



REPORT ON SWIM-SM
REGIONAL TRAINING WORKSHOP ON WATER USERS' ASSOCIATIONS
BASIC OPERATIONAL CONCEPTS AND PRACTICES FOR WUAs
ESTABLISHMENT AND INSTITUTIONAL SUPPORT

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1	REPORT ON SWIM-SM REGIONAL TRAINING WORKSHOP ON WATER USERS' ASSOCIATIONS BASIC OPERATIONAL CONCEPTS AND PRACTICES FOR WUAs ESTABLISHMENT AND INSTITUTIONAL SUPPORT	Ms Suzan Taha	Hosny Khordagui, Stavros Damianidis and Vangelis Konstantianos



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List of Abbreviations & Acronyms

CIHEAM	Centre International de Hautes Etudes Agronomiques Méditerranéennes
EC	European Commission
IAMB	Mediterranean Agriculture Institute of Bari
IMT	Irrigation Management Transfer
H2020 CB/MEP	Horizon 2020 Capacity Building/Mediterranean Environment Program
M&E	Monitoring and Evaluation
O&M	Operation and Maintenance
PCs	Project Countries
PIM	Participatory Irrigation Management
SWIM-SM	Sustainable Water Integrated Management – Support Mechanism (Project funded by the EC)
WUAs	Water Users Associations



I. Background, Objectives

1 INTRODUCTION

The Sustainable Water Integrated Management – Support Mechanism (SWIM-SM) is an EC-funded Regional Technical Support Project that includes the following Partner Countries (PCs): Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, the occupied Palestinian territory, Syria and Tunisia. The project aims to promote actively the extensive dissemination of sustainable water management policies and practices in the region given the context of increasing water scarcity, combined pressure on water resources from a wide range of users and desertification processes, in connection with climate change.

Within its scope of work, SWIM-SM is implementing a set of activities to support more effective water governance at the local level with emphasis for the first year on sharing of experiences in Participatory Irrigation Management (PIM) for Water Users Associations (WUAs) in the region. In this context, the project conducted, in coordination with Horizon 2020 Capacity Building /Mediterranean Environment Programme (H2020 CB/MEP), a 3-day regional training on “Basic Operational Concepts and Practices for WUAs’ Establishment and Institutional Support” which took place in the campus of the Centre International de Hautes Etudes Agronomiques Méditerranéennes (CIHEAM) - Mediterranean Agronomic Institute of Bari (IAMB); Italy, between 17 and 19 July 2012, including a field visit to one of the Capitanata irrigation schemes in Italy, representing a success story for WUAs. Twenty two (22) representatives from eight project countries participated in the regional training. The participants comprised representatives from partner institutions engaged in the initiation and/or implementation of the PIM process and WUAs in countries with which SWIM works (among which Algeria, Egypt, Jordan, Israel, Lebanon, Morocco, occupied Palestinian territory (oPt) were represented). The detailed list of participants is included in Section 9.

2 OBJECTIVES

The training aimed at building capacity in the establishment, empowerment, operationalization and sustainability of WUAs’, and promoting exchange of experiences among countries of the region with a view to expose the participants to best practices and success stories (including factors of success and failure and available opportunities for improvement). The training was specifically catered to address the needs in the project countries which emanated from the regional assessment on the status of water users’ participation in the PCs (implemented within the scope of the project), in addition to the results of the regional workshop that followed the assessment in order to identify inter alia; priority actions including capacity building and training that could be undertaken in the framework of SWIM-SM.

In addition, the training presented to the participants the success-story of the Capitanata WUA through the technical visit to one of the Capitanata irrigation schemes in Italy. Meetings and discussions with the responsible officials from the WUAs and farmers were organized in the field to promote North-South exchange of knowledge and expertise.

II. Methodology and Approach

The training was highly interactive; making use of professional learning tools such as:

- Presentations by trainers



- Structured case study analysis and solutions (workgroups involving trainees). Lessons learnt from the selected case studies from the region was subsequently presented by the participants of the
- Personal and/or National perspectives

The training took account of the needs of the participants, to accommodate pressing interests that are identified during the sessions.

Copies of lecture material and a full set of documents was prepared and distributed in Arabic, English, and French by CIHEAM - IAMB and provided to all participants, and a certificate of attendance was awarded to all participants at the end of the course.

