

Sustainable Water Integrated Management:  
Support Mechanism (SWIM-SM)

Mécanisme de Soutien  
à la Gestion Intégrée Durable de l'Eau

آلية دعم الإدارة المستدامة والمتكاملة للمياه

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مشروع ممول من الاتحاد الأوروبي



# Inception report: A brief version



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<b>Project Title:</b>	<b>Sustainable Water Integrated Management – Support Mechanism (SWIM-SM)</b>
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**The content of this report is the sole responsibility of the consultant and can in no way be taken to reflect the views of the European Union**



## **LIST OF ABBREVIATIONS**

<b>CA</b>	Contracting Authority (i.e. the European Commission)
<b>CC</b>	Climate Change
<b>EC</b>	European Commission
<b>EU</b>	European Union
<b>EUDs</b>	European Union Delegation(s)
<b>ENPI</b>	European Neighbourhood and Partnership Instrument
<b>H2020 MeHSIP-PPIF</b>	Horizon 2020 Mediterranean Hot Spot Investment Programme – Project Preparation and Implementation Facility
<b>ICARDA</b>	International Centre for Agricultural Research in the Dry Areas
<b>IWRM</b>	Integrated Water Resources Management
<b>KEs</b>	Key Experts
<b>MED EUWI</b>	Mediterranean Component of the EU Water Initiative
<b>oPt</b>	occupied Palestinian territory
<b>PCs</b>	Partner Countries
<b>PSC</b>	Programme Steering Committee (of SWIM)
<b>PBC</b>	Project Board Committee
<b>RCO</b>	Regional Coordination Office (of the SWIM-SM project, and based in Cairo)
<b>SEIS</b>	Shared Environmental Information System
<b>SMCs</b>	Southern Mediterranean Countries
<b>SWIM-SM</b>	Sustainable Water Integrated Management – Support Mechanism
<b>SWM</b>	Strategy for Water in the Mediterranean
<b>ToR</b>	Terms of Reference
<b>UfM</b>	Union for the Mediterranean



## 1 EXECUTIVE SUMMARY

Sustainable Water Integrated Management (SWIM-SM) is a Regional Technical Support Programme, funded by the European Union. It aims at promoting the extensive dissemination of sustainable water management policies and practices in the Mediterranean region in the context of increasing water scarcity, combined pressure on water resources and desertification processes, in connection with climate change. SWIM-SM will also support the implementation of a number of Demonstration Projects that have been selected under the second component of the SWIM programme. SWIM-SM will be implemented from December 2010 to the end of 2014 in the following nine Partner Countries (PCs): Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, the occupied Palestinian territory, Syria and Tunisia.

The project's Inception Phase ran from the end of December 2010 to August 2011. It involved a range of assessment, fact-finding missions, synergy building, awareness raising and prioritising activities in the PCs and the Mediterranean. The technical work concretised the project's context and led to the identification of four Thematic Pillars around which the envisaged activities will be structured and implemented. At the same time, the management and operational structure of the project was established.

The activities and outcomes of this first period of the project as well as the Work Plan for the first year of implementation are summarised in the document at hand, the *SWIM-SM Inception Report: a Brief Version*. A number of current uncertainties, including rapid political developments in some of the PCs as well as the anticipated selection of the SWIM Demonstration Projects that SWIM-SM would support, advocated for an emphasis on the first year of the SWIM-SM's Work Plan, while necessitating a certain level of flexibility for the entire period of the project.

The present document follows upon the Technical Proposal, through which the project was awarded to our consortium. The initial Work Packages and line of Activities are largely retained with some adaptation to reflect the findings of the Inception Phase. An ambitious, though realistic, plan of a number of activities for the first year of implementation aims at making tangible contributions and addressing priority needs in the PCs, while dynamically placing SWIM-SM as a valuable partner in the regional agenda of promoting integrated water resources management (IWRM). This includes assessments and deepening of understanding on priority issues, technical assistance interventions, training and capacity building activities and a range of communication as well as managerial activities. These address all the PCs with a regional perspective, while events are foreseen to be hosted by the majority of the countries. Furthermore, SWIM-SM remains ready to support the elaboration of the Action Plan of the draft Strategy for Water in the Mediterranean (SWM), mandated by the Union for the Mediterranean (UfM), when political conditions allow its development.

In an era when man-made and natural pressures over water resources emerge and necessitate highly demanding solutions and action-oriented approaches, SWIM-SM shall navigate through and in synergy with the galaxy of regional and national initiatives and programmes active in the same field; it shall add value, complement action and endeavour a break-through in creative, innovative and out-of-the-box knowledge management, where possible and needed, while maintaining its identity and remaining focused on its objectives. The Inception Report: a Brief Version elaborates on how this will be achieved.



## 2 PROJECT SYNOPSIS

<b>Project Title</b>	Sustainable Water Integrated Management – Support Mechanism (SWIM-SM)
<b>Project Ref. Number</b>	EuropeAid/129399/C/SER/MULTI
<b>Country</b>	Algeria, Egypt, Jordan, Israel, Lebanon, Morocco, occupied Palestinian territory, Syria, Tunisia
<b>Overall objective</b>	To promote actively the extensive dissemination of sustainable water management policies and practices in 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
<b>Specific objectives</b>	<ul style="list-style-type: none"><li>• Raise awareness among the decision-makers and stakeholders in the Partner Countries (PCs) on the imminent threats on water resources, the need to implement more sustainable water consumption models and the adoption of possible solutions to meet the existing and forthcoming challenges;</li><li>• Support PCs in designing and implementing sustainable water management policies at the national and the local levels, in liaison with existing international initiatives in the area concerned;</li><li>• Contribute to ensuring institutional reinforcement and the development of the necessary planning and management skills, in line with Horizon 2020 objectives, and facilitate know how transfer.</li></ul>
<b>Input</b>	Technical assistance inputs will include <ul style="list-style-type: none"><li>• Team Leader : 880 man-days</li><li>• Key Expert 2 – Water Expert : 880 man-days</li><li>• Key Expert 3 – Environmental Expert : 880 man-days</li><li>• Key Expert 4 – Communications &amp; Consultation Expert: 600 man-days</li><li>• Non Key Experts: 1480 man-days</li></ul>
<b>Planned Outcomes as per the Technical proposal</b>	<ol style="list-style-type: none"><li>1. Supporting water governance by promoting the integration of sustainable water resources management considerations into national development policies and strategies as appropriate (agriculture, industry, tourism, etc);</li><li>2. Contributing to empowering water-related institutions and increasing stakeholders' capacities. SWIM-SM target groups include but are not limited to relevant ministries, such as agriculture, environment, industry, tourism and trade, water utilities, River Basin Organisations, municipalities, water users associations, universities, regional and national research centres;</li><li>3. Assisting with the development and/or implementation of sustainable water management plans, based on the integrated water resources management (IWRM) concept adopted for the EU Water Framework Directive, involving inter-sector dialogue as well as collaboration between stakeholders and incorporating water saving targets, in a number of rural areas</li></ol>



and municipalities of the PCs;

4. Increasing awareness of decision-makers, stakeholders, and the general public of the water value and of the continuous depletion of water resources as a consequence of water wastage, climate change, water pollution, demographic pressure and modification of life-styles, particularly in urban areas;
5. Contributing to the identification and dissemination of good practices and state-of-art technologies at national and regional levels;
6. Assisting the EC in ensuring effective and smooth interaction between the two SWIM programme components (SWIM-Support Mechanism and SWIM-Demonstration Mechanism) in order to ensure a concerted overview of activities implemented, create a forum for dialogue and discussion among all the partners involved with a view to sustaining general coherence for the programme over its duration, and finding solutions to common challenges.

