



Training Manual for:

Pro-poor participatory planning of community water services

**Version 1
October 2006**



MEDA Water



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Pro-poor participatory planning of community water services Training Manual

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About this Manual:

The aim of this training manual is: to share insights and experience of participatory water resource management approaches and tools, as developed by EMPOWERS with staff of water related organizations in other countries; and to train participants in specific tools (stakeholder analysis, problem tree analysis, Water Resource Assessments, accountability analysis, visioning and scenario and strategy building and testing) for planning of water development and management projects at local community levels

This structured trainer manual is made up of:

- Part I: Overview and programme for a specific workshop training guides for every other workshop would follow the same structure but with different content details.

The Manual presented i, was prepared for use in a training workshop jointly organized by INWRDAM/EMPOWERS in Amman (November 5 to 9, 2006)

- Part II: descriptions of the used training modules and materials. Currently, version one has 7 modules, but it is envisioned that they would reach up to 10 or 15 different modules. The modules selected will be specific to the theme and purpose of the planned workshop

This trainer was prepared by Peter Laban, the Regional Coordinator (RC) of the EMPOWERS Partnership. Main input for the content of this manual was by the RC and IRC (www.irc.nl), with community case studies prepared by the Jordanian team.



INWRDAM-EMPOWERS Regional Training Workshop

on

Pro-poor participatory planning of community water services

Sponsored by



Jordan; November 5-9, 2006

Training Guide



Training Guide:
Pro-poor participatory
EMPOWERS –



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PART I - OVERVIEW TRAINING PROGRAMME

Background and justification

The Middle East is one of the most water-poor and water-stressed regions of the world. While the region is home to 5% of the people of the world, it has less than 1% of its renewable fresh water. The annual renewable fresh water resources in the region fell from an average of 3,300 cubic meters per person in 1960 to less than about 1,200 cubic meters today (world average is close to 7,000). The annual water availability in the region ranges from a high of about 1,800 cubic meters per person in Iran to less than 200 cubic meters per person in Jordan, West Bank/Gaza, and Yemen. By 2025, the regional average water availability is projected to be just over 500 cubic meters/person/year. (World Bank, 2004. Drinking water availability in Jordan and Palestine is often not more than 20 cubic meters per person a year (55 lpcd). Water scarcities are quite different in each country and are affected by many factors. The critical water situation in these countries demonstrates the many challenges faced by government and development agencies when strategizing to provide water services to meet people's different needs to those with limited access. It has also made clear the urgent demand for innovation in planning and decision making in the water sector of countries in the Middle East.

New innovative approaches for integrated water resource management and planning are being developed in the region by the EMPOWERS Partnership Programme¹ to bring relevant stakeholders in a specific area (governorate, watershed, community) together on water issues. Together they will assess the current water situation, identify constraints and conflicts, prioritize the most critical ones, explore and validate different scenarios to plan action and determine appropriate policies in order to come to long-term and sustainable solutions. As is further explained in Module 1, these approaches work through a planning cycle approach. Such approaches need to give important emphasis to women and marginalized end-users at the grass-root level. Innovation can be seen as the outcome of a mutual learning process taking place among a large number of autonomous actors in mutual interdependence. It is a "social change process" challenging stakeholders to create conditions through which innovation can take place. Innovation thus calls for a stakeholder approach involving all relevant actors including community members, governments, NGOs, academic institutions, and the private sector. Through such stakeholder approaches, methods are developed and tested in the field for

¹ The EMPOWERS Partnership Programme is implemented in Jordan, Egypt and Palestine by 15 partners and funded by the EC.

problem focused data collection on water resources, infrastructure, demand and access and for scenario building and testing both for the identification of effective projects and for long-term planning (10 to 25 years perspectives). It is widely felt that the approaches developed by EMPOWERS are useful more broadly in the Middle East region.

Objectives

- ✚ Share insights and experience of Participatory Water Resource Management approaches and tools, as developed by EMPOWERS, with staff of water related organizations in the countries of the Organization of the Islamic Conference;
- ✚ **Train participants in specific tools (stakeholder analysis, problem tree analysis, Water Resource Assessments, accountability analysis, visioning and scenario and strategy building and testing) for planning of water development and management projects at local community levels**
- ✚ Further develop and test draft EMPOWERS training modules and case studies as well as explore potential for new EMPOWERS initiatives.

Organization

Date and venue

The training workshop jointly organized by INWRDAM and EMPOWERS Partnership will take place in Amman, Jordan at the Jerusalem Hotel, from November 5 to 9, 2006.

