber of Water Auditors | Training group: Civil society



In his role at the National Union Chamber of Water Auditors, Mr Bouguerra Najeh works to inform local farmers about, and advocate for, methods to improve irrigation management systems - specifically, the principle of water auditing for large water users. The water user groups (Groups for Agricultural Development, GDAs) oversee the supply of water for irrigation and drinking water from hundreds of wells and water sources. There are leakages and misuses of water leading to a high percentage of water loss.

In Tunisia, large water consumers such as industries or touristic facilities are, by law, subject to water audits by public administration. Public and private irrigated parcels, on the other hand, are not subject to this law.



At his own expense, Mr Bouguerra carried out an assessment analysis in the form of a pilot study to provide real in situ data to be used in his advocacy plan. He received some assistance from a student from CERTE as well as three experts from his chamber. The case study, covering 90 hectares managed by 65 farmers in the El Awabed irrigated perimeter in South-East Tunisia, revealed several technical discrepancies, and lacking competencies.

Mr Bouguerra, a water auditing expert, advocated for the law to be changed to integrate large consumers in the irrigation sector. He started by writing several newspaper articles on the subject, and in collaboration with several NGOs, asked for an independent water regulation body to be included in the Water Law. He also presented his arguments to the Secretary of State for Water Resources.

He met with the Centre for Water Research and Technology (CERTE), together with other actors such as auditors, researchers and experts in water governance, to discuss amendments to the text of Decret n° 1819 de 1999 . This contributed to improving the collective understanding of the text and its limitations. It was also agreed that more scientific evidence – specifically, data – was needed to identify new thresholds beyond which an audit is needed.

Mentors: Latifa Bousselmi, Sihem Ben Abdallah, Hela Hassairi

“ I developed an integrity concept for the management of water for agricultural use, mainly for water integrity advocacy. But one of the barriers for the concept is that its enforcement now depends on the degree to which the Ministry of Agriculture decides to adhere to it. ”

Monia Ziadi educates SONEDE employees on staff benefits

National Water Distribution Utility (Société Nationale d'Exploitation et de Distribution des Eaux, SONEDE) | Training group: Operational staff



Ms Monia Ziadi improves communication and transparency within the National Water Distribution Utility (Société Nationale d'Exploitation et de Distribution des Eaux, SONEDE). A key output of her work is a guide educating newly recruited personnel on the benefits and career development opportunities

at SONEDE. New personnel can spend several years in the institution without knowing the social, health and family benefits that the institution provides to its staff. Those who do not understand or know about the provided benefits may never ask for them. This can create discrepancies among staff, leading to frustration, lack of trust and misunderstandings.

The guide improves transparency by explaining: career development and the eligibility for career progress within the institution; training and personnel development; health care and insurance benefits; provided pensions; conditions for annual leaves; opportunities to take parental, family, sabbatical or study leave; and expatriate benefit packages.

It also explains the role of the employees in enhancing the company's success and image with respect to customers and other stakeholders.

The guide was created in collaboration with people working in different divisions of SONEDE. The first draft was developed in several meetings and interviews.

The guide was presented and reviewed in collaboration with the different directorates of, and approved by, the enterprise. Once finalized, the guide will be given to all personnel.

Mentors: Latifa Bousselmi, Sihem Ben Abdallah, Hela Hassairi



Farmers participate in setting water conservation plans in Mongi Chniter's new protocol

Regional Office for Agriculture Development (CRDA) de l'Ariana/Arrondissement CES | Training group: Operational staff



Mr Mongi Chniter works with farmers to craft and implement integrated and equitable water and soil conservation management plan in the Ariana area. Soil conservation is the protection of the soil against erosion or deterioration and depletion of nutrients. Such soil and water conservation measures on farmers' land have in the past

led to complaints about the selection of areas, largely due to the absence of clear and transparent procedures and lack of farmers' involvement in the decision-making process.

He put a new protocol in place in his administrative area that allows farmers to participate in setting soil and water conservation plans.

The protocol includes consultation with farmers throughout the process, including project inception, selection of the project area, elaboration of terms of references and approval, selection of the constructors, and execution of works.

The protocol significantly reduced the number of complaints, enabling the engineers of the administration to save time responding to these complaints. Newly built trust, openness and access to information improved the relationship between administration and farmers. This allowed for construction to be finished on time as farmers were no longer blocking the contractor's engines. The protocol is going to be adopted in all water and soil conservation projects in the CRDA of Ariana.

Mentors: Latifa Bousselmi, Sihem Ben Abdallah, Hela Hassairi



“ Integrity, for me, is a work culture based on honesty for proper and equitable management of development projects towards the beneficiaries. ”

“ Enforcement of the rules and regulations of water integrity helps our administration to develop reliable and profitable intervention plans for the programmed activities. It facilitates the selection of intervention priority areas. ”

“ The real obstacles are the lack of adoption of participatory approaches to programming and implementation of projects. Participation of beneficiaries in programming would greatly improve accountability, hence also integrity. ”

“ The main learning outcome from our action plan has been the importance of communication and discussion. That has been the key to our success. ”

“ We’re now taking the achievements of the action plan into account when we’re attempting to upscale in the various programs and activities of our administration. ”

“ My advice to others developing their own action plan would be to keep it precise and realistic. ”

SONEDE becomes more transparent thanks to Hela Nacef's mobile app

National Water Distribution Utility (Société Nationale d'Exploitation et de Distribution des Eaux, SONEDE) | Training group: Operational staff



Ms Hela Nacef's work plan uses a newly developed SONEDE mobile app to strengthen the integrity of SONEDE services. The app allows users to report system breakdowns, leakages and suspected bribes directly to the institution. Its goal is to reduce corruption and favouring, enhance the institution's reputation by enabling access to correct up-to-

date information, and to reduce the complaint rate for system breakdowns and leakages.

A baseline survey on customer satisfaction with the SONEDE services was carried out. The app and its features were introduced to the public during a press conference, attracting the interest of several media outlets who then reported on the app.

Due to problems related to the software, it has not been possible to evaluate the efficiency of the app, nor follow up with the indicators set in the work plan. Ms Nacef is working to resolve these problems.

Mentors: Latifa Bouselmi, Sihem Ben Abdallah, Hela Hassairi





“Integrity is a system of values, synonymous with honesty, trust and loyalty. For me, it is the devotion to build and preserve an image of good quality and trust for the institution in particular, and public service in general. It is also resistant to corruption.”

“Working with integrity is extremely useful to public service institutions, because it:

- increases income;*
- improves the image of the institution;*
- achieves social justice and human rights;;*
- preserves natural resources such as water;*
- strengthens the institution’s transparency;*
- enables for establishing a code of ethics, accountability mechanisms and sanctions;*
- gives more autonomy to the supervisory bodies and strengthens their effectiveness; and*
- and involves civil society.”*

“There can be a certain resistance to changes in behaviour and to new working attitudes, and this is one of the main barriers to implementing integrity mechanisms. This is also one of the main learning outcomes from our action plan. Changing mentalities and behaviour at work is very difficult and takes time. Another barrier to implementing integrity mechanisms is a lack of reliable control mechanisms.”

“Our action plan has generated a feeling of responsibility and accountability for the staff that was involved in the plan.”

“As an outcome of this action plan, my organization is now moving forward and working on its corporate integrity. It will ensure awareness-raising on integrity and the benefits it provides for everyone involved.”

“For anyone developing their own action plan on water integrity, I would really advise providing the necessary support to the staff who will apply the action plan. This includes motivating staff and encouraging them to work as a team and exchange ideas. But it also requires giving the time that is necessary to assess possible risks and impacts on current business operations. Also, you need to choose appropriate means and tools to deal with possible challenges.”



Citizens join in Jlassi Chokri's new approach to drafting water supply programmes

National Water Distribution Utility (Société Nationale d'Exploitation et de Distribution des Eaux, SONEDE) | Training group: Operational staff



Mr Jlassi Chokri implemented a participatory process that facilitates the implementation of drinking water supply projects in rural and remote areas. Supplying water in rural areas is becoming increasingly challenging. Most projects are delayed or kept from completion by local citizens, often leaving remote areas without water supply. The lack

of communication with locals and the absence of a transparent programme explaining technical issues and possible beneficiaries increases the risks of corruption, favouritism and arbitrary decision-making.

Mr Chokri set up a participatory approach system that was introduced in water supply projects. The process begins with a participatory exercise to identify priority work areas. This exercise involves stakeholders from the local, state and national level and aims to set the water supply programmes and select priority areas for action. The planned programme is then published and circulated among all stakeholders.

This action plan generated a culture of communication and dissemination of information among all stakeholders - internal and external.

Mentors: Latifa Bousselmi, Sihem Ben Abdallah, Hela Hassairi





“Integrity is any behaviour with noble and rational values. It is based on three pillars: transparency, accountability and participation. It is also about equity and sustainability. It is a very powerful counterweight to corruption in all sectors.”

“As long as integrity refers to decision-making in an honest, transparent, accountable and inclusive manner in order to achieve equity and sustainability in water management, the application of integrity in our work is very useful.”

“Implementing my action plan has taught me that as long as we use transparency and accountability in our professional life, and require the participation of all the stakeholders, we find that all speakers speak a single clear language.”

“Taking the action plan further, my main role now is to sensitize staff within the Regional Directorate, and to make them aware of the different facets of integrity. I will do this by holding meetings at central and regional levels, assisting and supervising staff who report to the Regional Directorate, and coordinating between sections, regional services and central structures.”

“For those who are beginning to develop their own action plan on water integrity, there are a couple of steps that I would recommend:

- 1. Diagnose the current situation (audit and analysis).*
- 2. Define clear and relevant risk indicators.*
- 3. Use existing means while trying to strengthen the related procedures.*
- 4. Ensure the participation of all stakeholders by using all means of communication.”*



Hermi Moncef teaches accounting and auditing to water user groups

Regional Office for Agriculture Development (CRDA) Siliana | Training group: Operational staff



Mr Moncef Hermi carried out a capacity development programme on technical, financial and administrative issues for 133 water supply user groups in the governorate of Siliana. The programme aims to establish clear and transparent ways in which water user groups can allocate water to beneficiaries.