**Project start date**

13 December 2010

**Project duration**

48 months – ending 12 December 2014



### 3 PRESENTATION OF THE PROJECT

#### 3.1 Background and Project Context

Southern Mediterranean Countries (SMCs) suffer from conjunctural or structural water shortages. Approximately 180 million inhabitants have access to less than 1,000 m<sup>3</sup> per capita per year and 80 million live under conditions of water scarcity (less than 500m<sup>3</sup>/capita/year). SMCs have traditionally focused their efforts towards investing on supply management measures and “hardware”, in the form of pursuing infrastructure projects (of different scales, predominantly large) and much less on “software”, in terms of policy reforms, governance, efficiency, demand management, fiscal and environmental sustainability, and climate change adaptation and mitigation. The main challenge facing SMCs towards socio-economic development and stability is the integrated management of water resources using a participatory approach, while ensuring equity, accountability and transparency in order to contribute effectively to the sustainable development and prosperity of the Mediterranean region.

With the aim to respond to this challenge, the Sustainable Water Integrated Management (SWIM) Programme was launched by the European Commission at the end of 2010 and is funded by the European Neighbourhood and Partnership Instrument (ENPI) South/Environment. The Partner Countries (PCs) benefiting from SWIM are the following SMCs: Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, occupied Palestinian Territory, Tunisia and Syria.

The SWIM Programme aims to primarily address the critical and pressing water predicament pertaining to all the SMCs through a regional approach with integrated water management at its core. Sustainable integrated water management cannot be achieved without taking into consideration a number of “sustainability factors”, namely addressing policy reforms in the water sector, improving the institutional and legal frameworks, developing financing/cost recovery and financial management frameworks, implementing pollution control at wider scale, awareness raising, improving data systems, ensuring transparency and accountability and providing opportunities for public participation. Such sustainability factors have been duly incorporated, as appropriate, in the work packages and activities of the project.

The SWIM Programme aligns with the outcomes of the Euro-Mediterranean Ministerial Conferences on Environment (Cairo, 2006) and Water (Dead Sea, 2008) and also reflects the four major themes of the draft Strategy for Water in the Mediterranean (SWM),<sup>1</sup> mandated by the UfM. Moreover, it is operationally linked to the objectives of the Mediterranean Component of the EU Water Initiative (MED EUWI)<sup>2</sup> and complements the EC-financed Horizon 2020 Initiative to De-Pollute the Mediterranean Sea (Horizon 2020)<sup>3</sup>.

#### 3.2 SWIM Programme: Support Mechanism and Demonstration Projects

The SWIM Programme consists of two components, which are inter-related and complementary:

**Component-A:** The Support Mechanism, SWIM- SM, funded by the EC at the level of 6,7 million Euro for four years starting in December 2010, and whose components are delineated in the next paragraphs.

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<sup>1</sup> The four themes, as included in the draft SWM, are a) enhancing effective governance for integrated water resources management, b) adapting to climate change and enhancing drought and flood management, c) optimising water financing, water valuation and appropriate instruments, with emphasis on innovative mechanisms, and d) water demand management, efficiency and non-conventional water resources and protecting quality of water and biodiversity

<sup>2</sup> MED EUWI aims to assist developing countries with meeting water-related Millennium Development Goals (2000) and Johannesburg Targets (2002). More information is available at [www.ypeka.gr/medeuwi](http://www.ypeka.gr/medeuwi)

<sup>3</sup> The Horizon 2020 consists of three programmes, namely the Capacity Building/Mediterranean Environment Programme (CB/MEP), the Mediterranean Hot Spot Investment Programme-Project Preparation and Implementation Facility (MeHSIP-PPIF), and the European Neighbourhood and Partnership Instrument / Shared Environmental Information System (ENPI/SEIS).





**Component-B:** The Demonstration Mechanism (SWIM-DM), financed by the EC at a level of 15 million Euro, will be launched in the last quarter of 2011, through the award of Projects submitted by interested bidders.

The Support Mechanism (Component A) will technically assist the selected Demonstration Projects and will also secure interlinks, flow of information, identification of best practices and replication potentials.

### Component A: SWIM Support Mechanism (SWIM-SM)

LDK Consultants was awarded the contract as a leading partner in a consortium with the Global Water Partnership-Mediterranean (GWP-Med), the Arab Countries Water Utilities Association (ACWUA), the Arab Network for Environment and Development (RAED), the Lebanese Ministry of Energy and Water (LMoEW), the Hellenic Ministry for the Environment, Energy and Climate Change (HMoEECC), the Tunisian Ministry of Agriculture and Environment, Bureau de l'Inventaire et des Recherches Hydrauliques - Direction Générale des Ressources en Eau, the Austrian Umweltbundesamt and the consulting company DHV B.V.

SWIM-SM will carry out the overall coordination of the Programme's activities and results involving both components (A and B). The target groups of the SWIM-SM component include Ministries (water and irrigation, environment, agriculture, industry, tourism, trade, etc), water utilities, river basin organisations, municipalities, water users associations, non-governmental organisations (NGOs), media, universities and regional and national research centres. Due consideration will be attributed to ensuring that the relevant Parliamentary Committees in each country are familiar with the component's activities and results, whilst special attention shall be paid to relations with MED EUWI and the ENPI-Horizon 2020/Mediterranean Environmental Programme and the regional IWRM programmes supported by development partners.

In addition, contributions will be made, as needed, and information on activities and outputs related to IWRM and the draft SWM will be provided to the Horizon 2020 Steering Group and the "Water Expert Group" set up by the Ministerial Conference on Water (Dead Sea, Jordan, 2008).

Seven work packages are planned within SWIM-SM and are listed below:

**WP1-Water governance and mainstreaming:** The purpose is to support institutional strengthening and contribute towards ensuring that national water strategies and plans properly address issues of sustainable water resource management, based on internationally accepted principles of IWRM, water considerations are promoted and mainstreamed in other relevant sectoral policies and strategies (for example agriculture, tourism and industry), as well as in national development plans. The anticipated outcome is that:

- Water considerations are promoted using a participative approach, also at local level
- Water concerns are mainstreamed in other relevant sectoral policies and in national development plans
- Monetary cost and benefit of mitigation actions are evaluated and climate change considerations are mainstreamed in national strategies, plans and policies, with primary emphasis on no-regret actions.

**WP2-Capacity Building (CB):** The purpose is to support the strengthening of stakeholders' capacity at regional level and contribute to the empowerment of water related institutions; identify competent national and regional training institutions so as to serve as 'networks/centres of reference' and to prepare a regional roster of experts from the ENPI countries who can deal successfully with sustainable water management issues in the region. The anticipated outcome is that:

- Selected institutions and their staff/personnel become capable of assisting in the planning and development of water resources management in a holistic manner
- A functional network/centre of reference for professionals and institutions promoting IWRM is set up



- Case studies for training of trainers, for universities and research centres are developed.

**WP3-Application of water management plans:** The purpose is to strengthen intra-sector (within all actors in the water sector, namely ministries, local authorities, civil society, etc) and inter-sector dialogue, exchange experience in liaison with Horizon 2020 and MED EUWI, catalyse action from partner countries and other donors, elaborate upon thematic issues, and harmonise approaches and policies. The anticipated results are:

- Regional approaches and policies on issues related to SWIM objectives are harmonised
- Exchange of experiences between institutions inside and outside the water sector are strengthened, particularly in terms of setting policies and addressing issues of governance like accountability, efficiency, and transparency
- A continuous liaison between the water activities of H2020 and MED EUWI is established.

