

CREW's Lines

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Getting to Yes!

The Role of Facilitation in Changing the Way We Treat Wastewater

The GEF CREW Project Steering Committee, at its Second Meeting in November 2012, endorsed the need to conduct facilitator training for all participating countries, staff of the national and regional executing agencies, as well as staff of the Project Coordinating Group (PCG). The training took place from Sunday May 19th to Friday June 24th in Kingston, Jamaica.

Effective participation of all stakeholders, including key decision makers, is one of the CREW's expected project outputs and indeed, is critical for project success. Thirteen countries are participating in the project and differences in perception, realities, interests and priorities often exist across the vast geographical area covered, so that arriving at agreement and consensus on the way forward is not always easy. 'Participation' and 'collaboration amongst stakeholders' are necessary to achieve the project's goals.

Collaboration amongst the various countries, as well as within each country, can be a major challenge, particularly when things must be done by a certain time. Sometimes facilitation is needed to arrive at agreement on the way forward – to arrive at an agreed course of action. In addition, the effective replication of lessons learned in one country cannot be taken for granted.

The process of facilitation can help to increase understanding of challenges faced by those involved and can enrich the problem solving exercise, sometimes resulting in solutions which were not previously considered. It can result in a common understanding of critical success factors as well as of the role of context in final outcome and lead to more realistic choices and actions.



CREW Project Coordinator, Denise Forrest, explains why CREW partners need to develop facilitation skills

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What is facilitation?

According to Maarten van Rijn, Certified Practitioner in Facilitation (CIF), who conducted the training, the purpose of facilitation is to enhance group effectiveness.

A facilitator gets others to assume responsibility and take the lead. A facilitator, when confronted with a problem, instead of offering solutions, as a consultant would do, offers a method which can enable the “problem owners” to develop their own answers. A facilitator manages participation to make sure everyone is heard and supports participants in identifying their own goals and developing their own action plans.



Facilitation tools:

Facilitation tools fall into two categories: **Core Practices** and **Process Tools**.

Core Practices refer to the manner, style and behaviour of the facilitator and include: staying neutral, listening actively, synthesising ideas, giving and receiving feedback, testing assumptions, collecting ideas and providing summaries.

Process Tools include: moderation techniques such as card questions, call-out questions, propositions and scales, voting-with-dots techniques and matrices and analysis-tool techniques: Dialogue, and; Open Space technology.

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Some examples of issues and situations in which facilitation can be applied (based upon work of the country and agency teams):

Type of issue / situation	Session Output
Critical organizational processes are not efficient / take too much time	Prioritized list of the staff's ideas for reducing time currently needed for entire process.
Stakeholder consultation about the causes of wastewater management problems in a particular area	Ranked list - validated by stakeholders - of problems and causes; prioritized list of solutions and an assigned list of needed actions.
Lack of compliance with current wastewater regulations.	Specific, practical and agreed measures for ensuring greater compliance with current wastewater regulations.
Development of a national wastewater policy - first step	Agreed list by all involved agencies and other stakeholders of areas to be covered in a national wastewater policy.
Need for (improved) health and safety compliance in wastewater projects.	Prioritized list of actions to improve health and safety compliance for wastewater projects and a plan for organizational actions.
Staff engagement.	Specific recommendations on how to get staff more involved in organization projects and activities.
Improving the decision-making process in a project.	Agreed action plan to improve decision-making.

Global Partnership on Nutrient Management (GPNM) officially launches Caribbean Platform

The accelerated use of nitrogen and phosphorous in crop production, as well as the generation of excess nutrients from fossil fuel burning, and wastewater from humans, livestock, aquaculture and industry lead to air, fresh water, soil and marine pollution. Nutrient runoff into rivers and other water bodies is a major form of water pollution. In addition to pollution, this results in loss of biodiversity including fish, destruction of ozone and additional global warming potential.

This has been described as a 'nutrient challenge', a divide between society's need for food and energy and environmental impacts which damage the natural resource base. Essentially, nitrogen and phosphorous inputs to human activities need to be lowered and this requires strategic, global advocacy.

