

# Governance & Financing for the Mediterranean Water Sector

Project labelled under the Union for the Mediterranean

## Overview & Current Status of the project

*Anthi Brouma, Ph.D.*  
Head of MENA  
GWP-Med



**1<sup>st</sup> Consultation Workshop**  
**Water Policy Dialogue in Palestine**  
**Ramallah, 13 November 2014**



Union for the Mediterranean  
Union pour la Méditerranée  
الإتحاد من أجل المتوسط



# Snapshot of the project

---

- Regional geographical scope
- Timeline: mid 2013 - mid 2016
- Labelled under the UfM framework
- Designed & implemented by GWP-Med & OECD
- 2 components: national & regional
- Pilot Countries: Albania, Egypt, Jordan, Lebanon, Palestine, Morocco & Tunisia, with additional countries to be included
- Budget: approx. 2.5 million Euros
- Financially supported by Sida, EIB and GEF MedPartnership

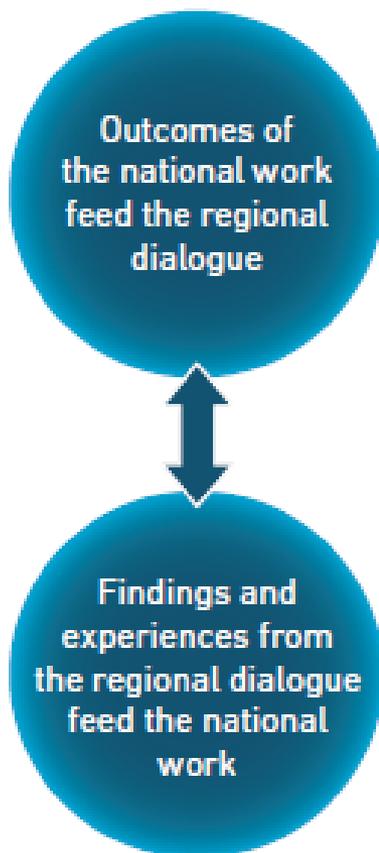


# Objective

---

**Identify and provide realistic and implementable solutions (in the form of a set of operational guidance and a compendium of good/bad cases and best practices) to the governance challenges for the mobilisation of financing for the Mediterranean water sector**

# Components & Outputs



## NATIONAL COMPONENT

### Country reviews developed through policy dialogues

Objective: to identify main governance challenges to financing the Mediterranean water sector, including through Private Sector Participation (PSP), via in-depth technical work and multi-stakeholder policy dialogues.

*The dialogues complement the technical work and pave the way for recommendations and an action plan for reforms based on international best practices.*

## REGIONAL COMPONENT

### Dialogue to share policy experiences and promote best practices

Objective: to support the sharing of experiences across the Mediterranean and beyond.

*The project facilitates the interface between policy-makers and private sector actors on governance reforms enhancing the financial sustainability in the water sector.*

Regional level

28-29 May 2013  
Launching Conference  
Barcelona

28-30 October 2014  
1<sup>st</sup> Regional  
Conference

2<sup>nd</sup> Regional  
Conference

3<sup>rd</sup> Regional  
Conference

2013 ← → 2014 ← → 2015 ← → 2016

National level

Policy Dialogues in  
Tunisia and Jordan

Policy Dialogues in  
selected countries

Policy Dialogues in  
selected countries

# National Component

---

**In-Country Policy Dialogues** (of about 9-12 months) - specific focus defined in each country

**Country-specific Reports** informing and be guided by the Policy Dialogues

using tested methodologies and tools:

Diagnosis of the framework underpinning affordability and long term financial sustainability of PSP projects in the water sector

Customised guidance on how to overcome the bottlenecks & discussion of the various options for reform

Action plan on key areas of improvement, building on the experience in other sectors/countries, comparison with international best practices

