



Capacity Development in the Water Sector

How GTZ supports sustainable water management and sanitation





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“Capacity Development” in GTZ’s understanding:

Capacity development is a holistic process through which people, organizations and societies mobilize, maintain, adapt and expand their ability to manage their own sustainable development.



Introduction

Water is humanity's most important element of life, and a fundamental economic factor. Where there is a lack of water, people generally suffer bitter hardships. Unequal distribution of water by humans or nature has the potential to induce conflicts. However, there is scarcely what could be called a general shortage of water. The United Nations' 2006 World Water Development Report argues that the roots of the crisis in water can be traced to poverty, inequality and unequal power relationships. Therefore, what causes difficulties with water is mostly inadequate water management.

To improve water management, developing countries need comprehensive knowledge and capacities in dealing efficiently with water. Clearly, the people who use water and the organizations who manage the water sector need such capacities. But also of relevance is the enabling environment which, in the final analysis, determines the scope for action to develop the water sector. Improved water management, then, applies on a variety of levels. It is a holistic process through which people, organizations and societies continually mobilize, maintain, adapt and expand their ability to manage their own sustainable development. This is what is meant by 'capacity development'.

German Technical Cooperation (Deutsche Gesellschaft für Technische Zusammenarbeit - GTZ), commissioned by the government of the Federal Republic of Germany, supports many partner countries in developing their water sectors. Its spectrum of services ranges from clean drinking water supply to trans-boundary water management in international watercourses, from educational programmes on the interrelation of water and health, to water sector reforms. In all of these areas capacity development is the key instrument.

The underlying principle of GTZ's support is sustainable development. Development is understood as a permanent process of searching, negotiating and learning that involves all stakeholders, an undertaking that cannot be planned in detail in advance. GTZ's approach is holistic, process and value-based. It presupposes mutual accountability between the respective partner and GTZ. The long-term deployment of (national and international) advisors is a crucial element of GTZ's modes of delivery.

This brochure will give examples from selected countries to illustrate how GTZ supports capacity development in the water sector.



Water is a key to sustainable development

Globally, 1.1 billion people have no access to safe drinking water. 2.6 billion people must live without basic sanitation. Blocked canals and flooded latrines cause entire city districts to flood with untreated sewage in wet seasons. In many places, commercial and industrial waste water leak untreated into the soil. Often contaminated with harmful substances, these leakages contaminate groundwater and endanger the environment. The supply of safe drinking water is coming under threat. In consequence some 5,000 people mostly children under 5, die every day worldwide of diarrhoea caused by contaminated drinking water, inadequate hygiene and the lack of sanitation facilities.

It is above all impoverished populations that are affected most. Many of the poor live in informal settlements that are not planned, and are thus not connected to public supply networks. These people have no secure access to clean drinking water or adequate sanitation facilities. They generally pay inflated prices to private water-vendor. There is hardly ever a regular sewage management system.

Women, especially girls, suffer the most from inadequate access to water and sanitation. Especially in rural areas, they carry the drinking water for their families from remote and often unsafe water sources. The lack of toilet facilities infringes their dignity and threatens their safety, particularly when they are forced to seek out shrubbery alone or in the dark. Inadequate sanitation facilities also limit girls' opportunities for development. If there are no toilets at schools, parents often keep their daughters back from attending school.

In the relationships between countries the use of shared water resources also has an effect on sustainable development. Most of the world's population lives by shared watercourses. Instead of coordinating consumption, some countries overuse the shared water resources at the expense of other riparian countries. If water shortages continue, the threat of cross-border tensions arises, especially in areas where the political climate is already highly charged.

Water stress prevails in many regions of the developing world and is exacerbated by population growth, climate change, increasing industrialization and the overuse and pollution of water resources. There is also an increasing negative economic and social impact: as water has an impact on the production of goods, food security and health. Entire sectors suffer from the effects of inadequate water supply and sanitation on production and investment.

Therefore, water management has an influence on diverse aspects of human coexistence, such as health, education, environment, security and the economic and social development. Efficient water use is therefore a key to sustainable development.