III. Topics addressed during the course

The course was structured in three parts:

Part I: Main phases of the PIM/IMT Process:

- a) **The preparatory phase:** The issues that were discussed related to this phase were dedicated to assessing the needs for PIM based on evaluation of the type, size and importance of the performance gaps in the existing management of irrigation systems, as they affect the decision whether to adopt an improvement strategy through intra-organisational changes or basic reform involving the water sector and the adoption of a transfer policy. Other issues discussed in this phase include the need for mobilization of political support and financial resources, both of which determine the speed of PIM/IMT implementation.
- b) **The Planning Phase** aims at organizing the basic arrangements for the reform process. Issues included the need for strategic planning to tackle key reform issues through; inter alia, adequate identification of PIM/IMT program objectives, and the development of vision, policies and programs. The sessions also addressed who should be involved in this phase; highlighting the importance of stakeholders' participation - with farmers being key actors and the different models for structuring the process. The key policy issues that need to be resolved during the planning phase were also identified. These included: Changes to how the sector should be financed after the IMT, the services (type of functions and at what hydraulic level) to be transferred, the type of water users organisations that should be selected for the transfer of irrigation management in addition to the required legal changes. Other key policy issues relate to whether infrastructure improvement should be included in a management transfer program with special emphasis on ensuring farmers' contribution to system maintenance; including options for in kind participation through provision of labour.
- c) **Preparing for Implementation:** The key issues related to this phase is the development of a comprehensive and integrated implementation plan at the sector level and the clear indication to how it supports the IMT objectives, how and by whom it will be implemented, implementation timeline and resources required. During this phase questions related to the capacity and willingness of the irrigation agency to lead the implementation process and the role of the private sector in facilitating the development of WUAs should be addressed. Restructuring of the irrigation agency and building the capacity of the new agency are compulsory features of this phase.

Part I was concluded with a group exercise involving analysis of two IMT case studies representing two different approaches; from Egypt and Turkey



Part II: Implementation Phase

- a) **Establishment of successful WUAs:** involving the identification of the key factors conducive to and facilitating the emergence and development of viable WUAs and the priorities and changes that need to be considered after the transfer by the WUAs in both operation and maintenance (O&M). Guidance was provided on how to organize WUAs, initiate operating capital, and obtain equipment. It is of high importance that the transfer agreement defines clearly the conditions of the transfer including clear indication of the service area and infrastructure transferred, the responsibilities of the agency and WUA and the provisions for interim joint management. Special support plan involving financial and institutional incentives in the form of subsidies to rehabilitation works or electricity, training activities, possible grants and credits, and technical assistance may also be part of the transfer agreement. The key factors for social and economic viability of WUAs were also discussed. These included capable WUA leaders and staff, recognized legal status, clearly defined water rights, and good relations between the users and WUA leaders.
- b) **Ensuring Sustainability of WUAs** entails the elaboration of O&M procedures, including the development of manuals and guidelines, the deployment of the needed software for irrigation planning, regulating water distribution, identification of maintenance needs, accounting and preparation of bills and control of payment, in addition to the establishment of relevant databases for information management. Other requirements include the development of financial and institutional management systems and undertaking a list of necessary legal actions to give the actual transfer of authority its effect. The role of the federation of WUAs in empowering WUAs was also discussed including the reasons supporting their formation.
- c) **Financial management of WUAs:** The greater risks involved are the nonpayment of water fees and corruption practices. This session focused on introducing the participants to the process of establishing annual water fees, the main components of agricultural water tariffs, showing examples for the calculation of both capital and O&M costs and practices in cost recovery. In order to be able to contribute to emergency repair and rehabilitation costs, a reserve or emergency fund could be raised by the WUAs through a surcharge on the water fees that may be recovered from the users. One way governments could promote such funds is by providing matching funds of an equal amount. The different types of tariffs were also discussed highlighting the respective advantages and disadvantages and the conditions under which they can be used. The session addressed who should pay, when to collect the money, types of payment, where should the different components of agricultural water tariffs go, and practices to prevent financial irregularities and corruption.
- d) **Capacity building and monitoring and evaluation (M&E):** Due to time constraints this session was not delivered. However, the content of the presentation is a part of the whole training material that was submitted in both electronic and hard copies to the participants.

Part II was followed by a group exercise to familiarize the participants with the main points to be covered in the different articles of WUA statutes; being a fundamental bloc for proper functioning of the WUA.

Part III: Field visit to the Consorzio per la Bonifica della Capitanata (CBC) in Apulia Region in Italy, in which the technical and administrative organization of the consortium was presented, the technologies used for improving management, the structure and concepts of their tariff, in addition to the relationship between



the government and the CBC on the one hand and between the latter and the farmers. Issues included who pays what and ownership of infrastructure. This was followed by a meeting with farmers to exchange experiences.