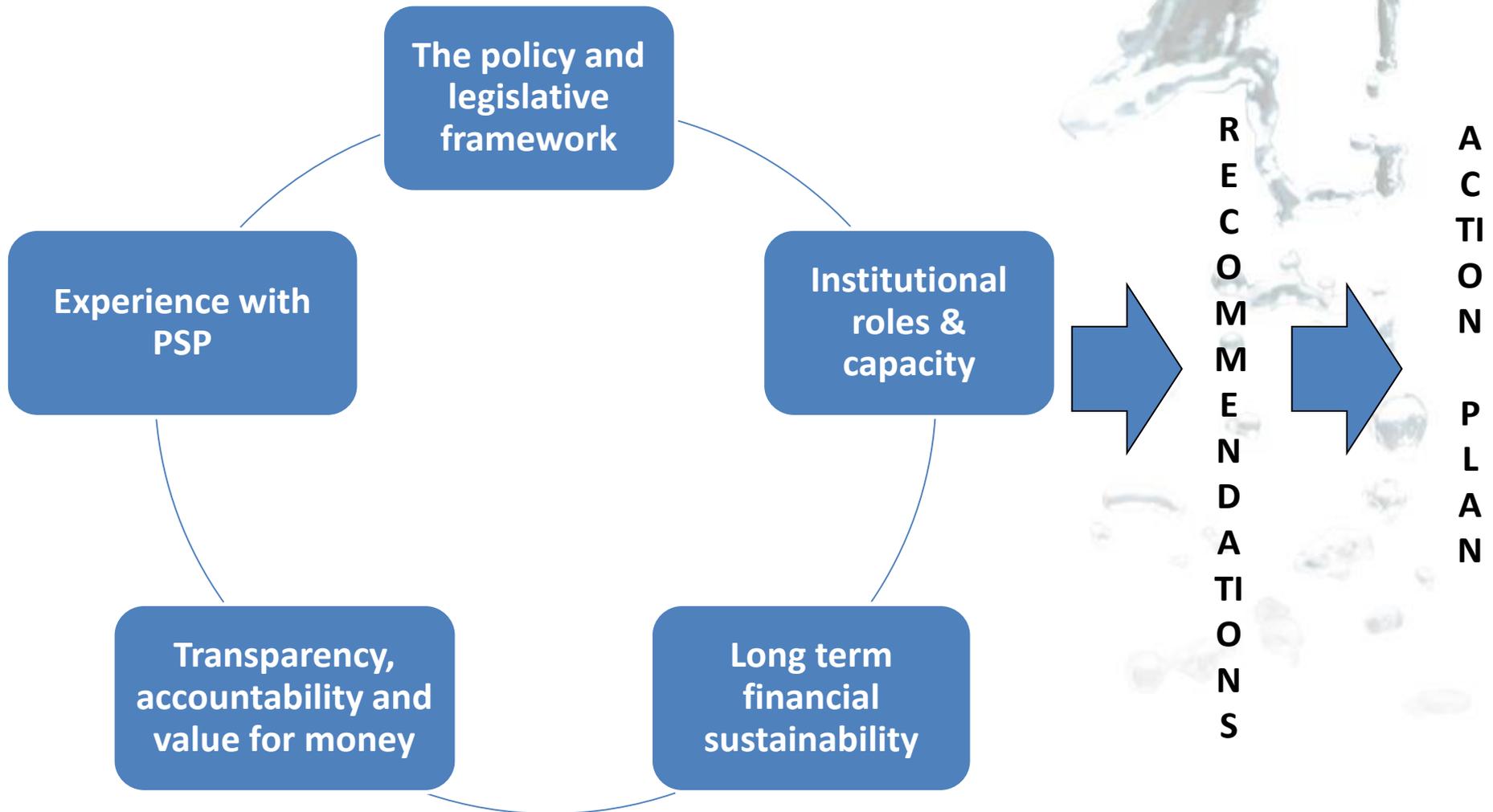
**Questionnaire and interviews** with key players to support the collect information, inform the diagnosis and mobilise key stakeholders in the policy dialogue

**Set of policy workshops** organised by GWP-Med and the OECD in the countries to discuss the analytical reports

**Involvement of peer reviewers** to share experience on how similar bottlenecks have been or can be addressed

**Annual regional meetings** to share experiences

# Pillars of the water policy dialogues



# Regional Component

---

## Annual Regional Meetings to:

- **exchange good practices and the sharing of experiences** in the region and with other countries (EU, overseas, OECD)
- **identity common denominators, as well as replicable experiences and practices** using the compiled report of country case studies
- **develop of a set of guidelines tailored to the region** based on the experiences detailed in country case studies

