



**THE ARAB WATER ACADEMY  
ACTIVITY REPORT**

**BOARD MEETING  
Abu Dhabi, March 3rd, 2010**

**Prepared by  
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Director of the Arab Water Academy**

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**MEMBERS OF THE ARAB WATER ACADEMY  
GOVERNING BOARD**

The Governing Board of the Arab Water Academy (AWA) is composed of nine members, the AWA Director as Ex Officio and two observers. The Board includes an Executive Committee which consists of the Board President and the two Vice-presidents, four members representing the different regions of the Arab world, and two members representing the World Bank and the Islamic Development Bank. The two observers are the International Center for Biosaline Agriculture (ICBA) Director General and the Environmental Agency Abu Dhabi (EAD) Water Resources Department Manager.

#### **THE EXECUTIVE COMMITTEE**

H.E. Mahmoud Abu-Zeid, President of the Arab Water Council and AWA Board President

H.E. Majid Al Mansouri, EAD Secretary General and AWA Board Vice-President

H.E. Fawzi Al-Sultan, ICBA Board of Directors Chair and AWA Board Vice-president

#### **THE BOARD MEMBERS**

H.E. Abdel Latif Rashid, Minister of Water Resources and Irrigation, Iraq

H.E. Kamal Ali Mohamed, Minister of Water Resources, Sudan

Prof. Walid A. Abderrahman, Professor at King Fahd University of Petroleum and Minerals, Saudi Arabia

Prof. Ahmed Legroui, Dean of the School of Science and Engineering at Al Akhawayn University, Morocco

Mr. Laszlo Lovei, Director of Sustainable Development Department, MENA region, the World Bank, Washington DC, USA

Dr. Mohamed Ennifar, Islamic Development Bank Secretary and Secretariat Department Director, Saudi Arabia

Dr. Lalla Asma El Kasmi, Director of the Arab Water Academy (Ex Officio)

#### **THE OBSERVERS**

Dr. Shawki Barghouti, Director General of ICBA

Dr. Mohammed Dawoud, Manager of the Water Resources Department at EAD

## **AGENDA OF THE BOARD MEETING**

**The Arab Water Academy Board Meeting**

**Wednesday March 3<sup>rd</sup>, 2010**

**Environment Agency - Abu Dhabi  
Secretary General Board Room, 3<sup>rd</sup> floor**

**AGENDA**

- 3:00 – 3:15 p.m.      Opening by H.E. Mahmoud Abu-Zeid, President of the Board of the Arab Water Academy
- 3:15 – 3: 50 p.m.      Presentation by Dr. Asma El Kasmi, Director of the Arab Water Academy
- Strategic vision for AWA
  - Activity reports
  - Financial reports
- 3:50 – 5:00 p.m.      Discussion

**PART I**

**THE ARAB WATER ACADEMY  
VISION AND MISSION**

## **I. Arab Water Academy History, Vision and Mission**

Acknowledging the need to find new ways for training and increasing knowledge for the development of human capacity in water sectors in the Arab region, especially for high decision-makers, the Arab Water Council (AWC) created, within its framework and mission, the Arab Water Academy (AWA) as a regional center for executive education on water issues.

AWA carries its functional and administrative activities independently in a way that does not contradict the bylaws and related decisions of the General Assembly of the AWC.

AWA is hosted by the Environment Agency-Abu Dhabi (EAD) in partnership with the International Center for Biosaline Agriculture (ICBA).

AWA was formally launched in July 2008 in Abu Dhabi during a learning development workshop under the Patronage of H.H. Sheikh Hamdan Bin Zayed Al Nahyan, Deputy Prime Minister of the UAE and Chairman of EAD, with the participation of ministers, water utility managers, academics, and international experts from 25 countries.

AWA was created because leaders in the Arab world recognized that to improve water management, the Arab water sector must transform its paradigm: it must move from a focus on water supply augmentation and direct service provision (the “hydraulic paradigm”) to integrated water management—the “water for growth and development” paradigm.

The vision for AWA is to become an agent of change in the water sector in the Arab World. By providing innovative executive education, networks, advisory, and outreach services it will support, empower and prepare decision makers, professionals and scientists working in the water sector and associated fields to make tangible improvements in water management in the Arab region and beyond.

The Academy is established as a regional center of excellence to promote innovative perspectives on making the most of water scarcity in the Arab region.

AWA has the following mission:

- To enhance human capacity for water strategies and policies related to integrated water resource management (including science, technology, political economy, economics, social development and diplomacy) beyond conventional education and training provided by other institutions
- To support active implementation of the learning so that water management in the Arab World can better meet the needs of societies. AWA should help the participants improve enabling environments, formulate institutional frameworks, promote policies, and strengthen organizational capacity for water management.