**WP4-Identification and Promotion of good practices and success stories:** The objective is to identify and promote good practices and success stories on water management and/or de-pollution of the Mediterranean, in line with the four themes of the draft Strategy for Water in the Mediterranean and the three sources of pollution tackled by the Horizon 2020 initiative (municipal wastewater, municipal solid waste and industrial emissions) with an emphasis on water issues. The anticipated outcome includes:

- Success stories are disseminated with a focus on promoting experience and knowledge-sharing between the beneficiaries of SWIM and of other projects / programmes
- Awareness on the demonstration projects is promoted in view of enhancing and multiplying their effects, improving their impact on water policy and encouraging the replication of success stories.

**WP5-Development of a Communication and Awareness-Raising Strategy:** The purpose is to develop a regional strategy for communication and awareness raising that could be applied regionally and nationally. The strategy will actively involve key players inside and outside the water sector, stakeholders, civil society, the media and targeted public in the partner and non-partner countries. The anticipated outcome is:

- Regional Communication and Awareness Raising Strategy and an accompanying Action Plan for its implementation are developed
- A package of communication and awareness raising activities in selected countries is implemented
- A project legacy is created.

**WP6-Support the Commission with the overall coordination of the programme:** The purpose is to provide technical support to the EC with the implementation of the demonstration projects, and strengthen the interaction and communication among them and the Support Mechanism. The anticipated outcome is:

- Technical support to demonstration projects and their beneficiaries is provided with a view to promote their objectives
- Activities and interaction between the demonstration projects are promoted
- Fruitful synergies and coordination between the activities of the Support Mechanism and the Demonstration projects are facilitated

**WP7-Project Management and Backstopping:** This is the overall management of the SWIM-SM by the Consultant. It involves the everyday management of all resources in order to safeguard the delivery of the agreed outcomes and meeting the purposes of the project.



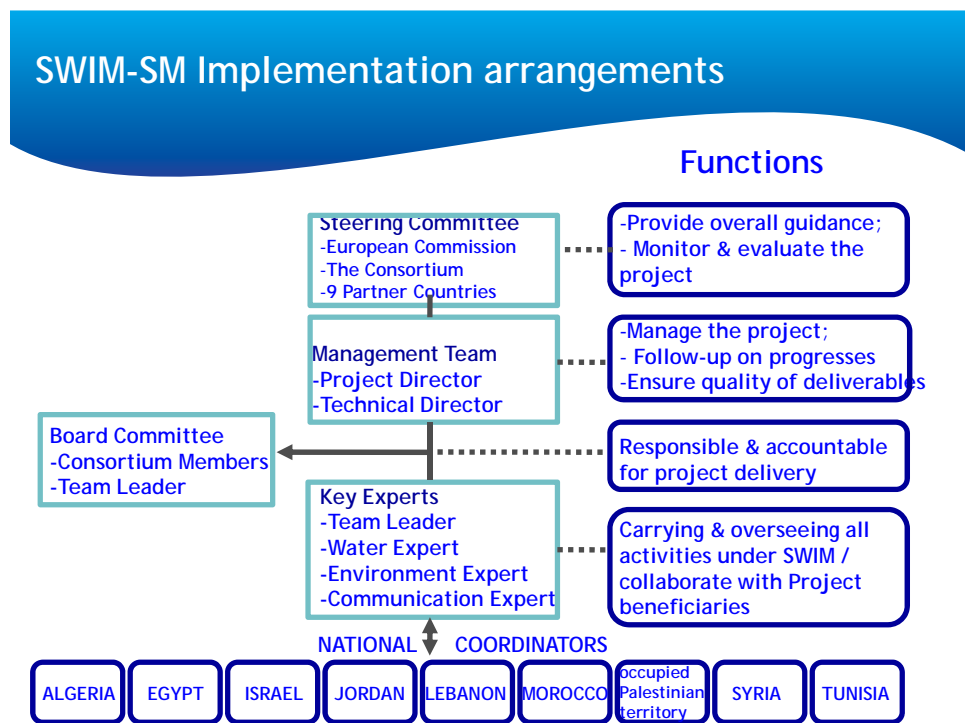
### Component B: SWIM Demonstration projects

The demonstration projects aim to attest the viability and the best way forward of targeted actions addressing IWRM and the de-pollution of the Mediterranean and falling within the priorities of the interventions set in the draft SWM and the Horizon 2020 Initiative. These priorities are divided into five categories:

- enhancing effective water governance for integrated water resources management;
- adapting to climate change and enhancing drought and flood management;
- promoting water demand management, efficiency and non-conventional water resources, and protecting the quality of water and biodiversity;
- optimising water financing and related instruments, with emphasis on innovative mechanisms, including related capacity building;
- providing support to the Horizon 2020 Initiative for tackling the three main sources of pollution of the Mediterranean: municipal waste, wastewater, and industrial emissions.

### 3.3 SWIM-SM: Implementation arrangements

The below figure presents graphically the implementation arrangements for SWIM-SM:



More specifically, these arrangements consist of:

- **Project Board Committee:** it is the governance body of the Consortium, responsible and accountable for the delivery of the project, for meeting the PCs needs and providing guidance and overview during the project delivery;
- **Project Steering Committee:** formed by representatives of the EC, the Consortium and the Partner Countries (PCs), it's role is to monitor, evaluate and provide overall guidance for the project;



- **Technical Team:** it comprises the Team Leader and the three Key Experts on water, environment and communication / consultation, under the direction of the Team Leader and the Technical Director. It is responsible for carrying out and overseeing all aspects of the project and ensure the quality of its deliverables;
- **Head Project Office in Athens and a Regional Coordination Office in Cairo** including the team leader and the key environment expert.

With regard to the Partner Countries the proposed implementation arrangements involve:

- The **Ministry of Water/Irrigation** as the official counterpart of the Project;
- A **National Focal Point** will be officially nominated by the Ministry to be the counterpart of the SWIM-SM Technical Team. A formal letter of request was sent by the European Commission in October 2011 to the nine PCs in order to officially nominate the focal points;
- An **Environment Liaison Officer** nominated by the Ministry of the Environment will ensure synergy with the water activities financed under Horizon 2020 and other regional activities (GEF, MAP etc.). For optimum coordination, it has been suggested that the Horizon 2020 Focal Point takes up the role of SWIM Liaison Officer.

## **4 PROJECT PROGRESS TO DATE**

### **4.1 Inception phase**

An inception phase lasting for eight months (end December 2010-August 2011) was planned and implemented in order to: (1) ensure a swift and effective start of the project; (2) gather information to better address the needs and expectations of the beneficiaries and stakeholders; (3) identify proper sequencing of the activities planned under the project's work packages, and; (4) ensure the establishment of proper cooperation and management mechanisms to facilitate the smooth implementation and ascertain the long-term ownership and sustainability of the project's outcomes.

The inception phase involved (a) the establishment of basic project management infrastructure and arrangement (delineated below) and (b) the prioritisation and fine-tuning of the project activities, taking into account the needs, priorities and specificities of the beneficiaries and stakeholders.

The Inception Report has been drafted by the Project Team with active involvement and under the supervision of the Team Leader, the Project Director and the Technical Director. It received comments by the Contracting Authority (CA) and a brief version will be presented to the PSC, which will be established by December 2011.

SWIM-SM is designed to be demand-driven by responding to the identified needs of the region and according to the project's ToRs. However, it is necessary to introduce an acceptable level of flexibility into the project's design that allows the SWIM-SM team to effectively address eventualities (like the recent political developments in the region) and/or emerging issues and priorities that may arise in the four-year course of the project. To be effective, the project must therefore operate in ways that are iterative, adaptable and flexible at the interface of the seven proposed work packages. Thus, the project should be catalytic by intent and responsive to specific regional and country priorities by design.



## 4.2 Activities implemented during the reporting period

The inception phase consisted of the following six major tasks that can be included under two wide categories.

