Stocktaking report

Regional Capacity Building Programme on Water Integrity in the Middle East and North Africa

WATER GOVERNANCE FACILITY

SIWI

UNDP

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 stocktaking report 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).

Contents

Executive summary

This report comes at the end of the four-year Regional Capacity Building Programme, Promoting and Developing Water Integrity in the Middle East and Northern Africa. Core funding was provided by the Swedish International Development Cooperation Agency (Sida). It was implemented by the SIWI-UNDP Water Governance Facility (WGF) in collaboration with regional and local partners in Jordan, Lebanon, Morocco, Palestine and Tunisia during 2014-2017. The regional implementation partners are GWP-Med, IUCN-ROWA, AWARENET and UNDP-CapNet. Integrity Action participated as regional partner only at the inception of the programme and during Year 1. Through IUCN-ROWA and GWP-Med, the programme was able to reach out and interact with regional policy platforms, respectively the League of Arab States and the Union for the Mediterranean.

In each country, national implementation partners facilitated WGF's collaboration with relevant governmental institutions. By doing so, the programme expanded its outreach beyond the traditional water sector players to engage the agricultural sector and other important actors on a common-ground basis. The national implementation partners were:

- Jordan: Jordan University of Science and Technology
- Lebanon: Issam Fares Institute for Public Policy and International Affairs
- Morocco: Al-Akhawayn University in Ifrane
- Palestine: Al-Quds University
- Tunisia: Water Research and Technologies Center

MENA: Among the world's most water-stressed regions

The MENA region remains among the most water-stressed in the world, with negative trends being accelerated by political instabilities and the implications of climate change. The region's limited water resources are unable to satisfy human needs and the gap between demand and supply is increasing, which limits social and economic development of the region. This is further fuelled by increasing water demand due to population growth, urbanisation and changing consumption patterns, agriculture and industry development, the impact of conflicts and refugee crises, and other factors. Although considerable progress was made towards achieving the Millennium Development Goals (MDGs), the targets for improved access to key basic services during the first 15 years of this century were not fully reached. The water governance issues in the MENA region vary, but most are shared by all five countries.

The key issues are:
- Insufficient institutional skills in applying the Integrated Water Resources Management (IWRM) approach and adapting to climate change;
- Insufficient understanding of how policy instruments in water management can affect the economy and growth;
- Limited application of holistic approaches in water policies and of multi-sectoral involvement and coordination of roles and responsibilities;
- Hesitant transboundary cooperation in promoting sustainable and equitable development of regional watercourses; as well as insufficient joint research activities and knowledge-sharing.

These issues have major implications for integrity in water resources management. To encourage better management and protection of water resources, many MENA countries have initiated water sector reforms while engaging stakeholders in policy-making and decision-making processes.

Programme highlights

Through cooperation with five national partners and three regional coordinating partners, the programme deployed a regional approach to water governance and integrity that targeted high-level decision-makers, mid-level water managers, operators and and civil society actors in each of the five pilot countries. It also considered regional specificities and resource constraints in its planning and activities. This was essential for building the institutional capacity needed to increase trust in water governance structures, which were fragile and undergoing transformation. Major highlights of the programme include:

Increased dialogue and advocacy at the regional level on how integrity, transparency, accountability and corruption can be addressed in water resource management, by developing a Regional Community of Water Integrity Practitioners to advocate for enhancing water integrity in regional processes.

Increased understanding of the gender dynamics of corruption in the water sector in the MENA region, through national and regional water integrity trainings targeting women. The workshops included a newly developed training module that relates gender to integrity and a session addressing gender in IWRM.

Raised awareness and fostered high-level political dialogue on water integrity at the inter-governmental level, which improved regional processes for improving water management.

Advanced knowledge of water officials at the national level regarding:
* tools to improve information flow and communication channels between decision-makers at different governance levels;
* improved understanding of corruption risks in water management;
* how to diagnose and mitigate corruption risks by putting in place the necessary mechanisms and/or tools.

Improved capacity among mid-level water managers and other professionals at the operational level to ensure integrity within their organizations.

Improved capacity of local leaders and civil society actors to demand transparency, participation and accountability in the management of water resources and services.

Water integrity agents who initiated change processes with support from mentors. The key outputs of the national training workshops were water integrity action plans'. Participants later had an opportunity to receive further support to develop and implement their plans and were encouraged to become 'water integrity change agents'.

Advanced political appetite and momentum for water integrity at national and regional levels. The programme engaged the two key political bodies in the regions: UfM (through the Water Expert Group) and the League of Arab States (through the Technical Advisory Committee of the Arab Ministerial Council for Water).
* the UfM Water Expert Group (WEG) made clear references to water integrity in 2016.
* in April 2017, **the Union for the Mediterranean (UfM) Ministers approved the Ministerial Declaration agreeing to develop a "UfM Water Agenda"**. One of the main strategic directions was to make water governance more transparent and accountable, and secure the human right of access to water and sanitation. **The UfM Secretariat now has the mandate to develop a strong water governance-strengthening component as part of its work programme, with water integrity as cornerstone of Good Water Governance.**
* the UfM hosted and co-organised the Water Integrity MENA programme conference, and is now the owner of the conference statement and recommendations.

Creation of a professional mentorship programme for alumni who received individual, on-the-job support to initiate integrity activities in their respective home organizations or areas of work. *103 water integrity action plans* were mentored by WGF trainers in each of the five countries. Some action plans were implemented by individuals, while others were implemented by groups from the same institution. The plans varied in terms of immediate impact and ambition, **yet each sowed a seed for bringing water governance issues to a wide range of sector institutions, management and service delivery processes in each country**. A number of direct changes, both in individuals' behaviours and attitudes as well as specific processes within individual institutions were made.

Training a community of water integrity ambassadors

To help address these issues, the programme empowered a growing community of skilled water integrity ambassadors and practitioners with methodologies and tools to identify and reduce integrity risks. In total, 27 trainings were conducted – 20 at the national level and seven at the regional level (four regional alumni workshops and three back-to-back regional events). In each of the five programme countries WGF trained select groups. Of the approximately 370 participants in total, 49% were women. An additional 80 people participated in the three regional, back-to-back trainings on water integrity. 103 trainees were mentored in the detailed development and implementation of their integrity management plan.

Strong foundation for the future

Interaction of high-level decision-makers is evidence that the programme succeeded in raising the profile of integrity issues in national water debates. This also demonstrates that MENA governments have gained increased awareness and knowledge on the inherent issues of water integrity. Forming a strong movement and coalition is crucial to transition towards a regional approach to minimising corruption in the water sector. In order to keep the momentum of the community of practice created by the Regional Workshops, an alumni online community was established providing a platform for maintaining peer-to-peer support and motivation for them to persevere as 'change agents' in this challenging area. This professional peer group is set to continue as a coalition for water integrity at the regional level that can advocate for and advance skills to accelerate good governance through improved accountability, participation and transparency in water resources management.

Foreword

Dear water integrity friends,

MENA is the world's most water stressed region. Over 60% of the region's people live under high or very high water stress, almost twice the global average. Roughly 70% of the region's economic activities are exposed to high or very high water stress, more than three times the global average of 22%. Climate change will compound these challenges as its impacts will be manifested primarily through changing hydrological cycles. The mounting pressures on water in the region will sharpen competition between different water user groups. For water decision-makers in the region, it will mean growing challenges with regard to efficiency, equity and environmental sustainability related to how scarce water resources are used and allocated to benefit social and economic development.

Addressing water challenges requires the integrated, twin responses of improved governance and financing. Improved governance tends to be much overlooked as a means of strengthening the enabling environment for investments and to make investments in water infrastructure more functional and sustainable once they take place.

Improved integrity and anti-corruption efforts are critical to achieve an enabling environment that can facilitate trustworthy relations between different water stakeholders. Improved trust facilitates negotiations about sharing water and enables policy and regulatory implementation. In countries where corruption is the norm, rather than the exception, socio-economic development tends to be much slower, or even blocked. Corruption not only undermines the rule of law but also leads to unsustainable water uses, as well as inequity and inefficiency in how water is used and allocated. In other words, corruption lowers the living standards of most parts of the population, and in particular those of poor people. It is high time to enforce the social contract between decision-makers and citizens by improving water integrity.

There is a strong link between governance and different parts of the investment value chain.

Improved governance enables a sound investment climate. The integration and enforcement of transparency, accountability, participation and anti-corruption principles into the different phases of the infrastructure investment cycle will go a long way to making investments more functional and sustainable. Integrity and trust among regulators, service providers and consumers are also important elements to increase consumers' willingness to pay for water services, in turn making projects more bankable and sustainable.

I would like to extend a special thanks to the Swedish International Development Cooperation Agency (Sida) for supporting this programme. Sida is a strong supporter of the very idea that eliminating corruption and strengthening human rights are critical for improved social and economic development and for reducing poverty. I am also indebted to my SIWI - UNDP Water Governance Facility (WGF) colleagues who have very ably led the programme. Its success would not have been possible without strong commitment from our partnership with GWP-Med, IUCN-ROWA, and the national partners. Improving integrity is a process and will take much resolve from actors in the region. I am proud to say that the programme has been able to lay one of the first cornerstones of improved water integrity in the MENA region.

Photo: SIWI

Dr Håkan Tropp
Director Water Governance, SIWI

List of abbreviations

AAU	Al Akhawayn University in Ifrane
ACSAD	Arab Center for the Studies of Arid Zones and Drylands
ACWUA	Arab Countries Water Utilities Association
AQU	Al-Quds University
AUB	American University of Beirut
AUB-IFI	Issam Fares Institute for Policy and Public Affairs at the American University of Beirut
AWARENET	Arab Integrated Water Resources Management Network
CEDARE	Centre for Environment and Development for the Arab Region and Europe
CEO	Chief Executive Officer
CERTE	Water Researches and Technologies Center
CRDA	Regional Office of Agriculture Development
CSO	Civil Society Organization
DG	Director General
ENPI CBCMED	European Neighbourhood Partnership Instrument Cross Border Cooperation Mediterranean
EoI	Expressions of Interest
EU	European Union
GIZ	German Society for International Cooperation
GWP-Med	Global Water Partnership-Mediterranean
IFI	Issam Fares Institute for Public Policy and International Affairs
IRC	International Rescue Committee
IUCN-ROWA	International Union for Conservation of Nature-Regional Office for Western Asia
IWRM	Integrated Water Resources Management
JSC	Joint Water and Sanitation Services Council
JUST	Jordan University for Science and Technology
LAS	League of Arab States
MENA	Middle East and Northern Africa

OECD	Organisation for Economic Co-operation and Development
ONEE	Office National de l'Electricité et de l'Eau Potable
PMU	Management Unit
PWA	Palestinian Water Authority
RKNOW	Regional Knowledge Network on Water
SDG	Sustainable Development Goal
Sida	Swedish International Development Cooperation Agency
SIWI	Stockholm International Water Institute
SLWWE	South Lebanon Water and Wastewater Establishment
SWMED	Sustainable Domestic Water Use in the Mediterranean Region
ToT	Training of Trainers
UfM	Union for the Mediterranean
UN	United Nations
UNDP CapNet	United Nations Development Programme Capacity Development in Sustainable Water Management
UN- SCWA	United Nations Economic and Social Commission for Western Asia
UNFCCC COP	United Nations Framework Convention on Climate Change Conference of the Parties
WEG	Water Expert Group
WGF	Water Governance Facility

Introduction

We are delighted to present this Stock Taking Report on the Capacity Building Programme on Water Integrity in the Middle East and North Africa (WI MENA), covering our work during the four years from 2014-2017.

We hope you will come to understand some of the many, innovative ways that people across the region have worked to ensure that families, communities and businesses have the quality and volumes of water that they need, when they need it.

We all know that few things are as integral to human development as water. Water covers two-thirds of the planet, yet across the MENA region, millions of people lack the water they need. In many places, it is becoming scarcer by the day. Managing the water that is available and delivering it effectively requires hard work, practical knowledge and proven tools.

WI MENA reached across five countries, providing training seminars, workshops and mentoring to key players in the sector-- from high-level decision makers to volunteer advocates in remote communities, and beyond, supporting the regional policy platforms in the region. On these pages we introduce you to some of these 'ambassadors', people working 'in the trenches'/day in and day out to make water integrity a reality across the region. You will read their experience putting theory into practice— some of the challenges they faced, their setbacks and how they overcame them.

You will also get to know the work of our dedicated partners: regional players –Union for the Mediterranean and League of Arab States; and our implementing partners the Global Water Partnership for the Mediterranean, supported by national coordinators.

In the pages to come, we detail the outcomes of everyone's hard work-- what we've accomplished, what we've learned, what is left to do and how we can build on our progress to support countries and institutions to integrate water integrity in their work.

We hope you find it useful, and we thank you for reading.

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

" 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. "

Ms Houda Ben Ahmed, from Ben Arous' Regional Office of Agriculture Development (CRDA)- Tunisia, mobilizes the public against illegal drilling

Interview with Miguel Garcia-Herraiz

Deputy Secretary General, Union for the Mediterranean (UfM) Secretariat, in charge of Water and Environment

Why is integrity important to the UfM?

Integrity is important to the UfM, and this for a variety of reasons. Mainly, because of the link between integrity and the governance of a complex and highly regulated sector such as the water sector, where financing needs are so important. Stakeholders, national authorities and international financing institutions require confidence in the water managing and governing institutions for the sector to develop into the future. The water sector has responsibility to the livelihood of people, of a country population, and as such in the development of a country. It has the responsibility to provide a range of services to the country population, to provide access to water and sanitation. It has the responsibility to guarantee efficient administration and delivery of services free of corruption. That is why the UfM is committed to improving water governance overall, and in particular, integrity in the sector and anything that combats any of the practices that go against integrity in the water sector.

Looking ahead, what do you think are the top priorities to advance integrity in the Mediterranean & MENA region, and what do you see as UfM's role in overcoming the mentioned obstacles? What are the countries expecting from UfM as regional platform?

The UfM countries adopted a ministerial declaration on water in Malta on April 27th 2017. One of the topics that was highlighted in this ministerial declaration was that of good governance of the sector - improved accountability, responsibility and, in the end, integrity. As such, we have a mandate to work in that area and continue the work that was taken up in the past in the Mediterranean region and build on the programmes and processes that have been going on.

Water governance is a very wide issue. It includes capacity building for government personnel, utilities and local communities, stakeholders, civil society, and all actors that can bring their contribution to the sector - including to the financial sustainability of the sector. The new water agenda that the UfM will be developing, answering to the needs of the countries, will be based on the lessons learned from the different countries. The countries look for the lessons shared by the other countries. There is a very high demand from the countries for capacity building, knowledge on how to improve performances in the sector, for the right tools that increase efficiency in the sector and provide better quality services. The road forward for the UfM is to work with partners such as the SIWI, to define programmes, and upscale on-going programmes.

We believe that the UfM water agenda that we are going to develop as a follow-up of the ministerial declaration will empower us, and give us a mandate to be ambitious. At the same time, it can help us to be realistic with respect to what can be done within our capabilities, and to set, together with partners, milestones for progress.

The issue of integrity is core to all results we want to achieve in the other sectors. As an example, the central role of the UfM is to assist the member states in accessing financial resources for water projects - solid water or urban development. Improved conditions of integrity, better governance, in any of the countries are prerequisites to gaining the trust of international financing institutions, and increasing the possibilities of access to financial resources in better conditions. The integrity that is raised in one sector has repercussions in other areas. The role of the UfM in the coming years is to work together with countries to meet the needs that they relay to us, as a regional organization at the service of its member countries, and make the link to partners who can provide knowledge, technical expertise and experience.

What are the most significant ways that the MENA Water Integrity Programme has helped you / your work / the water sector in the region?

The MENA Water Integrity Programme is a very comprehensive programme. It has allowed us to engage on a very sensitive subject with governments, who have actually been the ones requesting this type of programme. The programme allowed us to engage with a very broad range of actors on this issue, from the national administration, utilities, to civil society, including stakeholders at different levels of water governance. The programme provides an entry-point into this very important but nevertheless sensitive subject in the sector.

As said earlier, integrity lies at the base of the future sustainable financing of the sector, particularly for the water sector that is capital intensive. The financial needs grow significantly in the water sector, especially if we want to meet the Sustainable Development Goals (SDGs) and particularly SDG 6 which entails higher commitments to water access.

The nexus approach that considers the different water-related sectors such as energy, food and environment, requires a more efficient, structured, transparent and accountable sectorial governance. Governance, transparency, accountability, integrity, and financing are very closely linked. The MENA Water Integrity Programme provides an entry point into that complex set of issues. It is also a stimulus to continue working and improving our relationship with our partners, to expend the set of partners we are working with, and to launch us into the future of a new phase of the Water Integrity Programme.

Photo: UfM

The project in brief

The Capacity Building Programme on Water Integrity in the Middle East and North Africa (WI MENA) improved transparency and accountability practices in water resources management in the MENA region. Implemented by the SIWI-UNDP Water Governance Facility (WGF) in collaboration with regional and local partners in Jordan, Lebanon, Morocco, Palestine and Tunisia during 2014-2017, the programme aimed to:

- **Increase dialogue and advocacy at the regional level** on how integrity, transparency, accountability and corruption can be addressed in water resource management through the engagement of 100 alumni and by drawing on experiences at the basin-level, country-level and local level to test new approaches and refine appropriate ones.

- **Raise awareness and foster high-level political dialogue** on water integrity at the inter-governmental level with the participation of 60 high-level officials.

- **Advance knowledge of 100 water officials at the national level** regarding tools to improve the information flow and communication channels between decision-makers at different governance levels.

- **Improve capacity among 200 mid-level water managers and other professionals** at the operational level to ensure integrity within their organizations, by promoting good practice and contributing to monitoring mechanisms.

- **Improve capacity of 200 leaders and civil society actors** at the local level, such as farmers' organizations and other water users, to demand transparency, participation and accountability in the management of water resources and services through various means, including information access, analysis and advocacy.

Photo: iStock

The programme deployed a regional cooperation approach to water governance and integrity in each country and targeted high-level decision-makers, mid-level water managers, as well as civil society actors in each of the five   countries. It also considered regional specificities and resource constraints in its planning and activities. This was essential for building the institutional capacity needed to increase trust in water governance structures, which remained fragile and were undergoing transformation.