The programme provides them with technical tools and educates them on systems dealing with accounting, auditing and cost estimation. Before the programme, the user groups had a low collection rate from the beneficiaries, and in turn, could not pay the CRDA of Siliana for the supplied water.

The programme's main challenges related to the application of these tools, and finding suitable ways to make the information available to all beneficiaries. Convincing user groups was not an easy task for many reasons, most notably the lack of staff for implementation. Evaluation is underway to determine the actual improvements in cost recovery and the satisfaction rates of beneficiaries.

“ Integrity, for me, is the combination of skills, ethics and accountability. ”



“ Our action generated several positive changes. It allowed for an equitable distribution of drinking water projects, increased satisfaction of involved citizens and beneficiaries, and led to an adoption of the administration's opinion by citizens involved. ”

“ Through the action plan, we really learned about the importance of user participation at all stages of the project and of the necessity of functioning communication and consultation procedures. ”

With the help of the public, Ayoub Tarak fights illegal wells in Kairouan

Regional Office for Agriculture Development (CRDA) Kairouan | Training group: Public officials

Mr Ayoub Tarak is helping to implement a participatory process in the Kairouan area to address the main water resources management problems in the region. The governorate of Kairouan has seen increasing numbers of violations where wells have been drilled without prior legal permits. This has resulted in a drop of the water table.

Some wells used for drinking water have dried out and the cost for water pumping for the CRDA of Kairouan has risen. In other cases, people have attempted to illegally tap into existing facilities, damaging or destroying infrastructure. This has led to the disruption of water supply for irrigation - for days or sometimes weeks.

The participatory approach includes:

- an information day for local public institutions and the civil society;
- awareness campaign in schools, for farmers, for NGOs, and water user groups;
- youth involvement in distributing leaflets and discussing the problems of water in public areas and at weekly markets;
- awareness days for rural women (considered to be ambassadors of water);
- training for local media and bloggers on the issues of water scarcity in the region;
- trainings for water user groups, farmers, and farmer unions;
- facilitation of animation activities within environmental clubs in schools e.g. drawings, songs, theatre, etc.

These activities, in synergy with other programmes in the region, resulted in setting up the first signed Water Charter in Tunisia between the regional authority and civil society, engaging all parties to work in a participatory approach in all water projects.

Mentors: Latifa Bousselmi, Sihem Ben Abdallah, Hela Hassairi



Drinking water supply discussed participatorily in Souassi, Mehdia, after Samia Louisaief’s intervention

Regional Office for Agriculture Development (CRDA) Siliana | Training group: Operational staff



Ms Samia Louisaief supported the municipality of Souassi in the governorate of Mehdia to develop a programme of intervention for improving drinking water supply and services. She helped initiate and facilitate a participatory process to engage and incorporate the input of local citizens, civil society and municipal authorities into the plan

that was implemented in 2017.

Several meetings with local citizens and authorities were carried out in the area. The first meeting was postponed due to a very low participation rate of citizens and, together with the municipality, it was agreed that a better media coverage was required. There was also a need to engage women, youth and NGO’s to motivate citizens and engage them to participate in the meeting. Participation improved and during the later meetings, the feasibility study was presented and the intended intervention in participants’ neighbourhoods was discussed. After discussion of the possible scenarios, the study was validated and the district received benefits in form of state financial support.

Mentors: Latifa Bouselmi, Sihem Ben Abdallah, Hela Hassairi

“ Integrity is a very important concept to be reinforced in our actions. It refers to the consistency of our actions, values, methods, principles, expectations, and outcomes regardless of the situation we face. It measures how honest and accurate we are in our behaviour, actions, and words towards the people that we lead. ”





“I believe that integrity is the key to regain the value of work in our society. If we prove our honesty in our behaviour regardless the situation, we can improve the added value of our administration, regain faith of our society in the government actions, and enhance the social and economic environment.”

“When implementing my action plan the main barriers I faced were the resistance of local administration, the municipal council, to the participation of local citizens in the decision-making process. This is despite participation being one of the principles of our constitution since 2014. Besides, I noticed that the role of civil society is not well defined. It seems that many representatives of the local civil society are attempting to fill in for the citizens instead of helping them to play a real role in the process of decentralization, and to face the challenges of local development.”

“My action plan has generated more transparency, as selection criteria for the supply of drinking water intervention programmes are predefined by population. It has improved social justice, as beneficiary areas are those with priority; and decreased corruption, because the participatory approach prevents rich and powerful people to influence the decision of the municipal council about the site of project.”

“My main learning outcome from the action plan is related to the resistance to change. It is the main problem and barrier to any action plan. But perseverance and goodwill are the main keys to success. Even though we couldn't attract many participants to the first meeting of the

participatory approach, we used new methods and tools to reach all citizens, the potential beneficiaries for the project intervention, and motivated them to attend the second meeting with the participation of women.”

“We can use the learning outputs of the action plan and apply them further. We are facing the same problem in all municipalities and all fields – the scarcity of financial resources compared to the real needs of citizens for infrastructures and local and urban services. The involvement of local citizens in decision-making and the process of choosing the sites for local development projects, and especially drinking water supply projects, guarantees more transparency, social justice and less corruption and then water integrity is enhanced.”

“My advice for others is to ‘lead by example’. We need to demonstrate our integrity in every step of our action plan concerning water integrity. Honesty and accuracy of our actions require commitment and thought. How honest and accurate are our behaviours, actions, and words with other people that we lead?”



Mohamed Nefzi proposes new participatory approach to control the acquisition of equipment

National Water Distribution Utility (Société Nationale d'Exploitation et de Distribution des Eaux, SONEDE) | Training group: Public officials



Mr Mohamed Nefzi works to improve the qualitative and quantitative control in the acquisition of equipment within SONEDE by implementing clear and appropriate control procedures in the acquisition process. This also increases transparency.

He trains the staff in charge of acquisition on the different technical problems that may occur in the field and insures that there is feedback on on-site problems, and reinforcement of control mechanisms. His approach was adopted by the general director who created a task force to bring together different skills - including from the quality management department. The aim of which was to develop a computer system to document and follow up planned controls.

Inadequacies in the control of equipment or supplies can happen due to various causes, for example shortcomings in the specifications, and they may have adverse effects. The risk of accepting inadequate equipment can also lead to faults, such as water leakages.

Mentors: Latifa Bousselmi, Sihem Ben Abdallah, Hela Hassairi

“ When implementing integrity mechanisms, it’s important to keep in mind that to mobilize support it is necessary to show and demonstrate the economic value of investing in integrity. ”

“ That is also my main advice to others: Water Integrity is the basis of all work but it is necessary to present it with successful experiences. Engaging people and encouraging them to join, requires demonstrating that there are economic benefits. Demonstration of these is difficult as of now. Anti-corruption measures and reforms need to be assessed and economic evidence provided. ”



Ben Ezzeddine increases transparency and saves water with real-time water metering system

Company for the Exploitation of Northern Waters' Channel and Conveyors (Société d'Exploitation du Canal et des Adductions des Eaux du Nord, SECADENORD) | Training group: Public officials



Mr Ben Ezzeddine's workplan targeted support actions to improve overall governance within his institution. It promoted several measures to achieve this, including more detailed monitoring for water saving, and better access to information. The plan contributed to improved revenues of the institution by adopting a real-time

water metering system, put in place through an investment in new meters. This also allowed the beneficiaries to rethink their usage and work on water saving programmes. A series of activities were conducted to engage the operational staff and the beneficiaries in taking action. Indicators related to water and energy were set up and shared among all parties for decision making.

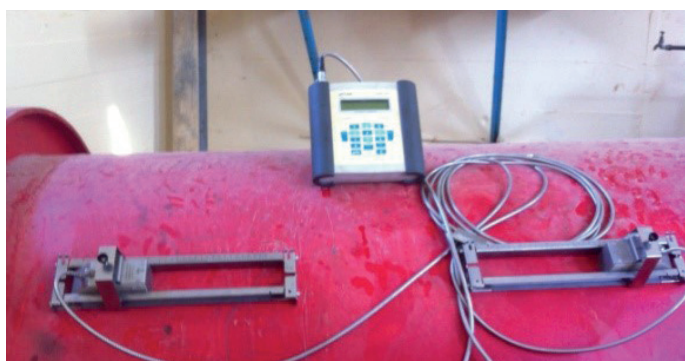
Mentors: Latifa Bousselmi, Sihem Ben Abdallah, Hela Hassairi

“ Working with integrity is not only useful, it is necessary and indispensable. ”

“ Sometimes there's a lack of motivation, a non-involvement of colleagues. These bad reactions can become barriers to integrity. ”

“ My action plan has created a better perception of the water integrity principles. ”

“ I have learned during that action plan that you need to proceed and mustn't bend at the slightest obstacle. Also, as a piece of advice, I think you must be convinced of the potential of your action plan. Then, you should involve as many people as possible. Also, you should set yourself qualitative and quantitative objectives so that you can assess and communicate the progresses you have made. ”



Chaibi Youssef's transparency dashboard builds trust among stakeholders

Company for the Exploitation of Northern Waters' Channel and Conveyors (Société d'Exploitation du Canal et des Adductions des Eaux du Nord, SECADENORD) | Training group: Public officials



Mr Chaibi Youssef, a senior manager at SECADENORD, was engaged to develop and institutionalize the use of a 'Transparency and Accountability dashboard' within the organization. This dashboard promotes good practices for empowering operators and decision makers in the organization to gain an overview of the expected results and record achievements, thereby helping to build trust between internal and external stakeholders.

Success indicators were based on a participatory approach involving the organization's staff and external beneficiaries. They were then shared with the general directorate, the administrative council and published to civil society for feedback.