The **Global Partnership on Nutrient Management (GPNM) Caribbean Platform**, a forum for governments, UN agencies, scientists and the private sector to cooperate towards developing a common regional agenda in response to this challenge, was officially launched at a meeting jointly hosted by the Institute of Marine Affairs and the Government of Trinidad and Tobago in Port of Spain, 7 – 9 May 2013 with support from UNEP GPA and the CReW project.

The GEF CReW project was represented by the Project Coordinator, Denise Forrest. Among speakers were Dr. Anjan Datta of the GNMP Secretariat, UNEP, Nelson Andrade, Coordinator of UNEP's Caribbean Regional Coordinating Unit, Dr. Amoy Lum Kong, Director, Institute of Marine Affairs, and Minister in Trinidad & Tobago's Ministry of Environment and Water Resources, Ramona Ramdial, who delivered the Opening Address.



Ramona Ramdial, Minister in the Ministry of Environment & Water Resources

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See Box A, page 4, for an example of facilitation at work.

The GEF CReW supported W2 Community of Practice:

Prior to the week of training in Kingston, participants were invited to join a Yammer External Network titled "**the GEF CReW supported W2 Community of Practice (CoP)**". The training was, in a sense, the kick-



The World Café

off activity to get the CoP up and running. Since then the CoP has been quite active. In addition to making submissions related to facilitation, following the training, country groups and the CReW PCG and UNEP CAR RCU teams have submitted facilitation session designs for review by the Facilitation Trainer and Coordinator of the CoP, Marten van Rijn.

The Training:

Theories, techniques and tools demonstrated included:

- Core competences of a facilitator (e.g. staying neutral, listening actively, synthesising ideas, giving and receiving feedback, and providing summaries.)
- Group dynamics - participatory collaboration versus a power oriented top-down approach;
- The evolution of knowledge - tacit, explicit and organisational/institutional knowledge;
- Planning of a participatory process;
- Decision making;
- Conflict resolution - formats, techniques and 'how to';

Moderation techniques such as:

- card questions (single card, double card and multiple card questions);

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The purpose of the workshop was to provide a regional forum for member countries and regional organizations to share information on their level of awareness of nutrients management, their strategies to address surplus/excess nutrients runoff at the national level and to provide recommendations to promote effective sustainable nutrient management across the region.



Representatives from Colombia, Costa Rica, Cuba, Dominican Republic, Guatemala, Jamaica, Panama, Saint Lucia and Trinidad and Tobago made presentations or described the situations in their respective countries and the findings of relevant projects. The meeting provided significant new information on the impact of nutrients on receiving waters and the economic impact of the overuse of fertilizers in the agricultural sector.



Dr. Datta stressed that the role of the GPNM is to enhance the capacity building of stakeholders to design and implement effective management policies; that nutrient issues should be made part of the international sustainable development agenda to enable awareness. The role of the GPNM is to act as a knowledge platform to support science policy integration and translating this science for decision – and policy makers.



Recommendations of the meeting for development of the Platform were many. They included:

- Endorsement of the need for a regional mechanism called a Caribbean Platform to help advance and to move the process of the Global Partnership forward by regional technical experts on Nutrients Management.
- Conceptualization of the Platform as a voluntary gathering of relevant stakeholders meeting around the table and engaging upon the issue of Nutrients Management that would influence government action and decision-making; however, the Platform is not to be a government construct.
- Inclusion of each stakeholder in a collaborative and collective process of engagement to facilitate an equal voice in order to benefit sustainable Nutrients Management in the region.
- Engagement in consultations with stakeholders

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BOX A: Facilitation at Work!

*Catalyzing Sustained Governance
of GEF IW project interventions.*



In mid-June, the Global Environment Facility International Waters: Learning Exchange and Resource Network (GEF IW:LEARN) organized a series of workshops in collaboration with UNESCO and UNEP's Caribbean Environment Programme (CEP) in Buenos Aires. These included the GEF IW: LEARN 2nd Latin America and Caribbean (LAC) Regional Targeted Workshop for GEF IW Projects on Catalyzing Sustained Governance. As part of a session on "Governance Structures and Policies to Sustain Interventions", the UNEP CEP team used their newly-acquired skills to facilitate three short sessions (a total of one hour long) of small working group discussions.

Using a series of facilitation processes and techniques, breakout groups addressed several questions related to sustaining governance of GEF IW project interventions.

