Stakeholder dialogue for improved local water governance [Part 1. Components of drought planning. 1.2. Organizational component]

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Chapter 6. Stakeholder dialogue for improved local water governance

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Introduction

The content of this chapter is based on EMPOWERS Working Paper No. 6 (version 2) and EMPOWERS Guidelines for stakeholder analysis.

EMPOWERS, the Euro-Med Participatory Water Resources Scenarios project (now known as the EMPOWERS partnership), funded by the European Commissions Euro-Mediterranean Regional Programme for Local Water Management, is working in Egypt, Jordan and the West Bank/Gaza to develop tools and approaches that will lead to improved water governance, with a focus on practical applications at the local level. EMPOWERS collaborates with MEDROPLAN as part of the cooperation strategic plan of the MEDA Water programme.

Objectives

The objective of EMPOWERS is to improve the development and management of water resources at the intermediate and local level by promoting increased participation and representation of stakeholders in planning and decision-making processes.

Two main activities are carried out to achieve this objetive:

(i) Developing the conceptual and methodological background for dialogue processes.

(ii) Implementation of such stakeholder dialogue methods in a structured participatory planning process.

One of the core assumptions of the EMPOWERS approach is that stakeholder involvement –particularly at the intermediate and local levels– leads to improved use and management of water resources. Improved management implies taking better account of users needs and engenders collective responsibility for interventions in the water sector.

To this end, EMPOWERS is developing a participatory planning cycle for Integrated Water Resource Management (IWRM). This cycle builds on the identification of water-related problems and the development of area specific long-term visions and strategies for water resource development. This strategizing process is supported by the collection and analysis of relevant information on water resources, infrastructure, demand and access and the validation of this information in semi-quantitative Bayesian Networks (computer software). The aim of this planning cycle is to support stakeholders at local and intermediate levels in making the technical and political decisions to plan, develop and manage their water resources within a commonly agreed future vision.

Conceptual background

Stakeholder Dialogue and Concerted Action (SDCA)

SDCA is an active and facilitated approach to bring different actors to strategic consensus on how to work together on specific issues of shared concern. It does this by making explicit the different

opinions, perceptions, preoccupations, assumptions, and judgments of the actors involved. It identifies opportunities to improve the exchange of information, social organization, and decision-making between stakeholders in order to create the proper conditions for innovations. At the same time it contributes to creating awareness of the constraints and opportunities that affect the performance of relevant actors. SDCA identifies potential actors who do or could act effectively together to remove constraints and make use of opportunities for innovation. Indeed SDCA enhances institutional and technological innovation through active networking, involving all relevant actors including community members, governments, NGOs, academic institutions, and the private sector. Innovation can be seen as the outcome of a mutual learning and social change process taking place among a large number of autonomous actors in mutual interdependence challenging them to create conditions through which innovation can take place. Where innovation implies change it also implies resistance to such change.

Dialogue and strategic consensus

Stakeholders often have different if not contradictory interests, stakes, tasks and responsibilities, interests that may have political, ideological, technical and financial causes. Despite such differences there are also many joint interests among these stakeholders, who range from national authorities, through government agencies, NGOs and the private sector operating at Governorate, District and Municipality levels, to different end-users of water at the grass-roots level. It is our conviction that creating shared objectives, beliefs and visions, not to forget information among these stakeholders is the key issue to come to concerted action in the water sector. Dialogue and planning activities –often in an informal setting– will enhance coordination and cooperation in the provision of water related services: irrigation, drinking water or sanitation; or for wider issues surrounding the management of the resource base itself.

Facilitation of this dialogue is essential to help relevant stakeholders to make explicit their often different opinions, perceptions, preoccupations, assumptions, and judgments. Such a dialogue will also enable them to implement the planning cycle process and to arrive at strategic consensus for concrete action. This chapter will further detail how the enveloping process of stakeholder dialogue and concerted action in which they are applied can be enhanced.

Innovation

Embarking on a structured and facilitated process of dialogue has in many cases led to innovation in the current ways of dealing with problems and constraints. Innovation can be described, at its most basic, as "the process of introducing or developing something new". This process can occur in the technological but also in the social/cultural sphere. It often can be seen as the outcome of mutual learning and at the same time as a "social change process". Social but also technological change processes often take place between large numbers of autonomous actors in mutual interdependence. This requires social organization and competence sharing among different actors, as well as important capacities and skills in process facilitation. SDCA can challenge stakeholders in domains with different levels of complexity to create the conditions necessary for innovation.