### A) Technical Work

1. Preparation of desktop brief assessments;
2. Fact finding missions to all PCs; and
3. Detailed concept notes on four thematic Pillars (stemming from the fact-finding missions)

### B) Project management, Communication, Networking/Synergies

1. Project Management Arrangements;
2. Preparation of Communication and Promotional Material;
3. Networking, visibility activities and identification of synergies with key stakeholders

### 4.2.1 Technical Work

The main principle driving our approach for the technical work of the Inception Phase was to build a methodology that would allow the clear prioritisation of SWIM-SM activities at regional level. This was accomplished through a set of steps that developed in a logical sequence and which are depicted in the following scheme.



#### 4.2.1.1 Brief Assessments

The **first main step** was the production of brief assessments on the four themes of the draft SWM in order to ensure alignment with the prevailing political process in the Mediterranean region (i.e. the UfM framework):

- Water Governance, IWRM and National Water Strategy Development
- Adaptation to Climate Change
- Water Financing
- Water Demand Management and Non Conventional Water Resources

The Assessments, aimed at providing a brief overview of the main issues related to the stated areas, informing about efforts currently underway, reviewing ongoing initiatives in the region and in the PCs, identifying the main challenges and opportunities, and proposing specific recommendations and potential target areas of assistance by SWIM-SM to be discussed with the PCs.

The proposed activities, developed under each brief assessment, guided the conduct of the fact finding missions to the beneficiary countries and then –enhanced with the important information gathered during the missions- formed the core for the subsequent development of four thematic Pillars defining priority areas for project activities. The latter were concretised and formulated in four Concept Notes (presented in section 4.2.1.3 below).



4.2.1.2 Fact finding missions

The second main step included the conduct of fact-finding missions in all PCs between early February and mid July 2011 in order to explain the project, diagnose the existing situation relating to sustainable water management, and gain an understanding of the IWRM strategies, plans and priorities in each country.

All missions have been organised in close cooperation with the European Union Delegations (EUDs) that have, in some cases and according to the different countries’ protocol, undertaken the direct communication with institutional partners and the setting of meetings with the SWIM-SM Team.

The missions were well organised so as to include meetings with representatives of all stakeholder groups, including Ministries of water/agriculture/industry/environment, other governmental institutions, NGOs, scientific and research institutes, bilateral donors, international financial institutions and regional organizations, initiatives and programmes.

The overall results of the fact finding missions can be summarised as:

- All countries have shown genuine interest and expressed their commitment in participating actively in the project. They recognised that the project’s orientation and the work packages provide a useful and appropriate framework that can assist them with the implementation of an IWRM approach for the sustainable use of their water resources.
- It was recognised that, in order to strengthen the momentum of policy and institutional reforms as called for by the IWRM framework and ensure more effective contribution by the project, there is a need “to cut across” these work packages and focus on a set of priority issues that, while serving the implementation of different IWRM components, will avoid dispersion of SWIM-SM efforts and make its overall contribution more effective.
- SWIM-SM’s six technical Work Packages (WPs) form a continuum and demonstrate strong inter-linkages. The activities under the different WPs need to be seen as having multiple objectives, within and outside the WP they fall under;
- The main outcome of the missions, apart from comprehensive and very fruitful minutes of meetings and the establishment of a working relationship with the stakeholders, was a “checklist” of emerging subjects of interest per country that are presented in the table below:

Table 1: Main priorities in Water Management in the PCs, as identified during the fact-finding missions

Themes	Algeria	Morocco	Tunisia	Egypt	Jordan	Lebanon	Syria	oPt	Israel
Non conventional water resources, as indispensable part of the water cycle	x	x	x	x	x	x	x	x	x
Wastewater treatment and reuse (including recharge of aquifers)		x	x	x	x	x	x	x	
Capacity building on rural sanitation and low cost sanitation techniques		x	x	x				x	
Treatment & reuse of industrial wastewater and awareness raising of industrialists	x			x		x			x
Environmental guidelines for desalination and capacity building on new technologies		x	x	x				x	



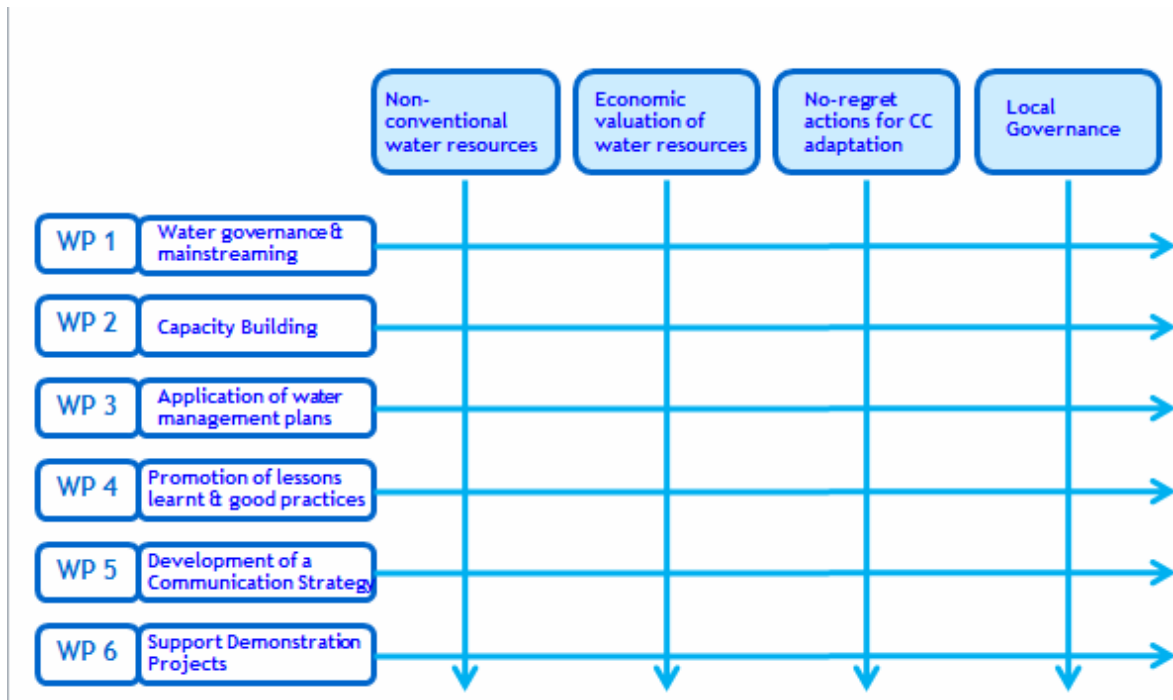
Themes	Algeria	Morocco	Tunisia	Egypt	Jordan	Lebanon	Syria	oPt	Israel
Desalination with renewable energy, including the exchange of good practices	x	x	x	x				x	x
Develop ToR and Environmental Impact Assessment (EIA) guidelines for wastewater reuse, recharge of aquifers and desalination		x	x	x		x			
Technical support for rainwater harvesting		x	x	x			x		
Climate change non-regret actions and mainstreaming CC adaptation in water-related policies, including capacity building	x	x	x	x	x	x	x	x	x
Strengthen/expand the use of prediction models for climate change		x	x		x				x
Awareness of climate change impacts & creation of a virtual Platform on adaptation mechanisms to allow for exchange of experiences, practices, etc		x			x			x	x
Water Valuation and cost of mitigating degradation, including ecosystem restoration	x	x	x	x	x	x		x	x
Water Governance at the local level, including support of social and water users' groups and strengthening water users' associations and River Basin Organisations	x	x	x	x	x	x	x	x	x
Application of IWRM principles, including at the river basin level						x	x	x	x
Promoting capacity building and awareness raising of farmers			x	x			x		x
Private sector involvement in the water sector, including small-scale PSP		x	x	x				x	x
Green water, crops studies and modern irrigation techniques to promote water efficiency		x	x	x			x		
Promotion of awareness raising, education and communication on water conservation issues	x	x			x				x

#### 4.2.1.3 The four Pillars approach to SWIM-SM

Among the subjects identified during the fact-finding missions, some prevailed as prominent areas in need of intervention in most or all PCs. These served as the basis for the emergence of **four main thematic Pillars as regional priorities for the water sector upon which SWIM-SM can build and establish the ground for regional cooperation**. These Pillars are:

- A. **Non Conventional Water Resources**
- B. **Economic Valuation of Water Pollution Abatement Interventions**
- C. **No Regret Actions for the Adaptation of the Water Sector to Climate Change**
- D. **Water Governance at the Local Level: Sharing Experiences from Water Users' Associations**

The six technical work packages, described under Section 3.2 above, will cut across the Pillars and will be considered as horizontal components as shown in the figure below. SWIM-SM will propose activities that address both the Pillars and the horizontal components so as to provide the flexibility required for the PCs to select appropriate activities consistent with their national priorities for the water sector.