In its initial phase, the programme conducted water integrity risk assessments in the five countries and mapped the capacity needs of the main stakeholders in water resources management. It adapted existing training materials on water integrity to fit the identified needs of the programme stakeholders, worked with regional water integrity trainers to deliver the water integrity training on the ground. It also assisted the trainees in developing their water integrity action plans. As part of the capacity building, the programme offered mentoring support during implementation of water integrity action plans. Aware of the equality challenges in the region and the increasing recognition of the importance of integrating a gender lens in integrity initiatives, the programme worked specifically and strategically to both mainstream gender considerations in all of its activities and implement activities focused specifically on empowering women in the water sector.

Led by WGF, the programme was implemented with national, regional and international partners, and the following key collaborators: The Arab Integrated Water Resources Management Network (AWARENET)[1] , the International Union for Conservation of Nature – Regional Office for West Asia (IUCN-ROWA), and the Global Water Partnership - Mediterranean (GWP – Med). 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). In the five countries, the programme received the support of Jordan University of Science and Technology, the Issam Fares Institute for Public Policy and International Affairs of the American University of Beirut in Lebanon, Al-Akhawayn University in Morocco, Al-Quds University in Palestine and the Water Research and Technologies Centre – CERTE in Tunisia.

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[1] AWARENET is a Cap-Net UNDP affiliated regional network on capacity development in sustainable water management for the Arab region hosted by the United Nations Economic and Social Commission for Western Asia (UN ESCWA)

Sector development

The MENA region remains among the most water-stressed in the world and the negative trends are accelerated by political instabilities and the implications of climate change. The region's limited water resources are unable to satisfy human needs and the gap between demand and supply is increasing, which limits the social and economic development of the region. This is further fuelled by increasing water demand due to population growth, urbanisation and changing consumption patterns, agriculture and industry development, the impact of conflicts and refugee crises, and other factors. Although considerable progress was made towards achieving the Millennium Development Goals, the targets for achieving improved access to key basic services during the first 15 years of this century were not fully reached. The water governance issues in the MENA region are various, but most are shared by all of the countries.

The key issues can be grouped as:

- Insufficient institutional skills in applying the IWRM approach and adaptation to climate change;
- Insufficient understanding of how policy instruments in water management can affect the economy and growth;
- Limited application of holistic approaches in water policies and of multi-sectoral involvement and coordination of roles and responsibilities;
- Hesitant transboundary cooperation in promoting sustainable and equitable development of regional watercourses; as well as
- Unsatisfactory cooperation, insufficient joint research activities and knowledge-sharing.

The above described patterns have major implications for integrity in water resources management. To encourage better management and protection of water resources, many MENA countries have initiated water sector reforms while engaging stakeholders in policy-making and decision-making processes. There are commonly accepted needs for the development and empowerment of human resources at various levels, development of institutional and technical capacities, acceleration of research and development, as well as technology transfer in water resources management.[2]

Various factors have been identified as creating favourable conditions for corruption to flourish in the region, including unique political and institutional dynamics, limited civil society activism, political insecurity and extreme oil wealth. The key anti-corruption indexes — namely Transparency International's Corruption Perceptions Index, the Bertelsmann Foundation's Transformation Index, Global Integrity's Report, Freedom House's Freedom in the World Survey, and the World Bank's Worldwide Governance Indicators — show corruption levels to be very high in many countries across the region, compared to global averages.

This seriously impacts overall capacity in national governance systems, and has reduced the effectiveness of water governance reform. MENA countries generally have a lower quality of governance than would be expected for their level of income and development, which is often referred to as the 'governance gap.'

The challenges occasioned by war and migration/refugee crises have had an immense impact on Lebanon, Palestine and Jordan and have led national and decentralised governments to shift their priorities accordingly. This aggravates the region's existing governance gap.

This gap persists, as it is continuously fuelled by political insecurity, social and economic inequality and the prevalence of conflict and turmoil. Corruption and lack of transparency can be considered as the norm.

This programme identified several priority areas for action to enhance integrity in the water sector in MENA countries.

Effective capacity development | Specific capacity gaps must be addressed to reduce integrity risks. Priority areas for capacity building to reduce the risk of corruption and enhance integrity across the region include: Policy making; Legislation and regulation; Planning and budgeting; Enforcement of regulations; Human resources management; Procurement and public works; and Payment for services.

Measures to enhance integrity and build capacity within key institutions at all levels should prioritize the following areas for each of the following major stakeholder groups:

Civil Society | *Educate civil society on their rights, roles and responsibilities to:*
- Engage in policy making, budgeting and planning processes
- Understand access to information about laws, relevant water legislation and water licensing processes
- Perform community monitoring and evaluation of water projects

Mid-level Managers | *Provide training and improved oversight to managers in:*
- Financial analysis of projects
- Monitoring and control procedures in contract management and procurement
- Control of illegal connections
- Customer complaint mechanisms
- Use of performance indicators

Public Officials at National Level | *Develop mechanisms for better transparency and accountability in:*
- Planning and budgeting in water services
- Recruitment processes
- Performance evaluation of employees

High-level Decision-makers | *Review and develop measures for transparency and accountability for water governance, with focus on:*
- Public administration
- Compliance with legal provisions
- Application of anti-corruption tools and use of indicators to monitor and measure corruption

Photo: iStock

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Objectives, outputs & methodology

The overall goal of the programme is to develop capacities of the different water stakeholder groups at different governance levels to improve transparency and accountability practices in water management in the MENA region and especially in the countries selected for this project. The specific objectives, intended outcomes and outputs are listed in the box below.

OBJECTIVES, DELIVERED OUTPUTS AND OUTCOMES

OBJECTIVE 1: *At the regional level – to increase dialogue and advocacy among 100 alumni on how integrity, transparency, accountability and corruption can be addressed in water resource management, drawing on experiences at the basin-level, country-level and local level for new and appropriate approaches. A parallel track to this objective is at the inter-governmental level – to raise awareness and foster high-level political dialogue on water integrity among approximately 60 high-level officials.*

- **OUTCOME 1:** Dialogue and advocacy at the regional level on how integrity, transparency, accountability and corruption can be addressed in water resource management, drawing on experiences at the basin-level, country-level and local level for new and appropriate approaches
    - o **Output 1.1.1:** Regional Community of Water Integrity Specialists Developed to advocate for enhancing water integrity in regional processes:

OBJECTIVE 2: *At the inter-governmental level – to raise awareness and foster high-level political dialogue on water integrity among approximately 60 high level officials.*

- **OUTCOME 2:** Raise awareness and foster high-level political dialogue at the inter-governmental level on water integrity
    - o **Output 2.1.1:** High-level discussions on water integrity convened
    - o **Output 2.1.2:** Contribution to Regional Processes

OBJECTIVE 3: *To improve knowledge and skills of different stakeholders regarding water integrity, at national and local levels.*

- **OUTCOME 3:** Increase the knowledge at the national level about tools to improve the information flow and communication channels between decision-makers at different governance levels
    - o Output 3.1: Understanding of corruption risks in water management leading to knowledge about diagnosing and mitigating these risks by putting in place the necessary mechanisms and/or tools.

OBJECTIVE 4 - *Improve capacity of mid-level water managers and other professionals at the operational level to ensure integrity within their organizations, by promoting good practice and contributing to monitoring mechanisms.*

- **OUTCOME 4:** Increase the capacity among mid-level water managers and other professionals at the operational level to ensure integrity within their organisations, by promoting good practice and contributing to monitoring mechanisms.
    - o **Output 4.1:** Strengthened capacity to improve integrity in the daily work at the participants' home organisations

OBJECTIVE 5 - *Improve capacity of 200 leaders and civil society actors at the local level such as farmers' organizations and other water users to demand transparency, participation and accountability in the management of water resources and services through various means, including information access, analysis and advocacy.*

- **OUTCOME 5:** Improve the capacity of leaders and civil society actors at the local level to demand transparency and accountability in the management of water resources and services through various means, including information access, analysis and advocacy, to ensure participation in decision making processes.
    - o **Output 5.1:** Initiation of processes to implement action plans through mentorship programmes

Theory of change

A key component of this programme was the explicit focus on behaviour change, i.e., to be able to translate skills acquired through the trainings into actual pro-integrity changes on the ground. To do this, the programme was guided by a theory of change. The theory of change was built upon the assumption that improved governance and integrity must be based on a step-by-step approach (i) understanding challenges and threats to effective water governance in the region, including issues related to integrity, transparency, accountability and corruption; (ii) diagnosing risk areas affecting water integrity; (iii) strengthening transparency, accountability and participation in water sector management.

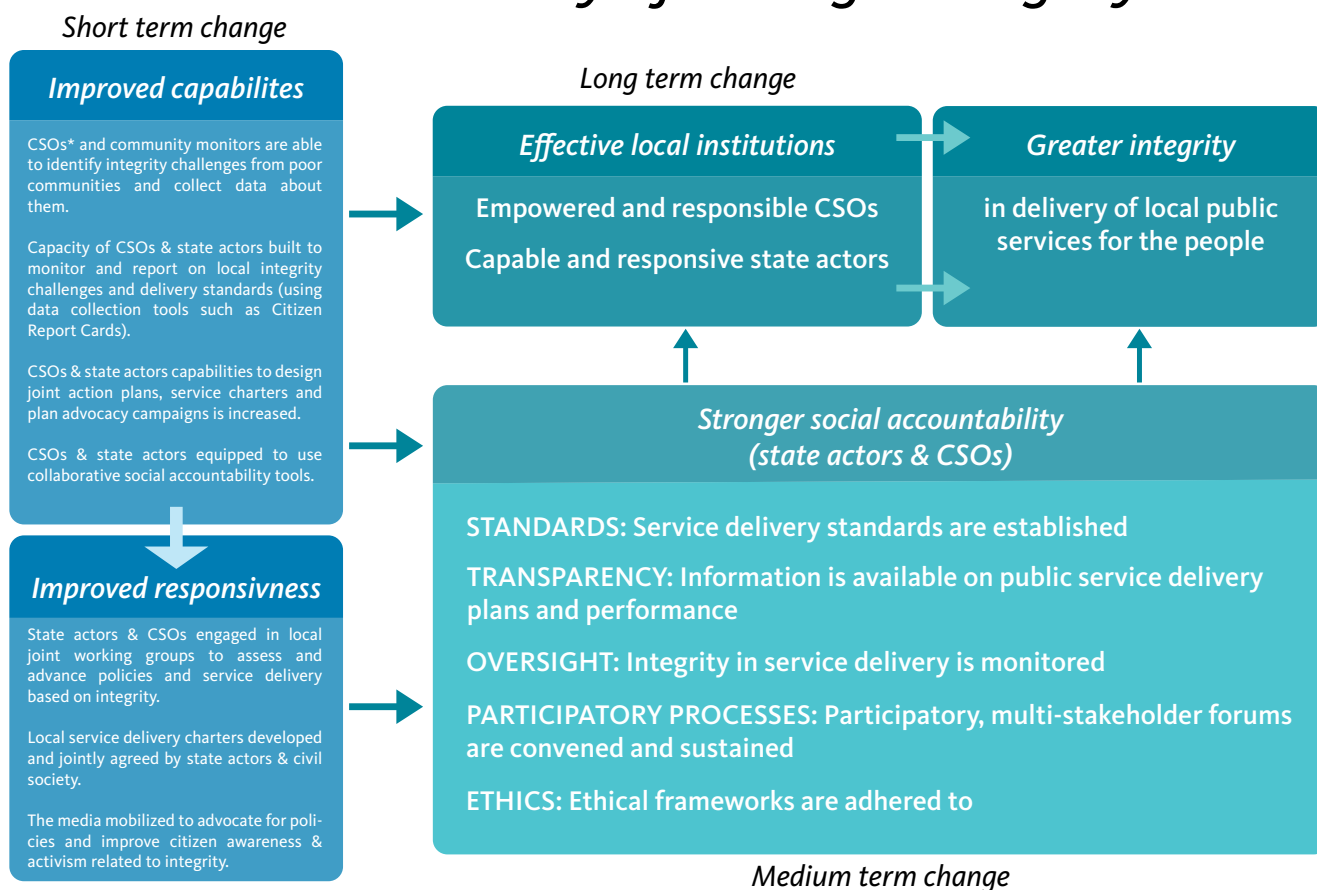*Short-term change* was achieved through building:

- capabilities – knowledge and skills related to identifying integrity challenges, monitoring through data collection, tools application
  and reporting, planning and advocacy; and
- esponsiveness – motivation and ability to act, not only on one's own, but with partners such as Civil Society Organizations (CSOs), state actors, media, and other sector representatives.

These contributed to medium-term change, characterized in the integrity-building process as stronger social accountability. Guidelines for stronger social accountability include: service delivery standards, transparency of information at all stages, monitoring, multi-stakeholder participation, and ethical behaviour.

In turn, the short- and medium-term impacts supported the ultimate impacts of effective local institutions (state actors and CSOs) and greater integrity, which in turn ensured better service delivery to the satisfaction of people.

*CSOs = Civil Society Organisations

Short term change

Improved capabilites

CSOs* and community monitors are able to identify integrity challenges from poor communities and collect data about them.

Capacity of CSOs & state actors built to monitor and report on local integrity challenges and delivery standards (using data collection tools such as Citizen Report Cards).

CSOs & state actors capabilities to design joint action plans, service charters and plan advocacy campaigns is increased.

CSOs & state actors equipped to use collaborative social accountability tools.

Improved responsivness

State actors & CSOs engaged in local joint working groups to assess and advance policies and service delivery based on integrity.

Local service delivery charters developed and jointly agreed by state actors & civil society.

The media mobilized to advocate for policies and improve citizen awareness & activism related to integrity.

Theory of Change: Integrity Action

Long term change

Effective local institutions

Empowered and responsible CSOs

Capable and responsive state actors

Greater integrity

in delivery of local public services for the people

Stronger social accountability (state actors & CSOs)

STANDARDS: Service delivery standards are established

TRANSPARENCY: Information is available on public service delivery plans and performance

OVERSIGHT: Integrity in service delivery is monitored

PARTICIPATORY PROCESSES: Participatory, multi-stakeholder forums are convened and sustained

ETHICS: Ethical frameworks are adhered to

Medium term change

Capacity building approach

The programme focused on collaborative learning, with research supporting particular benefits of collaboration.
Teaching methods included collaborative work on case studies, small group-work using methodologies that developed analytical skills, critique techniques, role-playing and formulating solutions for implementation.

The first step of the capacity-building approach was to conduct National Water Integrity Assessments which informed the process of adapting existing training materials. This was followed by a series of trainings at different levels, based on substantial experience gained by the programme partners. Each was adapted to the relevant capacity needs, specific objectives, and target groups.

The first to be trained were the candidates selected to become trainers.

Effective training of the targeted stakeholders, people the programme identified as 'change agents' started with a set of National Trainings aimed at civil society, women, operational staff and mid-level managers. National Trainings were followed by Regional Alumni Workshops to create a regional community of practice on water integrity and to foster water integrity ambassadors in the target countries.

After the Regional Alumni Workshops, National Alumni Workshops across the four target groups were organised to strengthen their efforts to advocate water integrity principles and to improve water integrity practices on the ground. Mixed-group workshops at the national level benefited from the interaction of actors from different parts of the water sector. This experience-sharing made the participants more sensitive to the different perspectives and risks associated with other types of actors.

To be able to translate skills acquired through the trainings into actual pro-integrity changes on the ground. To achieve this, a significant part of the programme's effort was to provide professional mentorship to a select group of alumni who received individual, on-the-job support to initiate integrity activities in their respective home organisations or areas of work.

On another track, Regional Meetings were convened to advocate for water integrity issues and raise awareness. At three of those meetings, the programme was able to organise a back-to-back, two-day training session to go beyond awareness raising and provide a glimpse of integrity strengthening activities, and how to develop and implement them.

A Regional Conference was held to conclude the programme in order to advocate for the political leadership to apply good governance practices from a top-down level and further disseminate practical insights on how to respond to misconduct in water resources management.

Regional approach

The programme chose a regional approach anchored at both national and local levels. A regional approach to address corruption offers many advantages. Fighting corruption in the water sector is particularly suitable to a regional approach, since the corruption activity tends to be sector-specific but not necessarily unique to a single country. Also, since there is relatively little experience in implementing anti-corruption programmes in the water sector, local actors benefit from lessons learned in neighbouring countries.

Given the difficulties of regional cooperation around water issues, the support of regional platforms can serve as powerful vehicles for exchanges of good practices and valuable experiences related to anti-corruption as well as joint anti-corruption programmes. The programme engaged regional platforms including the Union for the Mediterranean (UfM) and the League of Arab States (LAS).

In short, a regional approach offers a constructive way of enhancing and strengthening an enabling environment that constrains corrupt practices.

Programme implementation

The Theory of Change, as well as the training and the regional approaches were applied and implemented through the project's ten work components:

COMPONENT 1: PROGRAMME GOVERNANCE

Overall project management was handled by the SIWI-UNDP WGF. SIWI, as the legal entity for WGF, was the lead organisation responsible for contracting, financial management, auditing and reporting to Sida. SIWI was also responsible for the contracts with regional and national partners. The different contracts with partners formalised the consortium for the implementation of this programme. Day-to-day programme management was coordinated through a Core Team composed of the main partners and chaired by the Programme Manager. The main milestones and benchmarks were shared in annual work plans, and the main findings and constraints were summarized in annual progress reports. Continuous monitoring was carried out of all indicators for each objective to evaluate the programme.

COMPONENT 2: STAKEHOLDER ENGAGEMENT AND RAISING POLITICAL SUPPORT

To achieve the programme's objectives, sustainability and the impact of water integrity activities beyond the lifetime of the programme, it was crucial to ensure synergies with other ongoing programmes/projects in the region and to anchor the programme in pertinent political fora, initiatives and processes in order to build and maintain political support. In the MENA region, the programme sought political support from the Ministers in charge of water in each of the target countries. The Union for the Mediterranean (UfM) labelled the programme. As such it is now part of UfM's workplan. The programme also engaged with the League of Arab States but with limited results.

COMPONENT 3: ASSESSMENT OF WATER INTEGRITY RISKS AND IDENTIFICATION OF TARGET GROUPS AND CAPACITY NEEDS

The only starting point to enhance water integrity was to first assess the integrity risks. Based on these assessments, the Core Team identified the necessary focus for building the capacities of each target group and adapted the training material accordingly. The integrity risk assessment was based on a survey developed by SIWI, and further developed by the national partners. It identified the main integrity issues at the country level in the region. Based on the national and regional risk assessments, the programme drafted recommendations for regional and national policy processes in the five countries which were the tools used to engage with the regional and national policy processes.