Management of change

Innovation often implies change, and change implies resistance. Resistance and change can be seen as the two sides of a coin. Resistance is a natural and expected part of change; a force that slows or stops movement. Any system, organization or individual will resist any change that it believes will be harmful to itself.

But resistance often also means protection; resistance can thus also have the function of avoiding undesirable and imposed change. Being an active energy it is also a paradox as well as a source of information about the pace and degree of an enhanced change process. As much as one may wish for it, progress without resistance is impossible. Nonetheless, change when effectively managed can happen relatively smoothly if it is managed by good facilitation and if it is responding to widely perceived changes in the environment. As the social, institutional and ecological environment is not static, and the effects of a changing external environment on local communities increase, it becomes crucial to sustain and develop local capacities in development and long term visioning to institutionalise the change process.

Platforms for concerted action

Dialogue, strategic consensus, innovation and concerted action need to be organized and structured in one or another form. This social organization can be carried out and anchored in informal or more formal platforms. Such platforms are especially useful for IWRM with its inter-sectoral complexities of day to day decisions and long-term strategic planning. Social organization in formal or informal platforms for innovation in IWRM can contribute to the following (Engel, 1997):

(i) Creation of joint learning opportunities and hence innovation.

(ii) Mutual probing and exploring of relevant ideas and options.

(iii) Pooling of resources and capacities for innovative strategies.

(iv) Sharing and validating relevant information.

(v) Joint planning and decision-making.

(vi) Concerting actions within a framework of a shared and agreed future vision.

(vii) Providing the necessary shared ownership of problems to make difficult decisions for the future.

In the broad arena of IWRM, networking and dialogue can lead to different forms of social organization. This can range from loose communication networks for sharing and learning to strategic alignments and resource coalitions of different stakeholders where resources and capacities are pooled to come to joint planning, decision-making and action.

Communities and local stakeholders will be brought together through local water committees or community based organizations or village councils. They have to be supported by stakeholder platforms at the district or governorate level, in which relevant government water authorities, other government institutions, private water service providers and development NGOs all participate. Such SDCA platforms can analyse constraints, elaborate shared visions and possible scenarios, define priorities, identify opportunities to improve the exchange of information and decision-making process between stakeholders, and strengthen social organization for concerted action. This chapter focuses on the steps to be taken in stakeholder analysis, facilitation and setting-up of stakeholder platforms; in short, the social organization needed for participation in IWRM.

Creation of stakeholder platforms in the water arena is not an easy job. Many obstacles related to diverging or even contradicting agendas, interests and perceptions, especially in the institutional sphere have to be tackled. However, this diversity, often reflecting multiple realities, can also be turned into creative breeding ground for innovation.

Gender and right-based approaches

The approach promoted here gives a high emphasis to ensuring access and rights to water to underprivileged groups in local communities, with a strong focus on women and the poorest parts of the population. Special attention is given to the pre-conditions that are necessary for local water-users to assume accountability for the management of their local water resources.

Sustainability and replicability

Planning and management of water resources are long-term activities, that take place across a range of institutional levels and physical scales (from river basins to community projects), and involve a very wide range of stakeholders. Approaches and tools for participatory planning and stakeholder involvement have to be cost and time effective to be replicable and adopted by the institutions involved. This applies equally at community, governorate and national levels. Such replicability is essential for making approaches and tools "sustainable" and having lasting long-term impact. As a general rule a good SDCA process will depend on the following conditions for success (adapted from Engel, 1997):

(i) Recognizing that building platforms is not easy, as resource coalitions tend to be opportunistic. The existence of divergent behaviour among stakeholders must be recognized. Nevertheless, innovation through SDCA requires a sufficient degree of strategic consensus based on common concerns, shared and agreed strategies among relevant and more powerful social/institutional actors, and active cooperation among all stakeholders involved.

(ii) Recognizing that, in practice, resource coalitions will often be lead by one or several actors; from whom, over time, an effective leadership pattern will emerge.

(iii) Identifying clearly defined boundaries to the SDCA platform. Criteria: timeframe, outcome problem diagnosis, purpose of the SDCA, relative importance of actors.

