



6<sup>th</sup> World Water Forum

Condition for Success 1 – Target 1: By 2015, 50% countries will have adopted consultation, participation and co-ordination mechanisms allowing stakeholders at local, regional, national and international levels to effectively contribute to decision-making in a coherent, holistic and integrated way. By 2020, 100% of countries will have done so.

## Condition for success 1 – Good Governance

# Synthesis report - Target 1

## “Stakeholders’ engagement for effective water policy and management”

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***By 2015, 50% countries will have adopted consultation, participation and co-ordination mechanisms allowing stakeholders at local, regional, national and international levels to effectively contribute to decision-making in a coherent, holistic and integrated way. By 2021, 100% of countries will have done so***

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### **Acknowledgement:**

This report benefited from the inputs of Patricia WOUTERS (University of Dundee) and Eva BANOS (Aqua Publica Europea)





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Condition for Success 1 – Target 1: Stakeholders engagement for effective water policy and management

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## **Condition of Success 1 – Target 1: stakeholders’ engagement for effective water policy and management**

### **I. Introduction:**

This report is an input to the Good Governance core group of the 6th World Water Forum to be organized in Marseilles (France) on 12-17 March 2012. It corresponds to target 1, which is framed as follows:

*“By 2015, 50% countries will have adopted consultation, participation and co-ordination mechanisms allowing stakeholders at local, regional, national and international levels to effectively contribute to decision-making in a coherent, holistic and integrated way. By 2021, 100% of countries will have done so”*

This draft synthesis report is intended to frame and prepare the progress to be made on institutionalizing participation, consultation and co-ordination mechanisms that allow stakeholders to influence decision making in the management of water services

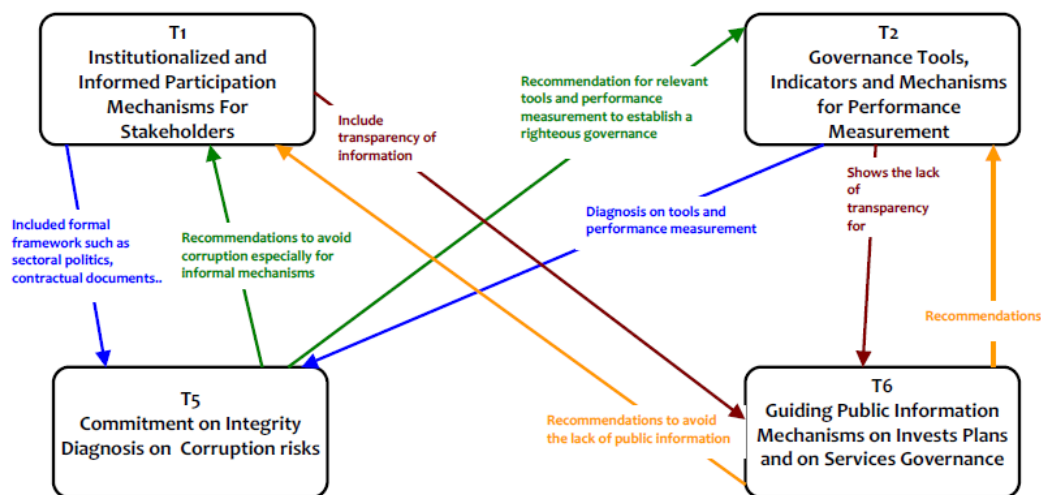
Seeking commitments and solutions, the 6<sup>th</sup> World Water Forum identified Target 1 as a SMART (Specific, Measurable, Achievable, Realistic Time-bound) priority. This report is the product of a WISE (Wide-Involvement Stakeholders Exchanges) process. A Target and Solutions Group was put together to drive the development of the target and has produced this report. This group is coordinated by Delphine Clavreul (OECD) and Alexandre Brailowsky (Suez ENV), with the support of Patricia Wouters (University of Dundee) Joannie Leclerc (Suez ENV) and includes diverse stakeholders among which Eva Banos (Aqua Publica Europa).

As part of the process of preparing this report, several events were organized throughout 2011. A meeting “improving water governance: towards a community of leaders” took place at OECD headquarters on 26 October 2011; and during the “Urban Water Solution Congress” (Kuala Lumpur, 23 November 2011).

### **Scope:**

Within the “good governance” condition of success, target 1 aims to improve stakeholder participation in the field of management of water and sanitation policy and services. Other targets focus on monitoring, improving ethics and transparency and ensuring collective and integrated water resources management. Target 3 and Target 4 both tackle the issue of stakeholders’ engagement in resources management; therefore, Target 1 strategically focuses on the services side of water management.