Participants

Participants are mid-career staff of Government and Non-Government Agencies in the countries of the Organization of the Islamic Conference. Total accepted number of participants is 18. Preference is given to small groups of 3 persons from a same country but from different relevant organizations.

Facilitation

Overall facilitation is assured by Peter Laban (Regional Coordinator EMPOWERS), Patrick Moriarty (IRC/Netherlands) and Fadi Shraideh (Country Coordinator EMPOWERS in Jordan).

Sub-group facilitation is done by three staff from EMPOWERS country teams and three staff from different government agencies involved in the EMPOWERS Programme in Jordan, Egypt and Palestine.

Logistical organization and facilitation is assured by staff of INWRDAM.

Resources

a) Venue, accommodation and travel cost of participants and facilitators (including EMPOWERS staff from Egypt, Jordan and WBG) will be covered by INWRDAM.

b) Preparation and attendance time of EMPOWERS staff will be covered by EMPOWERS.

c) Cost of training materials will be shared by INWRDAM and EMPOWERS.

Content and Methodology

This training workshop will expose participants to, and train them in the use of, new and innovative approaches and methodologies for participatory management of local water and sanitation services. The training workshop will emphasize participatory stakeholder and problem analysis, water resource assessment, analysis of information on water resource, infrastructure, demand and access (RIDA), social analysis with a focus on local level accountability for water management and rights/access to water. The results of these different tools will be used for building scenarios and strategies to achieve elaborated community visions and sustainable water services.

This workshop will basically go through the planning cycle mentioned above in the background, working with tools and methods for each of the stages in the cycle. Participants will work in three sub-groups, each working on a case-study based on the basic information and data available for three communities from Balqa Governorate in Jordan. Jordan is one of the countries where EMPOWERS is developing and testing its approaches. EMPOWERS Staff and representatives of Government Stakeholders from Egypt, Jordan and Palestine (2 per country) will be invited to share their experience and new insights in the above new methodologies and to facilitate work in sub-groups.

Programme overview.

- Day 1: a) Introductions (participants etc..).
 b) General presentation of the approach
 c) Documentary Film on EMPOWERS
 d) Introduction to three communities in the EMPOWERS- Jordan project (Balqa Governorate) to be used as case studies in this workshop (basic information and data)
- Day 2: Field visits in three subgroups to the three communities; interviews with village committees and government stakeholders.

 *) *work in subgroups on 3 village case studies*
- Day 3: a) Stakeholder analysis
 b) Problem Tree analysis

c) Analysis of Water Resource Assessment and use of RIDA² analysis

**) work in subgroups on 3 village case studies*

Day 4:

a) Introduction to Accountability/Rights Analysis; brainstorm on implications for planning and selection of community water activities.

b) Presentation of community vision and work in subgroups on possible scenarios and strategies

**) work in subgroups on 3 village case studies*

Day 5:

a) Presentations by sub-groups of their work on the three case studies

b) Discussions on up-scaling and follow-up in the region

c) Certificates/Closure.

² RIDA = Analytical framework for water resource assessments focusing on Water Resource, Infrastructure, Demand and Access

Training session plan - Day 1

Session title: General approach and case study introductions

Date: 5 November 2006 - Time: 6½ hours

Duration	Tools and means	Steps of implementation	Objectives	Topic of session
1 hour 09.00 – 10.00	<ul style="list-style-type: none"> ○ Programme Overview ○ Training Guide ○ Participants List 	<ol style="list-style-type: none"> 1. Opening, context and purpose of training workshop (MB+PL) 2. Introductions of participants and facilitators 	Getting to know purpose of workshop	Opening
1 hour 10.00 – 11.00	<ul style="list-style-type: none"> ○ Power point 	<ol style="list-style-type: none"> 3. Presentation of 3 selected case studies prepared by participants 	Getting insight of experience of participants	Presentation of participant case studies
2 hours 11.00 – 13.00 incl. tea/coffee break	<ul style="list-style-type: none"> ○ Short description Module 1 ○ Power point presentation on planning cycle and SDCA ○ WP1 (Overview and Vision) ○ WP3 (Planning Cycle) ○ WP6 (SDCA) ○ EMPOWERS Guidelines (draft) 	<ol style="list-style-type: none"> 4. Introduction to EMPOWERS Planning Cycle for IWRM (PM) 5. Introduction to EMPOWERS Stakeholder approach / SDCA (PL) 6. Discussion and clarification in plenary session 	Insight into background of EMPOWERS, and methodology development	Conceptual Framework for IWRM and SDCA
1 hour 13.00 – 14.00	Lunch			
½ hours 14.00 – 14.30	<ul style="list-style-type: none"> ○ Video/Documentary Film EMPOWERS Jordan 	<ol style="list-style-type: none"> 7. Video on the EMPOWERS program in Jordan 	Sharing experience	EMPOWERS case study
2 hours 14.30 – 16.30 (incl tea break)	<ul style="list-style-type: none"> ○ Short description Module 2 ○ Power point presentations three case studies ○ Short background papers on three community cases: context, problem description, relevant data collected, vision, accountability analysis 	<ol style="list-style-type: none"> 8. Presentation of three case studies by Jordan EMPOWERS Team 9. Questions and clarifications 	Introducing background and basic information of case studies in Jordan	Presentation of three community case studies
1 hour 16.30-17.30	<ul style="list-style-type: none"> ○ Interview guide 	<ol style="list-style-type: none"> 10. Discussions in three subgroups on key information to get from community and government stakeholders 	Organizing field visit in local communities, including focus for interviews and discussions	Preparing Field Visits