Mentors: Latifa Bouselmi, Sihem Ben Abdallah, Hela Hassairi



“ Integrity for me, means the adherence of stakeholders and water management institutions to the principles of transparency, accountability, participation, and anti-corruption. ”

“ A lack of willingness and leadership of the senior executives and a lack of motivation of fellow colleagues can become barriers to implementing integrity mechanisms. ”

“ Through this action plan, we have gained a larger awareness of the importance of accountability and transparency. ”

“ From the action plan, we have some very concrete learning outputs. We have understood the importance of promoting a participatory culture among the different partners, and that there is a need for a detailed plan for how to address integrity, transparency, accountability, and corruption related to the management of the water sector. Of course, personally I have learned about tools for integrity analysis and that it requires a lot of perseverance to successfully make changes, especially in governance. ”

“ As advice for others, I would say: Set achievable goals and take into account that managing change is an on-going process and that an integrity action plan requires a lot of patience and perseverance. And of course: Communicate, communicate and communicate! ”

CERTE team embraces water integrity in their new laboratory procedures

Centre for Water Research and Technology (CERTE) | Training group: Women



The team from the Centre for Water Research and Technology (CERTE), Ms Ghazouani, Ms Haddaji, Ms Alaissaoui, and Ms Ouali, encouraged staff at the Wastewater and Environment Laboratory to integrate, as a collective, the principles of water integrity, transparency and accountability, into lab procedures.



Their main activities included:

- Proposing a draft Code of Ethics to be used between PhD/master students and researchers, and between PhD/master students and laboratories.
- Conducting periodic meetings to inform all parties of their project objectives, to distribute roles and assign responsibilities, and to elect a student to represent the researcher students in the scientific council.
- Collecting and digitizing research findings and scientific publications in a digital library for the laboratory which is accessible to all members of the laboratory
- Updating the website to facilitate the way information is accessed by and exchanged among students and researchers.

The team started with facilitation meetings with researchers, technicians and students to establish procedures for collecting information and updating the laboratory website. The lab team generated a more participatory working culture and boosted the collective morale, encouraging the staff to strive for the highest standards of laboratory research.

Mentors: Latifa Bouselmi, Sihem Ben Abdallah, Hela Hassairi

“ Integrity is a strict adherence to a moral code that can be reflected in honesty and harmony in what we think, say and do. It is generally a personal choice to hold oneself to consistent moral and ethical standards. ”



“Working with integrity is useful for most people and organizations because it determines the rules and ethics of dealing with others and limits abuses and thus limits the diffusion of corruption.

For that, people with integrity are guided by a set of core principles that empowers them to behave consistently in accordance to high standards. The core principles of integrity are virtues, such as compassion, dependability, generosity, honesty, kindness, loyalty, maturity, objectivity, respect, trust, and wisdom. Those virtues are valuable personal and professional assets that employees develop and bring to work each day.”

“The principal barriers that we can see when implementing integrity mechanisms are:

- *Corruption can be the norm. People are then accustomed to acting without integrity.*
- *Selfishness and self-interest.*
- *Lack of laws that control the application of integrity.”*

“Our action plan generated important change in several areas:

- *It activated the mechanisms of transparency and ethics of work between student, researcher and laboratory staff at CERTE.*
- *It allowed for a mindset to work in groups and to apply the principles of integrity.*
- *It created a tool for equal access to information with the update to the website of CERTE laboratory for better exchange and transparency.*

- *It facilitated a dialogue between different actors of the laboratory.*
- *It eased and sped up of the dissemination of information.”*

“The most things we learned are:

- *How to apply and use the different components of integrity in our laboratory;*
- *That sharing all sides can facilitate the implementation of an action plan. It also saves time.*
- *The reform of the CERTE’s laboratory is the responsibility of all people (researchers, students, engineers, technicians and workers) where each person has a specific role in the implementation of the action plan.”*

“The advice we would give to someone beginning to develop their own action plan on water integrity would be:

- *define activities carefully in accordance with integrity objectives;*
- *show perseverance to be able to carry out the different activities and to achieve the implementation of their action plan”*



Houda Ben Ahmed mobilizes the public against illegal drilling

Regional Office for Agriculture Development (CRDA) Ben Arous | Training group: Women



Ms Houda Ben Ahmed communicated the dangers of illegal drilling and sought to engage a broad audience in the critical need for action to ensure integrity within the water sector. She organized public events, as part of CRDA Open House days, that highlighted the importance of monitoring and oversight of groundwater, prevention of illegal drilling, and correct abstraction from aquifers.

Her action plan sought to raise awareness of the seriousness and sensitivity of the current situation. She championed improved accountability and transparency in the water sector, organizing open days, using public places to reach different social groups, and enhancing surveillance networks that did not previously cover the entire area.

She also encouraged abiding by the law. Furthermore, she aimed to reconcile and build confidence between the administration and the user. She managed to establish collaborative action between administration and users to ensure the sustainability and preservation of common gains.

Mentors: Latifa Bousselmi, Sihem Ben Abdallah, Hela Hassairi



“ *The main obstacles encountered were:*

- *A strong demand for water services reinforces the power of the service providers and encourages the practice of bribes.*
- *Limited access to information and transparency.*
- *It is difficult to be a woman in a male environment* ”

“ *Talking with people about integrity principles and having a good reputation helps to limit the risk of corruption. In this way, my action plan generated a change.* ”

“ *The action plan is now at the center of my work. My adoption of integrity values and principles have become tools of my daily work for being able to install ethics and accountability. This, I take with me from the action plan into the future.* ”

“ *As an advice to others in the sector, I'd recommend identifying objectives by presenting actions that are measurable, accessible, achievable and limited in time.* ”



Naima Ben Brahim's research on illegal drilling protects water resources in the Nefza Kebilli zone

Regional Office for Agriculture Development (CRDA) Kebeli | Training group: Women



Ms Naima Ben Brahim had the mission to stop the illegal drilling of boreholes used for illegitimate land uses. There is a lack of scientific evidence on these illegal activities and their negative impacts on water resources. She measured the impact of illegal boreholes and drilling on different aquifers to raise awareness of the issue. Her overall aim was to

stabilize the water table, protect water resources, and improve the quality of the groundwater.

She succeeded in developing and launching an impact assessment analysis which is being used in a pilot study covering the aquifers in the Complex Terminal (CT) and Continental Intercalary (CI) of the Nefza Kebilli zone for 2016-2018.

Mentors: Latifa Bousselmi, Sihem Ben Abdallah, Hela Hassairi



“ My action plan decreased the occurrence of illicit drilling. We are convinced that we now make better decisions regarding drilling. ”

“ Integrity is helping people by fighting corruption. It is used to achieve equality, efficiency. ”

Faten Dhahbi prevents pollution of the Medjerda Channel

Company for the Exploitation of Northern Waters' Channel and Conveyors (Société d'Exploitation du Canal et des Adductions des Eaux du Nord, SECADENORD) | Training group: Women

Ms Faten works with protecting the Medjerda Channel from excessive pollution generated by neighbourhood residents that affects the water quality. The objectives of her work plan were to strengthen the monitoring and supervision by SECADENORD to avoid pollution and violation of the channel. It also raised awareness about the important role of the channel for water supply.

Ms Faten participated in field visits conducted by SECADENORD and drove awareness campaigns through different communication tools to educate on the important role of the channel as common national heritage.

Mentors: Latifa Bousselmi, Sihem Ben Abdallah, Hela Hassairi

“ *The difficulty to communicate with citizens and managers about integrity is one of the main barriers when implementing integrity mechanisms.* ”

“ *When implementing my action plan, I learned that we must work in groups, accept and openly discuss the opinions of the others, even if different, to achieve the goal of integrity.* ”

“ *My piece of advice for others is, that before starting the development of an action plan, be sure to make a well-defined plan that contains all the objectives.* ”



Dhekra Elhidri builds decision-making capacity of female farmers in the Fernana region

Tunisian Union of Agriculture and Fisheries (UTAP) | Training group: Women

Ms Elhidri organized trainings to empower female farmers, enabling them to help improve the governance of water resources. Her main objective was to build capacity of women in water governance and to mainstream equality between women and men in decision-making in water management.

She did so in the Fernana region (Jendouba). The action plan started with meetings with stakeholders to gather information on the socio-economic situation of women in the region. She then organized capacity building workshops for women to improve their communication skills. She also studied the possibility of financing some women farmers through the UTAP or an international organization.

Mentors: Latifa Bouselmi, Sihem Ben Abdallah, Hela Hassairi

Jordan

Wasfi Momani leverages social media to push for more accountability in the Al-Zarqa Governorate

Change Makers | Training group: Civil society



Mr Wasfi Momani used social media as a tool to enable citizens to raise their voice to demand more accountability in water management in the Al-Zarqa Governorate. He led a team of volunteers to conduct surveys on local water issues together with citizens, produced short films that were shared with decision-makers and created a

“National Observatory for Water Issues” page on Facebook that provides information and documentation on water issues and is now followed by thousands of members. In addition, he helped developing a proposal for indicators to more accurately assess the condition and management of water infrastructure, and he

assisted in the evaluation of local water distributions systems that could be linked to programs for targeted investments in infrastructure maintenance and improvement. He hopes to grow this work in the future by expanding on existing alliances with other organizations that aim to advance policy and legislations for improved integrity, justice, and transparency in the water sector.

Mentor: Eng. Mohammed Zawahreh



“Integrity is the core value on which all our business should be based and the core of good governance.”

“Of course, working with integrity is useful, because it fights all forms of corruption and promotes justice in society.”

“I see mainly two barriers when implementing integrity mechanisms: There is a weak public participation and accountability, and at the same time there is a need for financial support for the implementation of the action plans.”

“I feel that my action plan generated change because it generated public participation, which was weak but marks a good start. Also, there has

been more monitoring of water sector officials in Zarqa Governorate.”

“Public participation leads to decision makers being more responsive. That is one of my main learning outcomes. Also, team work leads to better achievements.”

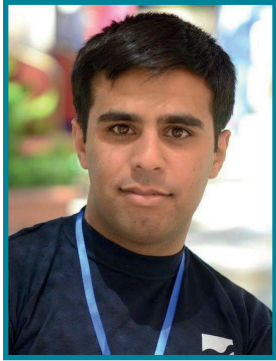
“As further steps, I want to enhance public participation to cover broader areas and build the community skills to follow up and enhance integrity in other sectors than water.”