Jordan: Sustainable water resource management for future generations

Water is scarce in Jordan. Population and economic growth as well as agricultural production are causing a constantly increasing demand for water, which today already far exceeds the annual groundwater recharge. This causes ecological damage, hampers economic development and jeopardizes social stability. The water supply of future generations is under threat.

The Jordanian government has therefore decided to undertake comprehensive reforms in the management of water consumption. In this task GTZ is supporting the government. The programme, implemented jointly with the KfW Development Bank, simultaneously addresses several levels, from the Ministry of Water and Irrigation to the end user.

Above all, the reforms concern the approximately 10,000 employees in the Jordanian water sector. They will have to manage, regulate and monitor the water sector more efficiently, running utilities along commercial lines. GTZ's water programme therefore aims to improve human resources development in public institutions. For this purpose, GTZ is developing suitable instruments jointly with the partner institutions of the water sector to adapt the training and advanced training of personnel to current and future needs. For instance, new standards for the optimization of operating processes are being developed, and integrated into the training of employees. Thus, training and advanced training measures are designed in accordance with demand. The capacity of the sector to master the new changes and tasks and to manage the scarce water resources more efficiently is being strengthened.

Yet these changes concern water users too. Farmers are most affected. They will have to reduce their share of national water consumption in favour of the urban population. With the help of GTZ, agricultural users in the Jordan Valley will in future mostly be using brack water (salty water) and treated waste water. In this context, water users' groups are founded. To bring about more efficient and fairer water distribution, these users'

groups will jointly manage water for irrigating their fields in future. They become skilled at more efficient irrigation and cultivation methods and trained on the safe use of brack water and treated waste water. A participative water management system has been established in the irrigation zone of the Jordan Valley, and farmers better accept and use water of marginal quality for their fields.



GTZ is in addition advising the Ministry of Agriculture on sustainable groundwater management in the highlands, to cushion farmers' future financial losses in a socially acceptable way.

In urban areas, awareness campaigns have been launched together with the Jordanian government to raise awareness on water consumption. The "Water Awareness Campaign" addresses household hygiene and health, efficient use of water, grey water reuse and rainwater harvesting, agriculture and home gardening, relations between water users and service providers from the public and private sectors, water protection and protected areas and household plumbing. Women and youth are particularly targeted as potential agents of change. Women have a key role as they are usually in charge of water consumption in household activities and gardening, while young people will build Jordan's future. Women therefore make a decisive contribution to behavioural changes related to health and hygiene at community and household level.



Water sector reforms for sustainable water supply and sanitation

The causes of insufficient water supplies and sanitation are many, and they vary from region to region. The development of the water and sanitation sector has a far lower priority in many developing countries than, for instance, investments in health and education. With tight budgets, this means that in many cases only little public money flows into the water and sanitation sector, and necessary investments can not be made. Moreover, the sector suffers from the exertion of political influence. Water and sewage are mostly in public hands, and the planning and operation of infrastructure are generally managed by public authorities. Political decisions too often influence the setting of water tariffs, which as a result do not even cover the costs of operating and maintenance. Insufficient coverage of costs, high levels of water losses and inadequate management prevent water utilities to make necessary investments.

Water supply thus becomes insufficient, and cannot keep pace with increasing demand. This in turn fuels the reluctance of consumers to pay their bills and intensifies the already precarious financial situation of the utilities. As a result, the quality and security of water supply becomes more dependent on public spending. Furthermore, many of the water utilities, mostly run by national or municipal authorities, lack sufficiently trained and motivated staff. A vicious circle is created, the result of which is an ever-deteriorating supply.

Against the background of these urgent supply problems, the governments of many partner countries of German development

cooperation have opted to reform their water sectors. The reforms aim to ensure that a sustainable supply with clean drinking water and sanitation is achieved through effective political guidance and efficient organizations. GTZ supports partner countries in these reforms. It proceeds from the insight that isolated solutions are not, as a general rule, sustainable.

Sustainable solutions have to take effect on various levels. At the outset, in implementing a reform, existing organizations usually first need to be restructured and new ones created. Ministries and municipal authorities are separated from supply services, which are then commercially operated on socially responsible principles and water provision is financed from cost-recovery tariffs. Regulators are established and regulatory instruments developed, often for the first time. Existing water and sewage utilities are restructured to increase their efficiency, or else entirely new companies are founded. New technical quality and hygiene standards are defined. As a result, political leadership, regulation and supply are separated from each other.