COMPONENT 4: ADAPTATION OF LEARNING MATERIAL

The training materials available at the inception of the programme were generic and based on the experience from previous programmes in other regions. Based on the results of the water integrity risk assessment, the programme adapted the available training materials to suit the programme's respective target groups.

COMPONENT 5: TRAINING OF TRAINERS (ToT)

To expand the pool of trainers able to deliver the training, a ToT was organised in December 2014. The programme drew on trainers already trained by German Society for International Cooperation (GIZ) and WGF and International Rescue Committee (IRC), as well as on a pool of trainers who had been involved in previous Arab Countries Water Utilities Association (ACWUA) integrity training for water utilities in the MENA region.

COMPONENT 6: NATIONAL WATER INTEGRITY TRAININGS

The programme, through the national partners, implemented four National Water Integrity Trainings in each of the five countries. In each country, the trainings targeted 20-30 trainees from the four key stakeholder groups: operators, mid-level water managers, civil society, and women. Additional, high-level officials and decision makers were informed about water integrity as well as about the programme and its process. The national trainings were contextualised by the national studies on the Water Integrity Assessments. As a result, more than 500 individuals from the different corners of the water sector landscape were trained to identify water integrity risks, develop integrity action plans, and become owners of their own water integrity action plans to be enforced in their own home institutions.

COMPONENT 7: ALUMNI WORKSHOPS

Four Regional Alumni Workshops were organized targeting 104 selected alumni from the national trainings as part of the capacity building programme to follow-up on the National Alumni Workshops. Here alumni shared experience and knowledge, built a regional community of practitioners on water integrity, and received support for more long-term water integrity processes and activities. The regional alumni workshops enabled unique experience-sharing between target groups who perform similar functions in the management of water resources but in different countries.

COMPONENT 8: SHORT TRAININGS BACK-TO-BACK WITH OTHER EVENTS IN THE REGION

To build on other initiatives and reach out to a wider group of people from all over the region, shorter trainings were held back-to-back with other water events. These trainings were supported by AWARENET, Cap-Net, the GWP-Med managed project "Governance and Financing of the Mediterranean Water Sector Project" and the IUCN coordinated Regional Knowledge Network on Water (RKNOW) project. The main objective of these trainings was to introduce water integrity and provide a forum for discussion to raise awareness and give a sample of water integrity initiatives.

COMPONENT 9: SUPPORTING THE IMPLEMENTATIONS OF WATER INTEGRITY ACTION PLANS

To initiate and support concrete activities that could be used to promote integrity in the participants' home organisations, those participants who were willing to be water integrity ambassadors/advocates and make a difference within their own institution were supported in implementing their water integrity action plans. They were integrated in the mentoring programme, i.e. they were mentored during development and implementation of their individual water integrity action plans, a result of component 6. The mentorship programme offered on-the-job support from the national Water Integrity Trainers (WIT) who were trained at the ToT under Component 5.

COMPONENT 10: KNOWLEDGE MANAGEMENT

Throughout the programme, lessons learned were captured, integrity initiatives were documented and the following knowledge products were produced:
- a water integrity manual in Arabic,
- a gender and integrity training module,
- a national integrity risk assessment framework,
- a regional water integrity synthesis report,
- national and regional policy briefs,
- a case study compilation of integrity voices from the MENA region,
- this stocktaking report.

The various knowledge products were used to engage with different types of stakeholders: the risk assessment reports and policy briefs for the high-level decision makers, the manual for the trainers and trainees, etc.

The knowledge products were shared and disseminated through a variety of media and events, e.g. Stockholm Water Front, World Water Week, WGF and partners websites, etc.

Target group and key beneficiaries

The main target groups were stakeholders at the regional, national and local levels, who acted as 'agents of change' within their respective organisations. Agents of change worked at multiple levels in society, cultural, social and institutional. Different professions and groups also had important but different roles to play in effecting (or blocking) change in the direction of a pro-integrity agenda. While the national leadership had an important role in showing the way and leading by example, operational staff (for example, in charge of project design, financial management and procurement) could directly confront and mitigate corruption risks at the project level. Other actors, such as media, civil society and active citizenry could dramatically strengthen and shorten pathways for accountability. Recognising the role that multiple stakeholders play in promoting water integrity, the programme's target groups went beyond the traditional workshop/training participants and included:

High-level decision-makers, including senior managers responsible for promoting water governance and integrity principles in their respective institutions. Although the focus was on water stakeholders, the programme also targeted decision-makers who did not deal directly with water issues but whose decisions could impact water management, such as senior officials from accountability agencies, such as ministries of finance and planning.

National stakeholders in water resources management including mid-level water managers performing functions such as regulation, controlling, and planning, as well as the private sector.
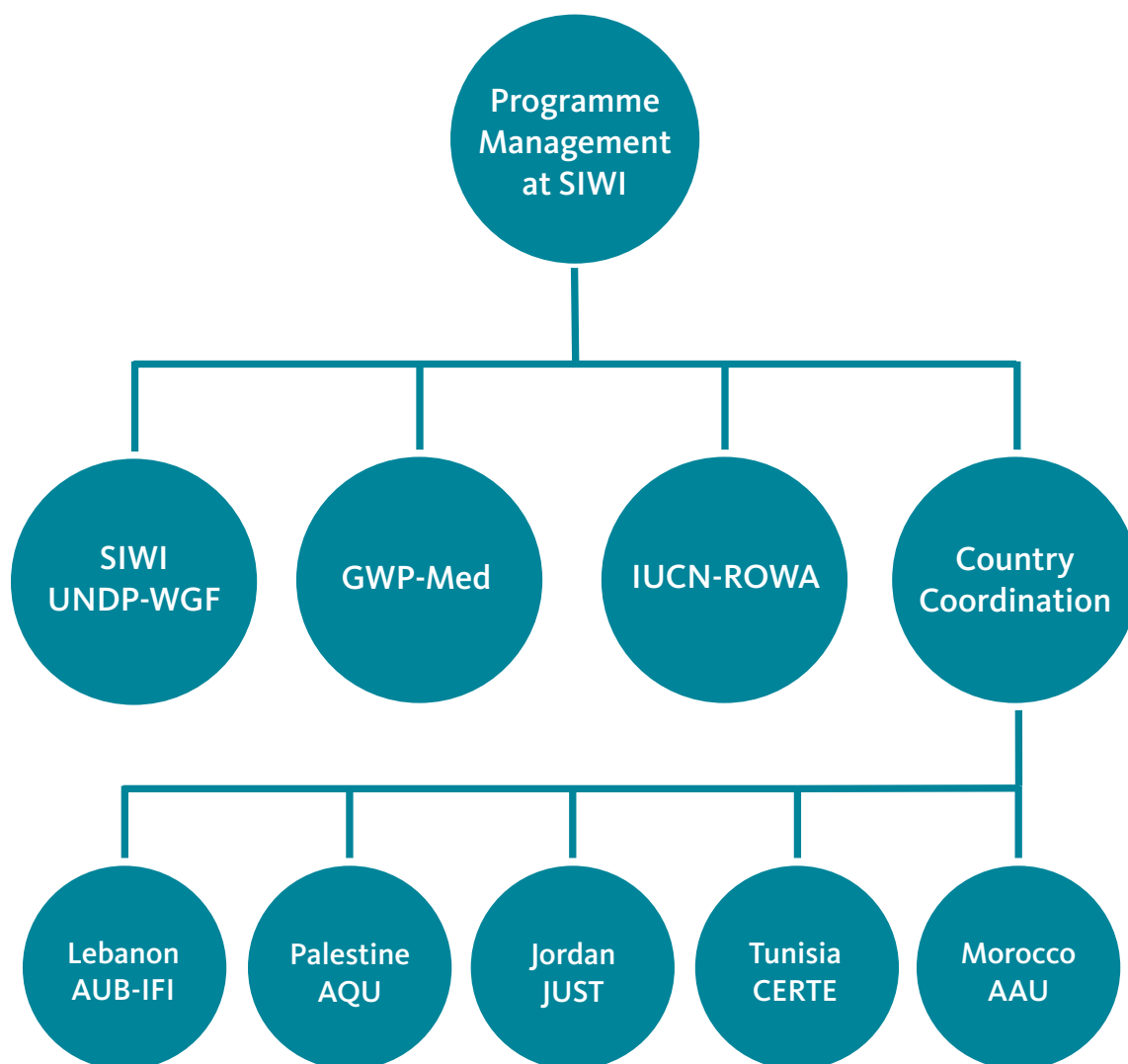
Civil society organisations including water user associations, river basin organizations, farmer organizations and media, working at the grassroots level.

Young water professionals and students: In MENA, the number of young people as a percentage of the population is very high. Young people often working agriculture since it is an "inherited business" and are therefore important stakeholders in the management of water resources. Under these circumstances and with the right support, young water professionals could also act as agents of change, if they were more open to new ideas and less entrenched in dysfunctional organisational behaviour.

Women: In MENA, women have a very strong influence in fostering change. Cultural values put great responsibility on women, especially in their role as mothers, in raising a good generation. An Arabic proverb says "a mother is a school; preparing her is like preparing a good nation". However, in a mixed group of people and because of religious traditions, it is not always accepted that women speak freely in the presence of men. Another obstacle for women, especially when they have children, is that they often find it difficult to travel to faraway places to participate in trainings, particularly if this would require them to sleep over in another location. To reach out to this very important group, this programme organised a set of trainings targeting women only, to offer them an open forum to speak and to provide them the necessary support to strengthen them in their role as agents of change.

Management structure

The Programme has been hosted and coordinated by UNDP WGF at SIWI and implemented in partnership with GWP-Med and IUCN-ROWA, SIWI's Water Governance department.

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                    Programme
                   Management
                     at SIWI

   SIWI          GWP-Med      IUCN-ROWA      Country
 UNDP-WGF                                 Coordination