The scheme below explains how target 1 is linked with other CS1 targets:



*Articulation between CS1 targets*

Thus, for a pertinent understanding of the messages carried out throughout this report, it needs to be read together with the CS1 Good Governance other targets' reports.

The target solution group tasks consisted in identifying the main obstacles to stakeholders' engagement (capacity gap, funding mismatch, poor evaluation, asymmetry of information etc.) as well as the existing methodological frameworks, tools and early warning mechanisms to diagnose them pragmatically. It provides a tentative platform of good practices for enhancing consultation, co-ordination and participation at all levels in the water sector, whether in developed or developing countries.

The Tasks of the Target and Solution group include:

- Developing a detailed target action plan.
- Identifying and disseminating good practices and innovative solutions that could contribute to meeting the target. Tentatively, developing a typology of participation mechanisms.
- Encouraging stakeholder to commit to reaching the Target.
- Organising a specific session on this topic during the Forum.

This report follows the common template used by all Target and Solutions reports of the 6<sup>th</sup> World Water Forum. Section 2 provides the background and rationale. Section 3 reproduces the target action plan and commitments. Section 4 discusses the solutions. Section 5 identifies recommendations for follow up. Section 6 provides a short conclusion.



## II. Background and rationale of the target:

The question of multi-stakeholder engagement has been and remains a key challenge to achieve effective and pertinent water management. As so, it was one of the central issues of previous World Water Fora. In The Hague, the expressed World Water Vision encompassed the principle of all stakeholders' engagement in integrated management and participants underlined the importance of all actors' participation in decision-making. In 2003 in Kyoto, key messages of the Forum included the importance of encouraging governments, civil society and industry to develop ways to collaborate, combining strengths and skills with those of others. Furthermore, Fora' Ministerial Declarations have often been the subject of political engagement toward the development of a stronger water culture through greater stakeholder awareness and commitment. In The Hague, Ministers and Heads of Delegation agreed to further advance collaboration in order to turn agreed principles into action, based on partnerships and synergies among government, citizens and other stakeholders. In a similar effort, the Istanbul Water Consensus identified several priorities among which the importance of a new water culture to be fostered, as a culture of sharing of responsibilities and cooperation between all levels of governance. Scientific, social and policy literatures have also been long-time platforms for research on stakeholder engagement.

Encouraging decision-making that integrate actors at international, national, local, basin and sub-basin levels has become an accepted principle but should also include the sharing of power and democracy in elaborating and implementing water policies and projects. Governments, agencies, regulators, utilities, end users and civil society have to join forces and share the risks and responsibilities. Solutions for good water governance require appropriate mechanisms to enable participation of all stakeholders, in particular women, indigenous, marginalized and other vulnerable groups, through empowerment and ownership schemes.

Therefore, the work undertaken by Target 1 on stakeholder engagement and the importance of co-operation and participation aims to answer both a critical challenge of and a key component for an effective water policy and management.

### Rationale

The water sector involves a wide range of public and private stakeholders. In addition to the governments and policy makers, citizens, private actors, end users, investment banks, and infrastructure and service providers have a stake in the outcome. Therefore, coordination mechanisms can take place between different stakeholders from different sectors and at different levels.

The water crisis has somewhat spurred the emergence of new topics, new communication tools, and widespread experimentation in multi-stakeholders' engagement not only for commercial enterprises but also for public bodies. Yet significant "gaps" persist. Making reform happen in the water sector requires overcoming critical bottlenecks on the ground, via an open and inclusive approach. Roles and responsibilities need to be legally established among all actors whose activities impact *de facto* water policies and services



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Designing and managing water services requires sound consultation, participation and co-ordination mechanisms to engage stakeholders at different levels of the decision-making process in a coherent, holistic and integrated way. This has become all the more important in the face of increasing urbanization, demographic and geographic challenges, which threaten sustainable water management and require innovative policies that “do better with less”. The real challenge is implementing the existing solutions on the ground, tailoring them to local contexts and engaging stakeholders to join forces and share the risks and tasks.

### Description of stakeholder engagement

#### **Who are the stakeholders?**

Stakeholders are persons or groups who are directly or indirectly affected by water policy, as well as those who may have interests in it and/or the ability to influence its outcome, either positively or negatively. They may include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, regulators, agencies, civil society organizations and groups with special interests, end users, the academic community, utilities or other businesses.

#### **Why do stakeholders need to be engaged?**

Multi-stakeholders' participation is driven by the need for legitimacy through democratic governance, coherence and efficiency. Stakeholder engagement needs to be managed in the water sector. Organizations that take a systematic (rather than ad-hoc) inclusive approach grounded in their initiatives and operations are likely to get better results in terms of the time and resources they invest, and are able to track and manage stakeholder issues and risks more effectively.