(iv) Clear arrangements to facilitate: effective internal and external communication; transparency and agreement among different stakeholders with respect to interests and agendas; task division, delegation and coordination; access and transfer of resources (knowledge, labor, funds, credit) managing and disagreement.

Applying SDCA

Introduction

SDCA as described above is used here as the approach to social organization for the implementation of a planning cycle for IWRM and improved water governance in Egypt, Jordan and Palestine. A stakeholder approach without a focused and structured interest (a planning framework in our case) will not mobilize people and institutions for the longer time-spans essential to both water resource management and water service provision. At the same time a technically sound planning framework will miss the point if key actors are left out during negotiation, planning and decision-making. The Participatory Water Planning Cycle discussed in Fig. 1 provides this underlying interest and structure, to underpin an SDCA approach to IWRM.

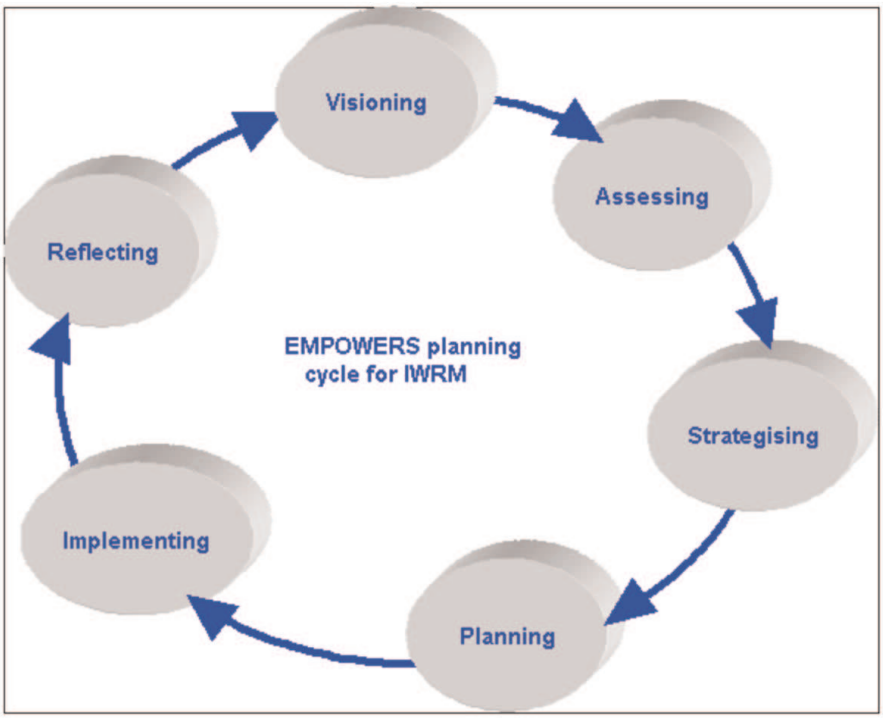

Fig. 1. The Participatory Water Planning Cycle (PWPC).

Objectives of SDCA

The objectives of SDCA can be summarized as:

(i) A comprehensive understanding of the social organization needed in IWRM.

(ii) A shared and clear vision of the stakeholders for IWRM at national and local level.

(iii) A shared understanding of the actual roles and responsibilities of the relevant stakeholders in IWRM.

(iv) Identifying other potential stakeholders with clear potential future roles and responsibilities.

(v) Agreement of key stakeholders to a greater emphasis on pro-poor and right-based approaches.

(vi) Suggestions for improvements in IWRM and a shared vision of how to implement these improvements.

(vii) A shared and validated information base, as a basis for action planning.

(viii) Shared action plans for IWRM based upon stakeholder led visions, scenarios and strategies at both village and governorate level.

(ix) Proposals to pool resources and capacities for such an action plan.

Establishment of stakeholder platforms

Stakeholder platforms can be established, for example, at three distinct levels in each country. These are: at national level a national steering committee; at governorate level a broad based action research coalition; and in selected pilot communities, multi-user groups. At the district/governorate level, the platform consists of all relevant district/governorate stakeholders (government and non-government), together with representatives from national level and the selected communities.

Table 1 gives an example of the stakeholder platforms established at national to district level in three partner countries of EMPOWERS.