Initial funding for AWA was provided by EAD, the World Bank and the Islamic Development Bank.

**PART II**

**REPORT ON THE ACTIVITIES OF AWA  
FOR THE PERIOD 2008-2009**

## **II-1. Launch Workshop**

AWA launch workshop “Building Human Capacity for Water Management” was held in Abu Dhabi on 6-8<sup>th</sup> July 2008 and hosted more than 80 participants ranging from ministers, water utility managers, academics and international experts from 25 countries.

The workshop outputs included:

- Signing of AWA Statutes between the AWC, ICBA and EAD.
- Presentations by leaders of international capacity building institutions on lessons-learned, suggested implementation strategies and financial management proposals.
- Roundtable working group sessions, in which participants brainstormed and presented priority programs to be offered by AWA. Over the 3 day workshop, 7 working groups proposed 20 courses for consideration by the Executive Committee, entrusted with designing AWA’s priority set of courses.
- Selection of a Task Force to summarize and follow up on the next actions.

AWA Task Force reviewed the various proposed objectives, target audiences and suggestions for course materials and categorized the priority programs, as per AWA Terms of Reference.

The first priority programs included:

- Water resources planning under future uncertainties,
- Drivers of change,
- Water diplomacy and Communication,
- Leading the institutional reform process,
- Enabling environments for future leaders,
- Non-conventional water resources,
- Ministerial mentoring services.

## **II-2. Learning Programs: Development and Delivery**

The results of the consultations of the launch workshop as well as work with donors and partners led to the development of the following learning program scheduled for delivery in 2009 and 2010.

- I. Water Diplomacy: Sharing the Benefits,
- II. Water Governance for Future Leaders,
- III. Designing and Implementing Successful Utility Reform,
- IV. Non-Conventional Water Resources Traveling Workshop.

The courses developed and delivered in 2009 include (1) water governance for future leaders; (2) short course on water diplomacy: sharing water, sharing benefits; (3) applications of remote sensing for water management.

Development of courses was also initiated in collaboration with the World Bank for the non-conventional water traveling workshop and the utility reform program.

### **II-2.1. Water Governance for Future Leaders:**

This is a three-module executive education learning program in water governance funded by USAID / Office of Middle East Programs (OMEP) and led by scientists from ICBA and AWA. The target audience for this program is middle managers from ministries of water and agriculture, identified NGO's, private sector operators and universities/research organizations from Jordan, Morocco, Oman, Egypt and the UAE.

The outline of the learning program is as follows:

Module 1 Concepts, Practices and Analysis of Water Governance

Module 2 Leadership in Water Governance Development

Module 3 Water Governance – Context, Futures and Case Study Development

Brochures in English and Arabic and an application form were produced and details were posted on AWA website. 23 participants were selected including two observers from Palestine and Yemen.

Experts both international and regional were sought to give the latest thinking and the Arab context for governance ideas. The resulting material used many different executive education teaching methods such as role play, interactive lectures, group work and video.

Module 1 took place at the Beach Rotana Hotel in Abu Dhabi from June 28<sup>th</sup> to July 2<sup>nd</sup>, 2009 with the following program:

Day 1 Water Governance: Developing Concepts

Day 2 Water Governance in Practice

Day 3 Formal and Informal Governance Structures

Day 4 'Good' and 'Weak' Water Governance

Day 5 Water Governance Concepts and Ideas- revisited

Module 2 of the learning program ran from November 15<sup>th</sup> to 19<sup>th</sup>, 2009 at the Millennium Hotel in Abu Dhabi for the same participants. The program included the presentation of a success story of governance reform from the MENA region by the former water minister of Yemen as well as a 3-day High Performance Leadership course by the University of Oxford Said Business School.

The final program developed was:

Day 1 Operationalizing Governance Change I

Day 2 Operationalizing Governance Change II

Days 3, 4 and 5 Developing Leaders of Change- Oxford University High-Performance Leadership Development course.

Module 3 of the learning program takes place from February 21<sup>st</sup> to 25<sup>th</sup>, 2010 in Jordan with the same participants as in Modules 1 and 2.

### **II-2.2. Water Diplomacy: Sharing the Benefits**

A short senior executive course on Water Diplomacy: Sharing Water, Sharing Benefits was delivered in collaboration with the World Bank. The World Bank's International Water Course was developed to be more MENA-relevant by including local speakers

experienced in this field, and including sessions on shared aquifers as well as shared rivers.

The program was designed for senior leaders who operate at a strategic level in ministries, government agencies, private sector, public sector, civil society organizations and academic institutions, who were interested in building coalitions to effectively share and manage the water resource.