Training Session Plan - Day 2

Session title: Field visits to local communities

Date: 6 November 2006 - Time: 5½ hours

Duration	Tools and means	Steps of implementation	Objectives	Topic of session
1 hour 08.00-09.00	Travel from hotel to three different local communities	Each subgroup visits one local community		
1 hour 09.00 – 10.00	<ul style="list-style-type: none"> Community maps and photos Short background papers on three community cases: context, problem description, relevant data collected, vision, accountability analysis 	<ol style="list-style-type: none"> Presentation by community representatives of issues and problems Questions and clarifications 	Getting a first idea of the community situation	Meeting with community organizations + government stakeholders
½ hour 10.00 – 10.30	Tea/coffee break			
2 hours 10.30 – 12.30	<ul style="list-style-type: none"> Keep your eyes and ears open 	<ol style="list-style-type: none"> Walk through the village and immediate surroundings talks with individual community members 	Making own observations	Community visit
1 hour 12.30 – 13.30	<ul style="list-style-type: none"> Interview guide Direct interviews 	<ol style="list-style-type: none"> Conducting interviews with stakeholders about perceived problems and water issues 	Getting relevant information	Interviews with community members
1 hour 13.30 – 14.30	<ul style="list-style-type: none"> Interview guide Direct interviews 	<ol style="list-style-type: none"> Conducting interviews with govt. stakeholders about perceived problems and water issues 	Getting relevant information	Interviews with govt. stakeholders
1 hour 14:30– 15.30		<ol style="list-style-type: none"> Plenary session with community and government stakeholders 	Cross check received information	Feedback and wrap-up of field visit
2 hour 15:30 -17:30	Lunch	Travel back to Hotel		

Training session plan - Day 3

Session title: Stakeholder, problem and water resources analysis

Date: 7 November 2006 - Time: 7 hours

Duration	Tools and means	Steps of Implementation	Objectives	Topic of Session
1 hour 09.00 – 10.00	<ul style="list-style-type: none"> ○ Short descriptions Module 3 + 4 ○ Power point on stakeholder and problem analysis ○ Handout on Metaplan Problem tree analysis (Frank Little) ○ EMPOWERS WP 6 on SDCA 	<ol style="list-style-type: none"> 1. Introductions and examples by key facilitators (PL) 2. Questions and clarifications 	Introduction methodological background	Tools for stakeholder and problem analysis
1 hour 10.00 – 11.30 incl coffee break	<ul style="list-style-type: none"> ○ Information from village interviews (Day 2) ○ Handout on RAAKS Windows and Tools: Actor and Task Analysis (A2 + B5) ○ Flipcharts 	<p>In three subgroups</p> <ol style="list-style-type: none"> 3. Identify relevant stakeholders and especially those that are key for the specific case 4. Identify main tasks and responsibilities of the key stakeholders 	Making a stakeholder analysis for a specific case (each subgroup will be working on one of the three EMPOWERS case studies)	EMPOWERS case studies – stakeholder analysis
1½ hour 11.30 – 13.00	<ul style="list-style-type: none"> ○ Handout on Metaplan Problem tree analysis (Frank Little) ○ Case study material from 3 Jordan EMPOWERS communities ○ Information from village interviews (Day 2) 	<ol style="list-style-type: none"> 5. Short introduction on Problem Tree Analysis (PL) <p>In three subgroups</p> <ol style="list-style-type: none"> 6. Read selected case study and study problem tree developed by the community 	Study problem analysis for the same specific case	EMPOWERS case studies – problem analysis
1 hour 13.00 – 14.00	Lunch			
3 hours 14.00 – 17.30 incl tea break	<ul style="list-style-type: none"> ○ Short description Module 5 ○ Introductory presentation on WRA and RIDA ○ Community Water Fact Sheets ○ LWRA Report Jordan ○ WP5 (Participatory Water resource Assessment) 	<ol style="list-style-type: none"> 7. Short introduction on PWRA and RIDA (PM) <p>In same three subgroups:</p> <ol style="list-style-type: none"> 8. Study community water resource fact sheets according to RIDA 9. Draw main conclusions for this community 	Understand the water resource situation in a local community	EMPOWERS case studies – Water resource assessment and analysis
½ hour 17.30 – 18.00	Video/Documentary Film EMPOWERS Egypt	OPTIONAL: Video on the EMPOWERS program in Egypt	Sharing experience	EMPOWERS case study