The above four Pillars stem from and closely align with the thematic areas of the brief assessments and in a way represent their concretisation/specification under the particular conditions and national priorities prevailing in the PCs. That is to say that the Pillars are more specialised and customised aspects of the thematic areas presented in the brief assessments. This inter-linkage is depicted below:

Brief Assessment Thematic Area		Concept Note Pillars
Water Governance, IWRM and National Water Strategy Development	⇒	Water Governance at the local level
Climate Change	⇒	No regret actions for adaptation to climate change
Water Financing	⇒	Economic Valuation of Water Pollution Abatement Interventions
Water Demand Management, Efficiency and Non-Conventional Water Resources	⇒	Non-Conventional Water Resources

Each one of the four Pillars fulfils some or all of the following criteria:

- a) It reflects the baseline of the project’s technical proposal by addressing the four chapters of the draft SWM and functioning as an instrument towards the implementation of the objectives of the European Neighbourhood Policy (ENP).
- b) It addresses the fundamental IWRM issues of concern in the PCs.





- c) It contributes to the policy dialogue between the EC and the PCs on proposed reforms to adopt and implement IWRM principles.
- d) It provides an added value to existing regional and/or national activities in the water sector within the IWRM platform.
- e) It has not been addressed adequately in most of the PCs.
- f) It assists the PCs in projects' development that is economically, socially and environmentally sound and sustainable.
- g) It provides options to each PC to select the Pillar(s) that is (are) relevant to its national water priorities and therefore contributes to the ownership of the project's objectives.
- h) It makes provisions for the possible convergence of water related policies and/or legislation towards EU standards.

The Pillars deal with themes that by definition are dynamic and vigorous. Therefore, the exact context of the Pillars would be better regarded as work-in-progress and subject to potential amendments based on the PCs input during the design as well as the implementation phases of related activities.

**Concept notes of the four Pillars:**

Based on the project's methodological approach, concept notes were prepared by the Key experts, and were fundamentally designed to:

1. Conceptually describe the objectives, components/tasks and expected output(s) of each Pillar to the PCs.
2. Serve as background material for discussion with the PCs bilaterally or during sub regional/regional consultation workshops after the inception phase.
3. Enable the PCs to select the Pillar(s) that is (are) consistent with their priorities in the water sector so that the appropriate level of resources (human and financial) can be allocated by the SWIM-SM project, also depending on the ability/intention of the countries to assist with the Pillar(s)' implementation.

It is plausible that for each Pillar, tasks will be catered to a particular country or group of countries and/or be designed based on the very specific needs and priorities of the PCs. Therefore each Pillar includes a number of tasks, from which each PC would be expected to select in order to achieve the overall objective of the Pillar.

Briefly, the context and objectives of each Pillar are as follows<sup>4</sup>:

**A. Non Conventional Water Resources**

The objective of this Pillar is to assist the SWIM Partners Countries with (a) enhancing the policy, institutional and legal framework for the management of non-conventional water resources, within the IWRM context, and (b) strengthening the institutional capacity and public participation for the planning and management of these resources. The main non-conventional water resources are: re-use of treated wastewater, including its use in the recharge of groundwater aquifers and, as a last resort, desalination, using renewable energy where technically and economically feasible, and minimising environmental impacts.

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<sup>4</sup> The full texts of the Concept Notes of the Four Pillars are attached in Annex 2



The components of this Pillar are five-fold: (a) Strategy formulation for the use of non conventional resources, (b) Improving the legal framework in order to anchor the use of non-conventional water resources in the national water and environmental laws and regulations; (c) Developing the institutional framework for managing non-conventional water resources with stakeholders' participation, (d) Enhancing the environmental and social safeguards for the use of non-conventional water resources, and mitigating their adverse environmental and social effects and (e) Building capacity and awareness to increase knowledge on technologies and promote social acceptance.

### B. Economic Valuation of Water Pollution Abatement Interventions

The specific objective of this Pillar is to: (a) update the estimates on the annual costs of water degradation in selected basins or water sheds in the PCs; (b) identify in specific basins in three PCs two priority remedial actions of highly polluted water; (c) build capacity in PCs on environmental valuation and (d) involve stakeholders in the particular basins through consultation to build consensus and dissemination of results at the watershed /basin level.

The components of this Pillar are four-fold: (a) Calculate the Cost of environmental degradation at the basin level, due to water pollution with the aim to place a monetary value on the consequences of the degradation; (b) Cost Benefit or Cost Effectiveness Analyses of Remedial Actions and Preparation of Investment Plans for 1-2 basins in 3 PCs including estimates in monetary terms for the overall social, economic and environmental benefits linked to remedial alternatives. (c) Building the capacity of the decision makers at the sub-national/basin level and the Universities to transfer knowledge, especially with regards to the methodologies used for the preparation of investment plans and (d) Validation and dissemination of the Investment Plans at the Watershed/Basin Level to build consensus on the investment plans, seek the Government support to implement and replicate the investment plans.

### C. No Regret Actions for the Adaptation of the Water Sector to Climate Change

The overarching objective of this Pillar is to: (a) support selected PCs in their climate change adaptation efforts for developing no regret actions through technical assistance, policy guidance, capacity development and awareness, (b) strengthen the institutional and technical capacity for designing and implementing concrete no regret adaptation actions; and (c) improve governance in water planning, allocation and service delivery, increasing awareness and disseminating climate change information.

The components of this Pillar are four-fold: (a) Compilation of all available information and assessment of the adequacy of the institutional and technical capacities to undertake proposed no-regret actions for CC adaptation at the national level; (b) Development of no-regret actions in the water sector for addressing the water scarcity at the local or basin level; (c) Improving water governance to ensure the public acceptance and compliance with suggested no-regret actions for CC adaptation; and (d) Increasing awareness on the immediate need of the water sector for no regret actions to adapt to CC and improving resilience of communities.

### D. Water Governance at the Local Level: Sharing Experiences from Water Users' Associations (WUAs)

The proposed Pillar aims to (a) Identify concrete actions for improving local water management and reinforcing users' participation; (b) Assess the adequacy of water legislations for the establishment and effective operation of WUAs and identify opportunities for updating and/or amending water legislation; (c) Provide WUAs with tools that would enable them to be actively involved in decision-making in the water sector on selected areas and at the local level, and (d) create partnerships among policy makers, civil society and local communities in ways that enhance mutual trust and collaboration.



The components of this Pillar are five-fold: (a) Preparation of a regional report on the status of water users' participation; (b) Organisation of a regional workshop to promote the exchange of experiences among the countries in the region; (c) Legal framework assessment and identification of opportunities for updating and/or amending water legislation; (d) Training activities to assist the establishment of pilot WUAs and (e) Pilot activities to strengthen WAUs in accordance with national regulations.