  Lebanon     Palestine    Jordan    Tunisia    Morocco
  AUB-IFI       AQU         JUST      CERTE       AAU
```

Programme Management | SIWI managed the programme under the auspices of UNDP-WGF. Responsible for programme implementation was the Director of the SIWI Water Governance Department, who delegated the day-to-day management to a Programme Manager. The Director, assisted by the Programme Manager, was responsible for reporting to Sida. The Programme Manager was responsible for coordination of the activity implementation and the work of regional and the national partners.

Regional Implementation partners | The programme was implemented in collaboration with a set of different partners, where each partner was responsible for a certain set of activities. The regional implementation partners are GWP-Med, IUCN-ROWA, AWARENET and UNDP-CapNet. Integrity Action participated as regional partner only at the inception of the programme and during Year 1. Through IUCN-ROWA and GWP-Med, the programme was able to reach out and interact with regional policy platforms, respectively the League of Arab States and the Union for the Mediterranean.

GWP-Med engaged with key stakeholders at the national and regional levels to support high-level activities in related projects managed by the Governance & Financing for the Mediterranean Water Sector project.

IUCN-ROWA coordinated national partners implementing activities at the regional level, e.g., some aspects of the mentorship programme.

National implementation partners | At the national level, the programme worked through academic institutions which were selected based on an open call for an Expressions of Interest. In each country, national implementation partners facilitated programme collaboration with relevant governmental institutions. By doing so, the programme reached outside the traditional water box to engage the agricultural sector and other important actors on a common-ground basis. The national implementation partners were:

- Jordan: Jordan University of Science and Technology
- Lebanon: Issam Fares Institute for Public Policy and International Affairs
- Morocco: Al-Akhawayn University in Ifrane
- Palestine: Al-Quds University
- Tunisia: Water Research and Technologies Center

Photo: iStock

Observed outcomes

Through cooperation with national partners in the five project countries and the three regional coordinating partners, a number of results were delivered. Major highlights of the programme include:

Widespread capacitation through water integrity training workshops | In total, 27 trainings were conducted. This included 20 at the national level and seven at the regional level (four regional alumni workshops and three trainings in conjunction with regional events). In each of the five programme countries WGF targeted selected groups and trained approximately 370 participants, 49% of whom were women. Including the three regional back-to-back trainings, the number of participants trained on water integrity was approximately 450.

Water integrity agents initiated change processes with support from mentors | The key outputs of the national training workshops were water integrity action plans. Participants were provided a chance to receive further support to develop and implement water integrity action plans and encouraged to become 'water integrity change agents'. Because capacitating goes beyond training, the programme combined peer-to-peer learning and professional mentorship in a participatory learning environment. The programme was able to translate knowledge acquired through the trainings into actual pro-integrity changes on the ground. To achieve this, the project created a professional mentorship programme for alumni who received individual on-the-job support to initiate integrity activities in their respective home organizations or areas of work. A total of 103 individual water integrity action plans were mentored by the team of trainers and national trainers in the respective countries. Some action plans were implemented by individuals, others were implemented by groups of individuals from the same institution. While the plans varied in terms of immediate impact and ambition, each sowed a seed for bringing the issue forth to a wide range of water sector institutions, water management, and service delivery processes in each project country. A number of direct changes, both in individuals' behaviours and attitudes as well as specific processes within individual institutions were made.

Established a foundation of professionals to sustain and expand water integrity capacity through regional alumni and water integrity ambassadors | Forming a strong movement and coalition is crucial to transition towards a regional approach to minimising corruption in the water sector. Four regional Alumni workshops for civil society, women, operators and public officials resulted in peer-to-peer learning and exchange of views and experience on improving integrity in water resources management. The aim of these regional workshops was to create a regional community of practice on water integrity and to foster the development of water integrity ambassadors in the target countries. Support to 'change agents' was delivered through a mentorship programme led by a team of mentors (national partners supported by SIWI and regional partners). A select number of the most successful change agents participated in the four Regional Alumni Workshops. In order to keep the momentum of the community of practice created by the Regional Workshops, an alumni online community was created on Facebook; helping to maintain peer-to-peer support and motivation for them to persevere as 'change agents' in this challenging area.

This professional peer group is well-prepared to continue as a coalition for water integrity at the regional level that can advocate and advance people's skills to accelerate good governance through improved accountability, participation and transparency in water resources management.

Informed decisions on integrity risks in water resources management, and priority actions to address them | At the inception of the programme, the five countries engaged in national water integrity risk assessments. Based on the latter, on the experiences gained through the implementation of trainings, and on the development and implementation of the individual action plans, policy recommendations were developed and shared with the decision- and policy-makers of the water-sector institutions in each project country. The project engaged in high-level national processes involving senior level decision- and policy-makers from across the water sector institutions to inform governmental agencies on potential integrity risks and the need for improved oversight. Agreements and ways forward are being discussed on how to improve oversight to avoid potential integrity risks in the water resources management and service delivery.

Increased engagement on water integrity issues among decision-makers | The interaction of high-level decision-makers in the workshops is evidence that the project has succeeded in raising the profile of water integrity issues in national water debates. This also indicates that governments in the region have gained increased awareness and knowledge on the inherent issues of water integrity. The programme also **increased understanding of the gender dynamics of corruption in the water sector in the MENA region**, through national and regional water integrity trainings targeting women. The trainings included a newly developed training module that relates gender to integrity and a training session addressing gender in IWRM as well as gender and integrity.

Advanced political appetite and momentum for water integrity at national and regional levels | The programme engaged the two key political bodies in the region: UfM (through the Water Expert Group) and the League of Arab States (through the Technical Advisory Committee of the Arab Ministerial Council for Water). Securing a discourse and potential actions to address water integrity at the regional political level can contribute to long-term sustained results for the project. One key outcome was that the UfM Water Expert Group (WEG) made clear references to water integrity in 2016. This comes at a critical time, as this group has been reactivated after several years of inactivity that followed its failure to have the draft Strategy for Water in the Mediterranean adopted in 2010. On April 2017, the Union for the Mediterranean (UfM) Ministers approved the Ministerial Declaration on the "UfM Water Agenda" agreeing to develop a UfM Water Agenda. One of the main strategic directions

provided by the Ministerial council was to establish progress in Water Governance, making it more transparent and accountable, and securing the human right of access to water and sanitation. As such, the UfM secretariat now has the mandate to develop a strong water governance-strengthening component as part of its work programme, with water integrity as cornerstone of Good Water Governance.

On 12-14 December 2017, 136 participants, representing a range of different stakeholders, gathered in Barcelona under the auspices of UfM for the Regional Conference on *Water Governance in MENA and wider Mediterranean region: Strengthening integrity and financing for water security and sustainable development.* The conference endorsed a statement (see Annex 2) with recommendations to be integrated in the UfM Water Agenda and to be forward to relevant and appropriate political constituencies.

As a UfM-labelled programme, it is part of UfM's work progamme and can play a significant role in the work of the WEG and assist in informing policy and planning at a regional level.

Expanded the knowledge on which to capitalise and guide future action on water integrity in the MENA region | Co-creation, dissemination and exploitation of knowledge were integral parts of the programme and major outcomes of its work. A series of regional and national briefs and water integrity risks assessments, together with new water integrity training materials, have been widely applied and disseminated to relevant stakeholders across the region, within and beyond the five pilot countries.

Assessment of mentees action plans

Quantitative breakdown of action plans and their progress

Consecutive to the various trainings conducted, the programme initiated in 2016 a mentorship programme to coach the trainees throughout the process of developing, fine tuning and implementing their action plans. The mentorship strategy was deemed to be successful in the sense that (1) the mentees' action plans generated positive impact in their home organisations and (2) the programme could clearly track the mentees' evolution and the progress they made in their own change processes. The mentorship strategy took a typical decentralization approach in which mentoring responsibilities were given to the lower levels of the organogram. National partners and trainers became the main mentors, coordinated by IUCN-ROWA at the intermediate level, and supported by SIWI, who spearheaded and facilitated strategy implementation. The choice of this decentralized approach was underpinned by the understanding that the national partner and trainers know the working context and challenges of the mentees better than any other programme partner. The decentralization of the mentor responsibilities proved to be very useful because it allowed closer and more personal, long-term follow-up to mentees. As an example, in some cases, the mentor facilitated
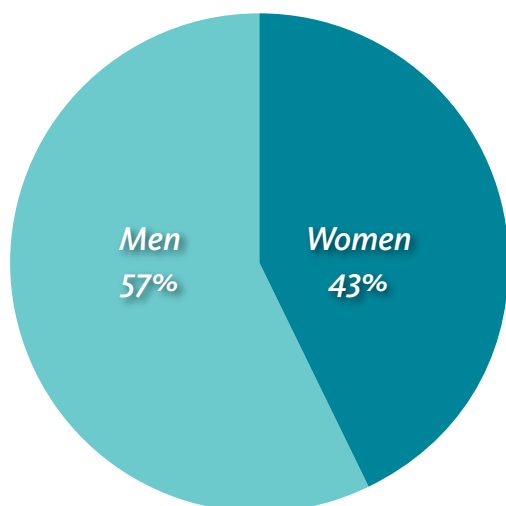
the contextualized implementation of action plans within the mentee's organisation through communication, as a neutral outsider, with the mentee's supervisor.

SIWI and IUCN ROWA actively followed up with the National Partners and with the alumni who participated in the regional alumni workshop. The aim was to provide maximum support for improving the action plans, making them as appropriate as possible for implementation, and, when needed, to recommend strategies for action-plan implementation.
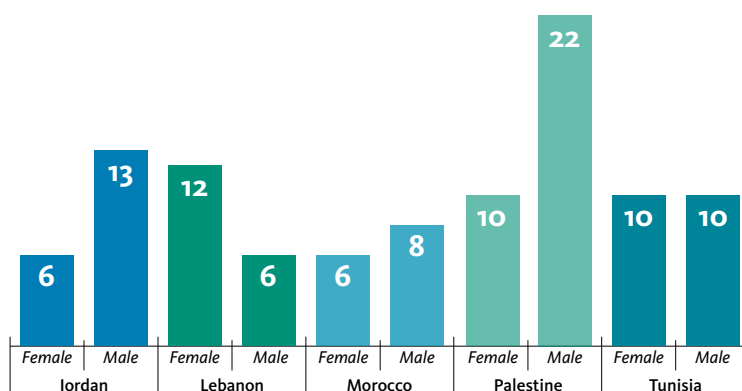
The programme developed an online platform tailored to the needs of the alumni. This proved to be effective as participation by and exchanges among participants continued to increase since its creation. To improve information flow amongst the partners, the programme developed internal reporting mechanisms, which have allowed the programme to track the mentees and draw general lessons from the five countries.

Of the 103 mentees, 43% were women and 57% were men; Tunisia has equal gender distribution, and Lebanon is the only country where the number of women participants is higher than men.


Mentees by gender

Men 57% Women 43%

Number of mentees by gender by country

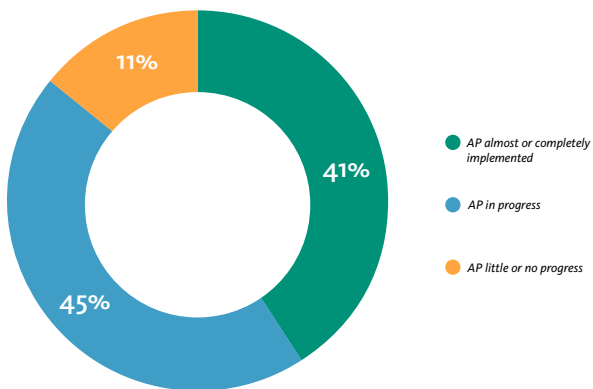|	Jordan		Lebanon		Morocco		Palestine		Tunisia	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
	6	13	12	6	6	8	10	22	10	10

The team of mentors were successful at sustaining most of the mentees. By autumn 2017, 28% of the action plans had finished or almost finished implementation, and almost 51% were being implemented or about to finish implementation. The mentors put specific efforts on minimising the dropout percentage. Some 24% of the action plans either had not started implementation or stopped for various reasons such as lack of approval from supervisor, lack of available time for the mentee, job change, or a change in work priorities.

Number of mentees by Action Plan (AP) Status

28 · 51 · 24

● AP almost or completely implemented ● AP in progress ● AP little or no progress
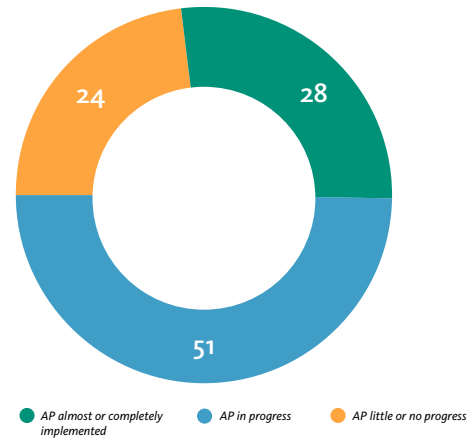
Status of implementation from different stakeholder groups:

Women by Action Plan (AP) Status

41% · 45% · 11%

● AP almost or completely implemented
● AP in progress
● AP little or no progress

Civil Society by Action Plan (AP) Status

23% · 23% · 54%

● AP almost or completely implemented
● AP in progress
● AP little or no progress
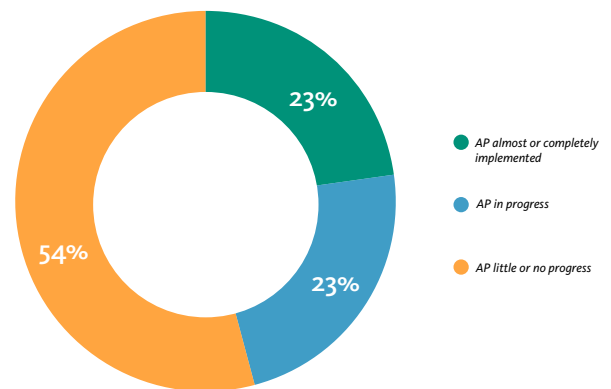
Public Officials by Action Plan (AP) Status

20% · 69% · 11%

● AP almost or completely implemented
● AP in progress
● AP little or no progress
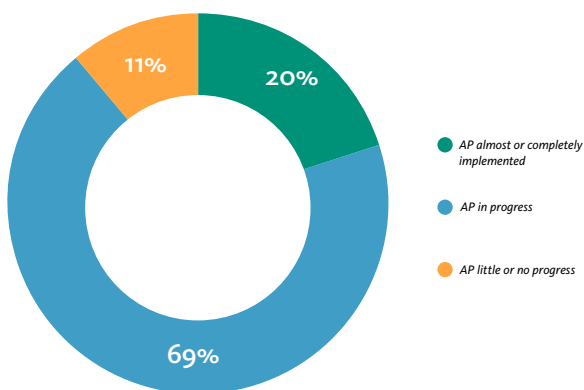
Operational staff by Action Plan (AP) Status

30% · 48% · 22%

● AP almost or completely implemented
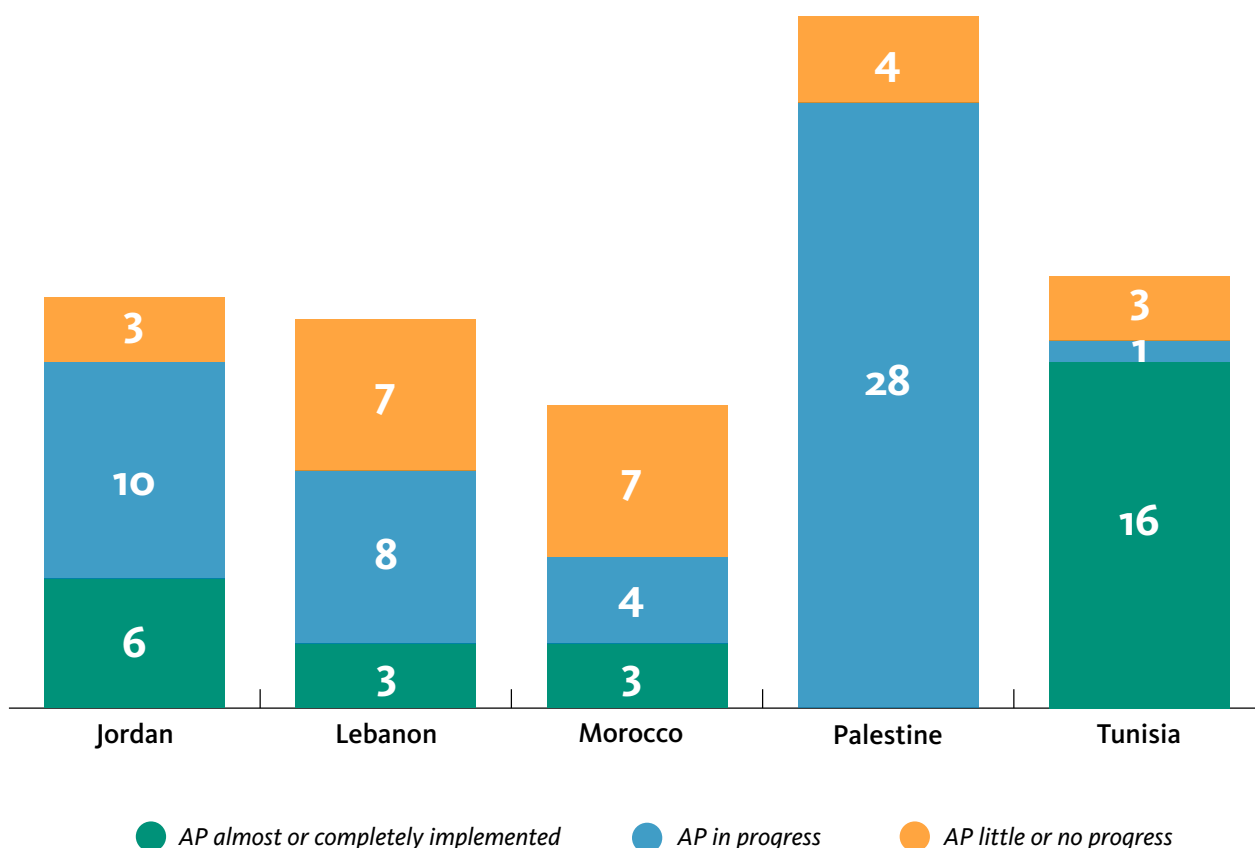● AP in progress
● AP little or no progress
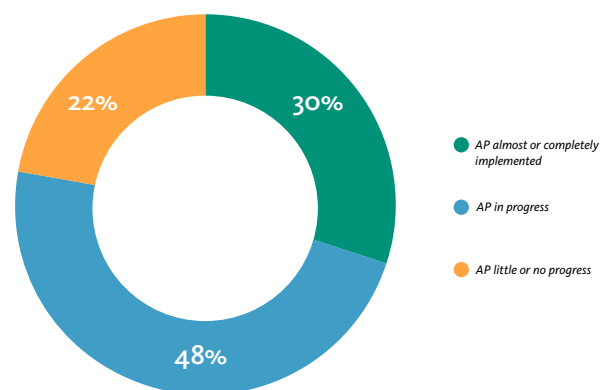
The Women and Operational Staff mentees group has the highest level of implementation. By autumn 2017 for the women's group, 41% had finished or were about to finish implementation. For the operational staff, the figure was 30%. The mid-level managers group had most plans in the process of implementation. It is worth noting that mid-level managers have more ambitious plans, and that the Regional Alumni Workshop for mid-level managers was organized quite late in the training period, in October 2016. After exchanges with peers during the regional workshop, most of the mid-level management mentees modified their action plans and extended the implementation period. This means that they all will likely finish implementation by the end of 2017.

For the Civil Society group, the dropout rate is high; 54% either stopped implementation or not have not started. Lack of financial and technical resources is one of the main reasons, according to the mentees.

For some mentees, lack of funds for generating change was a challenge when implementing their action plans. This proved to be especially true for small or medium-sized civil society organizations for which financial resources are crucial to embarking on a change process. In the case of the mid-level manager stakeholder group, one of the reasons for a lower implementation rate was the lack of endorsement by the mentees' organizations, which impeded the mentees' ability to even initiate the change process.

By country: Almost all action plans in Tunisia have been completed. In Lebanon, Jordan, and Morocco, some action plans have been completed but the majority remained works in progress. In Palestine, all action plans were in progress at the time of this Report.

Action Plan (AP) status by country (as of October 2017)

	Jordan	Lebanon	Morocco	Palestine	Tunisia
AP little or no progress	3	7	7	4	3
AP in progress	10	8	4	28	1
AP almost or completely implemented	6	3	3		16

● AP almost or completely implemented　　● AP in progress　　● AP little or no progress

## Qualitative breakdown of action plans and progress

To analyse the focus of the Action Plans, the "Accountability Concept" of the Human Rights framework was used to categorize the aims of the different action plans along the Concept's three main pillars. A fourth pillar relating to efficiency was added.

"Accountability" refers to the relationship of government, policymakers and other duty bearers to the rights holders affected by the duty bearers' decisions and actions. As such, it refers to the obligation of those in authority to take responsibility for their actions (pillar 1: responsibility), to answer for them by explaining and justifying them to those affected (pillar 2: answerability), and to be subjected to some form of enforceable sanction if their conduct or explanation for it is found wanting (pillar 3: enforceability) (UNDP Water Governance Facility/ UNICEF, 2015).

For these principles to be applied, some conditions must be met (see Annex 3). Action plans that aimed at installing hardware solutions instead of software ones were categorized under the category efficiency. Some of the action plans aimed to introduce new technology systems to improve water services or to change some specific internal procedure of service providers and to mitigate the risk of a lack of integrity.

The action plans were categorized according to the above four pillars: responsibility, answerability, enforceability and efficiency. The majority of the 103 actions plans focused on measures to increase and enforce the aspects of answerability and enforceability. It seems that in many contexts and according to the mentees' choice of action plan, clear policies and guidelines are in place, however transparency, stakeholder participation and enforcement of the agreed rules are lacking and needed to promote.

Action Plan's focus

Responsibility 23%

Answerability 32%

Enforceability 36%

Efficiency 9%
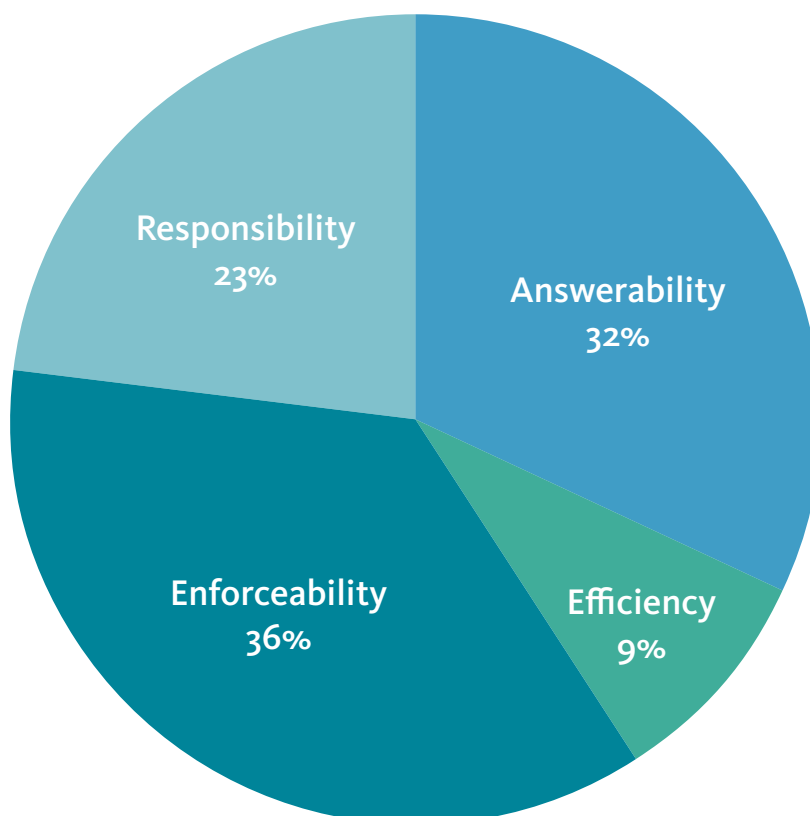
Testimonials from participants

Mey Alsayegh
Lebanon

Convincing high-level decision- and policy-makers to prioritise water integrity is a major obstacle to progress. The media can play a vital role in raising awareness and stimulating public debate. But that is not always easy as Mey discovered.

For 6 years, Mey Alsayegh was Senior International & Diplomatic News Editor & Correspondent at Al Joumhouria, a leading newspaper in Lebanon. The paper's motto is, "when silence became betrayal, Al Joumhouria spoke.*

As a water consumer herself for decades in Lebanon, Mey saw the need for water integrity first hand. Eventually she vowed to use her platform as a journalist to build high-level support for it.

"Everyone deserves to receive an equitable share of water without resorting to bribes. Water integrity ensures that all stakeholders and institutions abide by sound governance principles of transparency, accountability, based on core values of honesty, equity and professionalism."

Covering the MENA region, she also saw that increasing water scarcity, driven in part by the refugee crisis was a potential source of conflict. She was attracted to a new initiative on water diplomacy called The Blue Peace initiative, also supported by Sida. Mey joined the Blue Peace Media Network in 2013.*

> ❝ *Working on water integrity is very useful and ensures everyone is dealt with fairly, but it is sometimes impossible to implement at the government level. The point is to convince all stakeholders that it is a win-win equation.*

"I faced opposition. My paper wasn't interested in covering water issues and especially integrity, because that would not increase readership. I succeeded in convincing my Editor-in-Chief that it was important to attend the Blue Peace Conferences where I could meet senior politicians from the region, Turkey, Iraq, Jordan, Syria, and bring exclusive interviews for the newspaper. He agreed for a short time, but soon refused again to let me write on water issues. So, I convinced a senior person at the Blue Peace Media Network to invite my Editor-in-Chief to attend a conference in Istanbul so he could learn for himself the importance of water integrity and engage him in the process. He went and even admitted there that he refused to publish one of my stories on water cooperation and promised not to repeat that."

After publishing one web story, Mey's editor changed his mind again and refused to publish any more stories on water.

*"Blue Peace puts forward an innovative approach to engage political leaders, the public and the media in harnessing and managing collaborative solutions for sustainable regional water management, make a path for the evolution of a regional political and diplomatic community in water and create new opportunities for resolving protracted water related conflicts." Blue Peace Report, 2011

" *I was excluded from editorial meetings for almost one month last year because I attended the WI workshop in Morocco during my annual vacation as well as a panel in Ankara on Water and Mass Migration. I faced a lot of difficulties. I got the message so I decided to quit and started looking for alternatives to spread the message on how water integrity benefits all stakeholders.*

Mey got her stories published in international media specializing in water issues and is going to launch a website that will include a special section on water integrity, women and refugees.

"To ensure a profound impact, we need a sustained focus on water integrity. As a journalist, my duty is to raise awareness and engage the public in knowing their rights and duties, and the success stories I write light a candle to spread light instead of cursing the darkness. With my own website, I will be free to do that."

She does that on a volunteer basis. In February 2017, Mey became Communication Manager at the Ministry of State for Displaced Affairs (Syrian Refugees).

Wasfi Momani

Leader, Changemakers for Development

Identifying weaknesses with integrity is 'the easy part'. Devising solutions and convincing both management and operational staff to adopt them requires persistence.

"*For me, the greatest thing I have achieved is the establishment of a mechanism for monitoring and voice at the local level, which has contributed to the promotion of integrity, and participation through the acknowledging the citizen's important role in pushing for good governance based on the principles of integrity, transparency, accountability, justice and equality.*"

Mr. Wasfi Momani, works with a Civil Society Organization (CSO) called Changemakers for Development. He used social media, as a tool to raise citizen´s voice to demand more accountability in water management in the water-stressed Al-Zarqa Governate. He estimates that over 100,000 people benefitted from his group's work.

Wasfi led a team of volunteers who:
• conducted surveys on local water issues with citizens
• produced short films that were shared with decision makers
• created a "National Observatory for Water Issues" group on Facebook where thousands of members receive
    information and documentation on water issues
• helped develop indicators to more accurately assess the condition and management of water infrastructure
• assisted in evaluating local water distribution systems that could be linked to programs for targeted investments in their maintenance and improvement.

Lack of integrity is a common problem across the sector and the region. This can cause citizens to lose trust in water providers. Citizen surveys that his group conducted were a first step in trust-building.