Table 1. Stakeholder platforms in EMPOWERS[†]

Egypt	Jordan	Palestine
Ministry of Water Resources and Irrigation	Ministry of Water and Irrigation	Palestinian Water Authority (PWA)
National Water Research Centre	*Ministry of Agriculture*	Ministry of Agriculture
Ministry of Agriculture	Ministry of Social Development	Ministry of Local Government
Potable Water Authority in Beni Suef Governorate	Ministry of Interior in Balqa Governorate	Ministry of Environment
DRTPC/University of Cairo	Ministry of Planning	*Palestine Hydrological Group*
Egyptian Water Partnership	*INWRDAM (Islamic Network for Water Resource Development and Management)*	*Union of Agricultural Work Committees*
CEOSS	*JoHUD/ZENID*	*CARE WBG*
CARE Egypt	*CARE Jordan*	

[†] The entire Regional Programme of EMPOWERS is supported by IRC, INWRDAM and CARE International. In italics, the EMPOWERS partners facilitating the SDCA.

The national level stakeholder platforms (or steering committees) ensure that the approaches developed are appropriate to national policy and therefore open to being scaled up and institutionalized. What is being developed, therefore, is a series of layered stakeholder platforms set up with the express intention of experimenting, learning, and replicating approaches to pro-poor water governance and IWRM. This model of applied learning within a realistic institutional structure can be referred to as a knowledge community or learning alliance.

SDCA in the Planning Cycle

Table 2 below identifies the main activities to be implemented as part of this stakeholder approach and as the six steps of the planning cycle evolve. In this table emphasis is given to those activities that require good and trusted discussion among stakeholders. In most of the cases this will take place in participatory workshops and meetings.

Table 2. SDCA for the EMPOWERS Planning Cycle

Step	Objectives	SDCA for planning in IWRM	Outputs
Visioning	Stakeholders involved and interested in work Broad scope of work identified and agreed	Stakeholder identification and analysis Problem analysis Initial visioning and scenario building Identifying priority communities for action	Stakeholder platforms Problem trees Initial visions at district or governorate level Initial scenarios
Assessing	Main causes of water problems identified Agreed and shared information-base developed	Stakeholders involved in: Information collection and analysis Quality control and cross-checking	RIDA Analysis Belief Networks Provisional data base
Strategising	Previous steps integrated to create shared basis for vertically and horizontally integrated action planning	Update visions and scenarios Develop broad strategies Assess & validate vision & scenario/strategy combinations using Bayesian Networks Select key scenario and related strategies Prioritise activities Define decision modalities	WRA reports Community and District Water Fact Sheets "final" visions, scenarios and strategies for IWRM
Planning	Detailed plan(s) for concerted action developed, budgeted and agreed	Plan community and governorate level activities Identify tasks and responsibilities Define information flows Prepare project proposals Define M&E plans (acquire funding)	Logframes for project proposals Funded IWRM Project Proposals for community, district and governorates
Implementing	Activities implemented according to plans within a transparent and high quality approach and in a concerted way	Implement activities Awareness raising Tendering (transparent) Capacity building Information sharing Quality control	Achieved results Capacities build Information basis improved
Reflecting	Implementation process documented Achievements monitored Lessons drawn out of preceding planning cycle	Documenting processes (+ video) M&E Learning and reflecting	Process reports & videos Evaluation reports Conclusions drawn as input for next planning cycle

Critical milestones for which stakeholder workshops are essential are the following:

(i) Problem tree analysis at different levels.

(ii) Selection of priority communities.

(iii) Long-term visions and scenarios.

(iv) Strategy development.

(v) Project planning.

(vi) Shared analysis of experience`s and lessons learned.

Facilitating the stakeholder process at institutional levels

The stakeholder platforms in the three countries are currently being facilitated by a multi-disciplinary country team from the EMPOWERS Partnership, consisting of a country coordinator, two field coordinators and a process documentation officer. They are staff of the organizations who have signed a Partnership Agreement in the context of the EMPOWERS Programme funded by the EC/MEDA Water programme. In the case of EMPOWERS, this project has been started with the consent of the government authorities, although the initiative to take up this approach has been taken by the members of the Partnership.

As mentioned earlier, it is assumed that by pro-actively involving all relevant stakeholders and by developing effective and participatory planning methodologies more sustainable and integrated management of scarce water resources can be attained.