“My advice for others is to collate with other stakeholders and undergo proper capacity building and training before starting implementing the action plan.”



Ebrahim Omoush empowers Jordanians to tackle water consumption together with Syrian refugees in Al-Mansheya

Jordan River Foundation | Training group: Civil society



Mr Ebrahim Omoush empowered 25 local community members from Jordan and Syria to become advocates of water consumption in Al-Mansheya. He targeted the question of how to consume and distribute water resource more efficiently. This was a particularly pressing issue in this community where the influx of Syrian refugees

is placing increased pressure on available water supply and had sparked tensions over its use.

A group of 25 people, 18 to 35 years old, were selected following an initial training provided to more than 100 individuals. In collaboration with The Hashemite University, the group was trained to conduct field surveys on water wastage and then collaborated to launch a collective action initiative for water saving and water sharing in an active dialogue with local water authorities. Furthermore, the team formed water clubs at local schools to increase awareness among students. As a result, complaints over water services decreased by 20%.

Mentor: Eng. Mohammed Zawahreh



Working with integrity is very useful as it leads to equity and participation in distributing the resources in any sector.”

“Some communities were preferring absence of women participation in integrity issues, and generally, community trust in the private sector and NGOs is low. Both issues were major barriers for implementing integrity.”

“But this action plan generated a change here and enabled women participation in integrity issues. Also, it raised awareness that sustainability of integrity actions is important.”

“If there is a desire to adopt integrity, nothing will stand in front of it. This is the most important thing I’ve learned in the process.”

“For the future, I plan to disseminate the knowledge and expertise I have gained to other regions to allow them to adopt integrity. I also want to more specifically target the youth in our future activities to build their capacity in integrity issues.”

“From the implementation of my action plan, I can give some advice to others:

- a. Make sure the information you have is accurate.*
- b. Evaluate and assess the status before putting the action plan*
- c. Enhance the role of target groups in implementing the action plan*
- d. Assess and try to predict the challenges in advance to secure proper implementation of the action plan.*



Laith Ahmad introduces participatory and transparent project management in the Madaba Governorate

Water Authority of Jordan (WAJ) | Training group: Operational staff



In the Madaba Governorate, Mr Laith Ahmad worked on a water project to reduce water loss. Within the project, he held regular meetings with relevant authorities to ensure that a participatory and transparent process was maintained during the project implementation. Thanks to this, the project was implemented on time and within budget, with all

claims accounted for.

The project clearly improved the water supply of participants, increased the hours the water system is up and running, and reduced the work burden of the operator.

Mentor: Dr Fayez Abdulla



“Integrity is a word with profound connotations that are closely related to a person’s moral justice and ethical values, including making decisions that consider ethical, moral, and truthful values.”

“I do not only think but I believe that the application of integrity in our daily lives has a great impact on improving the reality, making it better.”

“Constraints that restrict the application of integrity are not related to an individual, group or organization per se, but it is often routine behaviour that limits the application of integrity. To overcome this, we must start changing from an individual level, each person themselves, and then we can move to higher levels to ensure integrity in all our practices.”

“Most importantly, my action plan changed usual bad practices in water projects execution, and instead brought together all relevant parties, operator, consultant and contractor.”

“In the action plan, I learned that there is a need to listen to all opinions and accept constructive criticism, and involve all parties to ensure the maximum benefit of the project.”

“At the beginning, I advise everyone to be patient in changing the reality and starting to apply integrity within any action plan. Nobody likes to change habits easily, but with time and with the observed results, people will start to accept change and implement work plans leading to the application of integrity in its broad sense.”



Majed Ibrahim follows up on citizens' complaints about favouritism in water allocation

Water Authority of Jordan (WAJ) | Training group: Operational staff

Mr Majed Ibrahim works to limit manipulation and favouritism in the allocation of water resources to citizens. To do this he enhanced the role of the Authority's internal audit section to include newly formed inspection commissions that could address complaints from citizens who did not receive access to water. As a result, legal action was taken and some employees were charged with manipulation of water resource allocations. In turn, complaints over favouritism decreased.

Mentor: Dr Fayez Abdulla



"Integrity is the feeling and the inner motivation of the human being, which leads him/her to assume his/her religious, moral and national responsibility towards the right act in any field, regardless of which level, personal, professional or in a community."

"Without integrity of most people, the society would see more corruption, a lack of justice, increased poverty and unemployment, and a lack of security."

"There are a couple of barriers to integrity mechanisms that I encountered. Some people show a lack of religious faith. But there are also gaps in laws and regulations thus allowing unfairness to occur. Also, difficult social and economic conditions

for people facilitate corruption and lack of integrity."

"My work plan has achieved justice among citizens in the distribution of water, created a greater transparency of work, and fought nepotism and bribery."

"To take this work plan further, I want to spread the concept of integrity and transparency among employees so that they can apply it in their day to day work. Furthermore, monitoring should be in place to ensure all procedures are carried out according to the rules of integrity – transparency, accountability, and participation."



Bahaa Talafha identifies and addresses corruption risks in the Water Authority of Jordan

Water Authority of Jordan (WAJ) | Training group: Operational staff



Mr Bahaa Talafha is a project supervisor with the Water Authority of Jordan. He is responsible for identifying potential corruption risks in project management and recommending actions to address them. He proposed a series of administrative procedures in the project management process to do this, including:

- forming a commission consisting of independent examiners to monitor the quality and specifications of materials;
- establishing coordination mechanisms with governmental and semi-governmental bodies at the beginning of projects. These mechanisms hold monthly meetings at the project sites to follow up on the implementation by the contractors and assess their performance;

- conducting field visits to the project site to deliver reports to the audit bureau.
- A water services line project in Irbid-Ajloun (20 million USD investment) ran 6 months ahead of schedule thanks to the intervention.

Mentor: Dr Fayez Abdulla

“ During the action plan, I have learned that it is possible to successfully apply standards of integrity on a water projects valued at twenty million dollars. ”

“ I will now do my best to publish the results of my success, to take these learning outcomes further.” ”

Hala Murad facilitates agreement for fair water distribution among farmers

Dibeen Association for Environmental Development | Training group: Women



Ms Hala Murad worked with a group of six farms to improve the equitable distribution of scarce water resources for agriculture. In a series of workshops and meetings over two years, she raised awareness on fair water distribution systems and modern irrigation methods to improve the productive use of water.

Mentor: Eng. Manal Shraideh

Because of this dialogue, a new agreement was reached, delivering more water to small farmers. Furthermore, an application for additional financing for those farmers to install pumps and irrigation pipes was submitted. A spin-off project was initiated in Egypt via the Youth for Change programme.



“Integrity, for me, is work and practices in accordance with law for all categories of society.”

“Working with integrity is very useful, because it contributes to the involvement of everybody.”

“In my action plan, I encountered mainly two barriers: There are limited or no financial resources available for this kind of work, and the timeframe is short. But it needs time to arrive at a smooth and reasonable outcome.”

“The action plan has raised awareness of integrity as an opportunity for overall improvement and increased production among small-scale farmers in Rusaiifa/Zarqa. Furthermore, there has been good

public participation among farmers to enhance water distribution among themselves.”

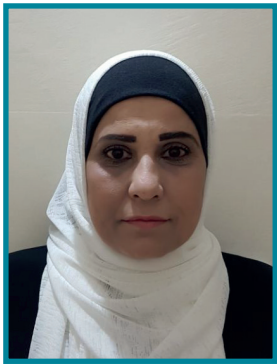
“One of my main learning outcomes is that work and partnership with the government and other authorities is important and necessary to achieve significant results in the field of integrity in the management of the water sector.”

“If you want to develop your own action plan on water integrity, I would advise you to focus on the most important impact on the community in question and using SMART goals that are specific and realistic. Also, have proper capacity building and training before starting implementing the action plan.”



Nawal Salm prevents illegal access to water lines in the Jordan Valley

Albalawneh Charity Association | Training group: Women



Residents of the Jordan Valley suffer from water shortages due to violative and unlicensed withdrawals from major water service lines. Ms Nawal Salm of the Albalwneh Charity Association prevented illegal use of water networks, improving water delivery to elevated areas. He helped provide water to those in need and reduced the number of incoming

complaints. The Association's efforts to cooperate with local residents in coordination with the Jordan Valley Authority (JVA) resulted in an estimated 60 per cent fewer violations of major

water lines in 2015 and improved access to water supply for many people in the Jordan Valley.

Mentor: Eng. Manal Shraideh



“Integrity is to work transparently and clearly without favouritism, bias and nepotism to satisfy all parties.”

“Working in the framework of integrity is very useful, because everybody can get his rights without favouritism and this will reduce the number of complaints.”

“At the beginning, the main barrier was the lack of understanding of participants to the idea of the project because most of them were affected by the absence and lack of integrity. Also, the limited financial resources to cover basic costs posed a barrier to the project.”

“This action plan increased the citizens' satisfaction, reducing the number of complaints, water bills, and losses of water.”

“It has also been a learning process for me. I learned that clearly understanding the problem is an important step in the implementation stage. It's also crucial to understand the importance of the problem to the target group, and to sequence the implementation of the action plan.”

“The experiences that I gained from implementing my action plan can be used to develop similar action plans in other sectors such as health, education, agriculture etc.”

“You need conviction and determination to develop and implement an action plan on water integrity. But it also requires you to be able to work with different parties and to put sufficient emphasis on the problem identification and how it is related to lack of integrity.”





Morocco

Salah Bel draws roadmap among stakeholders in the water sector

Hydraulic Basin Agency of Bouregrag and Chaouia, Berrichid | Training group: Operational staff



The water table contract is part of a new mode of governance that favours participation, involvement and the accountability of all actors involved, within a negotiated contractual framework. It is a roadmap to facilitate constructive dialogue among different stakeholders in the water sector on issues of transparency, accountability

Mentor: Khalid Sendide

and participation.

This contract is a technical and financial agreement signed by the partners concerned, for an integrated, concerted and sustainable management of the water table. It establishes written procedures and agreements that explain the roles and responsibilities of the involved actors.