> ❝ *Knowing what people need and their priorities on water issues was our inroad. People felt satisfaction and confidence that an informal group like ours was monitoring the performance of the relevant institutions in the water sector, whether governmental or private sector.*

"*People complained about all sorts of problems, inequitable distribution of water to different neighbourhoods, poor implementation of the Millennium Project on modernization of water systems, lack of compliance with the technical conditions for tenders, poor engineering supervision, water cuts for long periods of time, deterioration of water networks and the quantity of water wasted in the streets.*"

These issues were important for a host of practical reasons.

"*Inequitable distribution due to nepotism and favoritism creates tension and affects social cohesion. At the same time, water network damage leads to material losses in direct relation to the water wasted and un-accounted for. This further reduces the already low amount of water available to citizens. Poor implementation of the water network modernization project also has severe consequences, which will cost both the municipality as well as the citizens dearly.*"

Despite broad awareness of the issues, little action was being taken to address them. Wasfi decided to use social media as a way to attract officials' attention and build accountability. His group made short films and posted them to a Facebook page they created– National Observatory for Water Issues a platform for community monitoring and to push for increased integrity in the water sector.

Importantly, they also shared their films with decision makers. Sharing the film with officials was an important tool in conveying the real picture and exerting pressure on decision-makers to respond to the citizen's concerns.

"*Our films included interviews with citizens and showed their reality due to water cuts, break down of the water supply networks and large water leakage from these networks and flooding from the sewage lines. We recorded the films across the city to ensure inclusiveness and to cover all the issues related to the water situation.*"

"*People were happy that we were holding decision-makers accountable and they participated more and more with the Observatory. Decision-makers in the sector began to engage too.*"

"*There was an immediate response from officials and decision makers to resolve many of the problems. Yet, others remain. We will keep working on them. If we stop, if we let the torchlight go out, the old problems could start again.*"

Wasfi hopes to continue to grow his work in future by expanding alliances with other organizations working to advance policy and legislation that better ensure integrity, justice, and transparency in the water sector.

Value of training | "*The training workshops-- which were based on interactive and creative training methods-- were among the most important tools we got for sharing different knowledge and skills with a diverse audience of participants who have different backgrounds in their field. Our work could have succeeded without these workshops, but they had a clear and direct impact on the results we managed to achieve.*"

> ❝ *People were happy that we were holding decision-makers accountable and they participated more and more with the Observatory. Decision-makers in the sector began to engage too.*

Ramzi Ramadan

Director of Studies and Projects Dept. at South Lebanon Water and Wastewater Establishment (SLWWE)

Water authorities face huge problems getting users to pay for the water they receive. "Non-revenue water" as it is called can result from a number of things — 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%. Ramzi Ramadan and his colleagues used their training to collaborate on a pilot project that tackled the problem head on.

"It's contagious," Ramzi explained. *"People say, 'why should I pay for water when my neighbours don't pay?' The problem was growing exponentially."*

Previous SLWWE efforts to ensure that people pay for what they use met fierce, sometimes violent resistance.

"When we tried to place meters in some areas or stop illegal connections, people attacked the guys installing the meters or threatened them with guns. Some of them had political coverage, or sometimes it was corruption among staff at the SLWWE itself."

In other cases, SLWWE removed illegal connections and 1-2 weeks later, they were replaced. There was no dedicated team at SLWWE charged with following up.

"I was surprised to find out that these cases were not being enforced by the courts either."

> " *If you have a sick person, you can remedy the symptoms, but palliating does not cure the real sickness. You have to get to the root of the problem.*

Ramzi decided to start small. He 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% indicating a high number of illegal connections and significant revenue losses.

Ramzi's team created a pilot study to build evidence-based recommendations on how the SLWWE could tackle non-revenue water and transform them into policies within just a few short months. This helped decision makers improve the service and increase revenue.

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

Collaboration was key to success | "*At first I thought, 'how can I do this myself?' Then I found colleagues who had also been trained by SIWI. The Head of Subscriptions, Customer Service, Quality Control and an engineer who is leading the underground work. They were eager to cooperate to further the project.*"

Ownership, buy-in from SLWWE leadership was helpful | "*One my colleagues suggested we talk with the Director General (DG) and get him to formally recognise our project. Initially, we suggested one area for the pilot, but the DG thought we could meet lots of resistance there so he suggested we find another area, close to the city, where attacks by illegal users were not as likely. He was encouraging and gave us the green light.*"

Political will is vital | "*A key factor for successful implementation of the integrity mechanism is the leadership's will for change and adoption of such mechanisms. Why is that? Because changing the way government works is risky and difficult. The results are uncertain and water affects every member of society. Our Director General had to be convinced that the risk was likely to pay off.*"

"*It was important to highlight the personal benefits as well as those for the Establishment which would positively reverberate on his position and standing, either from personal achievement standpoint, higher position attainment and/or financial returns/ gains.*" *Then we had to clearly explain the plan and its purpose, in particular tackle and highlight the points that trigger the interest of other Heads of Departments, head of Divisions and the actual collaborators and corroborators.*"

Training was a key catalyst | "*Training increased my knowledge and offered a framework to boost my idea. Also, people understood the importance of water integrity. If we hadn't done the training, we would not have been as well-informed or enthusiastic.*"

Programme tools smoothed the way | "*Working for integrity is hard work. It's easy to get frustrated. We learned that we needed a flexible contingency plan every step of the way. The S.M.A.R.T tool was really helpful in gauging our performance and fine-tuning our actions in response to developments along the way. That was an important factor for us to succeed.*"

Start small, set realistic goals | "*A key lesson for us was to choose a realistic and achievable plan, that doesn't require you to expand too soon. Once results begin to appear and they are stable, then you can build on that.*"

They will continue working on their Action Plan after the programme ends | "*We will carry on with our work without SIWI, no problem at all. We will continue with our programme until we get all outcomes. That should be by the end of the first quarter of 2018. Then, I will write a report with the pros and cons, the lessons we've learned and present it to the SLWWE leadership so that our pilot can be expanded to larger areas and other communities. When we're finished, we will have the self-satisfaction of having succeeded, even as just a pilot.*"

Mohamed Drihem

President of the Val d'Ifrane Association, in Ifrane, Morocco. He is a retired high school teacher

For some people in Val d'Ifrane, water can be hard to come by. But Mohamed Drihem has found that information about water is even harder to access. He and his team of volunteer eco guards aim to change that.

In Val d'Ifrane, the consequences of a lack of integrity are woefully apparent. Mohamed saw public water flowing down streets and large swimming pools filled for wealthy people and companies while families and farmers suffered. He knew he had to do something about it. What he did not know was how hard it would be to effect change in the face of such apparent abuses.

"*Mohamed took a project that is very difficult to do because he is aware like everyone else that a lot of people abuse water in Ifrane. I mean people have swimming pools in their villas, dig wells without authorisation, even the city sometimes opens the water and you see it running on the asphalt and so on and so on. And of course lack of integrity leads to these kinds of problems,*" explains Ahmed Legouri, National Coordinator for Morocco.

"*If you allow people to dig wells without authorisation and get away with it, then they actually gave money to someone. At least they're acquainted with someone. It's one form or another of corruption.*"

> **"** *Before the programme and the training I had never been talked about this topic, the concept of Integrity, I did not know what it was. It helped me to look at my job from another point of view, and how it can help us to fight corruption and manage water wisely.*

Mohamed's project aimed to identify the systems and decision-making processes for watering green spaces, allocating drilling licenses and filling of swimming pools, given the scarcity of water in the region in recent years. To do that, he needed information from the Basin Authority.

"*Water drilling is authorized by the Basin Authority. They have to review their system of watering green areas and private pools at the expense of the local community. The owners of vacation villages and settlement managers seek to meet the water needs of their pools at any price to gain the confidence of their potential customers are also targeted.*"

> **_Our main problem is that we don't know how many wells are functioning, which ones are authorized – for irrigation as well as for private swimming pools in holiday villages and settlements – and which ones are not._**

Mohamed learned that even the most basic information is hard to come by.

Despite a public access to information law in Morocco, Mohamed was stonewalled.

"We asked the authorities for the number of authorized wells and drillings because we wanted to calculate how much water was being used. However, this information has not been provided. We got nothing. So we can't conduct studies to determine how much pressure users are putting on the water source, in other words if it is too much. But also, since we don't know which wells are authorized, it's difficult to control those that are illegal."

"… you know, those people abusing the system don't listen. They don't actually want somebody to talk about these issues. That is the main challenge with the project he's taken on" explains Ahmed Legouri, National Coordinator for Morocco.

With a very small organization and few resources, Mohamed could not launch a campaign on the scale that was needed. He was forced to suspend his project. However, at his NGO's General Assembly meeting in April 2017, members insisted that it is very important for them and for the people of Ifrane. So, they took up the fight again in May.

En guarde ecoguards!

To do that, Mohamed is re-building a youth corps that was used previously to lobby the Municipal Council. He will also launch a signature campaign to engage citizens and draw the authorities' attention.

"Our idea is to capacitate young volunteers, Eco-guards, who will support the municipality in two ways: one is doing sensitization activities in the community about responsible water consumption, and the second is to engage communities to control illegal drillings. That way we will increase our capacity and at the same time build the capacity of the municipality to monitor the use of water in Ifrane."

Yousef Salameh

Executive Director, Bidya Municipality, Palestine

Putting water integrity into practice is quite complicated and involves working at many levels of the delivery process. Yousef found that it can sometimes be less about individuals' practicing personal integrity and more about the systems they need to 'integrate integrity' into their work. That too can be difficult, even when water officials have the authority to change things.

Getting water to Bidya's 12,000 residents is not easy. It gets harder it the hot summer months. Water is scarce there as it is across all of Palestine where water reservoirs are shared with Israel. Sudden cuts to water supplies are common. Bidya's water was cut by almost 20% from 50,470 cubic meters between March and May last year to 43,440.*

The system for connecting people had also been disrupted. Previously when a new building was built, it was connected to the water main. Later access to water was different for different people, according to their relationship to decision-makers.

❝ *Before starting with this programme, citizens came and were told they should pay 20% or 40% or 50% to get water without any explanation.*

Yousef knew the problems first hand from having worked as an engineer in the Municipality for years. His plan aimed to restore citizens' confidence in the Municipality, improve water delivery and increase revenues by implementing the principle of equality.

"*Before the training I received in this programme, I'd put my fingers in the problem of water integrity & mismanagement first hand and tried to solve it when I was Supervisor for Monitoring in the Municipality. But I had no idea where to start and had no tools to do it. The course gave me a programme to follow, the tools I needed and told me what I could do step-by-step. I also had exchanges with colleagues in the region to understand from them how to solve our problems in Bidya.*"

Training was a key catalyst | "*My Action Plan involved many things. First of all, we automated the application and evaluation process with software so citizens' applications to be connected to the water network were logged in to the system and could be tracked instead of handled with papers that could be 'lost' or found for an extra fee. This meant all applications were evaluated by professionals and according to the bylaws from start to finish. This way decisions to connect people were made objectively and transparently.*"

"*After that, we brought in a consultancy company to map all available connections in Bidya and identify all the leaks. The last step was defining the owner of all lands and buildings in the Municipality so people understand where the pipes go and how much the owners pay so it is equal.*"

"*By knowing the owner of every piece of land, we could extend the water network to new areas and distribute the cost to the owners and put it in the plan from the beginning. Rich people came to us to open industrial zones in new areas. We agreed to extend the network to those areas but they had to pay the cost upfront and we arranged to pay them back according to a fixed schedule and according to the law. This saved us, the Municipality the cost of laying the network and allowed us to extend the network to new areas. We've added 2,500 new connections, 400 in one year.*"

"*After our Action Plan, people shared in the cost, they knew how their share was calculated and we showed them how much others were paying. That built their trust and our revenue went up too.*"

*http://www.haaretz.com/israel-news/1.726132

Ahmad Merie

Accountant—Maythaloun Joint Water and Sanitation Services Council (JSC), Palestine

Identifying weaknesses with integrity is 'the easy part'. Devising solutions and convincing both management and operational staff to adopt them requires persistence.

❝ *To me, integrity means following my own ethical convictions and doing the right thing in all circumstances, even if no one is watching me. I have to be true with myself and would do nothing that demeans or dishonours me.*

Maythaloun JSC serves 25,000 people in a handful of communities in Palestine. The warehouse is one of the most important sections in the Council because it manages all material and equipment needed for operations, maintenance and new installations across the network.

When Ahmed started in 2013, there was no record-keeping for over 100 000 euros in materials and equipment distributed from the storage facility each year and no one followed up to see how equipment was used. He initiated a system and trained employees on warehouse and inventory management that in 2016 saved the Council 23% of its annual budget for equipment thereby allowing the Council to buy more equipment and improve availability for water across the area.

Awareness-raising at the management level is needed for operational integrity to work.

"As an accountant, my job is cost control and financial record-keeping. Even though the Council was losing lots of money each year in equipment that was not accounted for, it was not enough to just identify the integrity issue and start implementing a solution. I had to raise awareness.

'What is the problem? How can it be solved? How will the Council and our customers benefit?"

"My advice is, if the solution to the integrity issue affects the whole water system or the whole Council's work, it's best to get the OK from management to proceed. After all, it can be difficult to go around them to introduce integrity and if they find out later there are new procedures, they can stop everything. If management says 'no', then discuss it with the Supervisory Board. They are members of the communities served by the Council and are searching for solutions for providing water to their communities."

"If the integrity solution affects only a particular department or section, then there's no need to convince the leadership."

Ahmed succeeded in convincing Council management of the benefits of systematising integrity, but introducing and operationalising it required ongoing awareness-raising.

"Once the management agreed, they hired a Warehouse manager, but we still had to raise awareness to make sure operational level people-- junior engineers, maintenance staff and new employees-- understood how to work with the new procedures otherwise, they can stop everything. So it was a two-step process. First raise awareness at the management team level, then the hands-on people."

Lessons learned

Learning is central to this project, not only for the trainees but also for the project partners and SIWI. Practically, the project has learned to better adapt to a certain amount of unavoidable changes in activity planning that inevitably arise in working with multiple partners. More substantially, we continue to observe that water integrity is a dynamic issue related to cultural and political contexts which evolve over time. This was witnessed first-hand in interactions with decision-makers for the different countries and shifts in how they interacted with different stakeholders from year to year.

Strategic insights

Do not choose between top-down and bottom-up approaches to water integrity, use both.
Do not choose between building capacity and supporting policy development, do both.
Promoting and reinforcing integrity in water resources management and service delivery is a process that needs to be driven and implemented both at grass-roots and national levels. Enabling and empowering citizens and civil society to advocate for transparency and enforce accountability is crucial and requires engagement with local institutions, which need to respond to that demand. Achieving this response often requires not only the will do so, but also the ability to establish new processes.

Changing the behaviour of local institutions requires institutionalisation of a culture change within the organisations, which in turn requires commitment from their leaders and continuous engagement with leaders and operating staff. Thus, change management is an integral part of the everyday work in this transition and needs to be taken into consideration in every process.

Institutionalizing integrity and good governance at the national level is also essential for widespread improvements in sustainable water management and service delivery. This cannot be achieved easily through local actions and/or civil society pressure on their own. It requires mobilisation of a multitude of water governing actors in a collective action, and it requires supporting this collective action in the formulation of a collective vision that is translated into national policy.

Hence, a future phase of this programme, or an element of some other programme, should scale up the level of intervention and work with institutions as benefiting partners, particularly at the national level (whereas this programme mainly focused on individuals in the present phase), and engage with the national policy processes.

Developing capacities is a complex and context-specific endeavour.

The programme planned the capacity development process in eight steps:
1) Rapid assessments of the identified stakeholder groups and their specific capacity building needs.
2) Development of tailored training materials to address the needs identified in the first step.
3) Identification and training of water integrity trainers (ToT).
4) National training of trainees per stakeholders group.
5) Regional alumni training per stakeholder group.
6) Providing mentorship during implementation of action plan,
7) National exchange of knowledge and experience during national meetings, as well as
8) Regional exchange of knowledge and experience during Regional Water Governance Conference.

One of the conclusions from implementation of the present phase is that all eight steps are definitely needed. These steps could be supplemented by distance and on-line courses to reach out to additional integrity-committed staff at a lower cost.

A distance course prior to the national training would also improve the results of the national training, and therefore the results of the overall capacity development chain. That said, each of the phases of the process could be improved.

Mentors matter, invest in them more, so they can pull the community of practitioners to create better results.

1. Engaging with water professionals anchors the work in the sector, but it must include challenging them to reach beyond their comfort zones and think in terms of integrating other sectors to apply integrated water resources management in practice.

2. Training materials should be adapted to account for the executive function in which integrity is managed. The materials should be tailored to the roles of the different change makers, such as water rights delivery, human resources management, public tendering, registration of water usage and customer invoicing, ombudsman, etc.

3. A level of knowledge about integrity should be set for the trainers, e.g., with a certification programme. Continuous knowledge-building and capacity development of trainers should be facilitated.

4. Closer links between national partners and their trainers need to be established. This can be done either by involving national partners in the selection process or incentivising the national partners to engage more closely with the trainers by using staff from the national partners, for example.

5. Selection of the trainees should result in training complementary stakeholders, this is stakeholders engaged in the same water resources management function

6. The capacity building should engage with institutions rather than individuals scattered over the water sector landscape. (The level of awareness of the water sector actors in the region on the importance of integrity didn't allow engaging with institutions as entities, but only with individual staff as actors of change).