Training session plan - Day 4

Session title: accountability/rights analysis and scenario/strategy building

Date: 8 November 2006 - Time: 6 hours

Durati on	Tools and means	Steps of implementation	Objectives	Topic of session
½ hour 09.00 – 09.30		1. Plenary discussion	Understand logic and rational of used methods	Reflection on methods of yesterday
2 hours 09.30 – 12.00 incl tea- coffee break	<ul style="list-style-type: none"> ○ Short description Module 6 ○ Power point on accountability/rights analysis ○ Guideline for accountability/rights analysis ○ Accountability/rights fact sheets for each local community 	2. Introduction of concepts and examples by key facilitators (PL) 3. In same three subgroups: discussion and analysis of information gathered by project in the local community	Understanding Constraints for marginalized groups	EMPOWERS case studies – Accountability/rights analysis
1 hour 12.00 – 13.00	<ul style="list-style-type: none"> ○ Short description Module 7 ○ WP 3 (Planning Cycle) ○ WP 4 (Scenario Building) 	4. Introduction on visioning and scenario/strategy building (PM) 5. Questions and clarifications	Understanding how to build scenarios and related strategies	EMPOWERS case studies –Visioning and scenario and strategy building
1 hour 13.00 – 14.00	Lunch			
3 hours 14.00 – 17.30 incl tea break	<ul style="list-style-type: none"> ○ Vision developed by community ○ Problem Tree Analysis (Day 3) ○ Other outputs Day 3 ○ LWRA Report Jordan 	In same three subgroups: 6. Develop 4 scenarios and main outline for related strategies 7. Draw main conclusions for this community	Understanding how to build scenarios and related strategies	Visioning and scenario and strategy building (cont.)
1 hour 20.00 – 21.00	Video/Documentary Film EMPOWERS Palestine	OPTIONAL: Video on the EMPOWERS programme in Palestine	Sharing experience	EMPOWERS case study

Training session plan - Day 5

Session title: Case study presentations and follow-up

Date: 9 November 2006 - Time: 6 hours

Duration	Tools and means	Steps of implementation	Objectives	Topic of session
3 hours 09.00 – 12.00 incl tea/coffee break	<ul style="list-style-type: none"> o Flipcharts and/or power point o 30 minutes presentation + 20 minutes discussion per case study 	1. Presentations of work done by each subgroup (Day 3+4) and suggestions of facilitators (guests: community and government representatives)	Sharing experience	Conclusions country case studies
2 hours 12.00 – 14.00	<ul style="list-style-type: none"> o Small buzz groups (30 minutes) o Short presentations (10 -15 minutes each buzz group; about 6 groups) 	2. Country group reflections on lessons learned and possibilities for use of methodologies in own country 3. Short presentations of each country group	Explore possibilities for use in own country	Follow-up
1 hour 14.00-15.00	Lunch			
½ hour 15.00 – 15.30		4. Final statements by participants and facilitators	How to go forward ?	General Conclusions
½ hour 15.30 – 16.00		5. Issuing of Certificates 6. Closure		Closing
½ hour 16.00 – 16.30		7. Farewell		Farewell

PART II. TRAINING MODULES AND MATERIALS

Part II will provide short descriptions of training modules, references to other training materials and background reading. Hard copies of the key power point presentations are compiled in a separate booklet (*Binder 2*).

