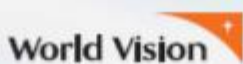


**Workshop report:**  
**Moving from humanitarian to sustainable WASH services in the  
Middle East Region**  
**Dead Sea, Jordan**  
**March 8-9<sup>th</sup> 2018**



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## Acknowledgments

We acknowledge all of the key organizations that have made this workshop possible which include, in chronological order, Action Against Hunger (ACF), the International Committee of the Red Cross (ICRC), Oxfam, UNICEF and World Vision. We would also like to thank all of the participants who have attended as we continue together to reflect on how to move from humanitarian to sustainable WASH.

## Executive Summary

Working with other organizations in bringing more effective WASH programs in the MENA (Middle East and North Africa) region was the focus of an initial workshop organized by UNICEF and World Vision in September 2017, in Jordan. This event at the Dead Sea has been a follow up meeting convened by WASH specialists from World Vision, UNICEF, International Committee of the Red Cross, Action Against Hunger and Oxfam. A stronger focus in this specific meeting was to start developing an advocacy plan around WASH for the region.

The mandate of both these Workshops continue to be to reflect on the WASH challenges in the MENA region, to propose recommendations and to consider how to move from humanitarian to long-term, sustainable WASH development. All the participants who have attended one or both of these workshops agree that all agencies supporting WASH should ultimately aim to support sustainable, safely managed services, in line with the SDGs, regardless of whether the context is an acute emergency, a protracted crisis, or a more stable context. They also agreed that it remains essential to collaborate together as organizations on the further development of key messages, gaps, and next steps that should be shared with a wider group of stakeholders, with the ultimate goal of developing a guidance framework to inform country-level actions. It is clear that the secret to lasting WASH also for this MENA region is and will be to continue sharing and collaboration with other organizations. This message is important for us all as we strive to make sustainable WASH service a reality.

## Introduction

Although many of the countries in the Middle East region have advanced water and sanitation services, several countries continue to face numerous challenges, such as water scarcity, energy crises, complex social and political dynamics and conflict. While the international community continues to respond to the on-going humanitarian needs across the Middle East region, there is a critical need to start thinking beyond the emergency to achieve sustainable WASH services that last.

To advance the discussion on how to better support sustainable WASH services, World Vision and UNICEF organized and funded a first workshop on *Moving from humanitarian to sustainable WASH* for agencies funding and implementing Water, Sanitation, and Hygiene (WASH) services in the region in September last year. Various organizations (including UN, donors, INGOs) working either globally, regionally, or based in countries within the region came together for this meeting which took place in Amman, Jordan. As a result of this workshop, a further follow-up roundtable meeting took place which included especially regional WASH advisors, and a number of key specialists to further reflect on the “Sustainable WASH in MENA Region Strategy Framework” through an advocacy strategy framework.

A total of nineteen people attended, from twelve different organizations (including UN, donor and INGOs). The full list of participants is attached in **Annex 1**. The meeting took place at the Marriott hotel, in the Dead Sea, Jordan between the 8-9th of March 2018. The agenda for the meeting is attached in **Annex 2**.

## Background

The [previous workshop](#) held in September focusing on *Moving from humanitarian to sustainable WASH* shows statistical data related to WASH in MENA region. The data reflects a real need to change the way in which WASH issues are being dealt within the region. As cited by Khaldon Khashman, the Secretary-General of the Arab Countries Water Utilities Association (ACWUA), “If we are to meet the SDGs by 2030, we need to change our thinking and behavior”. As noted by him, issues around sustainable WASH need to be considered more in-depth. Although emergency WASH will continue, there is a need to urgently reflect on transition and post-emergency WASH services in the region.

This workshop, therefore, brought WASH regional officers from various organizations and agencies who work in the MENA region to draft the first steps towards a WASH advocacy strategy. The stakeholders at the meeting came together with a senior level of WASH experience, understanding of the complexity of the current and potential upcoming WASH challenges in the region.

## Opening remarks

**UNICEF (Esmail Ibrahim):** “This two day workshop is a contribution of regional thinkers within the WASH sector who have agreed to come together from a range of organizations as a means of sharing and learning from each other .... This is an effort of experts who spent a long time in the sector. I hope this workshop brings the kind of discussions that will be useful and set a clear very simple vision for the water and sanitation sector in the Middle East focusing on the countries facing crisis. Thank you very much for this opportunity.”

**Oxfam (Prasad Sevekari):** “This is a continued effort of finding common denominators within the WASH concerns, risks, vulnerabilities faced by different countries in the region and also within the approaches adopted by different humanitarian stakeholders to address them. We need to see how these common denominators could be agreed upon and used further in order to strengthen our advocacy at regional level and in reaching out to the people who need our help the most.”

**Action Against Hunger (Vincent Gengler):** “We are happy to be part of this group. It is an opportunity to meet and discuss the WASH issues at regional level. I think it is very important and interesting for all of us. I am very interested to see what will come out at the advocacy side from this workshop.”