IV. Issues of utmost interest to the trainees

- The role of the private sector during irrigation management transfer
- Managing resistance of the irrigation staff
- The type of services that the WUAs can provide
- The type of organisations that should take over management of irrigation
- Joint management (farmers associations and public bodies) of irrigation systems
- Implementation of awareness campaigns for the farmers
- The operational practices to help establish self-governed, self-financed and self-managed WUAs
- The Factors contributing towards the establishment of sustainable WUAs.
- Operational and Financial procedures for sustainable WUAs
- Formulation of the legal statute for WUAs including the elements related to the WUAs budgets, water fees, business plans and models of income generation.
- Need for M&E systems for WUAs at national and local level.

V. Workshop Evaluation:

The Average score on the workshop was 4.51 out of 5. The respective average scores for the different aspects of the workshop were 4.49 for the organizational and administrative issues, 4.42 for the workshop planning, and 4.61 for the execution of the workshop. For detailed scoring on the different evaluation elements/parameters, see table below.

On the organizational aspects the participants were mostly critical about the lack of transportation between the airport and the institute, the per diems, and the diet being not tailored to individual needs such as vegetarians. All the participants were also critical about the short duration of the workshop, considering the high significance of the addressed subjects. This was reflected in the lower scores on the workshop planning side. About 59% of the respondents "agreed" that the workshop achieved its planned objectives compared to 41% "strongly agreeing to that. In general, the participants were highly satisfied with the workshop topics and requested, through a petition signed by all, that more focused training on the subjects be implemented, involving the same participants. As indicated in the title, the objective of the workshop was to introduce the participants to the "Basic Operational Concepts and Practices for WUAs Establishment and Institutional Support". The introduction to basic concepts can be followed in subsequent trainings by more focus on subjects of interest. This has already been considered in SWIM-SM Year Three work plan covering the period 2012-2013.



<i>Organizational/Administrative</i>	Scores ¹					Total responses (out of 22 participants)	Average
	1	2	3	4	5		
Good Handling of Invitations, Visa Support, Information Sharing and Smoothing Obstacles	0	0	0	5	14	19	4.74
Smooth flow of programme, efficient handling of emerging needs and attentiveness to participants concerns	0	0	0	7	11	18	4.61
Efficient Logistics: Accommodation, Transportation, Tools and Equipment	0	0	5	6	7	18	4.11
Sub-Total	0	0	5	18	32		4.49
<i>Planning for the Workshop</i>							
Efficient and Effective Communication of Objectives, & Expectations from Participants	0	0	0	6	13	19	4.68
Efficient and Effective Follow-up of Preparations and Progress towards the Event	0	0	1	7	6	14	4.36
Clarity, Coverage and sufficiency of concepts, Objectives, anticipated outputs and outcomes	0	1	0	10	8	19	4.32
Procedural issues: Selection and Design of Methodology, Programme/Daily Agenda and Work Rules	0	2	1	7	8	18	4.17
Presentations Correspond and contribute to the Planned Objectives and Conducive to Enhanced shared Understanding and participation of Relevant Issues	0	0	1	6	11	18	4.56
Sub-Total	0	3	3	36	46		4.42
<i>Executing the Workshop:</i>							
Efficient and Effective Performance and Interaction by Participants	0	0	1	9	9	19	4.42
Efficient and Effective Facilitation	0	0	0	2	17	19	4.89
Efficient and Effective Cooperation and Team Spirit	0	0	0	5	13	18	4.72
Acceptable Level of Achievement of Planned Objectives	0	0	0	10	7	17	4.41
Positive Overall Impression On the Personal Level of Participants	0	0	0	6	8	14	4.57
Sub-Total	0	0	1	32	54		4.61

¹ **Scale:**

1 = "Strongly disagree," or the lowest, most negative impression

3 = "Neither agree nor disagree," or an adequate impression

5 = "strongly agree," or the highest, most positive impression



Grand Total	0	3	9	86	132	4.51
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VI. Recommendations of trainees

- More focused training on the subjects that were addressed during the workshop should be implemented to help acquire in-depth knowledge in all the relevant issues either through separate training workshops or through one workshop lasting for 15 days and involving the same participants (all participants).
- Training on social techniques and communication issues targeting both the irrigation agencies and the WUAs management on means and tools to increase their awareness and ensure their effective participation (few participants).
- Other recommendations were mostly concerning the logistical and organization matters as follows:
 - Training material should be distributed in advance to allow for some pre-workshop preparation;
 - Flight schedule of participants should be shared with the participants before the trip, to allow arranging for shared transportation;
 - Ensure transport from the airport to the institute and back;
 - Diet should consider individual needs (more vegetables and salads);
 - Arrange for a tour for those who are interested to see the country;
 - Provide for TV and internet in the rooms.