List of Modules

Module 1 - Overview of the approach

Module 2 - Preparation case studies

Module 3 - Stakeholder Analysis

Module 4 - Problem Analysis

Module 5 - PWRA + RIDA

Module 6 - Accountability Analysis

Module 7 - Visioning and Scenario/Strategy Building

MODULE 1. OVERVIEW PARTICIPATORY STAKEHOLDER PLANNING APPROACH FOR INTEGRATED WATER RESOURCE MANAGEMENT

Short description module

The participatory stakeholder planning approach – as developed by EMPOWERS - will essentially follow a Project Cycle Management (PCM) approach. Central to PCM is the idea of managing a process, rather than managing a one-off event (e.g. construction of a water supply system). The EMPOWERS planning cycle for IWRM emphasizes the need to put decision making regarding water based actions within a clearly defined set of steps. This will ensure that decisions reached are based on a clear and logical flow of thought.

The EMPOWERS IWRM Planning Cycle is made up of six principal steps. Each of which can be further divided into sub-steps or iterations. These steps are explored in more detail in subsequent *EMPOWERS Working Paper (WP) 3*. The six main steps are:

- **Visioning:** initial problem identification, visioning, and scenario building
- **Assessing :** targeted data collection and analysis; creation of a shared information base
- **Strategizing:** Development of strategies to meet the vision under different scenarios
- **Planning:** Detailed planning based on most likely scenarios and related strategies
- **Implementing:** execution of plans
- **Reflecting:** analysis of monitoring and documentation to inform further

This EMPOWERS Planning Cycle for IWRM and improved water governance is embedded in a stakeholder approach. Stakeholder Dialogue and Concerted Action (SDCA) as described here is used as the approach to social organization and action. The two main approaches of EMPOWERS: the Planning Cycle Framework and the SDCA approach cannot be separated. They have to be considered as two intrinsically connected components creating together the synergy to make the overall approach of EMPOWERS functional, replicable and sustainable; they are the twin pillars upon which improved water governance and IWRM stand. A stakeholder approach without a focused and structured interest (a planning framework in our case) will not mobilize people and institutions for the longer time-spans essential to both water resource management *and* water service provision. At the same time a technically sound planning framework will miss the point if key actors are left out during negotiation, planning and decision-making. SDCA is discussed in more detail in *EMPOWERS WP6*.

This Workshop Module will introduce the two key approaches – the participatory planning process and SDCA – followed by space for clarifications in plenary discussions.

References training materials and background reading

- * EMPOWERS WPs 1 (overview and vision), 3 (planning cycle) and 6 (stakeholder processes) Available at: <http://www.empowers.info/page/1059>
- * EMPOWERS Guidelines for improved local water governance. Available at (www.empowers.info/)
- * Laban P. and P. Moriarty, 2005. Learning Alliances for Local Water Resource Management in Egypt, Jordan and Palestine: lessons from the EMPOWERS project. IRC Symposium, Delft (<http://www.irc.nl/page/24811>)
- * EC Guidelines for Integrated Water Resources Management. Available at http://ec.europa.eu/comm/development/body/publications/water/en/frontpage_en.htm

Module 1A Power point presentation on PWPC and Module 1b – Power point presentation on SDCA are available in Binder 2

MODULE 2: PREPARATIONS CASE STUDIES

Short description module

This module will deal with field visits to local communities in Jordan and the preparation of case studies to be worked on during the training workshop. The three selected communities are communities that are involved in the EMPOWERS programme in Balqa Governorate. On Day 1 the EMPOWERS Jordan Team has given a first introduction to these communities. The participants are divided in three subgroups. Each subgroup will visit a different community. During this field visit the participants are asked to gather information themselves on a number of topics by meetings and interviews with both community stakeholders and representatives of the Governorate stakeholders (see Programme Day 2). The information gathered will be used for group work in the different Training Workshop sessions the following days.

Key information required and to be gathered during the field visits for the following workshop sessions are:

- Module 3: Information on stakeholders (community and governorate)
- Module 4: Main water problems encountered in the community
- Module 5: information on water resources, infrastructure and demand (factual data will be provided by EMPOWERS Jordan)
- Module 6: Information on constraints to poorest groups and women to assume responsibilities for local water management and to claim access and rights to water (results of studies by EMPOWERS Team will be provided also)

List of case study material for each selected local community

- ❖ Short background papers on three community cases: context, problem description and problem tree, relevant data collected and developed community vision (2 pages max)
- ❖ Community maps and photos
- ❖ Community Water Fact Sheets
- ❖ Accountability/rights fact sheets (summary results of project accountability/rights analysis)