**ICRC (Guillaume Pierrehumbert):** “We are happy to see you all. I would like to remind you that a key conclusion of the previous workshop was that in the region there is not anymore such thing as emergency-relief-development sequence... everything is mixed together. So we really have to get out of this traditional WASH model that has been used in the past. Hopefully in this workshop we will address this further, and thereby, focus on the WASH needs and proper responses to the people affected.”

**World Vision (Marielle Snel):** “We basically need to know together as one group of WASH organizations what are our next steps. So inter-sectoral cooperation and working together is absolutely critical. There is no way any of us can work alone. We all need to agree together on how to move forward. The hope and inspiration for this workshop is that it will bring out messages and the first developments of an advocacy plan. So, I am really looking forward to hearing from you all.”

## Mission/ Mandate

This workshop focused on the following objectives, namely:

- To share experiences and lessons learnt around the application of WASH services in the region. In addition to share challenges and issues from the field.
- To define priority issues for each one of the five themes, which represents the established framework (social, environmental, institutional, financial, and technical).

- To develop key advocacy messages around these themes for WASH in MENA region.
- To shape clear and refined messages and steps forwards to identified and prioritised stakeholders.
- Articulate clear next steps.
- To come up with a consensus if we are moving forward or not.

## Sustainable WASH framework

The sustainable WASH framework which was agreed upon in the previous workshop in September 2017 was also used in this workshop to move forward in the group work.

Diagram 1: Sustainable WASH services



## Key advocacy priorities

The group worked on the WASH advocacy priorities developed by the participants. It was agreed to use the sustainable WASH diagram and participants were divided into five groups, namely technical, institutional, financial, environmental and social as reflected in the diagram. Once the participants were placed into the groups, a seven-steps process has been agreed to be used as a methodology to develop the draft advocacy strategy (see **Annex 6**).

Below is a summary overview of several key advocacy priorities developed by each of the thematic areas (refer to **Annex 5** for details). The further development of the key advocacy priorities will eventually be transformed into key advocacy message with, ideally, the support of the communication teams from the various organizations in the interagency group.

The following is the summary of the discussions on the five WASH advocacy area:

### Environmental

- Need for WASH-environmental database (live) for the area: In order to have information related to the environmental risks in the region, proper tools must be made available and applied. Knowledge of the communities' environmental risks must be documented and a databank of up-to-date information must be provided and utilized.
- Need for WASH environmental risk mitigation strategy and simple SOPs: Because of the lack of a mitigation strategy, this has had a contribution to the weakening of the program delivery and efficiency, and has added cost implications. To address this negative effect, there is a need for the development of environmental impact tools and standards, as well as the political will and movement to put proper policies and regulations in place. To achieve this, advocacy for mitigation strategy at the government and policy level must happen.
- Need for WASH environmental framework: Due to nonparticipation of local stakeholders into the environmental framework it has not been possible to achieve sustainability in WASH programs. Therefore, there is a need that advocacy to ensure sustainability is considered from the beginning as well as capacity building of stakeholders to deliver programs that include social mobilization. Funding specific to environmental considerations should be advocated for.

### Institutional

- Comprehensive WASH sector review, support for development of a legal framework for WASH governance and identification of the capacity gaps necessary for clarifying the roles and responsibilities and avoiding fragmentation.
- Effective Knowledge Management would be possible through addressing capacity gaps, dissemination and sharing of information, improving awareness accompanied by technical assistance at all levels.
- Agreement on designing and disseminating One-Humanitarian-Development Plan with multi-sectoral strategic vision, missions and priorities for holistic development and realistic investment.
- Establishment of independent M&E systems and Audit processes will help on improving transparency, accountability, effectiveness, and efficiency, leading to overall improved WASH governance.

### Financial

- To ensure financially sustainable WASH services, utilities/service providers shall be enabled by all stakeholders to observe good governance principles, particularly by being open and transparent from donors to beneficiaries.

- To ensure financially sustainable WASH services, implementers shall have access to flexible and longer-term funding schemes matching the long-term thinking about the management and running of the systems.
- In order to reduce O&M costs to make WASH services sustainable, donors and implementers have the responsibility to include this aspect as of project design, because lower investment costs often increase drastically the subsequent O&M costs.

### Technical

- Due to the lack of sustainability surrounding emergency WASH response (e.g. water trucking), there should be considerations of planning for appropriate infrastructure during the humanitarian response in order to ensure that emergency WASH response is temporary, e.g. avoiding that a water trucking industry is built up around it.
- Treated waste water should be reused in all domains (e.g. agriculture, recharge, green areas, etc.), and part of the national water budget according to defined national and international standard. The national strategies need to be developed and should meet the SDG goals by 2030.
- There is a need for funding to support utilities specifically on the development of capacity building programs, and exchange of knowledge through projects within the region. From the institutional perspective, there is a need for institutional reform such as developing laws, by-laws, defining the different roles between the various stakeholders in the sector, and the need for decentralized management of the water and waste water utilizes, water regulators, the further involvement of the public sector linked to the role of the private sector (e.g. using PPP/Public-Private Partnership).
- There is a need for national strategies around the usage of unconventional water sources which focuses on the various aspects ranging from institutional/management to financial aspects.