**Facilitate a broad network of experts dedicated to water governance dialogue**, in line with OECD's Global Water Governance Initiative and the Med Process of the World Water Fora

**Facilitate a regional interface/dialogue among public, private and civil society actors**

# How to do it - Methodology

---

- Builds on **well received earlier work** by GWP-Med/OECD in Egypt and Lebanon
- Long tradition of **providing neutral platforms for building consensus & sharing good practices** among wide range of stakeholders through evidence-based policy dialogues
- Based on **tested methodologies and tools** to help countries **strengthen institutional capacity to attract financial resources & manage water resources and service delivery more efficiently**
- Allows direct interface between citizens, users, governments and the private sector, thus **enhancing ownership and securing active participation**

# How to do it - Synergies

---

Based on ongoing work and linkages that the project partners have established in the Mediterranean region, operational linkages with EU and UN initiatives, processes and programmes have and can be secured, including, but not limited to, the:

- European Investment Bank (EIB)
- EU Water Initiative (EUWI) and particularly the Mediterranean Component (MED EUWI) and the Joint Process MED EUWI/WFD
- GEF Strategic Partnership for the Mediterranean
- EC-funded Sustainable Water Integrated Management (SWIM) Support Mechanism and Demo projects
- Horizon 2020 Initiative to de-pollute the Mediterranean
- UN Barcelona Convention & Protocols, MSSD, UNEP MAP, UNDP WGP-AS, UN ESCWA, etc
- UNECE International PPPs Centre on Water and Sanitation
- Marseille Centre for Mediterranean Integration (SustainableMed)

---

# Progress & activities during the first year of implementation (2013-2014)

# Official Launching of the Project

## High level Regional Conference

Palau de Pedralbes  
Barcelona, Spain  
28-29 May 2013



# Launching Conference

- More than 100 stakeholders
- From 22 countries
- Representing governments, public authorities, civil society, donor community, private sector, regional and international organisations



Endorsed by the 43 countries of the Union for the Mediterranean in July 2012, the *Governance & Financing for the Mediterranean Water Sector* project is a joint undertaking of the Global Water Partnership-Mediterranean (GWP-Med) and the Organisation for Economic Cooperation and Development (OECD). It aims to diagnose key governance bottlenecks to mobilising financing through public private partnerships (PPPs) for the Mediterranean water sector and to support the development of consensual action plans based on international good practices. It involves work at national and regional level over three years (mid 2013-mid 2016). Thus far, the work involves seven Mediterranean countries, namely Albania, Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia with more countries to be engaged during the project's life. Important for launching the project's implementation has been the strategic partnership with the Swedish International Development Agency (Sida) and the European Investment Bank (EIB), as well as the steady support already since 2009- of the GEF/ MAP UNEP MedPartnership and the Mediterranean Component of the EU Water Initiative (MED EUWI).

The official launching of the *Governance & Financing for the Mediterranean Water Sector* project took place on 23-29 May 2013 at the Palais de Pedralbes, Barcelona, Spain, under the auspices of the Union for the Mediterranean (UM) Secretariat.

The Regional Conference that marked this occasion brought together more than 100 participants from 22 countries across the Mediterranean, representing high-level officials from UfM member states, intergovernmental and non-governmental organizations as well as stakeholders from water utilities, water users, civil society, private sector, donor community, financial and academic institutions.

The Conference was opened by H.E. the Secretary General of the UfM, Fathallah Sijamaoui, while a keynote speech on the issue of water governance in the context of the Arab Spring was delivered by the Minister of Water and Irrigation of Jordan, H.E. Hazim El-Naser, representing also the UfM Co-Presidency.