The objective of this project was to ensure the stakeholders' commitment to best practices in water management. The multi-stakeholder dialogues created focused on water integrity principles and practices.



“Integrity means to reduce corruption and improve the performance of water resource use at the watershed level through extension and improvement of coherent water governance mechanisms and procedures that address transparency, accountability and participation of different water users.”

“It is always useful to work with integrity because, in the absence of integrity, sustainable development cannot be achieved. If mutual commitment and stakeholder involvement are not inclusive, transparent and accountable, neither services free of corruption or abuses, nor services based on compliance with regulations, can be put in force.”

“There are both individual barriers, such as conflicts of interest and effective monitoring of project implementation, and organizational barriers, being lack of political will and commitment or failure to adopt transparent, coherent and equitable approaches, to implementing integrity mechanisms.”

“My action plan has put a single objective in front of all the partners, that is, the reduction of water wastage and the preservation of the resource. This, while respecting the integrity commitments of the various partners outlined in the groundwater contract. That’s a significant change!”

“From the implementation of the project, I have learned that you need to take the time necessary to further clarify the negative consequences of not acting on the plan. It makes the partners accountable and encourages them to continuously working on the objectives set by the groundwater contract.”

“To take this further, we’re considering the adherence of more stakeholders and partners to the contract and the possible diversification of communication channels.”

“My advice to others is to involve as many partners and stakeholders as possible even at the level of the plan elaboration. Also, I just want to put out there that I’d be happy to share all documents with any interested person.”



Mohammed Drihem

Association des Amis du Val d'Ifrane | Training group: Civil society



“ The most important change that my action plan must generate is a change in the mindset of local decision-makers. ”

“ Given the scarcity of water in the region in recent years, my project aimed at studying the transparency and accountability principles of the administrative procedures that provide access to groundwater for watering green spaces in the city of Ifrane and the filling of private swimming pools. Unfortunately, I was pushed to postpone the implementation of my project. ”

“ One of the main obstacles that I encountered when implementing the mechanisms of integrity was the difficulty to access information concerning authorizations that are granted to institutions or individuals for carrying out drilling for irrigation or private swimming pools in holiday villages and settlements. This had pushed me to postpone the implementation of my project. ”

“ I would like to take this project plan further with an awareness-raising campaign involving both decision-makers and the public, combined with lobbying and citizen control campaigns on irrigation and water supply systems for private swimming pools. I will apply this in the future and my eco-guards training project would be one of the tools and means indispensable to carry out these campaigns of awareness and control. ”

“ My only advice is to persevere, especially in these times of shortage and scarcity that rage throughout the world and especially Morocco. ”

Hala Moudden

Hydraulic Basin Agency of Errachidia | Training group: Women

“ Good advice that I can give to someone who is beginning to develop their own action plan on water integrity is to respect the steps taken to implement their plans, to clearly identify the objectives and to have the determination to continue to the end. ”

“ Work with integrity is very useful, considering the effect integrity has on competence, ethics, transparency and accountability. Honesty and integrity are essential values that ensure success. ”

“ The main obstacle that we encountered when implementing mechanisms of integrity was to convince the water users of the importance of having an authorization for well digging and water extraction. ”

“ The most important change that my action plan generated was making the rights of the population to water understandable, and raising the awareness of the 36/15 water law. This law, which was adopted by the government in November 2015, aims to consolidate the old water law 10-95 of 1995. It is based on fundamental principles, such as the general ownership of water, the right of all citizens to access water, the right to a healthy environment, and good governance through participation, consultation with the various actors and the decentralized water resource management. ”

“ I can follow these same steps for my future action plans, considering the identification of the risks, the actions to respond to these risks, the person in charge of each action, the resources to implement these actions, the challenges and barriers, time to implement these actions, and monitoring indicators. ”

Moha Maloui brings together local administrations and stakeholders to rationally manage agricultural water

Programme Oasis Tafilalet, Ouarzazate | Training group: Civil society



Mr Moha Maloui led a pilot project to improve water and agricultural management practices in a demonstration area in Tafilalet. The project included conducting census surveys and assessments of collective water rights in hydraulic units, installing irrigation and drainage systems at demonstration sites, providing training sessions

on equipment management and collective water resources preservation, and leading water integrity awareness campaigns. In total, six workshops and awareness campaigns were organized bringing together different administrations involved in water management and usage in the region with local stakeholders. Additional Outcome: Water Management at Taltefraout School

Following an awareness-raising workshop on the importance of water in human life and the contribution of integrity to its efficient management, students of the school and the village association could construct sanitary blocks for students. The project was carried out in partnership with the French association “Cornouaille Maroc” and the Provincial Directorate of the Ministry of National Education,

Mentor: Ahmed Legrouri



“For me, integrity is a set of principles of democratic and civilizational rights on which humans will have to be educated at early age and grow with them, while developing them further according to context and usage in the areas of the private and professional life of the people.”

“It is very important to work with integrity in all areas of life (administration, public affairs, NGOs, etc.) because it is linked to ethics, loyalty, respect and confidentiality of those responsible or not. It demands social recognition and illuminates a future without obstacles.”

“I encountered three types of obstacles during the implementation of my action plan. These were 1) unavailability of some executives of the partners to attend in the workshops; 2) absence of a legal culture and human rights among participants, which affects their lives; and 3) in the Berber-speaking villages, people are mono-lingual and it is difficult to translate technical terms related to the topic.”

“The major change generated by my action plan is that beneficiaries have learned about their rights to access information and about the water saving opportunities integrity generates in different water sub-sectors such as drinking water or irrigation.”

“The lesson drawn from the implementation of my action plan is that people can change their opinion on public affairs management.”

“My advice for others is that to successfully achieve action plans on water integrity, they must rely on participatory approaches and consultation with the concerned stakeholders. This allows them to determine and fully understand the problems faced by villagers and to grasp information circuits and administrative procedures.”



Ilham Maaraji advocates for water conservation in rural communities in Aït Boubidmane

School of Arts and Humanities, Mohammedia | Training group: Women



The aim of the project was to help raise awareness of the importance of water conservation for sustainable development among farmers and their partners in rural communities in Aït Boubidmane. The actions undertaken included preparing a list of the number of drill points; producing statistics on fraud recorded by the Royal Gendarmerie

in charge of the environment; and accounting for the current situation of water resource degradation.

Mentor: Jak Kalpakian

“ During the action plan, I have learned that it is possible to successfully apply standards of integrity on a water projects valued at twenty million dollars. ”

“ I am convinced that completing work with honesty is good. Transparency strengthens self-confidence and allows for accountability. It also provides an atmosphere of justice and equality with respect to rights. Work with integrity can only be achieved with professionalism and quality. ”

“ There are barriers to integrity mechanisms on individual and organizational levels. Individual barriers can be low self-confidence and fear, resulting in inability to say “yes” or “no” at the right times. On an organizational level, expectations around behaviour can be ambiguous, with no space for disclosure and accountability, making the access to information difficult. ”

Lebanon

Hiba Dannaoui creates social equity through investments in water distribution systems

North Lebanon Water Establishment | Training group: Public officials



As staff at the North Lebanon Water Establishment, Hiba spearheaded the Establishment's integrity action plan, aiming to achieve social equity through the distribution of water in a neighbourhood. She aims to reach thousand subscribers within nine months and wants to achieve this by:

- Installing a sectorial meter;
- Determining the target area on GIS;
- Locating the subscribers in this area;
- Organizing the subscriptions and determining the number of meters and 3yar el miyah;
- Replacing the 3yar with meters;
- Updating the GIS system.

Mentor: Amal Chammas



"Integrity is the most important value to any employee so they can act with honour and honesty. Having integrity means being true to yourself and doing nothing to demean you."

"I think people are compelled to admire those who work with integrity because they are trustworthy and dependable. They can be counted on for behaving in honourable ways - even when no one is watching."

"The main barrier to implementing integrity mechanisms is lack of knowledge and understanding of the reasons of change when the action plan is being set. The second barrier is lack of cooperation by other employees or people directly affected by the action plan."

"Once the action plan will be fully implemented it will directly reduce the percentage of non-revenue water (NRW) and the amount of water produced."

"When implementing the action plan, I learned that when someone works with good manners that could encourage others to follow and help him/her to reach the goal. Good values are contagious."

"My advice would be that beginners should choose a small plan that they can apply on their own and have control on it, so they can convince the others to help them expanding the plan."



Lama Nakhal raises integrity awareness of fellow students at the University of Balamand

University of Balamand | Training group: Women



As student at the University of Balamand, Lama Nakhal raised awareness on water-related corruption for the senior public health students of the university. She provided information on concepts of transparency and accountability through presentations and posters.

Lama conducted a survey to assess the students' knowledge, and held meetings with highly interested people.

Mentor: Silva Kerkezian



“Given the scarcity of water in the region in recent years, my project aimed at studying the transparency and accountability principles of the administrative procedures that provide access to groundwater for watering green spaces in the city of Ifrane and the filling of private swimming pools. Unfortunately, I was pushed to postpone the implementation of my project.”

“One of the main obstacles that I encountered when implementing the mechanisms of integrity was the difficulty to access information concerning authorizations that are granted to institutions or individuals for carrying out drilling for irrigation or private swimming pools in holiday villages and settlements. This had pushed me to postpone the implementation of my project.”

“The most important change that my action plan must generate is a change in the mindset of local decision-makers.”

“I would like to take this project plan further with an awareness-raising campaign involving both decision-makers and the public, combined with lobbying and citizen control campaigns on irrigation and water supply systems for private swimming pools. I will apply this in the future and my eco-guards training project would be one of the tools and means indispensable to carry out these campaigns of awareness and control.”

“My only advice is to persevere, especially in these times of shortage and scarcity that rage throughout the world and especially Morocco.”