### Social

- Establish a short and pragmatic guidance document on a “do no harm” principle that presents the preliminary step of the design, but also addresses the issues during the cycle of the project.
- Ensure that gender inclusiveness and equality is addressed in the implementing organizations. This could entail creating a gender balance within the staff and pragmatic gender action plans.
- The development and implementation of comprehensive monitoring, evaluation, and accountability mechanisms in all implementing organizations.
- Implementing agencies ensure participation and ownership from communities through clear descriptions and agreement of proposed activities, which include clear roles and responsibilities for maintenance and ownership into the future.



## Group discussion

After debating the advocacy messages of each thematic area, the participants discussed two key points; how to move forward and collaboration.

The reflection on the first area is how collectively the agencies could be able to move forward and, if so, how to get a higher level of commitment at least from the organizations that attended this workshop.

Secondly, all acknowledged the fact that there is a need for collaboration between different organizations and working together is important as this good collective efforts/work should continue to progress for a better results to the WASH sector at the countries of focus.

The conclusion was that we could all continue to move forward, even if the pace would be slower, given all the respective organizations' commitments.

The question on specifically how to move forward was reflected on with the following key activities cited, namely:

- Presenting a few key messages during the Global WASH Cluster Meeting in Berlin (April/ 10<sup>th</sup>-11<sup>th</sup> 2018). The key messages will take the form of a concept note. It will capture the progress that has been done by the group and summarizes what has been agreed upon as well.
- Reflecting in the Inter-Agency WASH MENA working group on the further development of a full advocacy plan and how this could be financed.
- A further reflection on how participating organizations can be more aligned with the outcomes of this workshop and the direction to which the group is moving through a questionnaire sent on to each participant of the workshop.
- Bringing the key messages developed from this meeting to be advocated at the following forums:
  - Global WASH Cluster Meeting in Berlin, Germany (April 2018)
  - WEDEC International Conference in Nakuru, Kenya (July 2018)
  - World Water Week in Stockholm, Sweden (August 2018)
  - Arab Water Week at Dead Sea, Jordan (March 2019)

## Action plan

In terms of next tangible outputs the following were suggested:

- A summary concept note on the findings from the workshop.
- The further shaping of few key messages based on advocacy plan.
- Reflecting and working towards getting more financial resources to eventually put together a small secretariat in place, homed in one of the co-organizing organizations, to help further take on the tasks and push our WASH MENA further.
- The meeting group also thought of ownership. ACUWA was considered for partnership by all organizations to adapt the strategy subject and whatever agreed among international experts and ensure applying at countries through utilities.

## Final Remark

This workshop is a first step in a more serious effort for development of a WASH advocacy strategy for the MENA region to address the transitioning from humanitarian to sustainable WASH. Bringing together all the key partners, was in itself, an important achievement.

To move forward on the WASH advocacy message strategy drafted, there is need to bring in the communication and advocacy experts of different agencies in the interagency WASH MENA group committed advocates and other experts to work further on operationalizing this strategy into a clear work plan with a monitoring system.

Of course this requires financing and it is necessary to channel this work through one of the coordinating organizations.

In other words, some further fundamental steps needed to be taken on this front to make there is a clear work plan for clear good results.

On a final note, an agreed quote from all the co-organizers, namely World Vision, UNICEF, ACF, ICRC, and Oxfam:

“When we started thinking about this workshop it was a bit abstract. Now, after these two days, we realize that we still have a lot of work to do. We must face a lot of hurdles before we can start coming up with a completed WASH advocacy plan. But, we are sure that with consistent continued individual efforts, the core group members will make this happen. We are sure that there will be more to come from us all, and we will see more concrete steps in the months ahead. Let us do so, and in the process, we will start gaining ground in strength and confidence.”