Decisive for the success of such reforms are - often arduous - processes of practical implementation. It is the employees of the ministries, utilities, supervisory and regulatory authorities who will bring to life a comprehensive reform of the water sector. They have to identify with and be strongly committed to the reform as they will be developing new regulations, procedures and management methods that will work under the conditions that prevail in their particular country.



Kenya: Setting up an efficient water sector

In 2002, Kenya passed a new Water Act with the intention of improving water supply and sanitation for its population. This reform commercialized water supply and sewage operations and decentralized structures so that responsibilities in the water sector were placed at the regional and local level. New institutions were founded to ensure a clear separation of policy functions and independent regulation, as well as ownership of assets and water services.



The greatest challenge here is to alter power structures. As former office holders are reluctant to relinquish their core competences, new institutions are having difficulty in gaining a foothold in the political structure of the sector. Meanwhile, legal bases and instruments must be created in order to design the new functions. To support these processes, which on the one hand require international technical expertise and on the other hand also external mediation, the Kenyan government has requested the support of German development cooperation.

The GTZ-KfW joint programme provides policy advice and supports socially responsible commercialisation of utilities, water resource management, pro-poor regulation and the financing of water infrastructure for the urban poor.

For a sector reform to be implemented successfully, a consensus must be established on the reform's implementation by consultation with the institutions involved as well as the public - despite their manifold

different interests. For this purpose, GTZ supports its partner institutions in conducting policy dialogues and in developing tailor-made solutions within the overall framework for the water sector reform. Above all, in order to implement the most suitable solutions, it is necessary to avoid excessive political influence. One key to this is to balance the representation of stakeholders in the supervisory boards of water sector organizations.

GTZ also supports its partner organizations in Kenya in introducing an autonomous human resources policy geared to efficiency. Detailed job descriptions with measurable performance indicators are just as important as performance-related salaries. On the level of water utilities, employees require targeted on-the-job training. Water utilities will also develop and implement suitable instruments for investment planning and new financing mechanisms.

In support of a pro-poor water policy, a Water Services Trust Fund (WSTF) has been set up in Kenya. It is to provide financial means for water supply and sanitation in settlements of the urban poor and in rural areas. GTZ is advising the WSTF and water companies on how to set up a low-cost drinking water provision, making it affordable to poor consumers. This has already borne fruit: an investment of 1 million Euros can provide sustainable access to clean drinking water to a further 160,000 consumers in these settlements. GTZ is therefore supporting the Ministry of Water in drawing up and implementing a similar, nationwide concept for provision to the poor.

With GTZ's support, the management and decision-making responsibility of staff at water sector organizations and businesses in Kenya has also been successfully strengthened. Water service providers can increasingly meet their operation and maintenance costs. New institutions, such as the regulatory authorities and the WSTF, have begun their work and are ensuring that Kenya is, step by step, achieving its goals of improved water supply and sanitation and sustainable water resource management.



New salary systems are also necessary to increase motivation and prevent corruption. Employees have to be advised and further trained, so that they acquire the competencies and develop the capacities that will be needed in the new reality of the water sector. This will not always take place in the context of formal courses of training, but also as training on the job. For this purpose, most of GTZ's advisors work within the respective partner organization on a long-term basis.

Customers of the water and sewage companies must also be included in the overall reform process. On the one hand, their readiness and financial ability to pay cost-recovering charges must be considered. On the other hand, users have to become more aware of a sustainable development of water supply and sanitation as water shortage cannot be solved with an increase of water supply alone. Further, training and awareness campaigns, showing the close correlation between safe water, hygiene and health, go hand in hand with the water projects as improved water supply and sanitation contribute directly to enhancing human health.

GTZ advisors do not have ready-made concepts. Rather, GTZ support policy-makers and relevant interest groups, to choose and implement, from a range of conceivable options, the one reform model which would work best in the conditions prevalent in the particular partner country. Concepts adapted from the German water sector flow into this process just as do experiences from other countries with similar conditions. One particular task is to promote the exchange in the form of a 'south-south' dialogue, i.e. the exchange among water utilities in developing countries.