Nissren Jbara optimizes desludging in Aarsal

Intersos | Training group: Women



Ms Nisreen Jbara sought to improve the assessment, monitoring and management process of desludging in Intersos' site in Aarsal. By more accurately measuring the number of septic tanks and pits, and the volume of sludge they contained, she aimed to cut costs by 30 per cent. She achieved significant cost savings by placing GIS and weighing

machines in trucks that conduct the monitoring and assessment. She has since been involved in both Lebanon and Morocco on potential ways to replicate, upscale and institutionalize her project plan.

Mentor: Silva Kerkezian



“Integrity means doing the right thing by following your moral and ethical convictions. A person with integrity treats all people equally and takes responsibility for one’s actions. At the same time, it means that this person is true to oneself.”

“For sure, integrity is very useful especially in the working environment. Working with integrity leads to accomplishing your tasks and duties in an effective and efficient way. Furthermore, having integrity and being honest are fundamental requirements for being successful in your work and with your co-workers.”

“One can face many barriers when implementing integrity mechanisms. Team members can prevent your success by accepting bribes or personal benefits from certain suppliers. The hierarchy in your organization can by itself be an obstacle.”

“The most important change was the improved monitoring tools and cost reduction.”

“The most important think I’ve learned was that no matter how complex the situation is, keep going with your implementation if you believe that this is the true and best way. Take into consideration your code of ethics and don’t go beyond it.”

“Have the courage to say no. Have the courage to face the truth. Do the right thing because it is right. These are the magic keys to living your life with integrity.” - W. Clement Stone. This quote should be a key message for all of us. I advise everyone to implement it especially in water integrity since water is very important in human life, and everyone in this life has the right to have access to water in an equal way.”



Maha El Birani coordinates WASH integrity efforts in refugee settlements

United Nations Children's Fund (UNICEF) | Training group: Women



In her role as Energy and Water Sector Field Coordinator for UNICEF in Bekaa, Ms Maha El Birani chairs the monthly coordination meeting with approximately 30 attendees from all WASH agencies (INGOs, NNGOs, etc.) that work in informal settlements where Syrian refugees live. These agencies regularly used

contractors to provide important services like transporting water on trucks to the refugees. She aims to support them to utilize integrity concepts from IWRM, using resources available in UNICEF, including from the Accountability for Sustainability Program.

A potential follow-up would be for volunteer focal points to take the concept further and implement it within their organizations using tools like an integrity agreement in their contracts. Maha began her work by researching UNICEF's various contracts, clauses and articles and documenting those which are related to integrity and anti-corruption. Based on this, she suggested potential additional actions that could be taken to reduce integrity risks within their contracts. She presented her research results to five agencies, ACF, GVC, Medair, United Nations High Commissioner for Refugees (UNHCR), and United Nations Children's Fund (UNICEF), on October 13, 2016 at UNHCR Zahle Office, and others through webinars and skype calls with additional agencies.

Mentor: Silva Kerkezian



“Integrity means that people and organizations have systematic procedures for accountability and transparency built into the way they work every day. This protects people and organizations from corruption and waste of resources. When integrity is an integral part of the way we work, everyone wins.”

“I think that working with integrity is not only useful but essential. In our highly competitive world, organizations need to prove that they will make the best and most efficient use of shareholders’ and donors’ funds. Integrity is the best way to do this.”

“When implementing integrity mechanisms, it can be challenging at the beginning to break the individual and organization barriers. Integrity mechanisms may require more procedure and projects may take more time. They also could be perceived as a type of accusation. Awareness on the benefits of integrity mechanisms needs to be the key to making any changes in organizations’ and people’s perceptions.”

“My action plan worked to bring integrity and accountability to the forefront of my colleagues’ thoughts when implementing their water projects and programs. As I worked on my action plan, I felt that I brought a new awareness to my colleagues and major stakeholders in the water sector in Lebanon.”

“First and foremost, my action plan opened up my eyes to the possibilities of implementing integrity mechanisms in my work in humanitarian aid. Also during the process, I learned about the many internal accountability and integrity programmes that UNICEF already has.”

“I am now involved in accountability programs at UNICEF. I have made contacts with the headquarter and regional accountability focal points and we are looking for ways to work together in the future. I will be holding interviews with staff working on water projects to see how we can better implement integrity into UNICEF programmes.”

“My advice to someone beginning to develop their own action plan, would be that your action plan should be something that you can do in your daily work. It should be small enough to tackle but large enough to make some sort of change within your circle of influence. I also recommend to always check in with your mentor. I had frequent meetings with my mentor to ensure I was on track. She really helped me redirect and renew my motivations when the plan was not going according to plan.”



Mey Al Sayegh brings you the latest news on water integrity

Al Joumhouriya Newspaper | Training group: Women



She worked as a senior international and diplomatic news editor and correspondent since 2007.

Since February 2017, Mey works as a communication manager at the Lebanese Ministry of State for Displaced Affairs (Syrian Refugees).

She co-authored a publication entitled 'Women, Water and Peace Crisis of Survival in the Middle East'

which was published by Strategic Foresight Group (SFG). She is also a member of Blue Peace Media Network in the Middle east.

Mentor: Silva Kerkezian



“Integrity is adherence to laws and moral values in a transparent way, and to practice my rights equally and be held accountable if I violate them. Water Integrity for me is being able to receive an equitable share of water without resorting to bribes and where water stakeholders and institutions abide to governance principles of transparency and accountability. It is based on core values of honesty, equity and professionalism.”

“Definitely, it is quite useful to work with integrity. It ensures fair dealing to all, but it is sometimes impossible to implement at governmental level. The point is to convince all stakeholders that it is a win-win equation.”

“I faced individual barriers, because the newspaper I used to work at was not interested in covering water issues and especially integrity, because that would not increase its readership rate. I was excluded from editorial meetings for almost one month after a training workshop in Morocco in May 2016, because I attended that workshop during my annual vacation.”

“As a journalist, my duty is to raise awareness and engage the public opinion in knowing their rights and duties, and the success stories I wrote lit a candle instead of cursing the darkness. To ensure a profound impact, we need a sustainable focus on water integrity, like once a month writing an investigative report or success story on anti-corruption measures and its benefits.”

“I learned the concept and methodology from our trainers, all issues that I should consider presenting a deliverable plan, and that a sustainable goal needs perseverance. I heard inspiring stories from our colleagues in the MENA region that we can apply in Lebanon to trigger changing attitudes under the umbrella of the American University of Beirut and its outstanding team.”

“I am considering launching my own website to write on water integrity and regional water cooperation. In this way, I will be free to follow up this topic and write about it without editorial restrictions.”

“I am interested in Water Integrity because my family used to buy water from the private sector. Each of us has a responsibility in our societies. If we work genuinely and passionately, we can reach the change we want one day. That is my advice to others.”



Nidal Hachicho, Ramzi Ramadan, Tarek Barakat, and Wassim Omar team up to tackle non-revenue water

The South Lebanon Water Establishment (SLWE) | Training group: Public officials

The South Lebanon Water Establishment (SLWE) mobilized a team of four staff members to develop a water integrity action plan to reduce the proportion of non-revenue water: Nidal Hachicho, Ramzi Ramadan, Tarek Barakat and Wassim Omar.

Water authorities face huge problems getting users to pay for the water they receive. Non-revenue water can result from many things, such as poor management and reporting systems, lack of accountability, illegal connections, leakage and corruption. In Lebanon, enforcement is a major impediment to making sure all water that is supplied is paid for. In some areas, the SLWWE gets only a small fraction of the revenue it should. Overall losses are estimated at up to 50 per cent.

The team decided to start small. They identified an isolated community, Northeast Saida with about 250 buildings and a closed water system where they could easily measure output and track payments. Subscriber rates were below 20 per cent indicating a high number of illegal connections and significant revenue losses.

The team produced a report that highlighted the non-revenue water gaps. This led to evidence-based recommendations specifically targeting how to reduce non-revenue water. These recommendations were transposed in policies and helped decision-makers to improve the service and increase the income of SLWE.

So far, the SLWE has seen the number of subscribers increase by 5 per cent, more than 70 new buildings have been surveyed and over 150 illegal connections have been removed.

This project would serve as a pilot exercise and be the basis for a plan with greater coverage within the serviced area by SLWE.

Mentor: Amal Chammas



Nidal Hachicho

Integrity provides a better management of resources, and motivation among employees. It expands leadership skills.”

“Working with integrity is useful, since integrity makes employees work better, thus providing high efficiency of work.”

Our action plan has increased the number of legal subscribers, increased the profit for South Lebanon Water Establishment (SLWE), reduced water losses, and decreased illegal connections.”

“The coordination and collaboration between the different departments at SLWE played a very important role in the implementation of the action plan. Having had success with a working team from different departments is an important example that can be applied in the future for any upcoming plans.”

“When preparing for a water integrity action plan among employees it’s important to have open discussions for new ideas, and sharing them. A simple idea with very low cost can make a big difference. We think that can be an important piece of advice for others.”



Ramzi Ramadan

“Our institution’s mission is to benefit the people, to serve the public, and to help elevate the quality of life by providing water for end-users working within the legal bounds and common work practices.

“Working on “Integrity”

is improving our performances to fulfill our institution’s mission”. This is the message we were able to communicate to our colleagues. We noticed that by doing so, Integrity seems to be contagious. People, by nature, tend to adopt integrity, particularly in the right circumstances.”

and rules. It incentivizes practitioners to be more organized to aim at achieving the institution’s goals, and enhances their willingness to provide better service.

It elevates the public confidence towards the institution and its personnel. This in turn raises people’s awareness of the importance of good practices, perpetrates more respect for public entities and their decisions, and boosts people’s will to abide to laws and good practices. All of this contributes to achieving the institution’s goal of raising citizens’ quality of life through a sustainable financial balance of the institution.”

“Integrity serves many purposes on various levels. It uplifts and strengthens satisfaction of individuals with their work achievements. It increases self-esteem, disseminates good manners and a positive attitude, and optimizes performance. It secures a higher respect and abidance to governing laws

“Both individual and organizational barriers are intricately inter-related and contribute to integrity mechanisms being hampered or impeded. Conversely, they can also enhance appropriate implementation of integrity mechanisms.