#### 4.2.2 Project management, Communication, Networking/Synergies

##### 4.2.2.1 Project Management Arrangements

###### Kick –off meeting with CA & mobilisation of Project team

**Progress to date**

- Kick-off meeting was held with CA on 16/12/2010, in Brussels
- Key Experts (KEs) have been deployed and mobilised
- Project team coordination meetings in January 2011 (Athens), February 2011 (Amman), March 2011 (Damascus), April 2011 (Beirut), June 2011 (Cairo), September 2011 (Athens)
- Mobilisation mechanism for the identification and recruitment of non-key experts in place
- Set up the Project's Board Committee and agreement upon the project management and coordination mechanisms

###### Establish project management functions and mechanisms, define modalities and start up of the project office(s)

**Progress to date**

- *Management Structure Handbook* developed and approved by the consortium partners and CA to provide guidelines for internal management and communication and the circulation of information to the CA and *Project Steering Committee (PSC)* set-up underway with appointment of Focal Points and Liaison Officers in PCs. First Consultation Workshop with PCs took place on 16 September 2011 in Athens. First PSC meeting is scheduled for early December 2011 back-to-back with the SWIM Launching Workshop
- *Project Board Committee (PBC)* established upon contract signature, including representatives of the 9 consortium partners and the Project Team. First PBC coordination held in December 2010 (Brussels) during the kick-off meeting. Meetings of the Project Team with some consortium partners were held in January 2011 (Athens) and February 2011 (Amman), April 2011 (Beirut), May 2011 (Tunis), June 2011 (Cairo) and September 2011 (Athens)
- *Project Head office* in Athens (headquarters of LDK Consultants) fully equipped and staffed
- *Regional Coordination Office (RCO)* established and staffed in Cairo in the premises of the Arab Network for Environment and Development (RAED)
- *Technical and administrative backstopping* for the project fully in place
- *Email address* set-up specifically for the project's purposes
- *Contact point for enquiries* set through project email address and RCO
- *FTP Server* operational and in use by the Project Team for knowledge management and information sharing
- *Website*: conceptual preparations have commenced and will include all relevant information, reports on SWIM and search engines for other related projects and initiatives (e.g. H2020, MED EUWI, UfM, etc.). The website will be available in Arabic, English and French and will also support SWIM's Component B (Demonstration Mechanism).



**Establish project management functions and mechanisms, define modalities and start up of the project office(s)**

- Searchable *project database* was set up containing all contacts made during the fact finding missions and events attended. It is estimated that during the Inception Phase the Project Team reached out to more than 400 organizations and entities
- *Log-Frame* has been updated, validated and project indicators revised (attached as Annex 1)
- *Budgeting and sound financial management* arrangements are in place with the employment of a dedicated financial administrator, also responsible for the preparation of the financial progress reports.
- *Monitoring and Evaluation* modalities are in place on two levels to: (a) determine the progress of the project's implementation; and (b) monitor the achievement of the project's objectives. Indicators have been identified and included in the Log-Frame.

In addition, and before each annual meeting of the Steering Committee, the Technical Director and Team Leader will conduct a rapid assessment of the project. At the end of the project an independent evaluation will be carried out by the EC and a final report on the achievements, outputs and impacts related to sustainability will be prepared.

**4.2.2.2 Communication and Awareness Raising Strategy and Action Plan – Promotional material**

A draft **Communication and Awareness Raising Strategy for SWIM-SM** has been elaborated by the project's Team in compliance with the EU External Action manual's provisions. The aim of the Strategy is to plan for a set of activities promoting an effective permeation of the produced messages in a way that addresses the specificities of Partner Countries and target groups; thus, contributing to the overall objectives of the project, including its sustainability and visibility at the local, national and regional levels. Moreover, the Strategy will also support the needs for communication and visibility of the Demonstration projects in view of enhancing their replication potential and also to guarantee a comprehensive, overall solid image of the Programme and its achievements.

The **identity** of the project consisting of a key message ("Water is too precious to waste") and a main image (a child drinking water from a fountain) was introduced in all SWIM-SM communication and visibility materials containing graphics (pamphlet, PPT presentations, key-experts' business cards) and will be used respectively in all the project's products.

In order to respond to communication and awareness raising needs arising at the start of the Inception Phase, the following promotional material was produced and widely disseminated during the fact-finding missions as well as in events attended by the Project Team.

- **A short SWIM-SM profile (2-pages)** in Arabic, English and French **and a pamphlet** in English and French that describe the project, its objectives and components have been sent to all stakeholders targeted during the fact-finding missions, and to all project counterparts
- **A SWIM-SM Power Point Presentation** was prepared in English and served to introduce the project in most of the meetings held during fact finding missions or in events in which the project team participated.

During the period January to July 2011, the SWIM-SM Team participated and intervened in 12 meetings involving the Horizon 2020, representatives of the UfM, as well international and regional organizations, institutions, programmes and initiatives. The SWIM-SM short profile and/or the pamphlet were distributed to participants in the above events/meetings.



#### **4.2.2.3 Networking & Synergies**

A range of regional and sub-regional initiatives and programmes on water and environment are currently on-going in the Mediterranean. To achieve synergies between SWIM and such initiatives, bilateral meetings were organised with regional institutions, agencies and programmes during the country missions in addition to meetings that were specially held or others that took place in conjunction with or in the margins of regional events.

Among synergies established and advanced during the Inception Phase the following can be mentioned:

- Horizon 2020 CB MEP, MEHSHIP and SEIS: An open line of communication and cooperation is well established with CB MEP. The SWIM-SM Work Plan has been aligned with the CB MEP Work Plan aiming to continue and expand CB MEP's activities related to water after its completion. There is also an open line of communication with MEHSHIP and several meetings were jointly attended and there has been also exchange of information with SEIS,
- MED EUWI: Operational synergies with the MED EUWI Lead Country and Secretariat as well as with the related EC Service Contract (running until 2012) are well established. Among others, the SWIM-SM Work Plan has been aligned with the Service Contract activities in Lebanon and Egypt. Furthermore, SWIM-SM may be called to support follow up activities of the Service Contract after its completion.
- GEF MedPartnership: Joint activities of strategic nature e.g. facilitation of inter-ministerial committees at country level and assistance for the development and implementation of a replication strategy, have been identified and are reflected in the SWIM-SM Work Plan.
- MAP UNEP: Awareness of SWIM-SM was raised with different opportunities. A possibility for collaboration emerged early (April-May 2011) for the development of a Framework for Climate Change Adaptation in the Mediterranean within the Mediterranean Commission for Sustainable Development (MCSD).
- SustainableMed: There is mutual understanding on the potential for collaboration. Synergies with this programme, which is still at its design stage, will be further pursued.

Importantly, SWIM-SM established contacts with the Union for the Mediterranean, with a focus on providing assistance to the development of the Action Plan of the draft Strategy for Water in the Mediterranean when political conditions allow for that; this remains a primary objective of SWIM-SM. Furthermore, awareness on SWIM-SM was raised in the League of Arab States and ways to support the implementation of the Arab Water Strategy (AWS) as well as the alignment between draft SWM and AWS will be further pursued.

## **5 PROJECT PLANNING AND IMPLEMENTATION**

### **5.1 Activities – Implementation of the Pillar Structure**

Based on the findings of the Inception Phase, the structuring of the project has been slightly revised (compared to the Technical Proposal) to better reflect the guidelines provided by the CA, the insights gained during the fact-finding missions to the beneficiary countries and more importantly the Pillar approach/structure. It should be noted that the design of the project, its WPs and the Pillar Structure necessitates dealing with the different activities in a holistic manner and considering that they form a continuum with strong inter-linkages among them.