In this way, GTZ links technical support with policy advice and organizational development with the aim to alter structures and procedures in the partner country so that sustainable water supply and sanitation are assured to the population.



Ecological Sanitation

More than a third of the world's population – 2.6 billion people – live without access to basic sanitation. Some 80 % of all cases of illness and 25 % of deaths in developing countries, especially among children, are caused by unsafe water. In Africa, almost all sewage is inadequately treated, and still two thirds in Asia. Where conventional sanitation systems are present, they often work only poorly.

The causes of sanitation problems in developing countries are as multi-layered as they are complex. On a political level, there are fundamental problems owing to the lack of interest in and awareness of the issue among decision-makers. These problems are exacerbated by financial and technical difficulties. The infrastructure of sewerage systems, which are in many places limited to urban areas, is largely old, poorly maintained or operated inefficiently and with substantial financial losses. Moreover, rural areas largely lack sanitation services. The absence of financial resources poses a fundamental problem for local actors. Social factors aggravate the situation: the unserved poor lack the awareness of hygiene and often have a low individual priority for sanitation.

Globally, there is a growing conviction that the concepts and techniques of sewage disposal practised in industrialized countries are not transferable to the economic, technical or social conditions in developing and emerging nations. Conventional technology not only demands extraordinarily large-scale investment for household connections, drains and sewage treatment plants, but is also highly vulnerable to natural disasters such as earthquakes and floods. In water-stressed areas, it exacerbates

water shortages (e.g. through conventional water closets). Adapted concepts and technologies for solving specific regional sewage problems are required, and sanitation must be affordable to the population and provided in a sustainable way.

German development cooperation has for a number of years been promoting ecological sanitation (ecosan). Ecological sanitation is a new paradigm in sanitation that recognizes human excreta and water from households not as waste, but as resources that can be recovered, treated where necessary and safely reused. Ecosan facilities hygienically produce valuable products from the nutrients contained in excrement and waste water, such as fertilizer and soil conditioners. The energy, which these substances contain, can also be used in biogas production, and waste water can be recycled as irrigation water. In this way, water consumption and pollution of the environment and groundwater can be restricted, renewable energy can be produced, and the fertility of agricultural land can be maintained and improved.

On behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), GTZ began an international research and development programme in 2001, concentrating on knowledge management, network building and the implementation of pilot projects. The ecosan programme is directed at decision-makers in developing countries, donors, governmental and non-governmental organizations. These bodies are included in the further development and promotion of the ecosan approach in an interdisciplinary and cooperative spirit.



The ecosan programme further promotes and develops awareness-raising for the population in its partner countries. GTZ analyzes the information available and develops teaching materials, such as technical guidelines and project data sheets. An information pool ensures the exchange of information and the promotion of existing ecosan expertise. In this way, ecosan expertise is passed on worldwide.

More than 100 ecosan pilot projects are currently implemented in Africa, Asia, Europe, Latin America and the Near and Middle East. These serve the further development of ecosan technologies under different regional conditions, and provide an important contribution to the ecosan promotion. The local population takes part in the planning and implementation of these pilot projects. Users of ecosan products are also included, as are local organizations or businesses carrying out the construction, maintenance and operation of the installations and the marketing of the products obtained. The impetus to sustainable sanitation is thus given by the local people themselves, while further ecosan projects are planned and implemented. In the end, the entire population benefits from the implementation of ecosan concepts, as the condition of the environment and the living conditions of unserved population groups in particular are sustainably improved.

On an international level, GTZ's ecosan programme and its Swedish sister organization EcoSanRes initiated the Sustainable Sanitation Alliance (SuSanA) in January 2007, and numerous organizations of the United Nations (UN) such as UNDP and UN Habitat, the World Bank and many other international partners have joined this alliance. SuSanA aims to contribute to the UN's Year of Sanitation 2008 by promoting concrete sustainable sanitation solutions and up scaling experiences gained from the local projects so far into major sanitation programmes. Here too, knowledge management is a crucial instrument. With the Millennium Development Goals by 2015 in view, SuSanA is creating a platform for the promotion of successful sustainable sanitation programmes and possibilities for training. SuSanA thus constitutes a central source of expertise in the field of sustainable sanitation management worldwide. GTZ further participates in the formulation of international guidelines for ecological waste water management that does not damage health, and for the safe reuse of waste water and human excrement.