The relevance, added value and timeliness of the project for the region was highlighted in the opening session by the Minister of Water and Wastewater Utilities of Egypt, H.E. Abdelkawi Khalifa, the Minister and Head of the Palestinian Water Authority, H.E. Shaddad Attia and the Deputy Minister of Foreign Trade and Economic Relations of Bosnia and Herzegovina, H.E. Ermina Salkicovic-Dizdarevic. These were complemented by short interventions delivered by the project's core partners and the two implementers. The ceremonial opening of the Conference was marked by the official delivery by H.E. Abdelkawi Khalifa of a support letter from Egypt to the project.

*"The UfM-labelled project that we are launching today, aims to effectively address a clear demand for more efficient water service provision, wider participation of stakeholders, more decentralized planning and implementation processes and more transparent and accountable decision making"*  
Secretary General Sijamaoui

# Water Policy Dialogue in Jordan



- At the request of by **H.E. Hazim El-Naser**, Minister of Water and Irrigation
- Developed through an interplay of technical work and consultation workshops
- Involved 157 individuals (31% women) representing 57 different institutions/organisations



First Consultation – 23 Oct 2013  
Second Consultation – 5 Feb 2014  
Third Consultation – 4 June 2014

# Water Policy Dialogue in Tunisia



First Consultation – 1 Oct 2013  
Second Consultation – 5 Mar 2014  
Third Consultation – 9 June 2014



- Requested by **H.E. Mohamed Ben Salem**,
- Minister of Agriculture
- Developed through an interplay of technical work and consultation workshops
- Involved 162 individuals (41% women) representing 65 different institutions/organisations

---



# Key diagnostic points

# Contrasted experience with PSP

---

- Tunisia

- Limited use & knowledge of PSP in the water sector
- Shift in government approach towards PSP => water sector should be ready to impact decision making when the political conditions are in place

- Jordan

- Varied experience with both small and large scale private sector participation (PSP) projects
- The country is on the verge of concluding mega project and risks failing reaping the benefits if right conditions are not in place

# Different institutional setting

---



- Tunisia
  - Centralised setting
  - Competent administration but limited PSP capacity
- Jordan
  - Responsibilities for water and PPPs are scattered across institutions – some overlaps and unclear allocation
  - Responsibilities are in flux
  - Corporatisation under way