It is anticipated that during the implementation of the activities certain modifications may occur as a result of the recent changes in the political scenery of the region (Arab Spring) and possible subsequent changes in the countries' priorities. Furthermore, the Arab Spring's call for freedom, equity and democracy is providing an excellent opportunity for SWIM-SM to address water governance issues such as transparency, participation, equity, accountability and rule of law considered as politically sensitive issues in former regimes. The current and anticipated developments in the international arena, particularly with regard to climate change and the water-food-energy nexus, particularly in view of Rio+20, need to be also considered in the planning of the project so as to be up-to-date and well informed of the wider regional and international context. Moreover, political developments in the Mediterranean with regard to the draft SWM and its Action Plan would guide the identification and implementation of related activities within the project's lifetime. Furthermore, the approval of the Demonstration Projects is expected to influence significantly the context of the project's activities, since the content and objectives of the two need to be aligned and interlinked.

Finally, the essence of water resources management, approached through an integrated framework, requires that a level of flexibility and adaptability is maintained throughout all stages of the project's implementation in order to effectively respond to emerging challenges and/or modifications of existing needs and priorities both at national and regional levels.

Below is a matrix summarising under each Pillar (as well as work package) all the activities foreseen during the first year of implementation as well as some activities that are better depicted as horizontal activities.

Horizontal Components		PILLARS			
	Horizontal Activities	Non conventional water resources (A)	Economic Valuation (B)	No regret measures on adaptation to climate change (C)	Water governance at the local level (D)
<b>WP1 (Water Governance &amp; Mainstreaming)</b>	Regional review of National Water Plans and/or Strategies	Targeted technical assistance for the elaboration of a Wastewater Strategy and/or Action Plan, Egypt and Morocco	Update costing of environmental degradation due to water pollution	Development of guidelines for mainstreaming no regret actions in IWRM policies, programs and projects at regional level	Enhance knowledge on water governance at the local level
	Support to planned Inter-ministerial Committees at national level in synergy with GEF MedPartnership	Organise theme-specific Workshop (16 September, Greece)		Identification and catering of no-regret actions for the water sector in Jordan and oPt and elaboration of policy recommendations for advancing action using the prepared guidelines at regional level	
<b>WP2 (Capacity Building)</b>	Prepare and maintain a contact list of national and regional centres of reference	Regional training on innovative and adaptable technologies for treated wastewater reuse (with H2020 CB/MEP)	Regional training on the economic valuation of river pollution  Regional training on public private partnerships in	Provision of technical assistance to selected countries for the identification and development of no regret actions	Sub-regional training of water user associations
	Carry out a mapping				



Horizontal Components		PILLARS			
	Horizontal Activities	Non conventional water resources (A)	Economic Valuation (B)	No regret measures on adaptation to climate change (C)	Water governance at the local level (D)
	<p>exercise on on-going and planned training activities at regional level</p> <p>Training of government officials on the preparation of water plans/strategies back-to-back with the regional workshop under WP1 (with H2020 CB/MEP)</p> <p>Training of government officials on the interlinkages between IWRM and ICZM (with H2020 CB/MEP)</p>		water infrastructure (with H2020 CB/MEP)		
<b>WP3 (Application of Water Management Plans)</b>	Regional review of National Water Plans and/or Strategies	<p>Assessment of the best available technologies and technical and economic potentials related to wastewater reuse including aquifer recharge and sustainable desalination at regional level and their application at national level</p> <p>Preparation of sector(s)' guidelines on the applicability of the above-mentioned technologies within national water plans</p>	Cost/benefit analyses of investments for mitigating water pollution in selected river basins in four countries	Develop a financial incentive/disincentive system that governments could promote for water users to save water, improve water efficiency and adopt innovative technologies as a tool for no regret actions to climate change adaptation	Strengthen implementation capacity of national water plans at local level with emphasis on financial sustainability
<b>WP4 (Identification &amp; Promotion of good practices &amp; success stories)</b>	Regional review of National Water Plans and/or Strategies	Documentation of successful interventions in selected countries with	Documenting existing practices used by Algeria, Morocco and	Identification of best practices on reduction of non-revenue water	Documentation of best practices in the operationalisation of water users'





Horizontal Components		PILLARS			
Horizontal Activities		Non conventional water resources (A)	Economic Valuation (B)	No regret measures on adaptation to climate change (C)	Water governance at the local level (D)
Establishment of replication mechanism  Identification and compilation of criteria for screening and mapping success stories and best practices		regard to increased efficiency and effectiveness of wastewater reuse	Tunis using economic valuation for decision making in the water sector		associations

Although there will be targeted activities under each of the four Pillars relating to lessons learned and exchange of best practices, as well as dissemination and communication, SWIM-SM foresees a set of activities that due to their non-technical and horizontal nature span over the Pillar approach as described below. Particularly for WP 5, some changes in the proposed activities are anticipated, in order to match the draft Regional Communication and Awareness Raising Strategy that is currently under elaboration and in view of complementing the activities planned in the framework of the four thematic Pillars.

ACTIVITY	
<b>WP5 (Communication &amp; Awareness Raising Strategy)</b>	• Website set up, maintained and updated
	• Management of promotional materials' design and production
	• Relations with press and journalists - advertorials, press releases
	• Preparation of a media kit to be used for the training of media, educators of higher institutes (Universities etc.) and eventually distributed also to journalism students
	• Educational and awareness raising materials on water adapted to the Mediterranean situation
	• Development and Maintenance of a contacts' data base for parliamentarians, journalists, NGOs, educators
	• Production of 6-monthly SWIM News Flash
	• Production of promotional material, such as : flash memories, notepads, roll-up banners, mousepads, folders
	• Participation/Contribution to 4 key regional/national events to promote SWIM-SM visibility and coordination with relevant regional initiatives and projects
	• Media coverage of 5-8 SWIM-SM events (including the preparation of press-packets in advance of media events)
	• Oversight and management of the overall communication aspects related to SWIM-SM activities (contacts with relevant stakeholders, preparation of information materials, evaluation of specific activities)
	• Organisation of SWIM launching event (SWIM-SM + Demonstration Projects)
	• Update of the Communication and Visibility Work Plan for the coming 1 year of SWIM-SM implementation (and eventual mid-way adaptation of the previous 1 year plan if deemed opportune)
<b>WP6 (Support to EC With overall programme Coordination)</b>	• Integration of Demo projects stories in the 6 months News Flash
	• Integration of Demo projects' information in the SWIM website
	• Facilitation of contacts with the press and journalists and other relevant stakeholders.
	• Develop a joint SWIM-SM and SWIM-demo visibility and communications strategy in the framework of SWIM objectives
	• Facilitate the participation of Demo projects grantees in the SWIM launching event
	• Production of Brochure (English, French and Arabic) presenting the objectives / basic features of Demo projects and how they fit in the overall SWIM framework
	• Organisation of National launching/visibility events in 5-8 selected PC participating in the Demonstration





	ACTIVITY
	projects and according to the distribution of demonstration activities, including media coverage
<b>WP7 (Project Management)</b>	Management of all activities under the other work packages
	Drafting and control of contracts and terms of reference
	Logistics and Reporting
	Participation in Management Meetings
	Participation in SC meetings
	Quality Assurance and Quality Control

**5.2 Modifications to the Terms of Reference and the Technical proposal**

The inception phase has been prolonged by two months (ending of reporting period in August 2011) due to the following reasons: a) at the onset of the project unstable political conditions started to prevail in many of the PCs (the so-called Arab Spring) and as a consequence it was necessary to reschedule the fact finding missions to take place at a later stage and b) after a common agreement with the CA that the missions needed to mature as much as possible, that is to have as many meetings with authorities and relevant stakeholders and obtain as much background information as possible prior to the missions.