Philippines: Ecological sanitation of the future

Functioning sewage treatment plants are uncommon in the Philippines. Most waste water and sewage is discharged untreated into rivers, along with household and industrial waste. At tropical temperatures, the smell arising from rotting food remains, urine, petrol and other chemicals is in many places overwhelming. Plastic bottles, canisters and packaging are floating on the surfaces of rivers and lakes in cities. As a result, sewage and waste pollute soil and water, leading to the spread of diseases and threaten livelihood. The poor are the most vulnerable; 40 % of all Filipinos live below the poverty line.

Since 2005, GTZ and its Integrated Experts Programme (Centre for International Migration and Development, CIM) have been implementing ecological sanitation in the Philippine cities of Cagayan de Oro and Bayawan. They have installed ecosan facilities such as urine-separating dry closets, adapted treatment plants and biogas installations, to make hygienic sanitation systems available to the poor at low cost. More is involved here than the technical installation of toilets. For example, allotment gardens have been created in several impoverished neighbourhoods of Cagayan de Oro as part of the pilot project. The urine-separating dry closets produce fertilizer which can be used in these gardens. Accompanying research by the Philippines' Xavier University of Agriculture has shown that the nutrition standard of families taking part in this has considerably improved. These families are now able to grow their own vegetables and fruit. This has improved the general state of health of these people, but also the gardeners have been able to generate up to 20% more income by the sale of goods from their gardens. The amount of household waste from participating households has fallen by more than a third, thanks to the separation and composting of biodegradable waste.

A key to this success is that the allotment gardens are part of a wider approach in the city, including a waste management concept and tax breaks for landowners who provide land to impoverished fellow citizens so that they can establish allotment gardens.

Ecosan user groups can incorporate their ideas and wishes into the planning and design of these gardens. The participatory approach increases the acceptance of ecosan toilets and the agricultural use of the fertilizer products obtained from them. This in turn strengthens the interest of the user in the maintenance and long-term functioning of the installations. Based on these positive results, both city administrations have begun to integrate the ecosan approach into their overall city planning. This has been a joint effort involving universities, local authorities and community organizations in poor city districts in collaboration with the activities of GTZ/CIM.



The holistic approach of ecosan requires planning adapted to the social and cultural context. GTZ is therefore training local ecosan advisors from local councils and non-governmental organizations in planning their own ecosan projects, readapting and implementing them and training more trainers.

In the Philippines, not only is ecosan leading to good hygienic sanitation facilities, but it is also contributing to enabling people to assure a livelihood, thereby sustainably improving their health.



Catalyst for cooperation: Transboundary water management

Water does not keep to national frontiers. Transboundary watersheds make up almost half of the earth's land surface. Some 40 % of the world's population lives by more than 260 transboundary rivers and lakes.

Any overuse of the shared water resource by a riparian country leads to economic, social and ecological disadvantage for the downstream riparian countries. Better cooperation and a balancing of interests among riparian states allow the benefit to be enhanced for all – even outside the water sector. The creation of many major urban agglomerations along the Rhine in Europe shows the importance of river basins as economic zones and of their contribution to the economic development of a region. Joint use of water resources is thus an integral part of regional development concepts.

The riparian countries of many transboundary watercourses have therefore begun initiatives to manage their valuable water resources together and sustainably. Transboundary water management benefits the people living by these watersheds and whose livelihoods depend on the availability of water resources. It also benefits sensitive ecosystems, which can be better protected in the context of a sustainable water management system. Transboundary water cooperation therefore aims at combating poverty, protecting natural resources and preventing crises and conflicts and serves as a catalyst for the economic and political integration of the region concerned.