Ramzi Ramadan

One of many keys to success is to approach stakeholders and collaborators, which could smoothen progress towards the goal. It is quite important to highlight the benefits on a personal level, as well as with the institution's benefits. The institutions progress would extend to personal positions. It can be seen as a personal achievement and lead to promotions or financial gains.

Another key factor for a successful implementation of the integrity mechanism is the institution's director general's will for change and openness to adopting such mechanisms.

Changes in public organizations are slow and difficult to implement because that these changes can have on major parts of the society. Unforeseen results from such steps could create disturbances and there is often a fear of failure. Ample explanation and openness in tackling worries and queries is curative in that sense."

"At the institutional level, my action plan created dynamic synergies among departments and raised awareness of the need to collaborate further to achieve any goals. Once the plan is fully achieved, the outcomes will be obvious as the preliminary results show; the benefits will spread through the institution in general. Specifically, they will show in the financial performance, and in the prevention of illegal connections and tampering with the institution's water network. This, by itself, will encourage the director general to apply such successful experience to other areas than the pilot."

"Things that at first, appear difficult to achieve, appear more achievable once the goal is set and clear. Impediments dissolve and fade away gradually in a smooth and unexpected manner, as long as there is a persistence to keep focused on the goal. Another important issue is to develop good interpersonal relations among head of departments, to find means

to boost collaboration, and incite people to work along with the set project in mind. Another important factor is to clearly explain the plan and its purpose, in particular highlighting the points that could trigger the interest of other departments, divisions or collaborators."

"The S.M.A.R.T tool was very important in assessing our performance and fine-tuning the necessary steps that need to be taken for a successful plan and satisfactory outcomes. The final results will let us compare the pros and cons and the lessons-learned from the various methodologies."

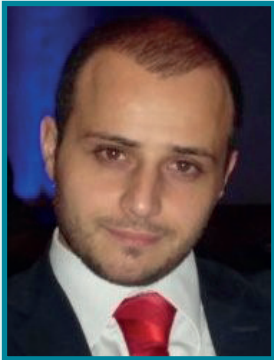
"I recommend others to choose a realistic and achievable plan, which does not require you to enlarge the scope from the first instance. Once positive outcomes start to appear, larger goals can still be adopted and established. One should also use 'diplomatic tactics' when approaching stakeholders or discussing the project with collaborators. That means e.g. highlighting the points of interest for every collaborator to create the proper synergy and encourage full collaboration, which is key for the success of any plan. Notwithstanding the above, a flexible contingency plan for every phase should be drafted. We should not get frustrated from falling and over the first obstacle we encounter and we should arm ourselves with creative and proactive thinking to be able to make necessary adjustments and fine-tuning.

I would finally conclude with a statement by a wise man that inspire me at early stages of my life:

*If we think of defeat, that is what we get.
If we are undecided, nothing will happen for us.
We must just pick something great to do, and do it.
Never think of failure at all, for as we think now.
That is what we get.*

Maharishi Mahesh Yogi."

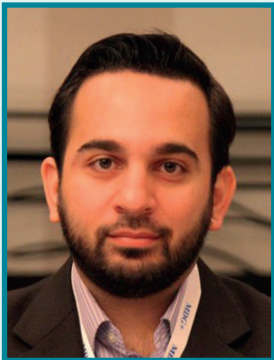




Tarek Barakat

“The most important thing I have learned is that implementing an action plan gives motives to work as a team. Also, any goal or target aiming to solve a case needs a plan to be achieved.”

“My little advice in addition to having all the tools and skills for success, is the conscience that change for anything must start from the inside with culture, ethics, honest, etc.”



Wassim Omar

“Integrity is a concept or policy that is applied in many ways to fight or reduce corruption, maintain a clean work system, and to provide a better management of resources.”

“Teamwork and coordination between different departments showed good quality of work and had good results. That was something important that I learned during the project.”

“To continue this learning outcome, we will have scheduled weekly meetings between team members to evaluate the course of any plan, also preparing weekly or monthly reports that summarize the results for later evaluation”

“The correct utilization of integrity provides many beneficial outcomes to the institution itself, and to society. It develops a healthy, honest, and efficient work atmosphere.”

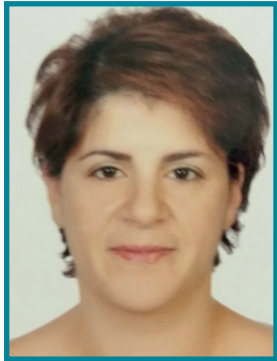
“When developing an action plan on water integrity it’s very important to focus on how to approach an issue. Sometimes it’s not a matter of corruption or dishonesty. In some cases, it’s a matter of careless people who unintentionally tend to neglect doing work properly.”

“One of the major outcomes of the action plan is equality among citizens, i.e. legal subscribers who pay the yearly subscription fees will no longer feel partially treated as illegal subscribers who don’t pay the fees and get the same exact service.”



Valia Faraj simplifies procedures for applying to use artificial hill lakes for irrigation

Green Plan - Ministry of Agriculture | Training group: Public officials



The action plan implemented by Valia Faraj aimed to improve handling, selection and reporting on applications for creating artificial hill lakes for irrigation.

Valia Faraj proposed an internal procedure, within the Ministry of Agriculture, including forms and register, to ensure that applications are screened according to predefined criteria. Within the procedure, applicants are informed about the outcome and decision-makers have access to statistics on received and processed applications by geographic area.

Mentor: Amal Chammas

“ Integrity is an attitude and set of habits that you begin to learn first at home and that you further develop later in society and at work. It’s an important part of the revolution movement against corruption and unfairness. ”



“Working with integrity could be very challenging and even very dangerous sometimes. It could easily threaten your position at work or in society. But facing all these difficulties is well paid with good positive energy when you know that you are doing your best for creating a better way of thinking and acting.”

“In order to succeed in implementing integrity mechanisms, we should begin by applying all changing habits and recommendations on ourselves first. We should also be able to identify the real problems that are responsible for corruption and to be realistic with the proposals for change. Small changes can lead to big differences.

Most water government sectors have the same two big problems - lack of employees, and missing data and coordination. Sometimes, the decision makers hesitate in applying new procedures or steps that improve the integrity, maybe because they are helpless against the corruption or because they know that it will be very difficult with all the missing human and material resources.”

“Partly implemented, my action plan focuses on how it's beneficial and fruitful to begin improving your individual work by adding simple steps, especially if you are helpless in changing on big scales. My action plan was simple with no need of additional financing or persons and the results were very quickly observed. When fully implemented, my action plan will save time and spare site visits.”

“There's a couple of things I have learned from this process, e.g. sometimes you need to take the initiative and begin first steps for improvement and change without relying on your superiors to act. Also, enhancing and following up the action plan you need to be persuasive and stubborn to reach the goal.”

“Awareness sessions about the importance of water integrity is one of many ideas that I will recommend for the general committee and I will propose to take the responsibility of that unless they will advise otherwise.”

“I recommend others to begin with a simple and intelligent idea that you can realize and try to get the direct boss involved. Take his advice into consideration and make him part of the decisions, because after all he is responsible for the implementation.”



Palestine

Fadi Abd Al Ghani

West Bank Water Department/ Palestinian Water Authority (PWA)| Training group: Public officials



“ Integrity is to not close your eyes nor to keep silent in front of a committed crime, even if this puts your safety or comfort at risk. ”

“ Some officials attempted to disrupt the process in order to hide certain practices. This can be a barrier to implementing integrity mechanisms. ”

“ The main learning outcomes for me where that (1) teamwork with all relevant staff is very important and rewarding, (2) properly implementing laws and regulations can be a good starting point, and (3) that it’s necessary to create or update monitoring mechanisms and systems to be able to follow up on the implementation of the plan. ”

“ I would recommend others choose a case of integrity that can be applied in their own institutions, whether governmental or private, so that its positive effects will be reflected in the institution’s policy. ”

Ahmad Maree champions record-keeping in warehouse and equipment management

Maythaloun Joint Water and Sanitation Services Council (JSC)| Training group: Operational staff

Mentor: Sayel Wishahi

Maythaloun JSC serves 25,000 people in a handful of communities in Palestine. Their warehouse is one of their most important work areas because all material and equipment needed for operations, maintenance and new installations across the network is managed here.

When Ahmad started in 2013, there was no record-keeping of the materials and equipment distributed from the storage facility each year, despite being worth over 100 000 EUR. No one followed up to see how equipment was used. He initiated a system and trained employees on warehouse and inventory management and, as a result, in 2016 JSC saved 23 per cent of its annual budget for equipment.

JSC could therefore buy even more equipment and improve water availability in the area.

“ Implementing this action plan has taught me that a person should remain truthful to his/her moral and principles regardless of the people who negatively influence decision-making. ”

Baha Khader enables equitable water distribution among farmers

Ministry of Agriculture | Training group: Public officials



The purpose of Baha's action plan was to improve the equity of water distribution among farmers. He introduced additional water meters and calculated the different water needs and overall water balances. He then set up a cooperative for the irrigation water users and shared the collected data with decision-making bodies.

His project resulted in a transparent distribution system among farmers and enforced the right of all to use water. Additionally, it attracted funding for the water grid and a new water reservoir. It also results in lower production costs through lower quantities of water used, and in an important reduction of water losses.

Mentor: Sayel Wisbahi

“ I experienced several attempts by colleagues to control the project and make resources available to serve certain people. These are very real barriers that we faced. Also, bureaucracy and procrastination in releasing funds and major delays of proposed amendments, slowed down the project. ”

“ I have three pieces of advice for others in the sector. Firstly, discuss the project and draw up its plan based on the participation of the local community and the beneficiaries. Then, start the implementation of the project with a few beneficiaries to make it easy to take samples. This way you can work with a real database. Finally, network with the various institutions in the region and try to benefit from their experiences and expertise. ”

Jamal Nairat fights illegal wells in Palestine

Marj Sanour Watershed Association | Training group: Civil society



Mr Jamal Muraweh Nairat focuses on a key issue seen across Palestine: illegal wells. Scattered across Palestine, their numbers have been increasing over the past 15 years and with them the unsustainable extraction of available water resources and destruction of local ecosystems has increased.