# Tunisia: a centralised setting

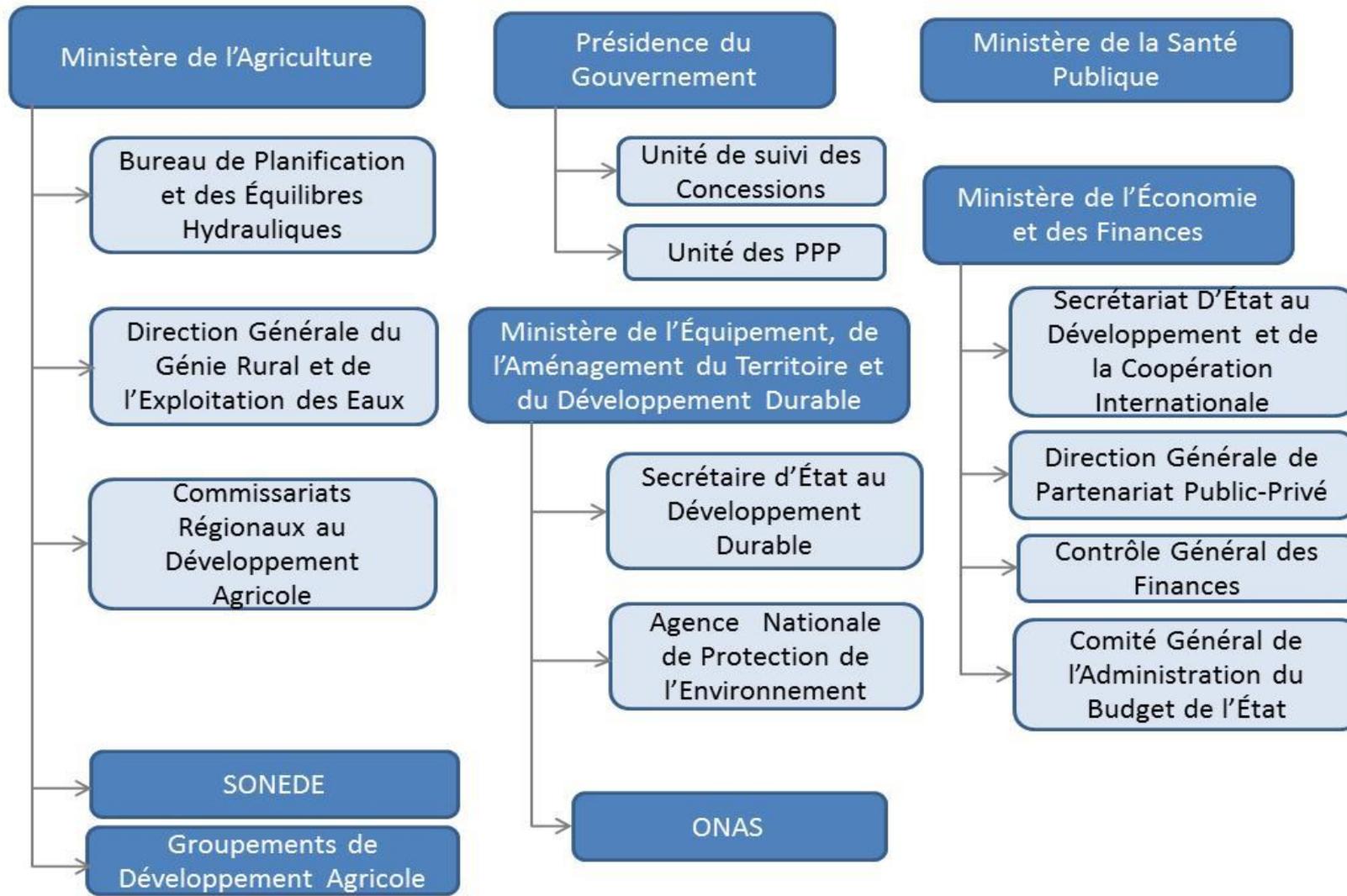


Instance consultative

Conseil National de l'Eau

Instances en charge des politiques

Opérateurs/ Utilisateurs



# Jordan: responsibilities in flux



Consultative  
body

National Water Advisory Council

Royal Water Commission

Chair

Policy-  
making  
bodies

Ministry of Water  
and Irrigation

Ministry of Finance

Ministry of Planning  
and international Co-  
operation (MOPIC)

Project  
Management Unit  
(PMU)

PPP Unit

Water Authority of  
Jordan (WAJ)

Jordan Valley Authority  
(JVA)

Operators

Aqaba Water  
Company

Miyahuna

Yarmouk Water  
Company

# Common challenges

---

1. Uncertainty & gaps in the legislative & regulatory framework for water and PPPs undermines legal clarity, opportunity and stability of water PSP
2. Limited financial sustainability of water operators, important subsidies & fiscal constraints put pressure on the WWS sector and call for reforms
3. Need for greater accountability mechanisms, territorial development & stakeholders' engagement.

---



# Recommendations

# Areas of recommendation

## Jordan

1. Managing PPPs in a fiscally constrained environment through appropriate budget processes
2. Reducing the regulatory risk through supporting the development of a high-quality water regulatory framework
3. Enhancing stakeholder engagement to improve accountability and buy-in

## Tunisia

1. What PSP for which objectives and under which conditions of success
2. Ensuring financial and budget sustainability
3. Enhancing stakeholder engagement to improve accountability and buy-in

**Reform initiatives are underway in both countries =>**

**The dialogues seek to support the existing efforts by providing a set of practical recommendations**

# Tunisia: what PSP for which objectives

---

- Forms of PSP need to be considered based on an evaluation of past experience, taking into account the appetite of the PS and sustainability / value for money
- Small scale PS should be considered in rural areas where SONEDE is not present
- Piloting BOT for water & wastewater treatment
- Consider forms of PSP that support greater technical & commercial efficiency, as well as quality services => ONAS is developing « Concession d'exploitation » and needs to embed the appropriate incentive mechanisms
- Difficult to consider more complex forms of PSP