## Annex 1: List of participants

#	Participant name	Participant Organization
1	Vincent Gengler	ACF
2	Muna Al-Banna	UNOPS
3	Guillaume Pierrehumbert	ICRC
4	Prasad Sevekari	Oxfam
5	Andy Bastable	Oxfam
6	Ioannis Georgiadis	NCA
7	Malak Hajaya	SDC
8	Aref Mufleh	SDC
9	Patrick Laurent	UNICEF
10	Esmaeil Alazhari Ibrahim	UNICEF
11	Julian Tung	CARE
12	Franciscus Louwers	ACTED
13	Marielle Snel	World Vision
14	Iyad Rammal	World Bank
15	Khaldon H. Khashman	ACWUA
16	Jesse Route	Facilitator
17	Chris Weeks	Facilitator
18	Hazar Fayyad	Admin Asst Oxfam
19	Owice Hammad	Workshop reporter

## Annex 2: Agenda

Session Time	Session Title	Session Description	Resource
<b>Thursday 8<sup>th</sup> March 2018</b>			
0900-0930	Welcome & Opening	Introductions , Objectives , Purpose Overview of WASH in ME;	IA Group Chair/ Jesse
0930 - 1000	Setting the Scene in the MENA context	Accomplishments of Sept. 2017 Workshop Highlights from Oxfam MENA Regional Learning Forum	Jesse
1000 – 1030	<b>Tea Break</b>		
1030 - 1130	Content Matters	Poster presentations (printed beforehand) on development so far and performance : Listen and Learn from our key Regional Offices WASH leads– 5 minute pitch with 2 minutes of feedback.	Regional Advisors
	Setting the scene for upcoming activities/work	Part I: Go through the excel sheet in three small working group-reflecting on any other topics that should be included  Part II: Break into five groups: Institutional, Social, Technical, Financial and Integrated WASH	Jesse
1130 -1300	Step 1: Thematic areas	Selecting Priority Thematic based on the topics of interest and monkey survey conducted earlier.	Chris
	Step 2: Stakeholder analysis/target	Identifying Target Audience (Stakeholder Mapping)	
1300 – 1400	<b>Lunch Break</b>		
1400 - 1530	Step 3: Developing key messages	Statement/ Evidence/ Example/ Goal/ Action) Collective working on thematic or targets	Jesse
1530 – 1600	<b>Tea Break</b>		
1600 -1700	Step 4: Refining/ polishing key Messages	Depending on Messengers / Vehicles (WASH Professionals, PR, Media, Bilateral...) and Opportunities ( Public Events, Workshops, Global Seminars	Jesse
<b>Friday 9<sup>th</sup> March 2018</b>			
0900-0930	Opening Remarks	Recap of Previous Day Quick Overview of Existing WASH Advocacy Resources	Jesse / Marielle
0930 - 1000	Step 5: Determining delivery of messages	Based on the developed key messages	Jesse
1000 – 1030	<b>Tea Break</b>		
1030-1130	Continue	Carried forward into the advocacy strategy (World Café style based on the thematic areas	Jesse
1130 - 1300	Step 6: Identifying risks and assumptions	How to manage challenges , Who / How to monitor	Jesse
1300 – 1400	<b>Lunch break</b>		
1400 - 1530	Step7: Reflections and feedback on advocacy plan for each theme	World café: Showing the advocacy plan for each of the thematic groups	Jesse
1530-1600	<b>Tea Break</b>		
1600 - 1630	Closure	Further follow up and Vote of Thanks	Jesse

### Annex 3: Poster presentations

The following link contains all presentations that were provided by each participated organization:

<https://www.dropbox.com/sh/vhjgvseiujpjeib/AADigwyCNQHGGG0sIO8dauFRa?dl=0>

## Annex 4: Details of group discussions and comments

1. Comments from some of participated organizations about "Strategic thinking surrounding Sustainable WASH in MENA Region":
  - Oxfam:
    - i. Sustainability is a big thing for us, so there is no such a debate for us about the transition between emergency to development so much as so many crises in the MENA region have caused long-term displacement for people.
    - ii. Apply a long term approach from the beginning so there will not be a transition period.
    - iii. In Oxfam approach we put in terms of people (it is around community engagement, Proper feedback mechanisms, and proper response), technologies (right technology from the beginning) and management systems (Oxfam has a global project with UNHCR looking at long term camps and looking at all the different ways that we can achieve sustainability).
    - iv. Sanitation is harder to manage because the existing systems are centralized treatment systems. In addition, tackling this subject includes the operation and maintenance losses.
    - v. Can we engage the private sector more?
    - vi. How can we enable the local authorities of the countries we work in to look after some of the long term needs for refugees and IDTs in MENA?
  - UNICEF:
    - i. The strategy of UNICEF is aligned with those of some other organizations. The vision is realizing the WASH rise to the economy.
    - ii. It is about adequate water, sanitation, and hygiene promotion to the communities whose MDG targets were not met.
    - iii. The program principle is to produce equity, sustainable access, and resilient humanitarian development.
    - iv. UNICEF is looking for ways to deliver WASH as an integrated package which includes.
    - v. The following picture summarizes what UNICEF is doing:

Continue learning and adapting	Do better	Move in new directions
<p><b>Water</b> Safety, sustainability and access</p> <p><b>Sanitation</b> Social norms, access and sustainability</p> <p><b>Hygiene</b> More focus, supporting others to promote behavior change</p> <p><b>Humanitarian</b> Delivering service, breaking silos, national coordination</p>	<p><b>Enabling environment</b> Strengthen capacity and systems to enable all actors to contribute effectively</p> <p><b>Accountability</b> Support transparency, monitoring and people's participation as anchors of good governance</p> <p><b>Working inter-sectorally</b> WASH as a contribution to education, health, nutrition and other outcomes, including WASH in institutions, gender and disability</p> <p><b>Leverage resources for WASH</b> Public and private financing for scaled-up, sustainable programmes</p>	<p><b>Climate resilient WASH</b> A framework for risk-informed programming</p> <p><b>Urban</b> Reaching the most vulnerable, wherever they are</p> <p><b>Private sector</b> Goods and services as well as broader contribution</p>

vi. That was the global. The regional is derived from that. There are issues of climate change, water scarcity, the management, and there is the conflict. The region has set up an agenda of how we can support the managerial, the technical to provide an enabling environment for all the utilities and government to achieve the SDGs and also to cope with the situation of conflict.

- The previous meeting concluded that there are five concerns for the region:
  - i. Diversity of contexts and rapid change
  - ii. Complex political dynamics
  - iii. High costs for services
  - iv. Increasing pressure on natural resources
  - v. Social tensions and conflict

## 2. Discussions followed the presentation session

- ACTED (Franciscus)
  - i. Comment from the presentation:
    1. Opportunities we see include:
      - a. Resilient planning to facilitate transition towards more sustainable WASH.
      - b. Implement components that are ready to be used in the development stage. This to avoid re-designing the utilities when the emergency stage ends.
      - c. Support local sector and multi-country programming.
      - d. Why not to standardize something for the whole region instead of doing country programming per country?
      - e. Expand smart agriculture initiatives in the regions.
      - f. Increase climate change resilience.
    - ii. Comments from the rest of the group:

1. (Marielle) It is good to see agriculture, nutrition and similar sectors as a part of the WASH programming because usually one sees them thought of separately. Franciscus explained that they adopted these practices in their 2018 strategy into the WASH strategy as they are key for a change in the holistic approach.
  2. ACWUA indicated their experience in establishing a team of experts from each country in the region to prepare a technical report about water services. That to avoid overlapping of efforts.
  3. Franciscus said it is a challenge to fund multi-actor and multi-target projects which is needed in the region.
- ICRC (Guillaume):
    - i. Comments from the presentation:
      1. ICRC was established to help the victims of armed conflicts. Due to the evolution of conflicts, we are working in some contexts for long time and have consequently to consider long term needs and solutions in our programs.
    - ii. Comments from the rest of the group:
      1. Is there any vision for working after the crises? Guillaume answered: We used to withdraw if a peace agreement is signed, but this is not the case anymore because conflicts and crisis tend to be protracted in most of the contexts where ICRC operates. Esmaeil asked if this means that ICRC do things while keeping in mind what comes afterwards. Guillaume said yes, whenever possible. Marielle indicated that the way the challenges are listed reflects the complexity of WASH in this region. This region, especially for WASH, has its own unique element be it the security issues or be it the technical context for solutions. It makes such an interesting opportunity for us that we are here and I believe that we can say something for WASH in the rest of the world about what is happening in WASH in this region and its uniqueness.
      2. Prasad noted that ICRC goes beyond the systems. It considers the architecture and so on. Guillaume added, yes, it includes the institutional and the legislation as well. The Gaza example reflects that. Systems at the end are about infrastructure (the hardware), people (the staff), and the consumables (e.g. chlorine).
      3. Iyad explained that ICRC, UNICEF, and similar organizations, who work at the front line, put the basis for other development agencies, which is an additional load for these agencies. That is why we said let us start thinking together from the start. Andy stressed the need for a dedicated person to look at the big picture while everybody is hurried with the emergency response, which does not quite happen yet.
      4. Iyad mentioned the example of Gaza war in 2009 and how different institutions came to help lacking the coordination and



collaboration. It was like a competition on the behalf of those on need.

5. Khaldon stated that ACWUA will publish in the Arab Water Week 2019 the results of their studies on how to understand and mitigate risks in the region and that they will provide training on that as well.
  6. Marielle explained that people are here from different organizations to see the added value each organization can offer. It is about the complementarity of the different organizations.
  7. Esmaeil pointed that Oxfam is known for its capacity building programs. In addition to that, they provide the best equipment supplies.
- NCA:
    - i. Comments from the participants:
      1. Esmaeil denoted that integration is a way of looking at sustainability which is a very good vision. Ioannis added that we, as actors in the humanitarian sector, should be connected with other sectors like agriculture.
      2. Andy listed some characteristics of working with the private sector:
        - a. Cheaper because it is not always cost effective.
        - b. The monitoring environment is easier. It is a challenge for humanitarian sector to do proper monitoring and ensure proper community engagement, while the private sector does not have expertise in.
      3. Marielle pointed out the importance of the cooperation between NCA and WSCC. She added that each organization has its own interest, but at the same time it is about cooperation and collaboration if we are to achieve the SDGs by 2030.
    - ii. Comments from the presentation:
      1. SDC is still in the humanitarian sector, but moving towards the sustainable approach.
  - SDC:
    - i. Comments from the presentation:
      1. SDC is still in the humanitarian sector, but moving towards the sustainable approach.
    - ii. Comments from the participants:
      1. Iyad remarked that although SDC is a development agency that works in the humanitarian response, but it also does rehabilitation which is more linked to the sustainability and this is the corner stone we are talking about in this workshop.
      2. Khaldon explained some details about the sanitation safety plan. It includes four countries: Jordan, Syria, Iraq, and Lebanon. More countries is to be included in the project such as Tunisia, Palestine, and Egypt. The aim is to use the reclaimed water and take care of it from the Toilet to the Table, which includes collecting system, treatment, certified operators, certified treatment plants, manual for reuse, manuals for sanitation safety plan, building capacity, public awareness, manuals, guidelines