The course took place from October 11<sup>th</sup> to 13<sup>th</sup>, 2009 at Le Royal Meridien Hotel in Abu Dhabi and benefited 38 participants representing different organizations, including both Foreign Affairs and Water Ministries from 15 countries (Bahrain, Egypt, Iraq, Jordan, Lebanon, Libya, Nepal, Oman, Palestine, Qatar, Saudi Arabia, Sudan, Syria, Tunisia, and UAE).

The teaching material was a mixture of lectures, role plays and guided discussion group activities.

The program was as follows:

Day 1 The Diplomatic Framework. International Waters: Broad Overview. International Waters in the Arab World.

Day 2 International Water Law. Challenges of Shared Rivers and Shared Aquifers in the Arab Region.

Day 3 Negotiating and Facilitating in Multi-Party Situations. Communications and Diplomacy.

In addition to the short course, significant progress was made in the development of a 3x5 days program in water diplomacy.

### **II-2.3 Applications of Remote Sensing in Water Management**

AWA hosted a workshop in Abu Dhabi on October 25-27<sup>th</sup>, 2009, funded by USAID, which brought knowledge and insight from some of NASA's top scientists, to managers from the region's remote sensing centers. The focus of the workshop was the development of a hydrologic data integration system, known as Middle East and North African Land Data Assimilation System (MENA-LDAS), which brings fresh opportunities for understanding the quantity and flows of water both on and below the Earth's surface.

During the workshop ideas were explored for the future use of the MENA-LDAS, and for cooperation and data sharing among nations, to help achieve the goal of improving understanding and prediction of water flows and the impact of environmental and economic change on water resources. This will be key information in future policy development within nations.

The workshop gathered 20 participants from 15 countries (Bahrain, Egypt, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Qatar, Syria, Tunisia, Turkey, UAE, USA and Yemen).

### **II-3. Production of AWA Learning Program Brochure for 2009**

In a joint effort between EAD and ICBA, a brochure of the overall AWA program for 2009 was produced, and then distributed with an individual letter to nearly 300 key water organizations and experts in the region.

### **II-4. Business Plan**

The need was identified for a business strategy to be developed. The initial financing of AWA came from donations from EAD, the World Bank and the Islamic Development Bank. It was deemed important to look at how to establish AWA's financial sustainability and address the many subjects to this end, including the pricing of courses, the various roles of donors and the input from the region itself.

Terms of Reference were devised and put out to tender to develop a Business Plan for AWA. The ToRs have included an analysis of best practice by other training organizations.

### **II-5. AWA Branding, Marketing and Communication**

EAD worked with Fortune Promo 7 in Abu Dhabi to develop a brand logo for AWA and produce branded designs for various communications and marketing materials that make a statement of professionalism, innovation and quality.

The need was identified to develop a full marketing and communications strategy.

### **II-6. Website**

As part of the collaboration with USAID, AWA website was developed with the assistance of a web designer from Computer Assisted Development (USA). Since its activation, AWA website has been receiving hits throughout the 2009 period.

### **II-7. Human Resources**

Human resources for AWA consisted of part-time input from ICBA, EAD and the World Bank.

**PART III**

**STRATEGY, ACTION PLAN,  
ACADEMIC AND TRAINING PROGRAMS  
FOR 2010-2012**

### **III-1. The Arab Water Academy Strategy 2010–2012**

To achieve its vision and mission, AWA has developed a three-pronged strategy for the next three years:

**Element One—Make the case for change.** AWA will reach out to top decision-makers and influencers in water policy in the Arab world. It will make a compelling case for the benefits of reforming the sector and how AWA can help do it.

**Element Two—Offer the right courses and activities.** AWA will develop and offer a catalogue of courses and activities that specifically address the key problems with water management in the Arab world. AWA can either offer the courses and services itself or in partnership with other organizations, or referring clients onto other organizations.

**Element Three—Position AWA.** AWA must complete its formation, finalize its governance, financial arrangements, and organizational structure. To achieve its vision, mission, and strategy, the mature AWA must be:

- **Autonomous.** AWA needs to be perceived as credible among decision-makers in the Arab world, and among donors, to achieve its mission and vision. A central aspect of credibility is autonomy. An autonomous AWA would represent the interests of the Arab world, and not of a particular country or organization. AWA’s financial management and governance must support this autonomy.
- **Expert.** Another key aspect of credibility is expertise. The recruitment of staff and choice of partners is crucial to building this expertise. The Director must also be supported by Board members who bring expertise relevant to AWA.
- **Visible.** To be an effective change agent, AWA must become “front of mind” when Arab decision-makers, and donors, think about the water sector in the Arab world.