VII. Recommendation and general observation of the instructors

- Most of the participants had considerable professional experience and were engaged in IMT or PIM processes. This greatly enriched the exchange of views and the interactions with other participants and the instructors. Considering the objectives of the course the selection of participants was very appropriate.
- Several participants were keen to provide more details and information about the PIM experience in their countries. The time allocated to questions and comments permitted to some extent the exchange of related information but more time for several formal interventions by the participants would have been desirable.
- The PIM case studies used in the working groups were too detailed. For future training sessions they should be summarized.
- Simultaneous translation (English and French) was necessary and efficiently carried out. Consecutive translation was also provided for Arabic. Communication was not hampered by the different languages spoken by participants.
- Participation was very high and this created difficulties to keep the time schedule but participants did not mind to stay for longer time when necessary.



- The course was very intensive and considering some of the above observations it would be adequate to extend it for half day more, if similar courses are going to be undertaken in the future.



VIII. Training Program

From	To	Day 1	Method/Speaker or Trainer
9:00	9:30	Opening Remarks <ul style="list-style-type: none"> • Welcoming Participants • Introduction • Overview of SWIM-SM and H2020 CB/MEP • Presentation of the participants and expectations 	Dr. N. Lamaddalena J. A. Sagardoy S. Taha Participants
9:30	09:45	Introduction to Participatory Irrigation Management (PIM) & Irrigation Management Transfer (IMT); concept, approaches, needs and benefits	J.A.Sagardoy
9:45	10:30	<ul style="list-style-type: none"> • IMT Preparatory Phase Prerequisites for IMT. Why IMT may be necessary? • Role of the stakeholders in the process • Political commitment • Typical phases of the IMT process 	
10:30	10:45	Coffee Break	
10:45	11:45	Planning phase <ul style="list-style-type: none"> • Strategic planning of the process • Institutional framework (Agencies involved and Farmers organizations) • Reorienting Agencies for the new roles • Role of each stakeholder • Identification of main issues and strategies for their resolution 	J.A.Sagardoy
11:45	12:15	Break	
12:15	13:15	Implementation phase <ul style="list-style-type: none"> • Objectives of WUAs • Enabling environment • Stakeholders in IP • Mitigating resistance • How can farmers organise themselves? How to promote this organization? • Communication strategies to facilitate the process 	J.A.Sagardoy
13:15	15:00	Lunch Break	
15:00	16:00	Case study and Working groups <ul style="list-style-type: none"> • Presentation of the case study • 4 or 5 groups (depending of the number participants) will be organized. 	Working groups R. Khadra



From	To	Day 1	Method/Speaker or Trainer
		<ul style="list-style-type: none"> Each group will be given 4-5 questions related to the IMT phases to be answered with the specific reference to the case study 	J.A.Sagardoy Participants
16:00	16:30	Coffee Break	
16:30	17:30	<ul style="list-style-type: none"> Presentations by Groups' Representatives Discussion of results Consolidation of the results presented 	Working groups R. Khadra J.A.Sagardoy Participants

8.0 pm: Welcoming dinner in the Gardens of CIHEAM/IAMB at

From	To	Day 2	Method/Speaker or Trainer
9:00	9:15	<ul style="list-style-type: none"> Review and conclusions of Day 1 	Rapporteur
9:15	10:00	Ensuring sustainability of WUAs <ul style="list-style-type: none"> Operational procedures; The statutes of the WUAs. Legal framework The organizational structure. Governance and Management The role of the Federation of WUAs 	J.A.Sagardoy
10:00	10:30	Coffee Break	
10:30	11:30	Financial management of WUAs <ul style="list-style-type: none"> Models in income generation Costing services and financial procedures 	J.A.Sagardoy
11:30	12:00	Break	
12:00	13:00	Financial management of WUAs <ul style="list-style-type: none"> Cost recovery and setting tariffs Examples from PCs 	R. Khadra J.A.Sagardoy
13:00	15:00	Lunch Break	
15:00	16:30	Working groups <ul style="list-style-type: none"> Presentation of a case study of the statute of a WUA Participants were asked to complete and improve the formulation of the statutes Results were presented by the concerned participants Discussion of results 	R. Khadra J.A.Sagardoy Participants
16:30	17:00	<ul style="list-style-type: none"> Presentation of the main features of the Consorzio di Bonifica per la Capitanata (CBC) 	N. Lamaddalena
17:00	17:30	Coffee Break	
17:30	18:00	<ul style="list-style-type: none"> Awards of the certificates 	S. Taha, N. Lamaddalena, R. Khadra and J. A. Sagardoy