and publications, and involvement of the political leadership to be committed.

- Action Against Hunger:
  - i. Comments from the presentation:
    1. There is a need for moving from piloting to scaling-up.
  - ii. Comments from the participants:
    1. Khaldon explained that tariffs are to cover part of the costs paid by the utilities. They do not cover all the costs. Thus, utilities need to decrease their costs through increase their energy efficiency, reduce NRW, reduce and production costs. There is a need for a strategy for each one of those in addition to the need for strategies to improve the financial situation, to implement renewable energy, and improve the maintenance of all systems' parts. Guillaume stated an example from Gaza where the authorities refuse to increase the process of their services until they improve their efficiency.
- UNOPS:
  - i. Comments from the presentation:
    1. UNOPS focuses on how to design the most comprehensive integrated sectors together. Two examples were mentioned. The first was about an anti-tourism and modernization center they constructed for one of their beneficiaries. From this project, they used the wastewater treatment unit along with the PV system as a capacity building for the kids who study in that center. The second example is the urban emergency program that UNOPS is doing for the World Bank. The intervention they try to implement is about designing a hybrid pumping system that depends on both solar system and traditional electricity system.
    2. UNOPS does not work on one sector alone. It always looks for integration.
    3. One of the main challenges that faces UNOPS is the life cycle of their projects. A specific point was mentioned for further discussion is the effect of emergencies on the project cycle itself. For example, Ministry of Transportation and The Ministry of Public Work constructed a road in Mafraq with a life cycle of 20 years. However, due to the heavy load of water trucks, which were delivering water from a newly dug well to refugee camps, the road collapsed soon after its completion. Hence, we need to think not only about integration between water, sanitation, and health, but also about integrating them with other sectors as well.
    4. The social stress resulting from the emergency affects the way of thinking and implementation of projects.
  - ii. Comments from the participants:
    1. How do you deal with the limited availability of sustainable systems? The answer was: UNOPS tries to optimize its design as much as they can while keeping the cost in mind.

2. Local communities have the capacity to do the work if they were encouraged to do so.
- Oxfam:
    - i. Comments from the presentation:
      1. In this region we are combating climate change and conflict simultaneously.
      2. There is a fierce competition on water resources in the region.
    - ii. Comments from the participants:
      1. It was good to point out the need for more governance approach to manage WASH intervention. There is no common understanding between organizations who work in this sector and the government.
      2. There can be a positive twist for the complexity of the situation in the region due to the conflict and climate change combination. This can be understood through the fact that our work in WASH is about bringing people together and create peace. Hence, this can be an opportunity.
      3. A question was raised to Oxfam about its emergency equipment they produce and if there is a vision for producing it locally instead of keep importing it, especially that this region needs a lot of these equipment? The answer is yes, there is a vision for localization especially that countries are putting more restriction on equipment imports. But that yet is not in the Middle East.
  - Care:
    - i. Comments from the participants:
      1. There is a political challenge for water supply in Syria. It is hard to regulate the “trucking mafia”.
      2. Is there a possibility to discuss the cost of exit plan?
      3. There is a need to include solid waste management with WASH.
  - UNICEF:
    - i. Comments from the presentation:
      1. WASH in schools is a big issue in the Middle East and it is becoming serious as well in all countries.
      2. UNICEF focuses on children issues.
      3. The opportunities for UNICEF include:
        - a. The fact that they work with governments.
        - b. Strong partnership with other organizations in the sector.
        - c. UNICEF is a coordinator for the sector and gives them more credibility to be able to speak on behalf of the sector.
      4. Challenges UNICEF faces include
        - a. How to reach the entities/ people who have capacity?
      5. The way forward is the SDGs.
    - ii. Comments from the participants:
      1. Partnership is crucial especially that challenges come in waves.