#### **III-1.1. Key actions to achieve Objectives of Element One**

- Develop a pitch book to present to decision-makers,
- Meet with decision-makers to present the pitch,
- Secure decision-makers’ agreement to send their officials to attend AWA courses and take advantage of AWA’s other activities.

#### **III-1.2. Key actions to achieve Objectives of Element Two**

To achieve its vision and mission, AWA must offer the courses and activities that are the most needed for the Arab world to make tangible improvements in water sector management and governance.

AWA will define which topics and activities it will focus on delivering, and the organizations to consider partnering with to deliver them. AWA will focus on its target audience who are leaders, decision-makers, influential professionals and political advisors.

The key actions AWA will take to achieve these objectives are:

- Define the relevant courses and activities and select the ones which AWA will offer,
- Identify and develop relationships with partners who can help develop and offer the courses and activities
- Work with partners to develop the courses and activities.

AWA will define the types of courses and activities (“offerings”), the topics and the target audiences. Only those topics that are highly relevant to improving water management in the Arab world should be selected.

If a course or activity is already offered by organizations working in the Arab world, then AWA will not duplicate efforts but can reach out to the regional organizations to work together in order to increase the reach and impact of the program.

If a course or activity is not already offered by organizations working in the Arab world, or is offered by an organization working outside the region, AWA will work towards offering it, and will explore partnering with that organization to do so. These organizations can be seen as complementary to AWA’s work.

### **Potential Partners for Delivering Courses**

- UNESCO-IHE Institute for Water Education,
- Institute of Water Policy, National University of Singapore (Part of Lee Kuan Yew School of Public Policy),
- Stockholm International Water Institute (SIWI),
- The World Bank Institute (WBI),
- International WaterCentre- Brisbane,
- Global Development Learning Network (GDLN).
- Knowledge institutions, research centers and universities in the Arab region

### **Other activities for 2010-2012**

AWA will undertake a variety of other activities, consistent with its role as an agent of change. As with AWA’s courses, AWA should not duplicate efforts made by other organizations in the Arab world, though in some cases it may be able to complement and extend the reach and impact of those efforts.

AWA’s other activities will be:

- **Coaching and mentoring in leadership and change management.** AWA’s mission foresees it providing coaching and mentoring services to its client

audiences. Coaching and mentoring requires specific skills and expertise. AWA will explore developing partner relationships to deliver these services.

- **Leader’s Forum.** Consistent with AWA’s focus on top decision-makers, AWA will work to provide a forum for water decision-makers in the Arab world. The Arab League recently formed an Arab Water Ministers Council, with which AWA has already established contact.
- **Networks:** Establishing AWA alumni virtual networks is a valuable addition AWA could make to link professionals and organizations in the Arab region. Having met and worked side by side through a course, AWA alumni have already made a connection that can be fostered through continued contact. AWA website will provide the network forums, which could be organized around a particular course (as with Water Governance) or around particular themes.
- **Knowledge Sharing.** Through its website and its Alumni networks, AWA can play a valuable role in sharing knowledge and best practice. AWA will post Topic Notes on its website on a regular basis. These Topic Notes will be a short brief (three to four pages) on a relevant water issue.
- **Advisory Services.** A limited amount of AWA staff time could be devoted to advising and assisting governments (on a fee-for-service basis). This should be limited to topics on which AWA delivers training.

### **III-1.3. Key actions to achieve Objectives of Element Three**

- **Secure Autonomy**

There are two central aspects to AWA’s autonomy:

- **Financial Autonomy:** This would enable AWA to receive funding directly from international donors and manage its funds independently.
- **Governance that supports Autonomy:** AWA governance and decision-making frameworks must support AWA functioning as a credible, competent, and autonomous organization.

- **Boost Expertise**

AWA is a small organization with a significant mission to accomplish. To boost its credibility and to improve the quality of its planning and programs, AWA should take steps to increase the expertise available to it. AWA’s partner relationships are a crucial mechanism for leveraging expertise.

- **Increase Visibility**

AWA needs to take steps to increase its visibility and presence in the Arab water world. AWA will develop a marketing and communication plan. This plan will provide the strategic framework for marketing AWA’s courses and activities.