More recently, the new ISO 26000 standard has made stakeholder engagement a key element of good governance and quality of services.

#### **How to engage stakeholders?**

Both governments and utilities can undertake concrete actions to foster integrated water management while encouraging a quality multi-stakeholder engagement and adopting pragmatic tools and approaches, including the *institutionalization* of methodological frameworks and early warning mechanisms to better diagnose *ex ante* the risks and design customized responses.

On the government side, to clarify the “black box” that governs water, ways of designing and implementing water policy must be addressed, including setting priorities and formulating strategies to overcome the critical multi-level governance challenges. This implies managing the explicit or implicit sharing of policy-making authority, responsibility, development and implementation at different administrative and territorial levels, meaning: i) across different ministries and/or public agencies at central government level (upper horizontally); ii) between different layers of government at local, regional, provincial/state, national and supranational levels (vertically); and iii) across different actors at the sub-national level (lower horizontally).



On the services' side, stakeholders' engagement is viewed as particularly fundamental when the main objective is to provide clean, safe water and sewage services at a fair price. Listening to stakeholders' concerns and receiving their feedback can be a valuable source of information that can improve project design and outcomes and help authorities and operators to identify and control external risks. For example, panels have increasingly become a solution for corporation engagement with stakeholders in order to move from a defensive position to a comprehensive strategy covering both opportunities and risks.

On the other hand, for stakeholders, a consultation process is an opportunity to get information, as well as to educate people engaged about the local context in which a policy or project will take place, to raise issues and concerns, ask questions, and potentially help shape the outcome by making suggestions and critics. The added value of a multi-stakeholders approach also lies in the emphasis it places on the accountability of policy-makers and other actors whose actions have an impact on people's lives. Their duties imply accountability.

At all levels of the water sector, stakeholder engagement has progressed significantly in the field of resources management but it is still very limited regarding the management of water and sanitation policy and services. We need to move towards a more genuinely inclusive and democratic process of involvement in decision-making over services and institutions that affect people's lives.

Multi-stakeholder participation is also a way to ensure optimization of resources invested in the services. In developing countries in particular, where services are most of the time degraded, building new infrastructures or restoring existing ones has a significant cost that end users have to assume.

Today the implementation of more formal models of participative management is slowed down by:

- The fact that dialogue and inclusion mechanisms are not taken into account in the sector policies, contractual documents, regulation's framework, the tenders and the budgets of water and sewage infrastructures and services
- The lack of legal and institutionalized references. The current participative experiences are the result of *ad hoc* experiments but they haven't been necessarily implemented further to a global thinking between the actors



### III. Definitions:

In order to share a common understanding of the target 1's scope, here are the definitions of its core concepts:

**Multi-level Governance** : it is the explicit or implicit sharing of policy-making authority, responsibility, development and implementation at different administrative and territorial levels: across different ministries and/or public agencies at central government level (upper horizontally); between different layers of government at local, regional, province/state, national and supranational levels (vertically); and across different actors at the sub-national level (lower horizontally) [OECD, 2011]. Traditionally, multi-level governance has been defined as the rules of the political system to solve conflicts between actors and adopt decision (legality). It has also been used to describe the proper functioning of institutions and their acceptance by the public (legitimacy). Finally, it has been used to evoke the efficacy of government and the achievement of consensus by democratic means (participation).

**Stakeholders** are persons or groups who are directly or indirectly affected by water policy, as well as those who may have interests in it and/or the ability to influence its outcome, either positively or negatively. They may include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, religious leaders, regulators, agencies, civil society organizations and groups with special interests, the academic community, or other businesses. The stakeholders have different interests and don't have the same influence within the decision process: capacity building efforts therefore are needed to facilitate their engagement.

The **performance** of water and sanitation services is four fold:

- effectiveness of services, their compliance with societal and regulatory constraints
- reality of the implementation of the targeted policies
- efficiency of services/ optimization of the resources
- sustainability of services including stewardship of infrastructure assets

**Water policy**: water policies encompass “those actions governing the management, administration, and procedures used to implement and direct a formal Water Planning process by which water rights, water uses, and water diversions are evaluated, ranked, and allocated on the basis of specific public policy goals and objectives and designated, either by legislative mandate or regulation.”

**Regulations** are defined as rules or orders issues by an executive authority or regulatory agency of a government and having the force of law that aim to deliver efficiencies, empower customers and guarantee profitability to service providers.