The solution of water distribution and use is not only a technical one, but also and above all a political challenge. A joint water policy

among riparian countries touches on vital interests and sensitive political areas. Successes here are to a large extent dependent on the political power constellations and the political dynamics of a region. In some cases, there are no neighbourly relations of any kind between governments of riparian countries. Riparian countries often entertain deep fears that they may, in the context of transboundary water cooperation, be forced to relinquish powers of their nation state and have to give up their freedom of action. For example, China has not yet become a member of the Mekong River Commission because it feared that this would allow its neighbours on the lower Mekong any rights of co-determination over its dam construction projects in the upstream waters of the river. In such situations, even small steps such as the exchange of information or data among riparian countries can be judged as progress.

GTZ supports the partner countries of German development cooperation in various international river and lake basins of Africa, Asia and Latin America. German development cooperation in transboundary water management focuses on organizational and institutional development of transboundary water organizations, advice on the harmonization of national water policies and the sustainable use and distribution of the water resource. Experiences have shown that a basic premise for cooperation is the development of trust between the riparian countries. To achieve this, efficient organizations ought to be created to negotiate and manage cooperation agreements.



Southern Africa: Strengthening regional institutions for joint water use

Riparian countries in the Orange-Senqu Basin and along the Limpopo River in southern Africa face a colossal task. The water of both river systems is already used for industry and drinking water to the very limits of capacity. As yet, each state has taken water from the rivers according to its own needs. This raises the potential for conflict. It will be necessary to share these resources more equitable and to manage them jointly and sustainably in future.



Actors in both riparian areas have therefore begun the practical work of transboundary water resource management. The aim is to develop the riparian organizations of the Southern African Development Community (SADC) region into independent, legally competent commissions, working according to the principle of Integrated Water Resources Management (IWRM). In this context, GTZ is advising SADC on the harmonization of national water policies, the institutional development of river basin organizations and the training and advanced training of professional staff. Through these joint projects riparian countries will work toward strengthening mutual trust.

The first interim secretariat of the Orange-Senqu River Commission (ORASECOM) was set up with the support of GTZ at Gaborone, the capital of Botswana, and continues its work as the permanent ORASECOM Secretariat based in Pretoria, South Africa. The Secretariat for the Limpopo Basin Commission (LIMCOM) was established at the

same time in Mozambique. Both secretariats, as independent political bodies, are in future to translate into practice what has been agreed in principle by the SADC member states in its “Protocol on Shared Watercourses”. The EU Water Framework Directive, which has set the basis for integrated river basin management in Europe, served as a reference for this protocol.

River basin commissions first require a workable organizational structure and qualified staff, premises and reliable contacts in the member countries. Commissioners and technical staff are being advised on conducting constructive dialogues with their colleagues from other riparian countries, so that they can jointly work together on themes such as “Generating Power from Water”. GTZ is supporting workshops on negotiation techniques and seminars on conflict prevention. In this way joint water management plans for the river basins will be developed over the next few years. The relevant interest and user groups will also be included in this work process.

GTZ also brings German experience on transboundary water cooperation to bear on these negotiation processes. For example, commissioners and technical teams from southern Africa can inform themselves on the work of the international river basin commissions for the Rhine and Danube, and exchange experiences.

GTZ’s proximity to its partners and to the donor community frequently makes GTZ a mediator between partners and donors in order to foster mutual understanding. In the SADC region, Germany, represented by GTZ, is the lead donor in the water sector, and aims to increase the effectiveness of development cooperation.



GTZ supports river basin organizations in promoting and accompanying dialogue processes. For example, reciprocal visits between countries are supported in some river basins in order to build trust between these riparian countries. Important in this process is to impart particularly the concept of benefit-sharing. This includes the harmonization of national policies towards the joint goals of riparian countries.

Information and data management play an important part in transboundary water management. A reliable database, e.g. for flow rates, pollution, extraction for irrigation, is required, in order to carry out joint projects. GTZ supports the set-up of information systems and their efficient operation, with the aim of enabling member states to create and negotiate their own sustainable, integrated water management plans.

Qualified staff is also required for the river basin organizations to develop into professional institutions. Hence, staff members are provided with knowledge and instruments for generating, preparing and storing necessary data for joint water management at symposia and workshops, often in cooperation with other German implementing organizations such as InWEnt – Capacity Building International. Professionals and managers thus receive technical and managerial expertise so that they can in future better perform their duties.