Stakeholder processes are now facilitated by members of the Partnership itself, but the intention is that over time this important function will be institutionalized elsewhere. It should be underlined that facilitation, here, does not refer to facilitation of single events, advocacy platforms or other activities that bring together different actors to exchange information and coordinate actions on irregular intervals. It does refer to –in short– guiding "brokering" processes in planning and decision making between government agencies (officials) and local communities (end-users). It also recognizes that actors may opt out and see no interest in remaining involved. As this may occur it has to be assessed to what extent this will compromise decisions to be taken and what the price is of having a specific actor abandoning the process. In any case it is an intensive permanent activity where the "facilitator" takes an active role (Laban, *et al*., 2005a):

(i) Facilitating "horizontal" communication and coordination among these players, so that planning and implementation of IWRM is done in an integrated and holistic way. In particular, attention is required to ensure that the often narrow sub-sector agendas of key stakeholders do not come to dominate. Breaking down such barriers to horizontal communication is a key part of the EMPOWERS approach.

(ii) Facilitating "vertical" communication between different institutional levels of key non-community players, in order to ensure that solutions to problems are responsive to the real needs of local stakeholders, while reflecting national/governorate level priorities; i.e. facilitating locally appropriate as opposed to top down decision making.

(iii) Facilitating communication, coordination and planning between such community based organizations and these other players at District, Governorate and National levels.

Facilitating the stakeholder process in communities

In the above paragraphs the need for professional facilitation of complex processes in the water sector has been highlighted. This need is certainly important in order to bring together different actors (government agencies, NGOs, private sector) at the same institutional level or among different levels (national, governorate, district, and municipalities) in order to create the "horizontal" and "vertical" linkages that are necessary for proper planning and decision-making.

Facilitation of processes, however, should not stop at the level of municipality or village councils. Every community has its own socio-economic configuration determined by culture, wealth, gender, land

tenure, access to resources, etc. In most (if not all) communities there will be groups that are more vulnerable, have less resources and access to services, and that have less influence in decision-making. In a vision where it is also considered important that these more marginal groups have their right share to quality water (be it for household or agricultural purposes) and to proper sanitation, process facilitation becomes even more important to make sure that also these groups are involved. It requires additional skills that are sensitive to the recognition that conscious efforts have to be made to actively involve women and the poorest sections of a community. At the same time interests and priorities of different village organizations have to be taken into account. Process facilitation as mentioned in the precedent section needs to be extended to the following functions (Laban, *et al*., 2005b):

(i) Enhancing more active involvement of the most vulnerable segments of society in planning and decision-making in water use and management, so as to ensure their access and control over water resources.

(ii) Enabling community based organizations to strengthen their capacities and "claim-making power" towards players in the water and rural development sector that operate at the district, governorate and national level (government agencies, private sector, research and other organizations).

Altogether the functions of the "facilitator" aim to enhance understanding of the different roles, responsibilities, opportunities and constraints which affect stakeholders and thus the potential for concerted action. Table 3 provides a short list of criteria that can be used for the identification and selection of host institutions for this important facilitation function.

Tabla 3. Criteria for identification of facilitation host institutes

Institutional position	Relatively neutral, no specific sector agendas and independent from government.
	An existing and well-known non-profit organization.
	Genuinely indigenous and well-rooted in the country's civil society.
	Unconventional and non-bureaucratic.
	Wide geographic presence through field offices as well as development programmes.
	Accepted by most (if not all) sectors in civil society and government.
Capacitites	Capacity in facilitating interaction and decreasing gaps between local communities and government agencies.
	Experience in working with local communities (community development, capacity building...).
	Capable and experience in communicating with government agencies.
	Interdisciplinary and divers staff capacities.
	General (but not necessarily very specific) knowledge about the water sector.
	Familiar with EMPOWERS approaches (SDCA, RAAKS, PTD, PRA, Participatory Planning framework).

When process facilitation in SDCA is understood in the way described here, it has the potential to become a powerful tool to reach the poorest sections of local communities and especially women. Such facilitation will complement other approaches such as social analysis, advocacy and political pressure.

Tools for stakeholder analysis and action (RAAKS)

Promoting a dialogue and consequently concerted action among different stakeholders requires analysis of these stakeholders and their roles. This refers to different issues, such as forms of cooperation and coordination, information and knowledge sharing, assumed tasks and responsibilities, influence on decision-making, interest and roles in planning and implementation, but also to perceptions, political and institutional agendas, power, resistance to change, etc.