7. Engaging with staff as change makers helped generate interest within institutions, according to stakeholders.

8. Regional alumni trainings targeting specific type of stakeholders were an excellent means of sharing experience between stakeholders experiencing same challenges. They helped build groups of connected staff from different institutions and countries into a community of practitioners.

9. The mentoring programme seemed to be one of the most important motivators for the mentees to further develop and implement their action plans. This innovation in our approach to capacity building is now its main anchor point. This said, it is important to note that the mentorship programme should be started immediately after the face-to-face trainings.

10. The national meetings to exchange knowledge and experience should start early in the process, right after the 'integrity management plan development'. These should be repeated every 6 months.

11. Regional exchanges of knowledge and experience would benefit from being driven by the regional actors themselves. While there is a tendency for high-level decision makers to participate in conferences only if there is an extra incentive, such as the event being hosted outside the region, it is worthwhile to explore how to create stronger ownership from the region for the exchange of knowledge and experience.

A parallel track to these training and awareness raising activities was reaching out through participating in regional conferences, providing back-to-back workshops, and engaging with the regional Arab Integrated Water Resources Management Network (AWARENET). This proved to be very efficient in spreading the message about water integrity beyond the project's different phases, and beyond the actors directly involved in project activities.

From Water Integrity to Good Governance

Managing a partnership | Managing this programme was one of the major challenges met by the Programme Management Unit (PMU). At the inception of this programme, SIWI opted to develop a partnership and to engage with partners on a more long-term basis for mutual benefit, instead of hiring consultants to deliver on specific tasks. The theory of change chosen to address corruption was that of building collective action. Ownership and teamwork are key aspects of integrity building. We therefore felt the need to start this trust- and partnership-building in-house. We also felt the need to establish strong national anchoring through well-established national partners.

The other side of this coin from a management perspective is that not all decisions have been in our hands, causing delays and budget deviations. It made it very difficult to keep a balance in doing things according to the agreed project document and at the same time doing it in a way which was driven by the partners and final beneficiary. Despite these challenges, our experience is that doing things in a participatory way is the most sustainable in the long run. The participatory approach is time and resource intensive but it tends to strengthen the capacity of the project partners. The national anchoring through the national partners allowed the programme activities to be well anchored in the national processes and guarantees continuity even beyond the project life time.

However, one should acknowledge that some partners in the region have limited human resource and institutional capacities for enforcing SIWI management standards. This said, SIWI as a capacity development organization, and as part of its partnership building, takes on the challenge to also support its partner organizations capacities in the region. On the other hand, as part of SIWI's risk management, it is important for SIWI to better assess the partners it wants to engage with. A delicate balance needs to be found between programme management procedures and implementation flexibility.

Photo: iStock

Looking at Integrity through the "gender lens" | Recognizing the importance of integrating a gender lens in integrity initiatives, and the particular challenges with inequality in the region, the programme attempted to both mainstream gender in all of its activities and implement activities focused specifically on empowering women in the water sector. The MENA region remains among the most unequal when it comes to men's and women's rights and opportunities. The programme stakeholders (male dominant) were not so receptive to the gender mainstreaming activities. The activities focusing on empowering women, were received with enthusiasm by women group. Considering the link between gender equality and open democratic societies and lower levels of corruption[3], the lack of political participation and representation and restricted rights of women are indicators of the remaining integrity challenges of the region.

The programme partners recognise the need to further engage in gender equitability, but at the same time recognise the need to build a stronger case and bring more arguments to the male-dominated water community on the rational reasons to engage in gender equality.

Collaboration with Regional policy platforms as vehicle for awareness raising | For generating change at larger scale, the programme opted to interact with regional policy processes so as to raise awareness of regional and national decision-makers. With this approach, the programme was successful with the Union for the Mediterranean. It was not successful with the League of Arab States. The programme concludes that the UfM is receptive to the subject and recognises the importance of good governance in general and integrity in particular as an appropriate area to invest in, with respect to UfM member states achieving their objectives.

Looking Ahead

Expand influence through the UfM | The Union for the Mediterranean (UfM) Ministers approved the Ministerial Declaration on the "UfM Water Agenda" at a meeting held on 27 April 2017 in Malta. The Ministers agreed, and gave mandate to the UfM Secretariat, to develop a UfM Water Agenda to help Member States implement sustainable and integrated water management policies and contribute to a sustainable livelihood for the region's citizens. Reference made to the Ministerial Declaration[4], investment in good governance should be one of the priorities. The process of developing the UfM Water Agenda, combined with its implementation, could enhance regional cooperation and dialogue in the Euro-Mediterranean region

engaging the Member States. The programme should maintain the important link with the UfM secretariat and the Water Expert Group (WEG), in order to further share the results of the programme, contribute with those valuable lessons to the development of the water agenda, and thus sow further seeds to grow integrity in UfM members. This can be done through informal sharing of knowledge and, eventually, through formal governance recommendations.

SIWI's approach to strengthening water integrity is to build collective action with a common vision on water integrity and a common agenda on milestones to achieve. The UfM platform is an appropriate base for a common water integrity vision. It is advisable that the UfM water agenda entails a good governance agenda with water integrity objectives.

Building on the experience of the Barcelona conference (see Annex 1, component 2) SIWI and GWP-Med encourages the organisation of regional conferences that, at the same time allows knowledge and experience sharing, as well as building regional political momentum and national appetite to progress on improving water governance.

[3] SUNG, H.-E. 2003. Fairer Sex or Fairer System? Gender and Corruption Revisited. Social Forces.

[4] http://ufmsecretariat.org/wp-content/uploads/2017/04/Ministerial-Declaration-on-Water_Union-for-the-Mediterranean.pdf

Build lasting structures through formalized government engagement where possible | The same reasoning for collective action is valid at national level. Hence, the programme should engage in national water governance policy processes to raise the awareness of national policy makers on the importance of water integrity. Interacting with the national policy processes will inform the processes with the programme lessons-learned, and as such also inform national policy reforms which frame national collective actions into national coalitions and formalize government engagements. It is recommended that the programme supports the most appropriate national institutions in this endeavour.

The time is ripe to go beyond individual water practitioners and develop water integrity management capacities of public servicing institutions | Thanks to the present phase, several public institutions and CSO leaders recognize the importance of investing in water integrity. The present phase responded to the interest of individuals in engaging in strengthening integrity. The time is now ripe to scale up and respond to requests from public service institutions active in water resources management and water service delivery. Providing knowledge and capacity development support should in themselves build trust among institutions' customers and financiers and strengthen the respective institutions to more effectively and efficiently deliver on their mandates.

Continued application of a gender lens | There is a strong recommendation to examine more closely the formal and informal relations between women's organisations and water sector institutions. These include formal linkages between government agencies officially in charge of women's affairs and line ministries in charge of water, as well as informal linkages between women's groups focused on water users and farmers' associations. It is likely that such linkages would make a strong case to water sector professionals for building capacity for gender equity. The programme should contribute to building these stronger links and integrate national and international gender policies into the organisation's Water Integrity Management Plans.

> ❝ *Water integrity improvement and training, particularly in water-scarce areas such as Arab countries, add an important dimension to effective integrated water resources management. As a trainer of water integrity, and through the passion for knowledge that I have observed from trainees, I am convinced that the message is delivered, and it will resonate among civil society and water professionals sooner or later.* ❞

Ali Karnib, Water Integrity Trainer

Acknowledgements

Annex

Annex 1: Reporting per component

Component 1: Programme Governance | In the preparation of the proposal, SIWI received support from several organisations that indicated their interest and willingness to collaborate on this programme. These included Integrity Action, United Nations Economic and Social Commission for Western Asia (UN-ESCWA), and the Arab Center for the Studies of Arid Zones and Drylands (ACSAD) under the League of Arab States (LAS). However, due to the political sensitivities in the region, both UN-ESCWA and ACSAD decided at the inception meeting in February 2014 to keep a low profile and not engage in the programme as prominent partners.

This raised some challenges, since the programme components related to regional integration as well as to high-level dialogue which were designed to be led by these organisations. However, in dialogue with our partners and after consultation with the responsible officers at Sida, other regional organisations that could fulfil this role were identified. For the work on the regional integration, it was decided to engage with the Global Water Partnership – Mediterranean office (GWP-Med) instead, with continued support from United Nations Development Programme (UNDP) through the UNDP Water Governance Facility at SIWI. It was also suggested that a project proposal be submitted to the Union for the Mediterranean (UfM) for raising the political support on the regional level and engage with more countries beyond the members of League of Arab States. Also, the Network Coordinator of the Arab Integrated Water Resources Management Network, AWARENET, which is hosted by UN ESCWA, remained committed to the programme, and an AWARENET Working Group on Water Governance was initiated to formalise the commitment of the network. Integrity Action also remained committed, and a partnership agreement was signed to formalise the collaboration.

Due to the shift of partners, which was approved by Sida's Unit for MENA, it was agreed to revise the project document, which was approved by Sida.

In the spirit of transparency and in order to identify the most qualified national partners in the five pilot countries (Lebanon, Palestine, Jordan, Tunisia and Morocco) a Call for Expressions of Interest (EoI) was sent out and posted on several websites. The most qualified organisations as identified by the Expression of Interest from each country were the following:

- Jordan: Jordan University of Science and Technology (JUST)
- Lebanon: Issam Fares Institute for Public Policy and International Affairs (IFI) at the American University of Beirut (AUB)
- Morocco: Al-Akhawayn University in Ifrane (AAU)
- Palestine: Al-Quds University (AQU)
- Tunisia: Centre for Water Research and Technologies (CERTE)

Partnership agreements were signed with the national partners with Terms of Reference specifying their responsibilities in implementing the activities on the national level.

Among the applicants that submitted an EoI was also the International Union for Conservation of Nature – Regional Office of Western Asia (IUCN-ROWA); they offered their support to coordinate the project at the regional level on a cost-sharing basis. IUCN-ROWA has extensive experience in working with water governance issues in the region, and their office is in Amman. Their support was welcomed, and WGF signed a partnership agreement with them.

- The Programme management unit (PMU) was hosted by SIWI. It was staffed by:
  - Programme Manager,
  - Water Integrity Expert
  - Knowledge Manager

Component 2: Stakeholder dialogue and raising political support | In order to raise political support for the programme, ministries in charge of water in all five MENA countries were approached. Four of thems submitted endorsement letters supporting the programme. The fifth country, Morocco, the Minister in charge of water expressed support in a speech delivered at the national workshop.

To get wider political support from the region, an application was submitted to UfM for political labelling of the programme, and on December 4, 2014 it was officially endorsed by the 43 member countries of UfM.

As part of Component 2, the programme presented key findings from the national assessments at different regional events. These included the 1st Regional Conference on Governance & Financing for the Mediterranean Water Sector, which took place on October 28-30, 2014 in Athens, as well as the 3rd Arab Water Forum, which took place on December 9-11, 2014 in Cairo. In addition, the programme was presented by the national partners during the national consultation workshops, and at other national events not related to the programme.

2015 proved to be very productive in terms of dialogue and regional synergies. The responses from the stakeholders were generally very positive and several project partners engaged actively in promoting water integrity.

The national partner in Tunisia, as members of the team of the project on Sustainable Domestic Water Use in the Mediterranean Region (SWMED), decided to include water governance and water integrity as part of the final conference held in Tunisia, on February 19 – 21,2015. The conference program included sessions focusing on experience and lessons from the SWMED project. It also included research results and best practices from experts, stakeholders and EU-funded projects linked to the conference topics on sustainable water management. Target groups for the conference included policy makers, public authorities, actors in water sectors, experts and researchers. The SWMED project is funded by the European Union (EU) under the European Neighbourhood Partnership Instrument Cross Border Cooperation Mediterranean (ENPI CBCMED) programme.

The national partner in Lebanon chose to publish the water integrity risk assessment carried out in 2014 and organised a launch event in May 2015 under the patronage of the minister responsible for water in Lebanon. They launched the report under the title "The Way Forward to Safeguard Water in Lebanon: National Water Integrity Risk Assessment", and the opening statement at the launch event was delivered by H.E. Arthur Nazarian, Minister of Energy and Water in Lebanon.

Strong political commitment to water integrity was also shown by the Minister in charge of water in Morocco, through the organisation of a high-level workshop on September 30, 2015, in cooperation with GIZ, supporting the water integrity work of the national water company, Office National de l'Electricité et de l'Eau Potable (ONEE). The WI MENA project's country team in Morocco contributed to this workshop, which was facilitated by one of the project's WITs, and attended by representatives from the Water Integrity Network and SIWI. In 2016, the national partner attempted to engage with the ministry to participate in follow-up activities. The limited responses from the ministry were perceived as a signal of "no interest". As such, an additional follow-up high-level meeting in Morocco was scheduled. Well established United Nations (UN) agencies in the region are also working on good water governance and have been engaged on the country level. In Lebanon, UNDP and UN-ESCWA convened a high-level workshop and contributed to the process taking place in the country.

Other important stakeholders approached SIWI for broader cooperation on water integrity included national NGOs in Iraq (Middle East for Environment and Renewable Energy) and in Egypt (the Centre for Environment and Development for the Arab Region and Europe, CEDARE). Cewas, a Swiss non-profit association specialised in improving business practices in water and sanitation through training and awareness-raising on integrity and accountability, was also in dialogue with SIWI to explore possible synergies between respective projects.

One high-level stakeholder meeting was organised in Tunis, Tunisia, to present the water integrity assessment findings as well as the water integrity action plans implemented as response to some of the integrity gaps. The Ministry of Agriculture and the Department of Rural Development is particularly interested in pursuing water integrity reinforcement. The Lebanese national partner established a full roadmap. This followed preparatory meetings with the different stakeholders and meetings with high level decision makers. As part of the roadmap, the Lebanese national partner had already met with the Chief Executive Officers (CEOs) of water establishments and with donors.

In Palestine, a high-level meeting with H.E. Mazen Ghnuneim, Head of Palestinian Water Authority (PWA) and Prof. Imad Abu Kishek (President of Al Quds University) was conducted in order to implement a comprehensive training for the PWA. After this meeting, a comprehensive four-day training workshop was conducted for 16 PWA staff members and resulted in the creation of five action plans. PWA staff members also participated in the regional official workshop in Jordan. The high-level workshop planned for December 2016 was shifted, as most of stakeholders were involved in election campaigns at the time and unavailable.

Due to the election process in 2016 in Jordan, planned interactions with high-level decision-makers did not occur in a single meeting. Instead, there were several bilateral meetings with high-level officials and their respective staff. Thus, the following high-level stakeholders were met and informed about the project results, conclusions of the risk assessment and planned activities:

1. H.E. Mohammad Najjar, former-minister of water and irrigation, current member of the Upper Chamber of Parliament, and member of the Water and Agricultural Committee
2. H.E. Mohammad Allaf, Chairman of the Integrity and Anticorruption Commission
3. H.E. Abed Kharabsheh, Chairman of the National Auditing Bureau
4. Mr, Ali Subah, Secretary General Assistant, Ministry of Water and Irrigation
5. Mr Mohammad Rababah, Director-General of Yarmouk Water Company
6. Mr Abdelhadi Alaween, Commissioner, Integrity and Anticorruption Commission

Throughout the implementation, the programme attempted to inform and contribute as much as possible to regional water agendas through interaction with the two key regional political bodies: the UfM and the League of Arab States.

Union for the Mediterranean - UfM

Close coordination was achieved with the UfM in 2016 following the presentation at the UfM 5th WEG meeting (November 23-24,2015, Luxembourg). Regular exchanges took place with the UfM Secretariat, including provision of a programme progress report. Thanks to intensive collaboration between the UfM, GWP-Med, and the programme, the Euro-Mediterranean Ministerial Conference on Water (April 27, 2017, Malta) gave a mandate to the UfM Secretariat to develop a UfM Water Agenda, with the integration of the principles of transparency and accountability. This means that water integrity has entered into the UfM Water agenda and has been identified as an important element for responding to the multi-faceted challenges the region faces with respect to water.

A first discussion about the financing strategy of the Water Agenda was organized by the UfM Secretariat, just after the UfM ministerial meeting. James Leten, Programme Manager at the UNDP Water Governance Facility at SIWI, served as a panellist in a discussion highlighting the importance of building an accountable and transparent enabling environment. In the quest for financial resources, it is important to reassess resources that are currently wasted due to unethical practices. He made clear that building integrity in the water sector will contribute to partially addressing the issue of Non-Revenue Water.

In August, in parallel to World Water Week 2017, the programme assisted the UfM Secretariat in organising a closed meeting. During the meeting, partners and parties interested and/or active in strengthening water integrity gathered with the aim of identifying relevant priorities and actions in the MENA region and transforming them into recommendations to be included in the discussion of the UfM Water Agenda. As an output, the meeting provided five recommendations to the UfM:

1. UfM takes the lead in developing a regional water integrity coalition with countries and regional bodies that commit to water integrity. This coalition should:
   a. engage in assessing water integrity risks and the impact of not addressing them;
   b. engage in the development of a regional good governance strategy that integrates the principles of water integrity, transparency, accountability, and anti-corruption;
   c. continue awareness raising about the importance of water integrity among top-level decision-makers in MENA national policy processes as well as in international fora.

d. aim to accelerate water-related capacity development to help regional institutions deliver more effectively and efficiently on their mandate.

2. UfM initiate the development of and facilitate the use of a standardized water integrity monitoring system that assists regional, transboundary and national institutions to monitor and show progress in water sector governance and in the quality of mandate enforcement. The meeting also recommended considering and building on the existing governance monitoring work of the Organisation for Economic Co-operation and Development (OECD) Water Governance Initiative, Water integrity Network, Transparency International, among others.

3. UfM facilitate resource mobilisation firstly for the development of integrity monitoring system, and secondly for a programme that would capacitate water integrity committing institutions in the region for the development of water integrity management plans and enforcement.