# Jordan: supporting the set up of a regulator

---

- Embed more systematically **the instruments of good regulatory policy** in the water sector to improve the efficiency and accountability of the regulatory framework for water
- Improve clarity on the **PMU's roles and functions**, align its resources with its core work and establish appropriate accountability mechanisms to enhance the credibility of the regulatory framework
- Continue the **corporatisation efforts** and strengthen the autonomy of water providers as they constitute the key pillars upon which the regulatory framework rests

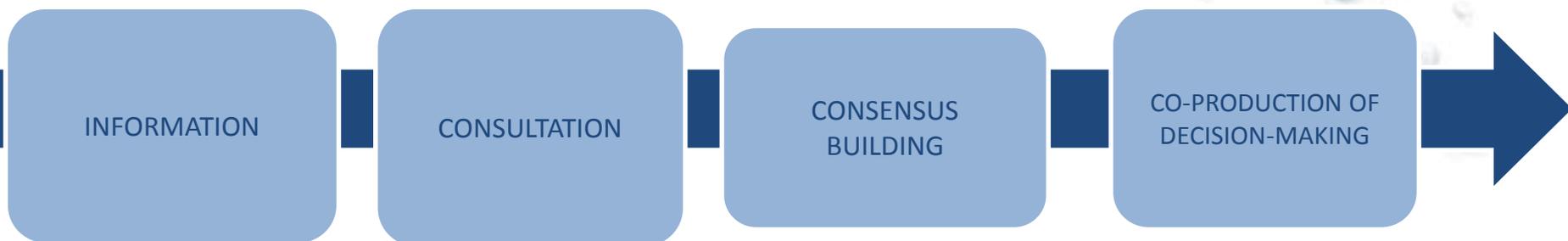
# Fiscally sustainable PSP in both countries

---

- Build **PPP capacity throughout the administration**. Develop basic value for money methodology and standard PPP contracts
- Set up a strong **dedicated PPP unit** and develop related methodologies
- Develop a **strategic financial strategy** for the water sector to stimulate policy debate on the feasibility of various policy choices
- Generate and publish a **contingent liability report** as part of the budget documentation to create transparency

# Stakeholder engagement

1. Strengthen the **information base and access** to raise awareness on issues of cost and dispel myths on PSP
2. Reinforce **existing mechanisms & platforms** for their effective contribution to decision-making and to better reflect “unheard voices”
3. Clarify **objectives and expected outcomes** of stakeholder engagement to better define who can do what



# 1st Regional Conference

28-30 October 2014, Athens, Greece



- Brought together 112 stakeholders, representing governments, public authorities, civil society, donor community, private sector, regional and international organisations
- Disseminated the findings from Jordan & Tunisia
- Shared experiences from water sector reform process from other South Med countries & explored the replication of the work/methodology
- Facilitated the Regional Dialogue Platform on governance & financing

# Communication & Visibility

- ❑ Involvement in a series of regional meetings
- ❑ Dedicated website – kindly hosted by GWPO
- ❑ Communication Strategy
- ❑ Production of communication material
  - ❑ Project Brief in 3 languages
  - ❑ Newsletter
  - ❑ Dialogue Policy Briefs (upcoming)



# Next steps 2014-2015

---

- ❑ Water Policy Dialogue in Palestine
  - ❑ At the request of the Palestinian Water Authority
  - ❑ Mission and 1<sup>st</sup> Consultation Workshop, 9-14 November 2014
  - ❑ Interplay of technical work and consultation workshops
  - ❑ Dialogue to provide outputs by end of June 2015
  
- ❑ Water Policy Dialogue in one or two more countries
  
- ❑ **2<sup>nd</sup> Regional Conference**, planned for October 2015

مع خالص شكري  
وامتناني

*Merci pour  
votre attention*

*Thank you  
for your kind attention*

**Contacts:**

**GWP-Med:** [secretariat@gwpmed.org](mailto:secretariat@gwpmed.org)

**OECD:** [water.governance@oecd.org](mailto:water.governance@oecd.org)

**UfM:** [water@ufmsecretariat.org](mailto:water@ufmsecretariat.org)