Breakout groups were first guided through a focus activity aimed at confirming that participants did in fact agree that Inter-ministerial Committees, Legal Frameworks – Regional, National Levels and Transboundary Management Institutions are all important means of sustaining long term impacts of GEF Projects.

This was followed by a general discussion which sought to identify problems and challenges faced in maintaining these mechanisms after project closure, ensuring that institutional, legal and policy reforms are effective and the limitations of organizations and mechanisms charged with sustaining project impacts after closure.

Breakout groups then looked at solutions, ranking them according to the following criteria: most implementable; most controversial, and; most brilliant!

These workshops are meant to allow project managers and

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Practicing different moderation techniques

- call-out question;
- propositions and scales;
- voting-with-dots techniques;
- matrices and analysis-tool techniques.
- Dialogue;
- World Café (a.k.a. Open Space technology).



Training highlights:

- Participant confidence in their ability to act as facilitators increased significantly
- Commitment to collaboration via the Yammer network

also increased. This has been borne out by continued contributions by a core group of persons

- Participants rated the energy and atmosphere during the training week as high and energetic
- Training content was rated as 'abundant' by the vast majority of participants.



World Café

Conclusions:

While this training was for a relatively large number of persons (forty-eight!), CReW sought to include as many professionals working with the project from all of the participating countries, as possible. This resulted in a packed training programme which introduced, and allowed some practice in several moderation methods and dialogue tools. Much of the content focused upon CReW issues faced on a regular basis by CReW project implementers and partners and therefore allowed for additional sharing of perspectives and

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Facilitation Training Participants

*“A major driving force to stimulate effective wastewater management is the realisation that **wastewater is a resource**, not just a noxious material to be hidden out of sight and out of mind. Even the strongest domestic sewages are over 99% water. With increasingly scarce water resources and massive increases in population, mostly in the urban environment, wastewater will become an increasingly important water resource and policy needs to acknowledge this as an essential in future development strategies where recovered wastewater should become a recognised part of the water cycle. ...Perhaps the greatest justification for good and effective management of wastewaters is the need to protect and restore the damage done to some of the world’s sensitive ecosystems and to biodiversity. Once gone they are gone forever and that would be a tragedy of great proportion.”*

Jack Moss,
Senior Water Advisor,
The International Federation of Private Water Operators (AquaFed),
February 2013



... focuses on Water Reuse

The Caribbean Water & Sewerage Association Inc. (CAWASA), held its 3rd Caribbean Water Operators Conference in Antigua, 27 – 28 June 2013, in collaboration with the Antigua Public Utilities Authority (APUA), the GEF CRew Project and UNEP CAR RCU.

CAWASA is a regional association of thirteen water and sewerage utilities and the main aim of the conference is to update the knowledge and skills of water and wastewater operators through interaction with fellow operators and professionals. The Conference which was attended by --- engineers, water and wastewater operators, laboratory analysts and other

water and wastewater industry professionals, had as its theme: *“Water Reuse: Contributing to Efficient Use of Water Resources for a Healthy Environment.”*

The feature speaker, Don Degen of Water and Wastewater Services (WWWS) of Canada, spoke on “International Perspectives on Water Reuse”. Denise Forrest, GEF CRew Project Coordinator, described CRew’s support for the Water and Wastewater Sector in the Caribbean while Christopher Corbin, AMEP Programme Officer, UNEP CAR RCU, introduced the LBS Protocol and Standards in the Water and Wastewater Sector.

Ten things you should know about wastewater reuse

1. **About 99% of wastewater is water; only 1% is solid waste.** Properly treated wastewater is a precious water resource and will play an increased role in Integrated Water Resource Management.
2. Reclaimed or recycled water is former wastewater that is treated to remove solids and other impurities for **beneficial reuse** rather than being dis-

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charged to surface waters such as streams, rivers and oceans.