The inception analysis using the Pillar approach revealed a particularly high degree of complexity and inter-connection of tasks and beneficiaries’ needs and requests. This resulted in the need for task allocation, planning and organisation to be re-visited several times together with the indicative allocation of resources in order to professionally design a plan of activities that remains relevant, can be delivered efficiently and ultimately will lead to valuable end-results for the beneficiary countries and the project.

As the January / May 2011 period was a difficult one, primarily on account of the continuing unstable situation in some of the beneficiary counties, and in particular in Egypt, the establishment of the Regional Coordination Office (RCO) in Cairo was accomplished in late June 2011 and not at the start of the project (in January 2011); the CA authorised this extension. Nevertheless, progress was achieved in the period as regards the recruitment of support staff. This involved extensive interviews with candidates and particularly interviews were held for recruiting a bi-lingual secretary.

**5.3 Update of the Assumptions and Risks**

The consortium’s technical proposal for the SWIM-SM project provided a comprehensive list of the risks, assumptions and constraints involved in the implementation of the project and of the benefits that the project is anticipated to have during and after its implementation. These will not be repeated for the purposes of the Inception Report. It is the aim of SWIM-SM team to take a proactive approach exhausting all possibilities for creating a favourable environment for the project’s assumptions to materialise and for the risks to be eliminated or minimised to the extent possible. In case the project team detects significant causes for concern regarding the assumptions and risks, these will be promptly communicated to the Programme Steering Committee (PSC) along with suggestions and recommendations on how to rectify the situation. There are however, two major risks identified, which are:

- (i) Recurrence of political instability due to continued public calls for democracy, anti-corruption and social equity in the PCs. Although this risk is beyond the control of the project, and could adversely affect its implementation within the set timeframe, it could at the same time present an opportunity for SWIM–SM to leverage these emerging values in mainstreaming, participation, integration and the implementation of water governance principles.



- (ii) Possible failure to adequately integrate the regional output generated by the SWIM-SM with country-specific priorities and reticence of water-related institutions to adopt the proposed recommendations prepared due to heavy centralisation and reluctance to use a bottom-up approach to improve governance in the water sector. These risks will be minimised through illustration of demonstration in the project output at the national level of the political and institutional benefits associated with the adoption of the proposed recommendations and through the demonstration projects to be financed under Component B of SWIM. Furthermore, regular meetings with the national decision makers will be organised in collaboration with the respective EU Delegations in the PCs to explore the possibility of including the requirements for such reforms in their policy dialogue to the extent feasible and practical. Sub-regional/national workshops will be also convened under the chairmanship of the respective EC Delegation to increase the awareness of the decision makers for initiating such reforms as a support to MED-EUWI activities.

#### **5.4 Programming**

A presentation of the project's programme for the first year of implementation was presented above (section 5.1). The activities to be implemented in following years require further elaboration and analysis, in order to address current and emerging issues and conditions, attribute flexibility and dynamism to the project's implementation and to effectively address the following:

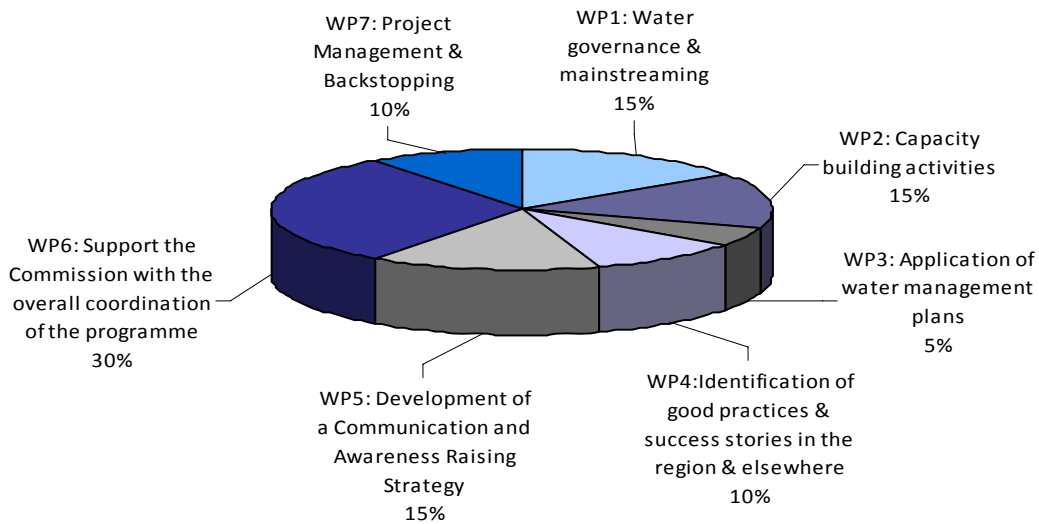
- Inadequate and/or elementary data to solidly guide the technical work are available to the consultant at present
- Understanding of the exact nature of the Demo projects, as well as the nature of the services to be provided by SWIM-SM in connection with the Demo Projects
- The extent to which SWIM-SM will be engaged in providing services concerning the Action Plan of the draft SWM

It is envisaged that the work plan will be revised on a yearly basis. At this point, we are also providing a general indication of the percentage of resources we are planning to allocate per work package for the duration of the whole project, with the understanding that this might fluctuate significantly after the first year of the Implementation Phase. A more precise allocation per Pillar can be better determined after the presentation of the Inception Report to the PSC, while ensuring that the resources available are spread out in a consistent manner throughout the project's duration.

The detailed work plan for the first year's planning period is attached in Annex 1. This provides a detailed programming of the time schedule and the resources planned to be used during the first year after the submission of the Inception Report (i.e. September 2011 – August 2012) and contains both specific activities linked with the work packages and the thematic Pillars, as well as more generic activities linked to visibility of the project, project management etc. This Time Plan remains flexible in case events and activities have to be rescheduled or combined, particularly when in synergy with other programmes/initiatives.



WPs Allocation of Resources



## 6 CONCLUSIONS AND NEXT STEPS

This Report provides primarily the basis on which the project intends to move forward, accelerate implementation and respond to the project’s schedule.

At a time of rapid political changes in the PCs and with a global economic crisis affecting also the region, notions like reform, dialogue, participation, growth, investment, innovation, etc. receive a new meaning born by the need of the people to improve their livelihoods and their ambition for democracy, transparency and inclusiveness. Water, being a key resource for life and development, is and shall remain at the core of these, in integration with other sectors. Governments and stakeholders shall rise to the challenge and synergise for setting, achieving and monitoring targets. SWIM-SM can make a contribution of substance by providing tools, supporting targeted action and sharing experiences at regional level.

By definition, the regional focus and soft-type activity of SWIM-SM make monitoring of its outcomes and evaluation of its impacts difficult to determine in absolute and quantitative terms. It is considered that the success of the project will be measured by the volume and quality of well-targeted interventions making contribution to front-running processes in the PCs, by its tangible contribution to advancing key regional processes, by its practical synergy and complementarity with other processes as well as by its innovative and out-of-the-box approaches. It is foreseen that the first Progress Report will cover the six-month period from September 2011 to February 2012. The others will follow every 6 months.

SWIM-SM is a project in support of much-needed reforms and new creative approaches during a politically exciting period for the region. At the same time, SWIM-SM is a project to capitalise on existing knowledge and applied practices and share experiences born out of implementation. The combination of these two provides the challenging background of this project and draws the main lines for its implementation.



## Annexes

- Annex 1: Work Plan for the 1st year of Implementation
- Annex 2: Concept Notes on Thematic Pillars