References training materials and background reading

- ❖ Interview guide
- ❖ LWRA Report Jordan

Module 2: Power point presentations on three case studies Available in Binder 2

MODULE 3: STAKEHOLDER ANALYSIS

Short description module

Promoting a dialogue and consequently concerted action among different stakeholders requires analysis of these stakeholders and their roles. This refers to different issues, such as forms of cooperation and coordination, information and knowledge sharing, assumed tasks and responsibilities, influence on decision-making, interest and roles in planning and implementation, but also to perceptions, political and institutional agendas, power, resistance to change, etc. In EMPOWERS use is made of a methodology developed and tested in the early 1990s by Wageningen Agricultural University in The Netherlands, known as RAAKS. A short description is given below. RAAKS stands for Rapid Analysis of Agricultural Knowledge Systems. The stakeholder analysis specifically:

- ✚ Makes explicit the different “appreciations” of stakeholders: perceptions, preoccupations, assumptions and judgments³.
- ✚ Identifies opportunities to improve exchange of information, social organization and decision-making among actors in order to create the conditions for innovation.
- ✚ Creates awareness with respect to constraints and opportunities that affect the performance of actors as innovators.
- ✚ Identifies (potential) actors who do, or could, act effectively to remove constraints and make use of opportunities for innovation

A short description of RAAKS as a methodology for stakeholder analysis

The creation of stakeholder platforms working towards a common goal in a specific arena (e.g. water, agricultural or community development), is not an easy job. **Rapid Appraisal of Agricultural Knowledge Systems (RAAKS)**, forms a first step for analysis and decision-making in SDCA. The methodology basically refers to participatory actor and network analysis. The heart of the approach is the use of different “windows”, which are used to look at the different perspectives of different stakeholders. On the basis of a RAAKS analysis, platforms can be formed from key stakeholders who together support a specific development process, having a common agenda and shared interests. It focuses on clarifying the role and responsibilities of all major actors working in a certain thematic field, such as community water management or agricultural development, identifying possible constraints in coordination, cooperation and communication, and developing appropriate actions. RAAKS follows an interactive process with the stakeholder institutions (inside and outside local communities) to draw them into the action research process and encourage ownership of its outcome. The study team makes use of a number of participatory Tools that use checklists of key issues in different areas (“Windows of Analysis”) such as vision and mandate of the organization as related to study area, tasks and responsibilities, strategic interest, development agendas, institutional structure and resources, information flows and decision patterns. The RAAKS process culminates in a workshop where views of respective actors

³ As a participatory action approach a RAAKS analysis will give important emphasis to involve adequately marginalized groups as women and small farmers.

or institutions are brought together, shared and systematically compared as a basis for joint problem review and action planning.

In this Workshop Module a first introduction is given to participants by working on two RAAKS Tools: a first stakeholder identification and a task analysis of these stakeholders. Instructions for these two exercises is given in the two hand-outs mentioned below.

* Actor + Task Analysis - RAAKS Windows A2 + B5 (Arabic and English) (*English version still to be scanned by PL*)

* Exercise for RAAKS Tools A2 + B5 (Arabic and English) (*English version still to be scanned by PL*)

References training materials and background reading

Engel, P., Salomon, M., 1997. *Resource Guide to RAAKS. A Participatory Actor-oriented Methodology on Networking for Innovation and Stakeholder Analysis* (KIT/ICTA/STOAS). Available at: www.kit.nl/smartsite.shtml?ch=fab&id=3813

Sarsour, S. 2006. RAAKS Tools in Arabic (EMPOWERS; in preparation)

Laban, P., Barghout, M., Moriarty, P. and S. Sarsour (2005b) *Stakeholder Dialogue and Concerted Action for Integrated Water Resource Management*. EMPOWERS Working Paper 6. Available at: www.empowers.info/page/1092 .

Laban, P., Rabi, A., Rifai, S., Sarsour, S. and O. Tabakhna (2005a) *Water is everybody's business. Facilitating complex processes of local water management*. International Water Conference in Ramallah, May 4th 2005. Ramallah, Palestine (www.empowers.info/page/120) or (www.palestineacademy.org/wconf/)

Module 3: Power point presentation available in Binder 2

MODULE 4. PROBLEM ANALYSIS

Short description module

Problem Analysis is used as the basis of the Goal Oriented Project Planning (GOPP) method. By designing a project based on real, existing problems of the parties involved, the project designers attempt to avoid imposing their preconceptions about the desirable objectives for the project. The basic method used to identify problems assumes that the current knowledge and intuitions of the project designers are sufficient for the analysis. They brainstorm as many actual, existing problems as they can think of. The perspectives of representatives of as many stakeholders as feasible are included. In EMPOWERS the problem analysis is done in concertation and dialogue with all stakeholders involved. In the next stage, these problems are then analyzed for logical relationships.