2. Confidentiality is critical and it can be an obstacle for partnership sometimes.
  3. One additional challenge is the fact that one cannot plan for periods longer than few months in a conflict zone and therefore how can sustainability be achieved? The answer came from UNICEF and it explained that there will be a training in this regard.
- World Bank:
    - i. Comments from the presentation:
      1. World Bank speaks of emergencies especially in this region.
      2. World Bank's water global practice objective is to improve water security even before the conflict.
      3. Challenges should be turned into opportunities.
      4. We need to be programmatic in our thinking.
      5. Monitoring is a challenge in conflict areas.
      6. Infrastructure capacity it is not in good shape in many areas even before the conflict.
    - ii. Comments from the participants:
      1. An important point that was raised in the presentation, which is at the heart of the Blue Peace Project, is how to promote the use of the water as a tool for peace building instead of conflict. This is at the core of the challenge.
      2. There is a lack in knowledge in water sector in Arabic language. There was a not about ACWUA serving as a platform for knowledge sharing.
      3. There is a need to open the floor for other people to participate because there might be people who have better knowledge and experience than the people we think they know the best.
3. Discussions followed the Advocacy messages presentations
    - Andy offered to present key messages in the WASH cluster meeting in Berlin that will take place in April (10th-11th) 2018. Marielle indicated that there are concrete messages that were developed during the previous meeting in September which are very specific and were developed by a senior researcher. She added that key messages can also be developed from this workshop's report that Ovice will put together. Then she added that World Vision will be part of the WASH cluster meeting as well. Jesse suggested having a few pages as a concept note that shows that we are moving forward.
    - Vincent explained that usually when you go for advocacy one focuses on two to three messages that will be packed and this is how the group should proceed. However we got three to four messages for each thematic area, so he thinks that the group still need to narrow it down to really identify the specific steps that we want to focus on. Guillaume asked if this is a thing the group should do as a whole or something for the core group to do. Marielle pointed out that it is for the core group to do and added that in two weeks the report will be ready and

the group will be meeting up again and that will be the core of the discussion that will take place.

- Vincent commented that to put advocacy in action the group needs capacity. We have advocacy problem because it is a full time job! We can do some advocacy during the meetings we have with other people by saying something and handing some documents. He added that we can do that in the projects each one of the group is part of as well. But still, strong advocacy plan is something very precise. We need to find a way to identify additional resources. Jesse summarized that we need a capacity plan to move the strategy, but also perhaps a resourcing plan.
- Jesse suggested that we need a proposal highlighting what resources and capacities are needed. Vincent added that we can use an intern from the university or think of other ideas as well.
- Marielle suggested listing down key events that are coming up where there can be a chance to spread our message.
- Patrick asked if the group is to be expanded and if so whom do we try to approach? In short term of action, if we want to grow and to gain visibility, can we expand the group and have more people in it? And if yes, how do we do it? Vincent explained that in general anyone who works in the region is welcome; however, adding more people needs first to specify whom we need. Jesse added the fact that if there is five hundred people in the room you cannot achieve a consensus, but we need to make sure that enough people are aware of our aims. We need to establish a mandate that can move us forward to approach governmental entities of different countries, so, one question is: how do you establish such mandate? Marielle suggested that the activities we agreed on will guide us to whom we should approach, but in principle, anyone who is interested in joining us is absolutely welcome. She explained that the aim is to have key organizations working jointly on this at the same level, potential, and energy.
- Vincent highlighted that the advocacy plan coming out from this workshop should be a guidance for each of us and a responsibility for each organization to go in the same direction to which the group is moving. Jesse added that there is a need to articulate a concept (or something similar) other than the workshop report for the organizations to share internally.
- Marielle explained that the virtual meeting occurring after two weeks, which is based on the workshop report, has an assignment for the group to sign up key messages that then will be circulated in different venues and platforms. Suggested options are:
  - An internal call
  - Global WASH Cluster meeting in Berlin (April 2018)
  - WEDEC conference
  - Stockholm World Water Week (end of August)
  - Arab Water Week (March 2019)

Between WWW and AWW there should be another meeting for the group depending on the progress.

- Khaldon added that we can learn from ACWUA experience and how it started. ACWUA used to go to every conference and talk, but there was no tangible progress for three years. Now, 50% of the job ACWUA does come from other. We have to understand that it is not an easy job, but it is achievable. We need to work hard and be patient.
- Iyad asked if there is a secretary for this group emphasizing the importance of having someone to keep following up and pushing the group.

4. General comments:

- There was a debate about definitions and terminology (what does the term sanitation contain? What does emergency mean and for how long?, etc.)
- Khaldon talked about ACWUA's experience with MDG and how they developed MDG+ to suit the situation in the MENA region. They basically added 10 indicators for water supply and sanitation. (These indicators include: Safe, affordability, clean, number of times, traffic structures, what system, tariff, and level of treatment). He added that ACWUA made a training for the people in these sectors to agree on the indicators and to get the same results and numbers from conducted studies. He also asked to increase the number of people in the national teams because we have to see the link between the environment and water, agriculture, food, etc.
- Three comments were raised on the climate change topic:
  - i. Temperature will also decrease in some areas.
  - ii. Yemen is having more rain but higher temperature which leads to increased evaporation.
  - iii. There are 48 coastal cities in the region and there is an observation of a raise of 0.5 meter in the water level at the ones located on the Mediterranean.