Rapid Appraisal of Agricultural Knowledge Systems (RAAKS), forms a first step for analysis and decision-making in SDCA (Engel and Solomon, 1997). On the basis of a RAAKS analysis, platforms are formed of key stakeholders who together support a specific development process, having a common agenda and shared interests. It focuses on clarifying the role and responsibilities of all major actors working in a certain thematic field, such as community water management or agricultural development, identifying possible constraints in coordination, cooperation and communication, and developing appropriate actions. RAAKS follows an interactive process with the stakeholder institutions (inside and outside local communities) to draw them into the action research process and encourage ownership of its outcome. The study team makes use of a number of participatory tools that use checklists of key issues in different areas ("Windows of Analysis") such as vision and mandate of the organization as related to study area, tasks and responsibilities, strategic interest, development agendas, institutional structure and resources, information flows and decision patterns. A selection of RAAKS tools is given in Annex 1. The RAAKS process culminates in a workshop where views of respective actors or institutions are brought together, shared and systematically compared as a basis for joint problem review and action planning. The RAAKS tolls ensure that it:

(i) Makes explicit the different "appreciations" of stakeholders: perceptions, preoccupations, assumptions and judgements.

(ii) Identifies opportunities to improve exchange of information, social organization and decision-making among actors in order to create the conditions for innovation.

(iii) Creates awareness with respect to constraints and opportunities that affect the performance of actors as innovators.

(iv) Identifies (potential) actors who do, or could, act effectively to remove constraints and make use of opportunities for innovation

Actor Analysis

Actor identification

(i) What actors (organizations, groups, and individuals) are relevant in the domain of project interest and the specific geographical area of project implementation? Annex 2 gives an example of possible stakeholders in the water sector.

(ii) What are their objectives? Is there a shared objective?

(iii) What are the main problems you think each of these actors perceives (within the domain of interest, e.g health, water resource use, agricultural development, education, etc.)?

(iv) Make a simple drawing of the problem situation (cause-effect problem tree; VENN diagram). Assess weight and interest of actors and problems.

Actor analysis

(i) Who can be seen as the key actors and who should not?

(ii) What information will be needed from each key actor to understand their role in the domain/ arena in which the project has to be implemented (health, education, water, agriculture?

(iii) What contacts already exist between the various actors?

(iv) What are actual information flows among actors? What relevant information/knowledge networks do the actors already utilize? In what areas?

(v) What is the actual power and decision-making situation among actors? How could/need this be improved?

(vi) What results are expected to improve the actual situation in the project area?

(vii) What/who are driving/constraining forces behind the functioning of a stakeholder platform that could be promoted to implement the project? (Stakeholder Dialogue and Concerted Action/SDCA approach).

(viii) What tasks have to be performed by whom to achieve an optimal result?

(ix) How are these tasks implemented and coordinated? How could this be improved?

Identifying partner and key stakeholders

On the basis of answers to above questions it is important to decide with who to share responsibility for implementation of the project (partners) and which organizations (not selected as partners) are crucial for continuation and sustainability of the project activities after the end of project (key stakeholders). The latter are most probably found at policy and sector responsibility levels (national and/or Governorate) and for continued facilitation of stakeholder processes after the project has withdrawn. Some reflection on differences between partners and key stakeholders is summarized in Table 4 below.

Table 4. Differences between partners and stakeholders

Partnership	Stakeholder platform
Family	Market / Neighbourhood
Coordination	Facilitation / Mediation
Shared responsibility	Joint interest
Sharing resources	Creating access to resources

When selecting partners one should be aware that unequal "weight" and "quality" of partners (e.g. some partners seen as donors?) can build in structural difficulties in project implementation. Also potential partners can have different stakes in the project, dependent on how they see the lead partner as a collaborator, competitor, supporter or client. For a balanced partnership it is important to seek equality in terms of funding, expertise and organisational strength.

Some Guidance in using RAAKS Windows and Tools for initial analysis and decision making in a Stakeholder Dialogue and Concerted Action Process is presented in Annex 1.