The analysis of problems results in a “tree” or hierarchy of problems, related in “cause-effect” chains. All problems from the perspective of all stakeholders can normally find a place in such a tree. This enables all stakeholders to recognize that their perspective has been taken account of in the analysis. In this part of the GOPP process, all the problems are analyzed for their interrelationships. A “starter problem” is taken, which has many causes and many effects. The direct causes of this problem are then placed directly below and the direct effects directly above the starter problem. Further causes and further effects are then determined until a hierarchy or “tree” of problems has been developed. The problem tree indicates how all problems are related. Each line on such a tree indicates the cause-effect relationship between the two problems joined by that line (Frank Little, 2005).

In this Workshop Module participants will be given the problem tree developed by the community.

A short discussion is suggested to study this problem tree. It will be used as inputs for the rest of the training workshop. The hand-out below will give instruction on how such problem trees can be developed.

References training materials and background reading

Chapter 4 and 5 (Identifying problems and building the problem tree) in: Frank Little, 2005. Goal Oriented Project Planning, Facilitator Training Individual Procedures

Module 4 - Power point presentation available in Binder 2

MODULE 5. PARTICIPATORY WATER RESOURCE ASSESSMENT AND RIDA

Short description module

Water Resources Assessments are considered an important phase in the planning cycle for local level IWRM. It helps identifying the important water resources management issues in a certain area, but also the information gaps that may exist around water resources. WRA deals with the collection, quality control and initial analysis of the information which will serve as an information basis for further problem assessment, scenario building, strategizing and detailed planning of community water services. Critically it must also have the confidence of all stakeholders – including those in the communities - if it is to serve as a basis for further testing of scenarios and planning. At a minimum it must identify:

- current demand for, and access to, water of all the main water users and uses (including the environment)
- current capacity of supply and storage infrastructure
- current water resource availability

As much as possible, use should be made of existing secondary data. This information can be complemented by new (primary) data, to be collected by using participatory methods (such as PRA) and in a manner that will involve stakeholders and particularly end-users. Using participatory approaches improves the quality of information collected, but more importantly enhances end-users' understanding of critical issues and contributes to their commitment and ownership to the process.

In EMPOWERS WRA is guided and supported by the (water) resource, infrastructure, demand and access (RIDA) analysis. Demand and Access assessment will give important emphasis to pro-poor social analysis at the community level as is further explored in Module 6. The WRA step is described in detail in EMPOWERS Working Paper No. 5.

After introduction of the subject the participants will be asked in this Workshop Module to analyze the data gathered by the EMPOWERS Jordan Team and community and governorate stakeholders. The gathered information is summarized in Community Water Fact Sheets for the three case study communities. These Fact Sheets will be provided to the participants. Participants have also gained a visual impression of the water situation in the three communities during the field visits. Participants will analyze the information provided and draw their own conclusions. They will use their own analysis as a basis for work in Module 7 on Scenario Building and further Strategizing.

References training materials and background reading

- Community Water Fact Sheets
- LWRA Report Jordan
- EMPOWERS WP3 (Planning Cycle)
- EMPOWERS WP5 (Participatory Water Resource Assessment)

Module 5 - Power point presentation available in Binder 2

MODULE 6. ACCOUNTABILITY/RIGHTS ANALYSIS

Short description module

Long-term and sustainable impact of programme interventions in the water sector depends on the extent that local people take ownership for the way water resources are managed in their community. Impact, sustainability and ownership are intricately related to the degree that local people can assume accountability for such management and to the rights they have to water in terms of quality, access and control.

Ownership for water resource management implies a sense of accountability for the actions undertaken for such management. "Accountability" is used here in the sense of *taking responsibility for one's own behaviour, at the same time being able to account for the effects of such behaviour to others (Laban, 1994⁴).*

Accountability and as a consequence ownership will only be assumed by individuals or local community groups when they (i) perceive the benefits, (ii) have rights, access and control over resources, (iii) have the knowledge and capacities to implement them, and (iv) have the organizational strength to realize these activities as well as the claim-making-power to make sure that these pre-conditions can be fulfilled/maintained (see Figure 1).