Against the background of climate change the importance of transboundary cooperation in water management will continue to increase in the future. The impact of climate change will not pay attention to national frontiers. It is thus insufficient to undertake adaptation measures at the national level only. Rather, climate change demands coordinated adaptation policies and water resource management strategies across national boundaries. Organizations in the water sector too must equip themselves better for adapting to climate change. In most regions, basic scientific data on climate change and its impact on the water sector are absent. There is a lack of capacity to raise solid data and to evaluate it systematically. Yet this must be done if riparian countries in a river basin are to develop joint, long-term adaptation strategies in order to make corresponding investments. In future GTZ will thus be supporting riparian organizations in collecting climate-related information and data exchange, in building up regional early warning systems and in conducting dialogues regarding strategies of adaptation to climate change.



Creating enabling environments through policy dialogues

Policy dialogues are an important instrument in formulating water policies and sector strategies. It takes place on national, regional and international levels.

On a national level, policy dialogues serve the development of water laws, implementation provisions and guidelines in dialogue with other policy areas, such as agriculture, health, environment and finance. It is important that the interests of the various policy areas are reconciled, so that joint interests are promoted, or at least not contradicted. The dialogue with society as a whole is just as important: water sector reforms have to be owned by a wide range of stakeholder groups, for only then can they ensure sustainability. On the one hand, partner countries use the dialogue with society as a whole to gain support for their reform plans. Conversely, the various stakeholder groups bring their knowledge, interests and democratic impulses into the political dialogue.

GTZ supports partner countries of German development cooperation in formulating and determining national water policies and implementation strategies. In Yemen, for example, a national strategy and an investment programme for the water sector are developed with the support of GTZ. In Kenya, GTZ is assisting a reform unit, which is redesigning the institutional structures in the context of the water sector reform. In Uganda, GTZ is advising the national working group on the implementation of the sector reform in formulating sector policies and developing budget plans. GTZ also brings its experiences from other partner countries to take effect in the specific

policy dialogue, creating the enabling environment for sustainable water management on the national level.

Policy dialogues on a regional level primarily advance the development of joint principles for the water management of transboundary river and lake basins. These are laid down in cooperation agreements. Such agreements determine the use of the shared water resources (e.g. water withdrawal for agriculture, discharge of harmful substances, construction of dams, and provision of information). These agreements contain the goals and activities of the cooperation, its financing and the tasks and mandates of the cooperating partners. Policy dialogues also serve harmonizing national water policies with shared objectives. For example, GTZ supports the Southern African Development Community (SADC) in the harmonization of the national water policies of its member states. Since mid-2006, Germany has served as lead donor in the water sector for this region. To this end, GTZ arranges for the twice-yearly coordination meetings at which regional strategies and joint activities are discussed with other bilateral and multilateral donors. GTZ brings in its longstanding experiences from other countries in the region. Donor coordination is thus contributing to a more consistent regional water policy. This also benefits the African Ministers' Council on Water (AMCOW). As a pan-African organization, it has considerable influence on the water policies of the entire continent. GTZ supports AMCOW in its institutional development in order to fulfil this role.



On an international level, partner countries, international civil society and bilateral and multilateral donors participate in various dialogue forums. These forums serve the exchange of experiences, the development of political will and the agenda-setting in the water sector. For example, the International Conference on Freshwater at Bonn in 2001 made an important contribution towards including the target of improved access to sanitation in the United Nations' Millennium Development Goals. GTZ coordinated the Bonn conference on behalf of the German Federal Government. Another example is the Petersberg process on transboundary water cooperation. The first Petersberg Round Table took place in 1998 on the joint initiative of the German Federal Government and the World Bank in Bonn. Since then, six Round Table meetings have been organized, taking as their subject the challenges of transboundary water cooperation from regional and global perspectives. The 6th Petersberg Round Table in September 2007 focused on "From Agreements to Investments – How to Put Measurable Value on Transboundary Water Cooperation in Africa". GTZ supports BMZ on the contents of the Petersberg process.

Germany is the third-largest bilateral donor in the water sector. The leading role of German development cooperation involves close cooperation and exchange with other partner organizations, donors, science, civil society and the private sector. The comprehensive knowledge and long years of experience acquired in its partner countries makes Germany a constructive partner in international water policy dialogues. In these international processes, GTZ supports the German Federal Government by continually making available its lessons learned and good practices.