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Annex 1. RAAKS Tools for different Windows

Window	Window opens to the following subject	Tools for each Window
A1	Problem definition and objectives	Problem definition exercise
A2	Identifying relevant actors	Actor identification exercise
A3	Tracing diversity of mission statements	Actor Objective Sheet
A4	Environmental Diagnosis	Environmental limits checklist
A5	Clarifying the problem situation	Prime mover septagram (or spider-web) Approximation Exercise I Approximation Exercise II
B1	Impact analysis	Impact Analysis Sheet
B2	Actor analysis	Actor Analysis Checklist
B5	Task analysis	Task Analysis Sheet
B3	Knowledge Network Analysis	Info-source Exercise Communication Network Sheet Source-intermediary-User Sheet
B4	Integration analysis	Linkage Matrix Linkage Mechanism Checklist
B5	Task Analysis	Task Analysis Sheet
B6	Coordination Analysis	Basic Configurations Prime-mover septagram (spider-web)
B7	Communication Analysis	Communication Analysis Exercise
B8	Understanding the social organization of innovation – Summing-up	Window Reporting Sheet Understanding social organization of innovation Approximation Exercise I Approximation Exercise II
C1	Knowledge Management Analysis	Knowledge Management Analysis Exercise
C2	Actor Potential Analysis	Actor Potential Checklist
C3	Strategic Commitments	Defining possible actions Strategic Commitments

Annex 2. An example of possible stakeholders and their characteristics and interests

Stakeholder	Number/ Geographical location	Characteristics structure, organisation, status, socio-economic group, attitudes, etc.	Interests and expectations	Potential and deficiencies
Farmers / Agriculture	Rainfed agriculture is practised over the largest arable crop surface area in the Mediterranean irrigated areas represent an important proportion of this surface in Mediterranean countries	Sometimes organized in professional organizations and/or Farmers' Unions. Very interested in guidelines development In some countries already integrated and positively involved in the management of water resources	To plan and adopt agricultural practices and inputs adapted to drought periods To anticipate drought effects on livestock. To avoid decreasing livestock capitals To plan and adopt agricultural practices and inputs adapted to drought periods To anticipate drought effects on livestock To avoid decreasing livestock capitals	Low financial margin in some countries to invest in new technologies Good insurance coverage in a few countries Increasing experience in the use of alternative sources of feeding for livestock
Other sectors (Tourism, Industry)	Tourism and industry are key economic activities in participants' countries	Directly affected by water shortages Represented by Tourist Company Associations and Employer's Organizations	To avoid water shortages and bad quality To avoid water being a limiting factor for sector development	Very influential in economic policies Sometimes the tourism and industrial model is water-wasting and not water-sustainable
Urban water consumers and water utilities	Urban population represents a major proportion of total population in the participant countries	Directly affected by water shortages Sometimes represented by consumers associations Aware of the need to save water	To avoid water shortages, increase supply guarantee levels and water quality standards' improvement	High potential of water saving
Water managers (water basin and local authorities)	One per river basin in some of the partner countries In all towns and villages	Depend on the state government or the local authorities. In charge of administration and distribution of water Also private companies in some cases	Directly affected by water shortages Need to develop water policies based on risk analysis	Main actors in drought guidelines Need to take into account different and opposed interests
Meteorological and Hydrographical Institutions	National and regional in some countries	Depend on national and/or regional governments	Interested in the use of their data in risk analysis	Main actors in drought guidelines In some countries, difficulties to provide data
Ministries of Agriculture, Environment, Water, Tourism, Industry	National and regional in some countries	Depend on national and/or regional governments	Directly concerned by water shortages In charge of the implementation of mitigation policies	Key actors In some countries, coordination between them is to be improved
Insurance companies	National and regional in some countries	Depend on national and/or regional governments	Directly concerned with the reduction in agricultural production due to drought periods	Key source of data for risk analysis in some countries Main actors in drought preparedness guidelines

Stakeholder	Number/ Geographical location	Characteristics structure, organisation, status, socio-economic group, attitudes, etc.	Interests and expectations	Potential and deficiencies
Agricultural banks and rural lending institutions	National, regional and local	Depend on national and/or regional governments	Directly concerned with the need of extraordinary financial resources due to drought periods	Key source of data for risk analysis in some countries Main actors in drought guidelines
Research, Training and Development Institutions	National and regional	Depend on national and/or regional governments Private	In charge of development, adaptation and adoption of technologies for water saving and sustainable use	Good human capital in some disciplines Human resources scarce in some areas Limitation in financial resources
International Cooperation Organizations	Mediterranean level	Intergovernmental	Drought and water are key issues in the Mediterranean region Key actors in transfer of technology and knowledge between countries	Good network of contacts and human resources Limitation of financial resources