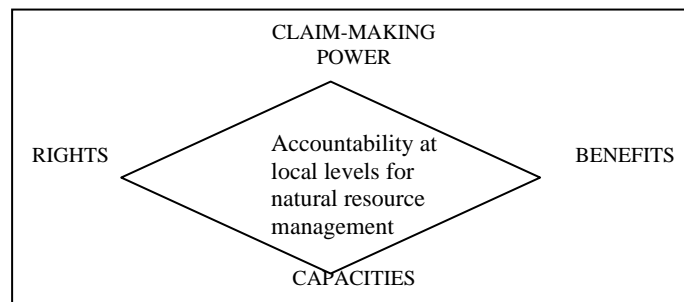


Figure 1. Pre-conditions which are necessary for local people to assume accountability for natural resource management activities (Laban, 1994).

In its target communities in Egypt, Jordan and Palestine EMPOWERS has studied to what extent the above preconditions are fulfilled so that local people can indeed assume (or NOT) accountability for their local water management practices and to what extent they can (or cannot) claim their rights to water. This is done in order to come to better accommodate pro-poor priorities and decision-making in community water services planning. In this Workshop Module results of such analysis in the case communities will be

⁴ Laban, P., 1994. Accountability, an indispensable condition for sustainable natural resource management. Paper accepted at International Symposium on Systems-oriented Research in Agriculture and Rural Development. CIRAD-SAR, Montpellier.

shared with the participants. The participants are asked to study these analysis results and draw their own conclusions with regard to possible implications for the further planning and decision process (see Module 7). This should especially be done to see to what extent poorer sections of the communities and women can genuinely be involved in water resource management in their communities.

Box 1. Extent that pre-conditions for local level accountability in IWRM are fulfilled⁵

Pre-conditions	Low	Slight	OK	High
Awareness/Capacities and knowledge				
Benefits				
Rights, Access and Control				
Claim-making Power				

References training materials and background reading

EMPOWERS, 2006. Accountability/rights fact sheets for target communities (summary results of project accountability/rights analysis)

Laban, P. 2005. *Rights and local accountability in sustainable water management*. In: EMPOWERS Insight Nr 1, 2005.

Laban P. 2006. *Who cares for water? Water rights and accountability*. Paper contributed to the IDRC Workshop on 'WATER AS A HUMAN RIGHT'. IDRC/Third World Centre, Cairo

Module 6 - Power point presentation available in Binder 2

⁵ Adapted from Laban, P et. al., 2003. Thematic Review of NRM programmes. ETC/DGIS, Leusden/The Hague.

MODULE 7. VISIONING AND SCENARIO/STRATEGY BUILDING

Short description module

Initial visioning is done at the very start of the planning process (Step 1). After problem analysis and water resource assessment this vision can be further refined. In Step 3 of the planning process “**Strategizing**”, the objective is to come to a fully defined and agreed *future vision for water* in the target area (village, town, district or governorate), and to have finalised the scenarios under which this vision can become a reality.

The “final” vision should be based on the original vision from step one, but made SMART⁶ by the inclusion of information from the assessing step and where necessary further in-depth problem and stakeholder analysis. Based on the different scenarios a number of broad strategies should be developed to test whether the vision can be met under one or more scenarios; if not the vision may need to be adapted. Following the development and testing of scenario-strategy combinations, a most likely scenario is selected as the basis for more detailed strategy development, the aim being to identify a series of activities which, taken together would allow the vision to be achieved in full. This series of activities then becomes the basis for detailed planning in the next step. The sub-steps for strategizing are described in greater details in Working Paper 4.

As in previous steps the iteration within visioning and scenario building starts with awareness raising of stakeholders to ensure that they understand what is involved and what is required of them. The outputs of this step are:

- a) SMART water development visions
- b) an agreed list of key developmental scenarios
- c) agreed strategies to achieve the vision
- d) a set of decisions to develop detailed plans.

In this last Workshop Module participants will be asked to build scenarios that have to be taken into account to reach the vision developed by the visited community. The hand-out and the power point below will give the necessary instructions for doing this. The community visions are a given and will be provided by the EMPOWERS Jordan team. The participants will, apart from their own observations during the field visits, use the results of their own stakeholder and problem analysis (Modules 3 and 4) as well their analysis of the WRAs and the accountability/rights analysis (Modules 5 and 6). Participants are then asked to work out a strategy for the most likely scenario. Finally participants are asked to summarize their key conclusions and recommendations for the community case they have worked on. The results of their

⁶ SMART stands for Specific, Measurable, Acceptable, Realistic and Timebound.

work will be discussed the following day with representatives from the involved communities and government departments

References training materials and background reading

- Visions developed by the 3 communities (see community background papers)
- LWRA Report Jordan
- EMPOWERS Working Paper 4 (Visioning and Scenario Building). Available at:
<http://www.empowers.info/page/1085>

Module 7 - Power point presentation available in binder 2