3. **Growing water stress**, in terms of both water availability and water quality, has prompted many municipalities to look at more efficient use of water resources. It has also led to a more widespread acceptance of water reuse practices.
4. **Recycling and reuse of wastewater can help reduce or prevent excessive diversion of water from alternative sources.** In water scarce countries especially, that's good news!
5. **Recycling and reuse of wastewater reduces and eliminates discharges of both treated and untreated wastewater** into waterways, water bodies and the coastal environment.
6. **Modern technology makes reclaimed water safe** for many beneficial purposes.
7. Although **conventional wastewater reuse has been practiced at many hotels that have their own wastewater treatment plants in the Caribbean**, the development of standards and legislation to regulate this kind of use has lagged behind. Some countries are in the process of drafting Reuse Water legislation for the first time.
8. **Reuse is frequently practiced as a method of water resources management.** For example, depleted aquifers may be "topped-up" by injection of highly treated water, thus restoring aquifer yields or preventing saltwater intrusion in coastal zones.
9. **Wastewater can be recycled or reused for many activities that demand water such** as agriculture, aquifer recharge, aquaculture, fire fighting, flushing of toilets, industrial cooling, parks and golf course watering, formation of wetlands for wildlife habitats, and several other non-potable requirements. Potential reuses of wastewater depend on the hydraulic and biochemical characteristics of wastewater, which determine the methods and degree of treatment required. While agricultural irrigation reuses, in general, require lower levels of treatment, domestic reuse options (direct or indirect potable and non-potable) need the highest treatment level.
10. Perhaps the biggest hurdle that needs to be overcome before the public will accept recycled water for drinking is not technological or legislative but psychological.

**"Judge water by its quality,
not by its history!"**

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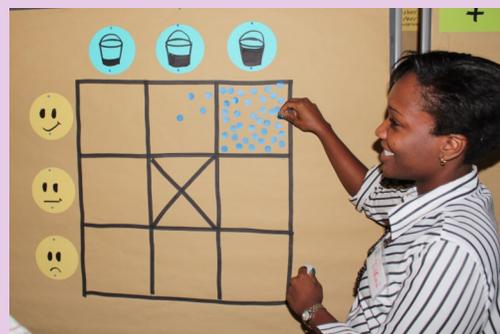
learning.

The continued functioning of the Yammer External Network, created to help the transfer of training experiences and to support the application of facilitation methods in daily practice, will be a measure of the extent to which participants in the training actually apply what they learned as well as share and collaborate.

The reality is that the GEF CREW Project must be an effective agent of change if it is to be successful. We hope that those who participated in this training apply facilitation techniques to advance their work in the challenging area of wastewater management.



Voting using Scales



Evaluating the training using a matrix!



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partners to share experiences and lessons learned from their individual projects. Christopher Corbin and Chrishane Williams of CEP's AMEP and CETA sub-programmes noted afterwards that even this short facilitation session encouraged more active participation and helped participants feel more empowered. Participants were active, engaged and very willing to try the new techniques.

According to one participant "This was a very good approach; I enjoyed it. Thanks for the new, interesting ideas!"



Working group deliberates

GNPM officially launches Caribbean Platform cont'd

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and regional technical experts to determine the structure, objectives, operations and goals of the Platform; partners need to be identified.

- Design and structure of the Platform should be determined by input from the regional technical experts, stakeholders and the Regional Coordinating Unit outlining the goals, structure, plans of action and partners of the Platform.
- Inclusion of thematic groups comprising representation from each country at the regional level.
- Adoption of a formalized approach through each respective government rather than work using a voluntary approach. Build upon the existing linkages which are already stated in the LBS Protocol and the Cartagena Convention to move Nutrients Management forward.

The platform is expected to support implementation of the LBS Protocol of the Cartagena Convention.



GEF CRew Project Background:

The CRew is a four-year project, funded by the Global Environment Facility (GEF) and implemented by the Inter-American Development Bank (IDB) and United Nations Environment Programme (UNEP). It was established in 2011 and will end in July 2015.

It aims:

- To provide sustainable financing for the wastewater sector
- To support policy and legislative reforms, and
- To foster regional dialogue and knowledge exchange amongst key stakeholders in the WCR.

There are thirteen participating countries: Antigua & Barbuda, Barbados, Belize, Costa Rica, Jamaica, Guatemala, Guyana, Honduras, Panama, Saint Lucia, Saint Vincent & the Grenadines, Suriname, and Trinidad & Tobago.

The Project Coordination Group (PCG) is based in Jamaica, at the offices of the IDB and at UNEP's Caribbean Regional Coordinating Unit which is Secretariat to the Cartagena Convention (UNEP CAR/RCU).

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