### III-2. AWA Action Plan, Academic and Training Programs

AWA's priority actions in 2010 will be to:

- Deliver the courses already scheduled (5 courses)
- Develop 2 news courses and build partnerships to do so,
- Host a high-profile learning event for Arab Water Leaders,
- Develop AWA alumni networks,

#### PROGRAM FOR COURSES

In 2010 AWA will deliver five courses:

- **Water Demand Management.** AWA and IDRC have worked together to develop and offer a three-part program on tools and strategies for managing water demand. The program will be delivered from January through March 2010, in Abu Dhabi, Morocco and Egypt.
- **Water Governance for Future Leaders.** The final module of the 3 x 5 day interdisciplinary program in partnership with USAID will be delivered in February in Jordan.
- **Designing and Implementing Successful Water Utility Reform.** The course is being developed in partnership with the World Bank Institute. The delivery is scheduled in November 2010 in Abu Dhabi.
- **Non-Conventional Water Resources Traveling Workshop.** The study tour is under preparation in collaboration with the World Bank and is scheduled to take place in Australia in October 2010.
- **Water Diplomacy: Sharing the Benefits.** The 3-module program will be developed and delivered in partnership with the Clingendael Institute for International Relations in the Netherlands. The delivery of the first course is scheduled in September 2010 in Abu Dhabi.

AWA will develop two additional courses in 2010 on the proposed topics:

- Private Sector Participation in the Water Sector,
- Water and Climate Change.

In 2011, AWA will offer seven courses and from 2012 onwards, AWA will offer at least nine core courses per year.

The topics for the courses will be selected in consultation with regional organizations and governments in order to satisfy the specific needs of the countries in the Arab region.

In order to benefit from the regional expertise and highlight best practices and successful examples that show progress being made in the water sectors in the Arab region, AWA will partner with local institutions and seek increased contributions by regional experts.

AWA will also capitalize on the experience and expertise of the host institutions ICBA and EAD and plan joint activities. It will also link with the Arab League centers such as the Arab Center for Water Security and ACSAD.

#### **OTHER ACADEMIC AND LEARNING ACTIVITIES**

- AWA will work to develop and deliver a learning event for Arab Water Leaders. This high profile event will complement AWA's outreach to water ministers and other decision-makers in the region, described above under Element 1 of the strategy.
- AWA will develop alumni networks for the courses it offers. Each network will use a virtual forum hosted on AWA website.

**PART IV**

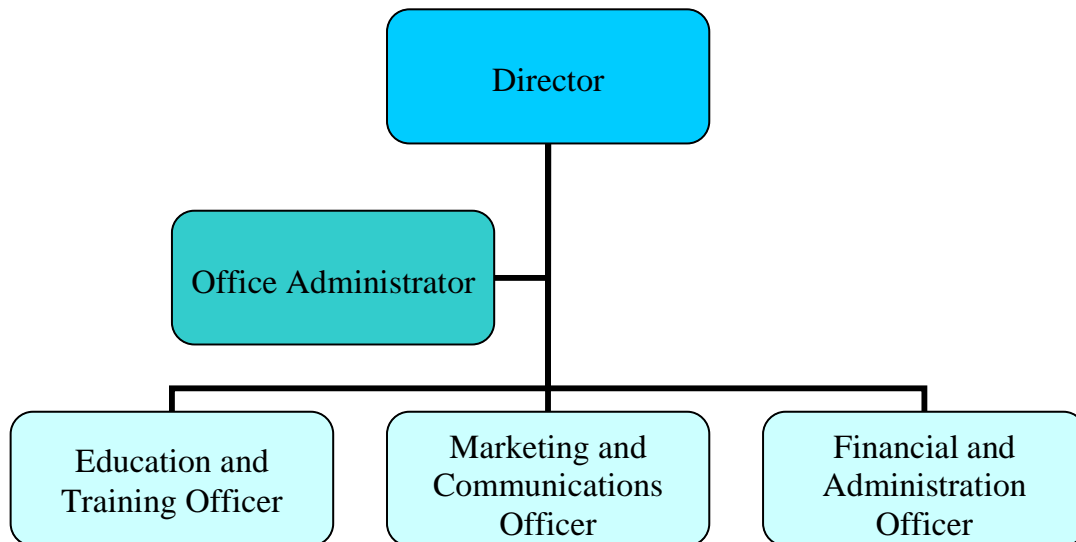
**AWA ORGANIZATIONAL CHART**

The human resources needed to implement AWA’s strategy are summarized in the table below:

<b>Function</b>	<b>Description</b>
<b>Leadership and Visibility</b>	<ul style="list-style-type: none"> <li>Conduct strategic planning</li> <li>Direct innovation in services and course offerings</li> <li>Develop and maintain relationship with stakeholders</li> <li>Direct fund-raising activity and financial planning</li> <li>Ensure accountability to stakeholders and Board</li> </ul>
<b>Education and Training</b>	<ul style="list-style-type: none"> <li>Develop catalogue of courses and services (strategic planning)</li> <li>Develop and help deliver AWA courses (operational)</li> <li>Help develop and maintain partnerships (relationships)</li> <li>Budget for development of educational material</li> <li>Moderate alumni blogs, organize and peer review policy briefs</li> </ul>
<b>Marketing and Communications</b>	<ul style="list-style-type: none"> <li>Determine marketing and communications strategy</li> <li>Market AWA courses and services</li> <li>Organize press coverage, events, public outreach</li> <li>Help develop and maintain relevant partnerships (relationships management)</li> <li>Fundraising—writing proposals, networking</li> <li>Planning and developing communications plan</li> </ul>
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>Accounting &amp; Auditing</li> <li>Financial Reporting</li> <li>Cash &amp; Funds Management</li> <li>Procurement / Internal Control</li> <li>Planning / Budgeting</li> </ul>
<b>Secretarial /Administrative services</b>	<ul style="list-style-type: none"> <li>Office administration, course and event logistics, basic website management</li> </ul>
<b>IT Support</b>	<ul style="list-style-type: none"> <li>Hardware, software, and internet support</li> </ul>
<b>Facilities Support</b>	<ul style="list-style-type: none"> <li>Office, equipment maintenance</li> </ul>

These needs led to the following organizational chart:

## Arab Water Academy Organizational Structure



AWA is fortunate to enjoy the support of the two host institutions, ICBA and EAD, both of which provide valuable services to AWA as summarized in the table below:

### SUPPORT TO AWA FROM HOST INSTITUTIONS

ICBA	EAD
Institutional umbrella (facilitates the functioning of AWA as an international organization)	Office space, training facilities and equipment
Administers funds received on behalf of AWA	Office and IT maintenance
General administrative support	Operational funding (2008-2012)

This support gives AWA room to focus on its core activities while working towards organizational autonomy.

In 2010 AWA will prioritize recruitment for the Education and Training Specialist and Marketing and Communications Specialist positions, and for an Office Administrator. These staff members are needed for AWA to successfully begin implementing its strategy for 2010–2012.

AWA will continue to rely on ICBA to perform its financial management while working towards building capacity to perform its own financial management. AWA will plan to hire a financial management specialist by 2011.

**ANNEX I**

**COURSE DESCRIPTIONS**

## **Water Diplomacy: Sharing Waters, Sharing Benefits**

### **Why is this program important?**

Around 70% of the Arab region's water, whether rivers, aquifers or seas, are shared across international borders. For antagonism to be avoided, these resources need to be managed and allocated for the shared benefits of all.

To deal with these challenges, decision makers from the region need to develop knowledge and skills in areas such as international water law and agreements, geopolitics, diplomacy, negotiations, communications, and ideas of benefit sharing.

### **Program Objectives**

1. Prepare leaders to operate in a complex political economy as facilitators of reform, change and transformation.
2. Understand the principles of international water law and other legal mechanisms and apply strategies that lead to successful agreements between countries on sharing water resources.
3. Enhance skills through the mastering of techniques of negotiation, mediation, facilitation and communication.
4. Learn and apply diplomatic methods as a means to transform the potential risk of conflict over water into forms of cooperation that extend beyond water and economics.
5. Create a community of practice amongst professionals on Water Diplomacy in the Arab region.

### **Who should attend?**

High level professionals in decision making positions either dealing with water policy or more broadly with foreign policy, and actively involved in negotiations or on their way to do so. They can be advisors, policy-makers, and private sector leaders.

The program is open to all MENA countries.

### **Program Implementation**

This is a three-module program with each module consisting of five course days (15 days total). The modules form a connected sequence and are based on pro-active learning methods including interactive lectures, case studies, simulations, interview exercises and expert meetings.

The program will be implemented in Abu Dhabi with the following planning:

Module 1 September 26-30, 2010

Module 2: November 28-December 2, 2010

Module 3: January 23-27, 2010

## **Non-Conventional Water Resources Traveling Workshop**

### **Why is this program important?**

Faced with worsening water scarcity, MENA governments, decision-makers and planners are increasingly committed to managing water demands while assessing opportunities to conserve existing resources and develop new ones. Non-conventional water, that is treated waste, saline and desalinated water, offers managers new resource possibilities for certain uses. Harnessing such water resources will be increasingly important to ensure water security in the region.

A traveling study workshop will be conducted in countries that already have highly developed and innovative capabilities in this area. The workshop will thus provide participants with direct exposure to mature best practice technology and management approaches.

### **Program objectives**

The knowledge exchange will enhance the capacity of senior MENA officials to make informed decisions on innovative methods of desalination; water reuse and water reuse management in a climate of changing environmental and institutional conditions.

The study tour will provide a forum of interaction to exchange experiences and lessons learned in institutional building and change management, process technologies, development and application of regulations, public consultation exercises and public acceptability of new resources, as well as costs and benefits of alternative technologies. The program will foster networks in the region and encourage data sharing activities.

### **Who should attend?**

Senior professionals and officials of technical organizations within government, utilities, academic institutions, and/or civil society organizations.