From	To	Day 3	Method/Speaker or Trainer
8:30	9:00	<ul style="list-style-type: none">Review and conclusions of Day 18 July	Rapporteur
9:00	10:30	<ul style="list-style-type: none">Travel to the Consorzio di Bonifica di Capitanata (Foggia)	Field Visit
10:30	10:45	<ul style="list-style-type: none">Break	
10:45	13:00	<ul style="list-style-type: none">Technical visit to the Consorzio per la BonificadellaCapitanataPresentation of the Technical and Administrative organization.Use of new technologies for improving management;Tariff rules and Economic balance.Fund raising and development of new projects.Meeting with farmers and presentation of farmer's experiences.	Field visit Luigi Nardella, Agrarian technical Director and other technical staff of the CBC. Farmers of the Consorzio.
13:00	15:00	Lunch	
15:00	17:00	<ul style="list-style-type: none">Visit to a cooperative of farmers for processing of fruits and olive products: processing problems; marketing; production-related problems: quality; founding sources; income sharing.	Leaders of the Cooperative
17:00	18:30	Travel to CIHEAM IAMB- Bari	
19:30	21:00	Farewell dinner	



IX. List of Participants

Title	First Name	SURNAME	Country	Position	Department	Organisation	Email
Mr.	Salem	HADJ AISSA	ALGERIA	Sous Directeur de l' Exploitation de l' Hydraulique Agricole	Direction de l' Hydraulique Agricole	Ministry of Water Resources	hadjaissasalim@yahoo.fr
Ms	Kamilia	TEBIZI	ALGERIA	Project Director	Ministry of Water Resources	Office National de l' Irrigation et du Drainage	kamilia_t_f@yahoo.fr
Ms	Mona	FAKIH	LEBANON	Director of Water	General Directorate of Hydraulic & Electric Resources	Ministry of Energy & Water	monafakih@hotmail.com & monafakih4@gmail.com
Mr	Mahmoud	BAROUD	LEBANON	Director of Tutelage	General Directorate of Exploitation	Ministry of Energy & Water	ministry@hydro-electric.gov.lb
Mr.	Muhammad	ABED ELAL	PALESTINIAN AUTHORITY		West bank water department	Palestinian Water Authority	mohammediz@hotmail.com
Mr.	Emad	RAMADAN	PALESTINIAN AUTHORITY	Manager	Water Control	Palestinian Water Authority	emad_saifi@yahoo.com
Mr.	Thaer	M.A ABED	PALESTINIAN AUTHORITY	Director	WW reuse	Olive Tree Protection National Association	otpna@hotmail.com
Ms	Mollie	SACKS	ISRAEL	National Extension Irrigation Specialis	Ministry of Agriculture	Shaham-Israel Extension	molliesacks@gmail.com
Mr	Dov	RABBER	ISRAEL	Irrigation citrus Expert	Citrus Department	Shaham-Agriculture Office	draberster@gmail.com
Mr	Yonatan	GAL	ISRAEL	Expert	Extension Service	Ministry of Agriculture	yonigal@ortal.org.il
Mr.	Khalil	AL ABSI	JORDAN	Director of Planning and Regional Water Unit	Planning and Regional Water	Jordan Valley Authority	khalil_alabsi@mwi.gov.jo & absikhaleel@yahoo.com
Mr.	Anwar	AL ADWAN	JORDAN	Senior Irrigation Eng	Karmmh o&M Directorate	Jordan Valley Authority	adwan_anwar@yahoo.com
Mr.	Ali	DAYAK	JORDAN	Head of Baldna WUA & Private Farmer		WUA (pump station #91)	alkarama.farms@yahoo.com



Sustainable Water Integrated Management (SWIM) - Support Mechanism

Project funded by the European Union

Mr.	Salah	AOUIDIDI	TUNISIA	Ingenieur Principal	DGGREE - Direction de l' Economie des Eaux	Ministere de l' Agriculture	aouididi.salah@hotmail.fr
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