4. UfM anticipate the time required to mobilise and release funds for the water integrity monitoring system and capacity-building programme, and recommends to invest, as soon as possible, in a Water Integrity Pilot Programme that would support MENA Water Sector representative stakeholders to develop and monitor their institutional water integrity. This will allow measuring the impact of such plans and building the case for water integrity investments.

5. UfM, with the assistance of knowledge-managing institutions, play the role of good governance knowledge depository and broker, offering a platform to member states, institutions in the region, and international water integrity practitioners to share good governance knowledge, tools and experiences.

The Barcelona Regional Conference was organised under the auspices of the UfM, by two UfM-labelled projects supported by Sida, namely the "Governance & Financing for the Mediterranean Water Sector" project led by GWP-Med, and the "Regional Water Integrity Capacity Building Programme in MENA", led by SIWI UNDP Water Governance Facility. The Conference was organised in close and strategic synergy with the EU-funded Sustainable Water Integrated Management and Horizon 2020 Support Mechanism (SWIM-H2020 SM) regional project.

There was significant added value in this joint endeavour of merging the Water Integrity Summit with the Final Conference of the Gov&Fin project, as water governance is their common denominator. Both projects have contributed in committing institutions and stakeholders to the governance principles of transparency, accountability and participation. At the same time they created a fertile ground for investments.

Out of the 3 days of the Conference, one full day of the was fully dedicated to the results of the Water Integrity Programme, including lively discussions on key dimensions of Water Integrity and the presentation of 25 Water Integrity Action Plans developed by mentees from the 5 countries during the Programme.

In the 3rd day of the Conference all participants were involved in parallel working roundtables discussing and elaborating on recommendations (in Annex 2) to be addressed respectively to the following stakeholder categories:
• Decision makers
• Regulators & Water Utilities
• Civil society & Academia
• Private sector & banks
• International Financing Institutions & donors

During day 3, the Conference Statement (Annex 2)– that includes the recommendation- was endorsed by the conference participants. It highlights the importance of Water Integrity and proposes building collective action through: i) clarifying roles and responsibilities of water actors, ii) strengthening and professionalising public institutions and service providers in delivering impartially on their mandates, iii) building information sharing and opening the decision making processes to all possible actors in society, as well as developing engagement and coordination mechanisms with all different stakeholders, iv) learning from the experiences accrued, and v) monitoring progress and benchmarking through agreed standards.

As reflected in the Conference assessment, the participants very much appreciated the complementarity of the 2 themes (Governance & Financing, together with Integrity) addressed in a common conference. (62 out of the 63 survey respondents, or 98%).

An additional added value was the diversity of participants invited. The GWP-Med final conference on Gov&Fin mobilised actor from the financing sector, which the Water Integrity programme would never have been able to reach out to. The contribution of the Gov&Fin invitees added value to the water integrity knowledge exchange during the water integrity day of the conference, as well as to the Conference Statement and Recommendations.

League of Arab States - LAS
Efforts were made during 2014, 2015 and 2016 to connect and create linkages with the League of Arab States and the Technical Committee of the Arab Ministerial Council on Water. Related exchanges and exploration resulted in a dedicated Water Integrity presentation during the meeting of the Ministerial Council's Technical Committee on Water (October 24, 2016, Cairo).

The programme also engaged with a number of regional stakeholders and processes. It was highlighted and presented within an IUCN moderated session at the Civil Society United Nations Framework Convention on Climate Change Conference of the Parties (UNFCCC COP) 22 preparation meeting - Med COP 22, in Tangier, Morocco (July 2016). The programme was also invited to present its conclusions and recommendation at an event planned by GWP-Med at the Pre-COP 22 meeting on water in Marrakesh (also June 2016). However, the meeting was called off due to weak and slow response rate of the pre-COP 22 meeting organisers.

The programme also successfully, and synergistically connected with the GWP-Med-organised 2nd Regional Conference of the UfM-labelled and Sida-financed project "Governance & Financing for the Mediterranean Water Sector" (December 5-6, 2016). The programme contributed to the session entitled 'Session IV: Addressing the social aspects of investments, including through PSP'. This enabled direct contact to finance professionals, some of whom oversee the financial cycle during project implementations. Further synergies were found with the "MENA Water Governance and Finance" project through the organisation of the back-to-back Regional Training (December 7-8, 2016, Tunis).

During World Water Week 2016, the programme, together with GWP-Med, organised a MENA-Focus session entitled "Enhancing Water Governance and Integrity for Sustainable Growth". This was an opportunity for the programme to present its activities, achievements to date and expected outputs to a global audience and to numerous international and regional partners.

Component 3: Assessment of water integrity risks and identification of target groups and capacity needs | Five national water integrity assessments were carried out to map the risks and identify the capacity-building needs of the main stakeholders in water resources management in Jordan, Lebanon, Morocco, Palestine, and Tunisia. These assessments were carried out by the national partners. To start off from the same point, a coordination meeting was held in Amman in May 2014, hosted by IUCN-ROWA, which also acted as the regional coordinator for this task. During this meeting, all national partners expressed their concerns about the limited budget planned for the country assessments and the coordination work needed for their implementation. It was therefore agreed that more money would be allocated for this purpose. In order to afford this extra spending for the assessments, SIWI held back on the spending related to programme governance and knowledge management as these two components were running throughout the programme lifetime, and could therefore be compensated for during the second year.

The country teams also made great effort to engage with the stakeholders on the national level, and held several meetings and national workshops to validate the findings of the national assessments.

The national assessments were also informed by the findings of an Expert Survey on Water Integrity Risks in the region developed by SIWI, which had more than 100 respondents from the MENA water community.

Component 4: Adaptation of learning material | Based on the findings of the national assessments, Integrity Action, with guidance from SIWI, developed customized training materials for the different target groups. The training materials were made available on the alumni platform and are free for download and use, adapt and translate as desired.

Due to several misunderstandings with Integrity Action, the first draft of the adapted training module was more of a complete manual for delivering the Training of Trainers (ToT) instead of a module to support the delivery of future trainings as described in the project document.

Since the feedback from the ToT indicated the need for more guidance on how to deliver future trainings, it was decided that the training materials would be updated accordingly. For this reason, both design and translation were delayed and postponed until the second year of the programme.

The manual developed by the project, has been translated into Arabic to provide a technical resource in the native language of the regional pool of trainers so that they continue to nurture the concept of water integrity in their respective countries. The regional training manual has been published and made publicly available at: http://watergovernance.org/programmes/water-integrity/water-integrity-capacity-building-programme-in-mena/

As part of the support to the trainees on the issue of participation and gender equality, a module on "Water Integrity and Gender" was drafted and tested during the first regional alumni workshop. The content of the module was informed by the research on Water Integrity and Gender, which was carried out by SIWI, based on the results and experience gained from SIWI's Water Integrity Sub-Saharan Africa programme. A consultant was also hired to provide an analytical overview of gender issues in the MENA region as a whole. A survey was carried out among female participants of the national trainings to get their thoughts and experiences regarding corruption in relation to water resources management. The consultant, Ms Khasifa Nantaba, was assigned based on her involvement in the Water Integrity capacity-building programme in Sub-Saharan Africa and her experience of delivering the gender training in that programme.

Component 5: Training of Trainers | In December 2014, a five-day ToT was organised in Tunisia, during which 25 people were trained as Water Integrity Trainers (WITs) for the programme. The purpose of this ToT was twofold:

- To mobilise WITs and train them in how to deliver the national water integrity trainings as well as on how to provide coaching to the different target groups of the national trainings.

- To validate the training materials, including tools and methodologies developed for the WIT to use during the coming year.

The WITs were selected based on a set of criteria related to their competence in facilitation and mentorship, as well as their expertise in water and/or governance issues. More than 60 applications were received from interested trainers in the five pilot countries. Feedback about the applicants was received from relevant national partners as well as from IUCN-ROWA, and a shortlist was developed. Based on this, Integrity Action advised on applicant selection. Twelve applications were received from staff at the Palestinian Water Authority (PWA) after the selection had been made, so they couldn't be considered in the initial selection process. Due to this interest, however, a dialogue was initiated with H.E. Mazen Ghoneim, Minister of Water in Palestine, in which cooperation was explored. This looked into whether WGF could offer targeted training for the PWA on organisational integrity management – based on the Integrity Management Toolbox developed by the Water Integrity Network and partners – to address integrity management from a business model perspective.

The ToT was hosted by GWP-Med and all logistical issues were handled by IUCN-ROWA. Integrity Action facilitated the training, which was based on the training materials developed for

the programme. Mr Tarek Bahri, General Director of Governance and Advisor to the President of Government in Tunisia, addressed the participants in a keynote speech, highlighting the importance of the subject and its relevance in the region. During the ToT, a specific group for WITs was created on the online SIWI Water Integrity Alumni Platform to encourage experience-sharing, peer support, and sharing of training material among trainers.

Component 6: National water integrity trainings | All twenty national training workshops were carried out during 2015, as well as two advocacy workshops targeting high-level decision-makers.

As a response to the above-mentioned interest from the Palestinian Water Authority (PWA) for water integrity trainings, a three-day intensive course (May 31 – June 2, 2006) was organised, which produced a roadmap for three PWA directors to spearhead the development of four action plans. The Palestinian national partner followed and mentored the development of the action plans. The latter were integrated in the mentoring programme.

Component 7: Regional Alumni workshops | All regional alumni workshops took place in 2016 as follows:
- Civil Society: 25-26 January 2016 (Tunis, Tunisia)
- Operational staff: 8-11 February (Dead Sea, Jordan)
- Women: 23-26 May (Irfan, Morocco)
- Public officials: 17-20 October (Amman, Jordan).

The workshops proved to be a very important milestone in the mentoring process. Significant time was invested in further enhancing alumni action plans and providing them with the necessary tools to implement their planned activities.

At the first workshop in Tunis, simultaneous translation was provided between Arabic and English, but participants from Morocco and to some extent Tunisia were stronger in French, which limited their active contribution in plenary debate. Partner organizations were asked to support by performing consecutive translation, yet it was an inadequate solution and very time consuming. For the remaining three workshops, simultaneous translation interpretation was provided in three languages (English, Arabic and French). This greatly contributed to lively group dynamics and more effective communication. Reducing language barriers enabled participants to better create a real "community of practitioners".

All the workshops had a special session on gender, using the modules on gender (Gender and IWRM, Gender and Integrity).

The topic and how it can be integrated in the respective Action Plans was also discussed with the alumni.

Recognizing the importance of the regional alumni workshops as a milestone in the mentoring process, significant time was invested in further enhancing the action plans of the alumni by providing useful tools and the opportunity to exchange insights on how to implement their planned activities. For example, training, tips and stories from experience covered such topics as negotiations, building collective action, mobilising change agents, project development and finance mobilisation.

It was also the opportunity to share experiences through a 'lightning round' of talks provided by the participants from their countries. For example, during the last alumni workshop, national experiences covered topics such as:
- Tunisia: access to information law
- Lebanon: impact of public participation through CSOs claiming and achieving more citizen's rights (the specific case was for the reopening of Beirut's biggest public park which had been closed for over 20 years)
- Jordan: Open Government Partnership report
- Palestine: the work of the anti-corruption commission.
- Morocco: use of technology to enhance transparency in administration.

Component 8: Back-to-back trainings | Two back-to-back events that took place in 2017 could be rolled into a full two-day training course, thanks to a financial contribution from Cap-Net, through AWARENET and IUCN ROWA. The regional events connected to the trainings were:
a.	The 3rd Arab Water Week, held in January at the Dead Sea in Jordan.
b.	The Regional Knowledge Sharing Forum, held in May in Sharm el Sheikh, Egypt, within the framework of the Regional Knowledge Network on Water (RKNOW).

Both these trainings were very well received, and participants were motivated to further work on water integrity. One of the participants in the first training contributed with a paper to the above-mentioned SWMED final conference held on February 19 – 21, 2015 in Tunis, Tunisia. The pape assessed the Qanat Systems common to the MENA region and its governance system through a water integrity perspective, focusing on participation and equity.

Two other participants in the second training, both from Egypt, explored opportunities to roll out the programme in Egypt and carried out a first assessment of the integrity situation, which was presented to SIWI and IUCN, and also shared with Sida.

Also in 2016, back-to-back trainings were targeted at different regional events, but the regional water agenda didn't follow the schedule as planned.

A first event targeted to connect a back-to-back training, was the Arab Water Week, but the latter was cancelled. Then the programme aimed to link the training to the pre-COP 22 events

in Morocco in June 2017, including the GWP-Med pre-COP 22 meeting in Marrakesh and the civil society pre Med-COP22 meeting in Tangier. Due to chaotic organisation and a very slow and late response from the Moroccan authorities, it was impossible to hold the event there.

A third targeted event for back-to-back training was the 2nd Regional Conference of the UfM labelled and Sida-funded "Water Governance and Financing for the Mediterranean Water Sector" programme implemented by GWP-Med and OECD. This was to be organised during the week of October 24, 2016. However, the League of Arab States announced that their Ministerial meeting would be preceded by the technical advisory committee during that same week. As the conference was targeting a large number of that meeting's attendees, GWP-Med and UfM decided to hold their conference during the week of December 5. The programme ultimately decided to hold its single back-to-back training for 2016 December 7 – 8, back-to-back with the 2nd Regional Conference of the UfM-labelled and Sida-funded "Water Governance and Financing for the Mediterranean Water Sector".

The Sida-funded "Water Governance and Financing for the Mediterranean Water Sector" implemented by GWP-Med and the Sida-funded "Water Integrity Programme" agreed that the GWP-Med programme would finance participants' airline tickets and two days of per diem to attend the 2nd regional conference. The 'Water Integrity Programme' would finance two additional days of per diem for the participants interested in attending the back-to-back training. This meant that the Water Integrity programme could avoid high costs for air travel. AWARENET, GWP-MED,

IUCN ROWA and SIWI organised the back-to-back training together.

Thanks to the 2nd Regional conference, the back-to-back training was able to train participants at high decision-making levels. Notable individuals who participated in the training included:

• CEO of the Palestinian Water Sector Regulatory Council
• Director-General of the Palestine Central Tendering Department / Ministry of Public Works & Housing
• Senior Financial Analyst of the Egyptian Water Regularity and Consumer Protection Agency,
• Director of the Tunisian Ministry of Agriculture, A member of the board of the Libyan General Company for Water and Waste Water.

Component 9: Supporting implementation of water integrity action plans | The mentorship programme did not take off as originally planned, and it was very difficult for the national partners to provide the support needed to the Water Integrity Trainers (WITs), due to limited guidance from Integrity Action. Some of the national partners managed to provide support to the alumni in developing their action plans, but others did not do this at all, other than in preparation for the alumni workshop. This is the reason why in 2016 the programme developed a new mentoring strategy with input from the different programme partners, excluding Integrity Action. The implementation strategy integrates the regional alumni workshops as an important milestone.
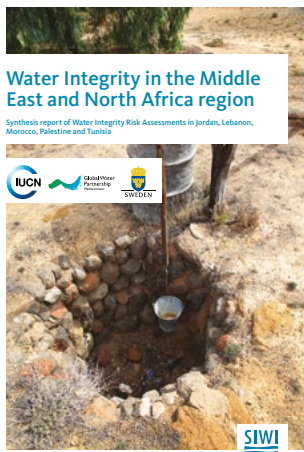
The mentorship programme was launched in February 2016 and continued through until the end of the programme, in December 2017. SIWI and national partners were continuously available and followed-up the implementation process, provided technical support and advised mentees whenever requested.

Since the programme provided no seed funding nor small grants for the integrity action plan implementation, the mentors aimed to empower the mentees as water integrity change agents, able to impact and generate change within their area of influence.

The alumni were all invited to the SIWI Alumni Platform, where training materials were uploaded. But by April 2016, traffic was on the platform was very limited. Therefore, different options for keeping the alumni network alive and continuing the collaborative momentum in the community of practice were discussed in the regional alumni workshops.

After several exchanges with alumni and national partners, the WI-MENA programme decided not to further invest in the SIWI Alumni Platform as planned at the inception phase, but rather to use a Facebook community group which participants suggested was more user friendly. Among other things, it can be accessed

Water Integrity in the Middle East and North Africa region
Synthesis report of Water Integrity Risk Assessments in Jordan, Lebanon, Morocco, Palestine and Tunisia

via mobile phones or tablets, which makes interaction more convenient. The Facebook group is closed to the public. To join, one needs to be accepted by the administrators (SIWI) or invited by a participant. This option was considered easiest from an accessibility standpoint and works well in combination with Dropbox for sharing documents. 113 members have used the group since its creation in May 2016, and it has more than 120 posts and comments from both participants and mentors from the five pilot countries. In the posts, group members have shared articles, pictures, news, calls for proposals, research papers about the water sector and/or good governance, integrity and anti-corruption from their countries, the region and other parts of the globe.

Component 10: Knowledge Management | In 2014, a programme website was developed on the webpage of the UNDP Water Governance Facility at SIWI (http://www.watergovernance.org/integrity/MENA). It contains information about the project and is updated regularly.

Project brochures were also developed and printed with information about the project and the capacity-building approach to water integrity in English, Arabic and French. The brochures were shared with all partners and can be downloaded from the WI-MENA website

Arabic: http://www.watergovernance.org/documents/WGF/Brochures/WI-Brochure-Arabic.pdf
English: http://www.watergovernance.org/documents/WGF/Brochures/MENA-Intergrity-folder-ENG-2014.pdf
French: http://www.watergovernance.org/documents/WGF/Brochures/MENA-Intergrity-folder-FRA-2014.pdf

Partners and other people connected to the project have contributed in different ways to enhance the knowledge base and further promote water integrity work in the region. In addition to conference papers, contributions and case studies, there has media outreach (both written and visual), as well as use of social media and other online platforms.

In 2017, AWARENET started a **"Seminar Series on Water Integrity in the Arab region"**, using the UNDP Cap-Net Virtual Campus platform. The first online seminar on June 20, 2017, focused on **"Regulation of the Water Sector in Palestine"** and was led by Mohammad Said Al Hmaidi, CEO, Water Sector Regulatory Council in Palestine, and trainee in the MENA Water Integrity Capacity Building Programme.

On a personal initiative, one of the Water Integrity Trainers in Jordan translated existing PowerPoint presentations covering the seven modules of the Manual on Water Integrity into Arabic to make them more accessible to Arabic speakers.

In 2017, a lot of investment was put in clearing the backlog that the programme had in developing knowledge products. In 2016, fully financed by the Water Integrity programme, different documents were developed, launched and uploaded on the programme webpage http://watergovernance.org/programmes/water-integrity/water-integrity-capacity-building-programme-in-mena/

Our website is used as the main communication medium and platform for storing the programmes knowledge products. These include:

• Regional Synthesis report: Al-Alaween, M., Jacobson, M., Jaraiseh, A., and Weinberg, J. (eds.) 2016. Water Integrity in the Middle East and North Africa Region: Synthesis Report of Water Integrity Risks Assessments in Jordan, Lebanon, Morocco, Palestine and Tunisia. UNDP Water Governance Facility at SIWI, Stockholm.
• Regional Policy Brief: Water Integrity Risks in the MENA Region – Priorities for Action (2016). Published by UNDP Water Governance Facility at SIWI.
• National Policy Brief: Water Integrity Risks in Jordan – Priorities for Action (2016). Published by UNDP Water Governance Facility at SIWI.
• National Policy Brief: Water Integrity Risks in Lebanon – Priorities for Action (2016). Published by UNDP Water Governance Facility at SIWI.
• National Policy Brief: Water Integrity Risks in Morocco – Priorities for Action (2016). Published by UNDP Water Governance Facility at SIWI.
• National Policy Brief: Water Integrity Risks in Palestine – Priorities for Action (2016). Published by UNDP Water Governance Facility at SIWI.
• National Policy Brief: Water Integrity Risks in Tunisia – Priorities for Action (2016). Published by UNDP Water Governance Facility at SIWI.
• Input document to the League of Arab States: Capacity Building Programme on Water Integrity in the MENA Region – Programme results and policy recommendations.
• Training Manual: Jacobson, M., Jaraiseh, A., (eds.) 2015. Regional Training Manual: Water Integrity for the Middle East and North Africa. SIWI, Stockholm

Referring to the 4 Regional Alumni Workshops under component 7, the programme produced four workshop reports from the four Regional Alumni Workshops:

1. Workshop Report: Regional Alumni Workshop for Operational Staff on Water Integrity in MENA. Produced by GWP-Med. Published by UNDP Water Governance Facility at SIWI

2. Workshop Report: Regional Alumni Workshop for Civil Society on Water Integrity in MENA. Produced by GWP-Med. Published by UNDP Water Governance Facility at SIWI

3. Workshop Report: Regional Alumni Workshop for Women on Water Integrity in MENA. Produced by GWP-Med. Published by UNDP Water Governance Facility at SIWI

4. Workshop Report: Regional Alumni Workshop for Policy Makers on Water Integrity in MENA. Produced by GWP-Med. Published by UNDP Water Governance Facility at SIWI

In November 2016, the programme produced and sent out a programme newsletter and updated the programme brochure: Regional Training Programme in Water Integrity for the MENA Region. Published by UNDP Water Governance Facility at SIWI, the programme produced but did not make publicly available (except in the case of Lebanon) the national risk assessments, due to the sensitivity of the subject.

1. National Water Integrity Risk Assessment Reports (x5: Jordan, Lebanon, Morocco, Palestine, Tunisia). The Lebanese assessment report was published in Lebanon and later on also a policy brief was published. They are available on the project webpage in English and Arabic: http://www.aub.edu.lb/ifi/public_policy/climate_change/Pages/cbp_wi.aspx

2. National Water Integrity Workshop Reports (x25; five per country)

On December 9, 2016, anti-corruption day, programme staffers Josh Weinberg and Pilar Avello promoted the importance of Water Integrity in general and the MENA programme in particular via the SIWI-blog in an article called 'Corruption is the elephant in the room for the water community'. This was posted on the SIWI and UNDP Water Governance Facility Facebook pages and Twitter accounts. The Facebook platform is intensively used by the programme managing team, by the national coordinators and by the trainees themselves to communicate in major corruption-specific events and documents.

In 2017, the programme co-convened the MENA FOCUS OPENING SESSION: "Security and Water Integrity challenges in the MENA region", together with the World Bank. The session, chaired by the Union for the Mediterranean (UfM), provided an overview of the status of water security in the MENA region, improved understanding of the challenges of water security, described existing water-related challenges, and outlined emerging opportunities to achieve water security, in particular, the governance challenge of water integrity and efforts made so far.

The water scarcity challenges, as well as opportunities for addressing them, were brought forward and discussed. Both water supply and demand management were addressed during presentation and discussions. Increased use of non-conventional water to fuel the supply side was seen as a possible solution. Since Non-Revenue Water caused by unethical practices has a large impact on the demand side, there was a consensus amongst the presenters and panellists that building water integrity offers the potential to reduce the water scarcity crisis at low cost. Consensus was built around the need to build capacities of water governing institutions, to integrate more transparency, accountability, participation and anti-corruption measures into their mandate delivery.

Annex 2: Statement of the Conference on Water Governance in MENA and wider Mediterranean region

Statement of the

Conference on Water Governance in MENA and wider Mediterranean region
Strengthening integrity and financing for water security and sustainable development
12-14 December 2017 Barcelona, Spain

The 136 participants, representing a range of different stakeholders, gathered in Barcelona on 12-14 December 2017 for the Regional Conference on Water Governance in MENA and wider Mediterranean region: Strengthening integrity and financing for water security and sustainable development, we endorse the following statement and kindly request the Union for the Mediterranean (UfM) Secretariat to utilise it for the implementation of the UfM Water Agenda and also to forward it to relevant and appropriate political constituencies, working groups and fora.

The Regional Conference was co-organised by the Sida-funded 'Governance & Financing for the Mediterranean Water Sector' project implemented by the Global Water Partnership – Mediterranean (GWP-Med) and the Organisation for Economic Cooperation and Development (OECD), and the Sida-funded 'Regional Water Integrity Capacity Building Programme in MENA' implemented by SIWI UNDP Water Governance Facility, GWP-Med and IUCN-ROWA, and in close synergy with the EU-funded 'Sustainable Water Integrated Management and Horizon 2020 Support Mechanism (SWIM-H2020 SM)' regional project.

- Water is fundamental for sustainable development, having a crucial role in human well-being, socio-economic growth and the health of the environment and ecosystems alike. The Middle East & North Africa (MENA) and wider Mediterranean region faces serious water challenges that pose obstacles to its development trajectory. Further to water scarcity, translating into acute water stress in some cases, explosive demographic changes, unemployment, poverty, changing consumption patterns including rising water and food demands, urbanisation, growing energy needs, environmental degradation, climate change, gender disparities are among the conditions exacerbating further the already complex and difficult situation. Moreover, part of the region currently faces an enduring economic crisis, socio-political instability, conflicts and large-scale migratory movements often under dramatic conditions. The vast majority of these conditions have a direct impact on the availability and the quality of water resources for people and nature in the Mediterranean, with high and rising associated costs in human lives and livelihoods in general and in monetary terms. At the same time, political unrest in the region has amplified the need for socio-economic and political reforms. There is a clear demand for more efficient water and sanitation service provision, wider participation of stakeholders, more decentralised planning and implementation processes and more transparent and accountable decision making.

- With due respect to the human right to water and sanitation, the provisions of the Sustainable Development Goals (SDGs) and the Paris Agreement, there is widespread recognition that governance lies at the heart of the water predicament and is key to overcoming the related challenges and achieving water security. Creating a functional institutional, legal and regulatory environment, and enabling sustainable water financing including through facilitating private and public-sector initiatives that fit within the social, economic and cultural setting of the society, is integral for good water governance, while integrity is critical for enhancing ownership, reducing corruption and building trust in the water sector.

- In the MENA and Mediterranean region, despite the significant allocation of public funds and the flow of aid, countries struggle to meet the financial requirements that water-related strategies and plans entail. The lack of a sound governance framework undermines the quality and financial sustainability of the water and sanitation sector in particular. Mismanagement, low financing and lack of absorption capacity at both national and local levels impede the efficient mobilisation of additional managerial and financial resources, particularly from the private sector. Capitalising on lessons learnt from the Governance & Financing project (including the National Dialogues on the governance & financing nexus and the interface of public-private-civil society actors during the regional meetings) and the shared experiences of the Barcelona Conference, we urge the continuation of a multi-layered line of work on the governance & financing nexus concerning:
i.   the provision of technical support for deepening and/or replicating the used methodology in more countries in the region,
ii.   the pilot testing of the recommendations on the enabling environment for private sector participation, including micro-PSP, banks and green financing also through blending finance, and
iii.   the set up and facilitation of a structured regional platform for exchanges and joint learning.

- In the MENA and Mediterranean region, water's contribution towards reduced poverty and inequality, economic growth and ecosystem sustainability is compromised by the way water resources are managed and water and sanitation services are provided. Weak governance squanders resources and hinders people from acting together in line with agreed goals. Fragmented institutions obstruct accountability in a sector with high investment and aid flows. Lack of water-related integrity incurs huge cost for societies, in lives lost, stalling growth, wasted talent and degraded resources. In addition, the SDG agenda provides a set of agreed development goals that cannot be achieved without addressing the governance challenges in the water sector. Building on the experience of Regional Water Integrity Capacity Building Programme, and the discussions of the Barcelona Conference we propose further investments in building collective action on water integrity through:
  i.   clarifying roles and responsibilities of water actors,
  ii.   strengthening and professionalising public institutions and service providers in delivering impartially on their mandates,
  iii. building information sharing and opening the decision-making processes to all possible actors in society, with particular attention to the next generations, the women and vulnerable groups; as well as developing engagement and coordination mechanisms with all different stakeholders,
  iv.   learning from the experiences accrued, sharing and upscaling positive water integrity practices, and
  v.   monitoring progress and benchmarking through agreed standards.

We believe that these set of actions will contribute to enhance trust in the water sector and its institutions, strengthen the social contract and set a new water governance paradigm in the region that leaves no one behind.

- Regarding the engagement of the banking sector in sustainable water financing, we welcome the SWIM-H2020 SM current and upcoming activity on promoting green banking through peer-to-peer exchange. Capitalising on scoping work done and on the Conference's deliberations, we support the identification of smaller scale projects in collaboration with banks interested in piloting the 'learning by doing' approach, while communication will be kept open with all the remaining banks and other interested stakeholders. We therefore, urge the continuation and expansion of this activity with more countries during a follow-up phase.

- In closing, we stress that advancing water governance requires vision, leadership, consistency, dedication of human and financial resources, time and commitment of institutions and stakeholders to the principles of transparency, accountability

and participation, creating at the same time a fertile ground for water investments. We thus, strongly encourage that the necessary steps are taken, and assistance is provided for the continuation of the processes presented in the Conference through follow up projects and other coordinated undertakings.

Annex to the Statement – recommendations from working sessions

Recommendations addressed to Decision Makers

From a financing perspective:
1. On the regulatory/legal/policy level: Decentralization of the decision-making process for more ownership by the involved stakeholders and legal definition of the roles of the different stakeholders. Political will and development of an enabling environment that would attract the private sector
2. On the mobilization of financial resources level: Transparency and accountability in the bidding procedures and allocation of projects; financial autonomy of water service providers; efficient water tariffs; allocation of financial resources adequate for long term investments
3. On the management/institutional level: Awareness and capacity building on the fact that water is NOT a free good; maintaining and rehabilitating water networks to decrease non-revenue water; proper control procedures and monitoring for efficient service delivery.

From an integrity perspective:
1. Implementation of legal provisions, including enforcement mechanisms, that ensure integrity at all levels and allow stakeholder participation and access to information with respect to water governance and project development. Tools in that direction include public hearings, obligation to publish public information on public governance KPIs, operations of complaint and appeal mechanisms, consultations procedure prior to development of water projects
2. Strengthening of the judiciary authority with respect to water governance
3. Implementation of a national independent regulatory agency with civil society representation in the agency's board.

Recommendations addressed to Regulators & Water Utilities

From a financing perspective:
1. Pursue cost reductions through Improved efficiencies including in energy consumption, reductions in non-revenue water, preventive maintenance, water saving measures and utilisation of non-conventional water resources
2. Practice proper financial management through ring fencing utilities' accounts, accurate and fair tariff structures covering O&M costs, reinvesting not needed available funds, annual updating of financial projections

3. Improve collection efficiency through the engagement of customers in decision making (especially tariff adjustments), surveys on willingness to pay and ability to pay, adopting pro-poor policies, ensuring that customers pay the connection fee, and eliminating free water (except for identified poor cases and with coordination with related government institutions)

From an integrity perspective:
1. Awareness raising in-house on the importance of water integrity and capacity building in managing integrity risks.
2. Engaging in a participative setting of governance indicators and reward-based assessment process
3. Gain/rebuild trust of serviced citizens by putting in place "Customers complaint mechanisms" guaranteeing and demonstrating short response time

Recommendations addressed to Civil Society & Academia

From a financing perspective:
1. Civil society to be considered as a full partner and engaged at all levels, while increasing the integrity and transparency of NGOs
2. Unnecessary preconditions for participation should be removed.
3. Priority to be given to local Civil Society organisations and to equal opportunities

From an integrity perspective:
1. Engage in a "Systematic Approach to Water Integrity". This implies a systematic data collection and open information sharing, building sustainable relationships with the project owners and developers, participating to the projects development at all stages, and building its own capacity.
2. Map the different actors and relations between them, to clarify each other's roles and responsibilities, to engage in development of integrity standards within the Civil Society institutions, to act as observatories (adequately financed)
3. Promote a culture of integrity. It is recommended to integrate the integrity values and practices in schools' curricula, starting with the first years at school.

Recommendations addressed to Private Sector & Banks

From a financing perspective:
1. Raising awareness for both bankers and private sector
2. Consider non-conventional types of collaterals such as future cash flows and feasibility of the project, reputation of the project developer
3. Reduce risks in Nexus projects by integrating the advantages of certain sectors to address the disadvantages of other sectors

From an integrity perspective:
1. Formally commit to progress on environmental, social, and governance issues (ESG) within their core business and disclose ESG information.

2. Develop strong CSR policies based on international standards including anti-corruption
3. Proactively work and communicate their CSR activities and progress.

Recommendations addressed to International Financing Institutions & Donors

From a financing perspective:
1. Increase the visibility of water in the international financing landscape and National Strategies on Development or Climate. Investing in "water" is essentially investing in a wide variety of industries
2. Focus not only on large projects, but also on "soft" funding (such as for capacity building for project preparedness and accessing funds) as well as at the small scale.
3. Explore cross-sectoral synergies and interlinkages, ensure policy integration, involve all relevant actors, and promote coordination among funders to avoid duplications, utilise economies of scale and promote synergies between the development and climate agendas

From an integrity perspective:
1. Full transparency on the funding opportunities and the funded projects. A common platform should serve this purpose.
2. Support "collective action" for the strengthening of Water Integrity, to support stakeholder networks at national and subnational level, and adopt human rights and integrity indicators for the selection of initiatives to be financed.
3. More attention to be given to the "sustainability" of the water projects financed e.g. by a holistic and nexus approach, long-term funding strategies aligned with national and regional strategies as well as the SDGs, enforcement of the Human Rights Based Approach, engagement with local actors for continuous financing after implementation, dialogue and co-creation mechanisms with public and civil society
4. Integrate "Integrity" within donors' strategies, by streamlining integrity within the donor's institution, creating a coalition of donors supporting good governance and integrity, especially in high-risk sensitive areas, by investing more in building the integrity capacity of public and civil organizations and developing case studies demonstrating the return on investment related to integrating integrity into project financing.

Annex 3: Three main pillars underpinning the "Accountability Concept" of the Human Rights framework used to analyse the focus of the mentees' Water Integrity Action Plans

a) **The 'Responsibility pillar' relates to the Clarification of Roles and Responsibilities of right holders and duty bearers.**
The human rights framework helps define the substantive responsibilities of public officials by setting out specific obligations which should inform their conduct. Under international human rights law, every State (and every local, national and international official who is appointed by a State) is obliged to respect, protect and fulfil a range of rights that the State in question has recognized by ratifying human rights treaties and internalizing them in its domestic legal order. (United Nations, 2013)

It requires that people in positions of authority have clearly defined duties and performance standards, enabling their behaviour to be assessed transparently and objectively. Activities to ensure this condition aim to ensure that individuals, agencies and organisations have a precise idea of what their powers and obligations are, what standards they must conform to, who is entitled to exert pressure on whom, what they can expect from other stakeholders, what will happen if they do not perform, and that institutional, policy and financing arrangements are coherent.

b) **The 'Answerability pillar' relates to improving community participation and members' capacity to influence decision-making.**
Human rights standards elucidate the freedoms and entitlements that public officials must guarantee to be answerable to citizens and others whom their decisions affect. Several process-related rights are crucial to accountability, because they make it possible to monitor the actions of individuals and officials to collect, verify and communicate information, and to draw it to the attention of civil and judicial officials. These rights include the right to information and to participate in public affairs and the freedoms of expression, assembly and association. (United Nations, 2013)

It requires public officials and institutions to provide reasoned justifications for their actions and decisions to those they affect, including the public at large, voters who invest public officials with authority and institutions mandated to provide oversight. It is crucial that information flows between all actors. In an accountable relationship, information must be timely and accurate. It should be easily available and inform about aspects of service provision, such as the current status of services, performance of service providers, decisions about financial allocations, etc.

Moreover, not only must the information be available, but spaces for interaction between users and service providers and government need to be created and maintained. These spaces are where decisions can be explained, questioned and/or justified. Activities to ensure this condition aim to ensure a good flow of information and use of user feedback; to increase citizens' and users' access to information and to enlarge the existence of spaces for stakeholder participation.

c) **The 'Enforceability pillar' refers to strengthening external control mechanisms using community oversight tools.**
Human rights principles and mechanisms help to enforce accountability and give effect to claims for redress. Principles of due process and the right to an effective remedy are a third essential pillar of accountability. An independent judiciary, which applies fair rules of evidence impartially and has powers to adjudicate, punish and provide various forms of redress, underpins the operationalization of accountability, as do non-judicial human rights mechanisms such as national human rights commissions. However, in economic and social policy, fair and transparent administrative procedures for redressing grievances and establishing responsibility are equally important (United Nations, 2013).

Activities to ensure this condition aim to establish mechanisms to monitor the performance of actors and support compliance with existing legal framework, as well as to impose sanctions and ensure that appropriate corrective and remedial action was taken when required.

National Coordinators

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Palestine: Al-Quds University

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