Africa: Strengthening AMCOW for a sustainable African water policy

The African Ministers' Council on Water (AMCOW) founded in 2002 provides political leadership and policy direction in water resources management in Africa. 53 African states are members of the Council. AMCOW will in the near future be integrated into the African Union as a specialised Technical Committee. The long-term goal is to establish an African water governance structure, spanning the national level, river basin organizations, regional economic communities and the African Union. AMCOW is the focal point for governments, stakeholder groups, private business, international initiatives and donors for water and sanitation issues in Africa. Its presidency rotates every two years among the member states, and is currently held by the Republic of Congo-Brazzaville. The permanent secretariat's headquarter is in Nigeria.



GTZ supports AMCOW since 2005 in its institutional development. Through the programme "Cooperation between River Basin Organizations" GTZ supported Uganda's AMCOW presidency. For this, an AMCOW presidency office was set up, which coordinates the member states and acts as a focal point for initiatives and institutions. GTZ advises on the organizational development and the set up of an operational secretariat. The experiences gained are currently being evaluated and will be made available to the secretariat and the current presidency.

AMCOW's Council of Ministers has decided to set up a strategic unit and GTZ will continue to accompany this process by strengthening AMCOW's institutional know-how on behalf of the German government.

Strengthening AMCOW's institutional structure in the five regions of the continent remains a particular challenge. While there have already been considerable successes in some regions, other regions have yet to set up adequate institutions. Therefore, GTZ is now concentrating on AMCOW's institutional development in East and West Africa.

In this context, GTZ is also promoting the reinforcement of cooperation between the different African river basins. The focus here is on the exchange of knowledge and good practices among the individual river basin organizations. For example, GTZ supported AMCOW and the African Network of Basin Organizations (ANBO) in issuing a "Sourcebook on African River and Lake Basin Organizations". For the first time, this has provided an overview on the institutional status of almost all African river basin organizations. The aim is to update the sourcebook at regular intervals. The sourcebook intends to foster mutual exchange between the individual river basin organizations, the donor community and international organizations. It will also report on progress and difficulties in the institutional development and integration of river basin organizations.

By supporting the strengthening of AMCOW's institutional capacities, GTZ contributes to a sustainable African water policy.



GTZ in the water sector

As an international cooperation enterprise for sustainable development with worldwide operations, the federally owned Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH supports the German Government in achieving its development-policy objectives. It provides viable, forward-looking solutions for political, economic, ecological and social development in a globalized world. Working under difficult conditions, GTZ promotes complex reforms and change processes. Its corporate objective is to improve people's living conditions on a sustainable basis.

GTZ is a federal enterprise based in Eschborn near Frankfurt am Main. It was founded in 1975 as a company under private law. The German Federal Ministry for Economic Cooperation and Development (BMZ) is its major client. The company also operates on behalf of other German ministries, the governments of other countries and international clients, such as the European Commission, the United Nations and the World Bank, as well as on behalf of private enterprises. GTZ works on a public-benefit basis. All surpluses generated are channelled back into its own international cooperation projects for sustainable development.

GTZ employs some 11,000 staff in more than 120 countries of Africa, Asia, Latin America, the Eastern European countries in transition and the New Independent States (NIS). Around 9,000 of these staff are national personnel. GTZ maintains its own offices in 67 countries.

In the field of water, GTZ is currently operating 67 projects and programmes in 46 partner countries. The regional focus is on Africa and the Near and Middle East. In addition, GTZ also supports water projects and programmes in south-eastern Europe, Latin America and Asia. Some 100 GTZ advisors work abroad and in the German headquarter on political, organizational and technical aspects of the water and sanitation sector. GTZ's approach is based on the principle of Integrated Water Resources Management (IWRM).

Germany is the third-largest bilateral donor in the water sector worldwide, with an annual budget of around 350 million Euros for bilateral programmes, allocating 280 million Euros to Financial Cooperation and around 70 million Euros to Technical Cooperation. The sustainable, pro-poor water resources management has high priority in the German Federal Government's 'Program of Action 2015'.



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