The program is open to all MENA countries

### **Program Implementation**

A 10-day advanced knowledge exchange study tour in Australia with a start in Abu Dhabi. The learning tour will focus on lessons learned and best practices for the design and implementation of innovative solutions to best manage the resources while taking into consideration the environment, the economy and sustainability.

Date for the traveling workshop: October 2010.

## **Designing and Implementing Successful Utility Reform**

### **Why is this program important?**

Many water supply and sanitation utilities are locked in a downward spiral of weak performance, insufficient funding for maintenance leading to a deterioration of assets, institutional discrepancies, and high incidences of political interference. This often results from poor governance, ineffective and misdirected policies, and the monopolistic nature of the sector.

Utility managers and executives require a combination of knowledge, skills and tools for initiating and sustaining reforms. They need to be equipped with a full understanding of the political influences on key decision making and be able to create and execute a financial and institutional strategy for sustainable utility performance.

### **Program objectives**

Participants will gain the knowledge to understand, identify and enable transformational change within utilities. Key topics include:

- Understand the political economy surrounding water and how it affects decisions
- Diagnose performance gaps, develop and implement functional and organizational strategies for utilities.
- Understand consumer base and align service to meet demands
- Explore the ladder of financial sustainability and internalize the art of tariff design
- Identify risks related to asset management and non revenue water
- Develop and implement effective communication strategies.

### **Who should attend?**

Executives and senior level management of utilities facing adverse challenges who are motivated to create a sustainable utility, and government officials who advise or contribute to decision making within the water sector.

The program is open to all MENA countries

### **Program Implementation**

A 5-day program including interactive lectures, round table discussions and case studies from the MENA region.

Date for the course: November 7-11, 2010

## **Private Sector Participation in Water**

### **Why is this program important?**

Private sector participation (PSP) in the water sector has been a widely debated (and sometimes controversial) topic. Over the last two decades, many approaches have emerged for involving the private sector – whether for raising financing, improving operational efficiency, or both. While PSP initially started in the potable water sector, it has gradually expanded into the wastewater treatment and irrigation sectors.

As managers and decision-makers in government are facing increasing challenges to improve services and keep pace with needed investment in the face of growing demand and water scarcity, all potential options should be considered. While PSP is not necessarily a panacea, the experience has shown that it can bring significant benefits, provided it is properly implemented.

### **Program objectives**

Participants will gain knowledge on the various options available for leveraging on the private sector to improve water, sanitation and irrigation services. They will develop an understanding of new contractual approaches and design scenarios for the implementation of successful PSP projects in support of water reforms.

The program will cover private management of urban water utilities, BOTs and other schemes for desalination and wastewater treatment plants, small scale local operators for rural and periurban areas, and specifics of PSP in irrigation.

### **Who should attend?**

Top managers from water utilities and decision-makers in government involved in the reform of water, sanitation and irrigation services, and contemplating PSP as an option to assist in future reform or implementation of specific projects.

The program is open to all MENA countries.

### **Program implementation**

A senior intensive 4-day course which will draw largely on MENA experiences and include case studies from the region for concessions and management contracts, BOTs; as well as role plays and simulations for contractual schemes, risk allocation and financial engineering.