Together with farmers and NGOs, Jamal initiated the construction of two injection wells to improve the water availability in the basin. In cooperation with the Joint Service Council, well owners and experts shared their views on the local water situation.

In their meeting, hydrological maps, water budgets and water balance sheets were presented. Participants were informed on different risks of drilling wells illegally and they discussed future risks and suggested solutions. A legal and socio-economic adviser from Palestinian Water Authority and the Ministry of Agriculture attended the meeting. Together, the group agreed that information about the status of water resources in the area needs to be presented publicly on the webpage of the Joint Service Council.

Mentor: Sayel Wishabi



“There is no doubt that working with integrity is useful. It is about achieving justice, conservation and exploitation of resources in a way that achieves sustainable development.”

“Individual constraints to integrity mechanisms can be individual selfishness, individuality, and fear of an unsolved partnership. But there are also institutional constraints, such as a lack of governmental institutions with sufficient competences to guarantee and sponsor participatory work.”

“We were able to make a slight change in the way water users and well-owners think about irrigation. Now they understand the need to find a collective

and participatory approach to unify water resources and distribution in a way that ensures justice for all. We also succeeded in convincing water users to reconsider well drilling in the Marj Sanour basin by showing the danger that this poses to groundwater.”

“In the course of the action plan, we learned that participatory action is fundamental to development, justice and fairness.”

“When developing an action plan on water integrity, the focus should be on positively changing the thinking and the culture of the community towards an issue. It is the construction of the human being that motivates change.”



Yolla Al Atrash Khair teaches about water consumption on public schools

Beit Sahor Municipality | Training group: Women



The aim of the project was to reduce water consumption in five public schools by raising awareness on water consumption. The premise was that school visits, lectures about water integrity and an awareness campaign will reduce water consumption. The project has so far gained the support from governmental organizations, NGOs

and the Minister of Local Governance (MoLG). Currently, Yolla is preparing for a one-day workshop to present the results of the action plan in Bethlehem.

Mentor: Amer Marei



“Corruption, in my opinion, is the morality of the lazy. Corruption is to extend your hand to illegal money. But integrity is to protect the community from thieves and influential exploiters. Integrity is not only purity of purpose, but purity of the means too. It is not fair to steal from the worshipers to build a mosque or church. It is not right to steal a meal to feed a hungry child, you may have stolen the loaf of a starving child. Integrity requires boldness, courage, and patience. The patience of the strong does not settle for the weak.”

“Addressing corruption, building integrity is enforcing the rule of law!”

*“Absence of the rule of law is a barrier to integrity mechanisms. In the absence of the rule of law, rights and freedoms are violated without restraint. The freedom of opinion, expression and organization can be undermined by the weakness of the judicial system and its inability to implement the rulings it issues.
The weakness of the state’s monitoring bodies and*

their accountability tools pose another barrier for implementing integrity mechanisms. Also, some officials attempt to undermine the project by questioning its facts.”

“My action plan highlighted the value of water consumption in public and private schools. It educated students about reducing their water consumption and hence, preserving the environment. It also saved costs for water consumption in the municipality, especially after the project had been implemented in Beit Sahour. Furthermore, I developed statistics that the municipality and schools can use to advise their officials on the importance of water consumption and environmental conservation.”

“In the future, I plan to establish baseline water consumption data to compare public and private schools. This data can assist school administrators, the Ministry of Education and the municipality to develop guidelines for measuring the performance of schools. The guidelines can assist the school principal in monitoring various aspects of water consumption through the school year.”



Diana Kharraz reports on success stories of water integrity

Sharek Youth Association | Training group: Women



Information and knowledge about the importance of water integrity projects are rare. That's why this action plan published real stories about successful water projects with integrity components and where the risk of corruption is high.

Diana received approval to publish success stories about water integrity in Palestine together with the Sharek

web administration (the platform was initially called "you know" but then changed to Sharek). She also met with students and youth from three universities and invited them to share their stories on the platform.

Mentor: Amer Marei

“ The most important thing that I learned from my action plan was getting to know the thoughts and ideas that young people and students have about integrity. They have lots of good information and I didn't expect that. ”

Jameela Elatrash creates public procedures for installing water meters

Ministry of Local Governance (MoLG) | Training group: Women



Ms Jameela Elatrash supported the Ministry of Local Governance in developing a transparent mechanism for installing and monitoring pre-paid water meters. Following meetings with the Ministry, senior staff and advisors, data was collected for the years 2014-2016. All data

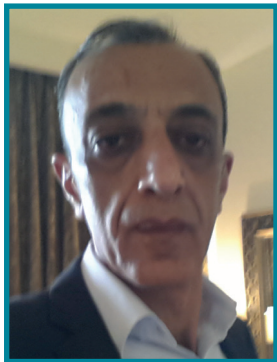
on implementation projects, including the criteria used during project selection process, was published.

Mentor: Amer Marei

“ During the project, I learned how to best identify the risk of corruption, and how to lobby with the main stakeholders to avoid the risks that such a plan is not being implemented. ”

Issam Isaa makes water supply accessible on smartphones

West Bank Water Department/ Palestinian Water Authority (PWA) | Training group: Public officials



Issam Isaa, who works for the West Bank Water Department at the PWA, published a phone app on the water supply programme in Hebron District.

Mentor: Amer Marei

“ To me, integrity is to have an own set of ethical standards and values that always guide me to work in an honest way and help me to fight corruption. ”

“ There are many barriers to implementing integrity mechanisms. Working on integrity may be a threat to one’s own career or even life. As a first obstacle, you will be accused as a person with unrealistic expectations and hence a source of annoyance. The second obstacle is that integrity can affect the interest of some decision-makers and they will not listen positively to your ideas. In this case, you will lose one of the important tools that help in implementing integrity values. ”

Imad al Sefeh reduces water violations with a new bylaw

Palestinian Water Authority (PWA) | Training group: Public officials

Mr Imad Al Sefeh's goal was to reduce the violation of water resources by 10 per cent during 2016/2017 with a new bylaw. After a coordination meeting with the PWA General Director Mr Ziad Foqaha, a draft for a new bylaw was submitted to the minister cabinet.

Mentor: Amer Marei

Faredd Omar minimizes losses from the water network

Hebron Governorate office for planning and development, Water Sector | Training group: Public officials

Mr Faredd Omar aims to improve the water network between the Bani Nuem well field and Yatta, so that losses can be decreased and conflict between users resolved. Through meetings with the Governor, he initiated a record on illegal connections and complaints.

Mentor: Eyad Yacoup

Zeyad Al Fugaha reforms staff training for the Palestinian Water Authority

Palestinian Water Authority (PWA) | Training group: Public officials

Mr Zeyad Al Fugaha improved the selection criteria for staff training, raising employee satisfaction by 60 per cent. These criteria were submitted to the responsible minister for approval.

Mentor: Amer Marei

“ Integrity means following the PWA regulation by handling clients in an equitable way. ”

“ Working with integrity is useful because it improves water accessibility for weak and marginal groups, and can help to sustain water resources. ”

“ Coordination between the diversity of stakeholder is difficult and can become a barrier for implementation. ”

“ The importance of communication about the action plan is the most important thing that I learned during the process. ”

“ Before developing the final draft of the action plan, it is important to convince all level of decision makers within the Institute that your action plan is important for their careers. ”

Abeer Abu Gosh strengthens recruitment procedures for the Palestinian Water Authority

Palestinian Water Authority (PWA) | Training group: Public officials

Ms Abeer Abu Ghosh from the PWA developed improved recruitment guidelines for the PWA to improve recruitment procedures and raise the quality of the recruited candidates. The procedures improved integrity in the staffing process.

Mentor: Amer Marei

“ Integrity means that everyone receives their right with dignity. ”

“ Introducing integrity within the Recruitment Guide Procedure is a real change that my action plan has generated. ”

“ Lobbying at all levels is obligatory for every action plan, without this, even an excellent action plan will fail. ”

Yousef Salameh

Bidya Municipality | Training group: Operational staff

“ Working with integrity is useful, because it increases the accountability of the municipality towards the city residents. ”

“ The action plan showed me that to solve water-related issues such as fair distribution, you have to tackle other issues too, such as water infrastructure and land planning. ”

“ A good action plan in water integrity is not enough to improve water services. Integrity in other related sectors such as city planning is essential too. ”

Qasem Musa

Jerusalem Water Undertaking | Training group: Public officials

“ Working with integrity is useful because it helps the people in my city to receive water despite the overall shortage. ”

“ My action plan reduces illegal connections on the main water pipeline that transfer water to Hebron City. That’s an important change. ”

“ My advice is to develop a flexible action plan based on SMART goals and to convince high-level stakeholders to support you. ”

Sireen Abu Jamuos maps water service providers in The West Bank

Water Regulatory Council | Training group: Public officials



Ms Sireen Abu Jamuos established a web-based data information system that covers about 20 per cent of water service providers in The West Bank. The database was produced by the Water Regulatory Council and created by the end of 2016.

Mentor: Amer Marei



“The main barrier for me was to convince and win the trust of water service providers to be able to publish their data on the webpage of the Palestinian Water Sector Regulatory Commission.”

“At the beginning, only a few water service providers approved their data being published on the platform. Then, during workshops, discussions and one-to-one motivational discussions, additional providers joined the system. Now, there are many members providing input to the database which increases transparency!”

“I learned that time and effort is needed to establish the required trust between Palestinian Water Sector Regulatory Commission and water service providers. But in the end, it results in mutual win-win relationships.”



Annex

Questions to the action plan owners

1. What is Integrity for you? (provide 2-3 sentences max)
2. Do you think working with integrity is useful?
3. What are the main barriers you see when implementing integrity mechanisms (individual barriers and/or organizational barriers)?
4. What do you think was the most important change that your Action Plan generated? Or will generate once it is fully implemented?
5. What do you think was the most important thing you learned from implementing your Action Plan?
6. How will you apply what you have learned during the implementation of your Action plan in the future?
7. Do you have any good advice you could give someone beginning to develop their own action plan on water integrity?

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