## Annex 5: Advocacy strategy worksheets

### Step 1

#### Defining Thematic areas

<b>Thematic area:</b>
<b>Names of group members:</b>
<b>Rationale for Thematic Area:</b>

<b>Notes from discussion</b>

**Step 2**

**Stakeholder Analysis**

**1= low 3 = high**

<b>Stakeholder</b>	<b>Interest</b>	<b>Influence</b>	<b>Total</b>	<b>Justification</b>
<b>Example: AVSIN</b>	<b>2</b>	<b>1</b>	<b>3</b>	We chose to have this stakeholder as a priority because of their commitment to children and also their interest in sanitation. We think that since there is a large need for sanitation in schools we have to consider this stakeholder as important. Their score on influence is low however because of recent turbulence within the sector and funding is not guaranteed.
<b>1.</b>				
<b>2.</b>				
<b>3.</b>				
<b>4.</b>				
<b>5.</b>				
<b>6.</b>				
<b>7.</b>				
<b>8.</b>				
<b>9.</b>				
<b>10.</b>				

<b>Notes from discussion</b>



### Step 3

#### Message development

(EXAMPLE)

Goals / positive outcomes	Problem statement	Possible solutions to problem
People in the MENA Region have reliable access to water	In the MENA Region there is too much water trucking occurring even in areas that are stable and industry has been built around water trucking meaning populations have to rely on it as a sole source of water  Water trucking is made more efficient and effective and reliable	Sources of water are diversified – people have more options than water trucking - infrastructure built for pipes for water in stable areas  Planning occurs in a more structured way in real time as humanitarian response is occurring
<b>Call to action:</b> Due to the lack of sustainability surrounding water trucking, there should be considerations of planning for appropriate infrastructure during the humanitarian response in order to ensure that water trucking is temporary and a water trucking industry is not built up around it.		

#### Message # 1

Goals / positive outcomes	Problem statement	Possible solutions to problem
<b>Call to action:</b>		

#### Message # 2

Goals / positive outcomes	Problem statement	Possible solutions to problem
<b>Call to action:</b>		

**Message #3**

<b>Goals / positive outcomes</b>		
<b>Goals / positive outcomes</b>	<b>Problem statement</b>	<b>Possible solutions to problem</b>
<b>Call to action:</b>		

<b>Notes from discussion</b>

## Step 4

### Refining the messages

Stakeholder	Call to actions	Refined message for stakeholder
<b>Example:</b> <b>AVSIN</b> We chose to have this stakeholder as a priority because of their commitment to children and also their interest in sanitation. We think that since there is a large need for sanitation in schools we have to consider this stakeholder as somewhat important. Their score on influence is low however because of recent turbulence within the sector and funding is not guaranteed.	Due to the lack of sustainability surrounding water trucking, there should be considerations of planning for appropriate infrastructure during the humanitarian response in order to ensure that water trucking is temporary and a water trucking industry is not built up around it.	In order to improve sanitation outcomes for the children at school, water trucking should be seen as temporary with more permanent solutions such as water infrastructure planned for from the beginning

<b>Notes from discussion</b>

## Step 5

### Distributing the messages

<b>Stakeholder</b>	<b>Refined message</b>	<b>Delivery</b>
<b>Example: AVSIN</b>	In order to improve sanitation outcomes for the children at school, water trucking should be seen as temporary with more permanent solutions such as water infrastructure planned for from the beginning	<b>News media, Digital platforms</b>

<b>Notes from discussion</b>

**Step 6:**

**Identifying Risks and surfacing assumptions**

<b>Stakeholder</b>	<b>Risks/ Assumptions</b>	<b>Possible Mitigation</b>
<b>Example: AVSIN</b>	Funding shortage	Advocacy among donors to solicit for broader access to water solutions besides water trucking  Exploration of public/ private partnerships and how to leverage private sector funds
<b>1.</b>		
<b>2.</b>		
<b>3.</b>		
<b>4.</b>		
<b>5.</b>		
<b>6.</b>		
<b>7.</b>		
<b>8.</b>		
<b>9.</b>		

<b>Notes from discussion</b>

**Step 7:**

**Implementation plan**

<b>Overall Goal(s) for messaging in this thematic area</b>
<b>What is the vision? What would we like to see?</b>

<b>Activities to be undertaken</b>	<b>Person(s) responsible</b>	<b>Timeline/ Dates</b>
<b>1.</b>		
<b>2.</b>		
<b>3.</b>		
<b>4.</b>		

<b>Proposed next steps</b>

<b>Notes from discussion</b>