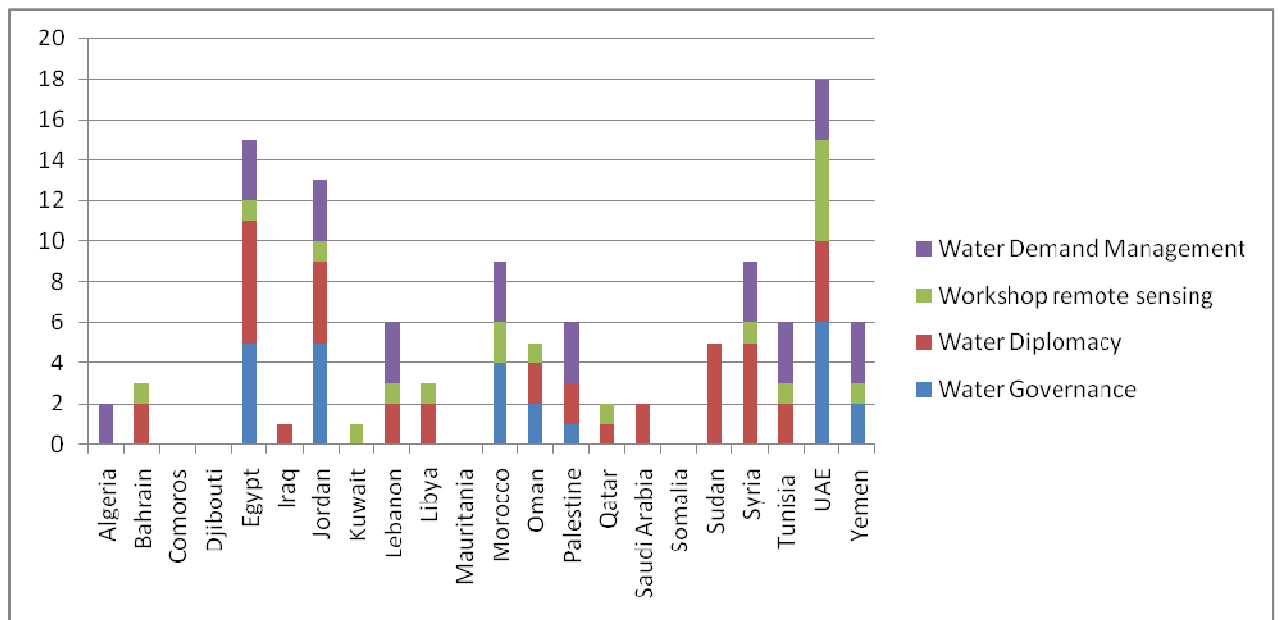
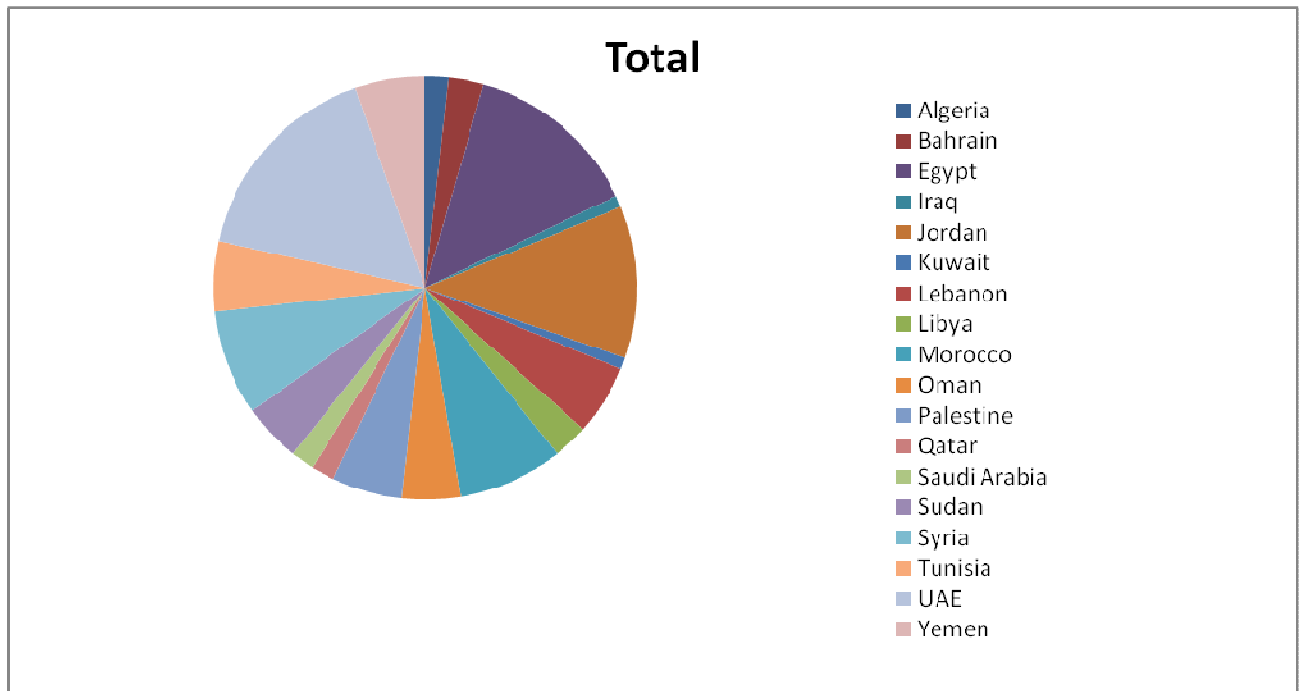
The course is planned for February 2011.

## **ANNEX II**

### **PARTICIPANTS ASSESSMENT**

**Assessment of AWA participants by country for the courses delivered during the period June 2009- March 2010**

**Total of 112 participants representing 18 countries from the Arab Region.**



### Assessment of target participants by levels for the 3 main courses offered by AWA

Level I: Top Decision-makers/ Leaders (Ministers, Ambassadors, Chairmen); **10%**  
Level II: Influencers / Senior professionals (Directors, Heads of Departments); **70%**  
Level III: Middle management, Researchers; **20%**