**Key areas** of decision-making in water services provision require stakeholder participation: setting water prices, deciding on investment and assets management policies, establishing standards for quality of services

We conceive **participation** as the condition which allows citizens to be actor at all levels of the project from its building to its follow-up. On the decision makers' side (both authorities and operator), listening to stakeholders' concerns and receiving their feedback can be a valuable source of information that can improve project design and outcomes and help to identify and limit external risks. For stakeholders, a consultation process is an opportunity to get information, as well as to educate operator staff about the local context in which a project will take place, and to shape the decisions.

We understand stakeholders' **consultation** as initiating and sustaining constructive relationships over time. It is a two-way approach: the opportunity to create understanding to learn how each stakeholder views a situation (risks, impacts, opportunity, and mitigation). Gathering stakeholders concerns and feedbacks can be a valuable source of information that can improve policy design and outcomes. For stakeholders, it is an opportunity to get information, to educate themselves, to raise issues and to help shape policies.

**Co-ordination** is an important tool for integration because the arena of water management sometimes involves conflicting objectives. Identifying stakeholders, gaining their support, harnessing participant collaboration and establishing the roles and responsibilities of the right set of people are the key steps to make successful water policies. Coordinating mechanisms can be formal (intergovernmental agreements) or informal (for example voluntary local watershed groups).

## IV. Target Action Plan and commitments:

### Introduction

Both governments and utilities can undertake concrete actions to foster integrated water services management while encouraging a quality stakeholder engagement and adopting pragmatic tools and approaches, including **formal methodological frameworks** and **early warning mechanisms** to better diagnose ex ante the risks and design customized responses.

|                       |   |
|-----------------------|---|
| <b>Sub-target 1.1</b> | <i>By 2015, 100% of countries will have set up and updated on a regular basis an institutional mapping of roles and responsibilities in the water sector to understand clearly who does what at different level of government and identify related challenges</i>   |
| <b>Sub-target 1.2</b> | <p><i>Create before end of 2012 a “Citizen participation taskforce “with representation of users associations local governments, IFIS and operators at all levels. This task force will be in charge:</i></p> <ul style="list-style-type: none"> <li><i>• Redact and publish “Best practices in Citizen Participation in Water and Sanitation services projects “and “Principles guidelines and advices “for true and inclusive Citizen Participation for Water and Sanitation services for 2015, next WWF.</i></li> <li><i>• Ensure the follow up of an updated deployment of the advices in local territories with a goal to include “citizen participation in all new water and sanitation projects before 2020 and to include “citizen participation “in 100% water and sanitation management before 2025.</i></li> <li><i>• Ensure the follow up of the commitments of the 6<sup>th</sup> WWF</i></li> </ul> |
| <b>Sub-target 1.3</b> | <i>Citizen participation will be included in each national and international framework before 2020 to ensure the achievement of the Millennium Goals for Water and Sanitation</i>   |
| <b>Sub-target 1.4</b> | <i>All new projects will include 5% of “stakeholder capacity building process” before 2015.</i>   |

### Selected Literature review

- Tools to support participatory urban decision making, UN-Habitat, 2001
- Citizens as partners – OECD Handbook on Information, consultation and public participation in policy making, OECD Publishing, 2001
- Guidance on Social Responsibility, International Standardization Organization, 2008



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- *OECD Studies on Public Engagement - Focus on Citizens: Public Engagement for Better Policy and Services*, OECD Publishing, 2009
- *Water Governance in OECD Countries: A Multi-level Approach*, OECD studies on water, OECD Publishing, 2011
- *OECD Public Governance Reviews – Together for Better Public Services – Partnering with citizens and civil society*, OECD Publishing, 2011
- *Water and Sanitation Services in Europe: Do Legal Frameworks provide for "Good Governance"?*, Monica Garcia Quesada, IHP-HELP Centre for Water Law, Policy and Science, University of Dundee, 325 p., 2011
- *Overview of tools for social accountability and citizen's engagement in service delivery*, World Bank
- *Citizens Participation through social accountability*, World Bank



### Existing tools and methodologies for stakeholder engagement

Dialogue requires the mobilization of resources and skills that responsible bodies' organisms may not have available:

A review of existing tools and methodologies for stakeholder engagement will help authorities and operators to choose the most suitable/relevant approaches according to their own objectives, constraints and resources

OECD has already done work with inventorying existing tools and strategies used within OECD countries to address governance gaps:

- 1: Diagnose multi-level governance gaps in water policy making across ministries and public agencies, between levels of government and across sub-national actors
- 2: Involve sub-national governments in designing water policy, beyond their roles as “implementers” and allocate human and financial resources in line with responsibilities
- 3: Adopt horizontal governance tools to foster coherence across water-related policy areas and enhance inter-institutional co-operation across ministries and public agencies
- 4: Create, update and harmonise water information systems and databases for sharing water policy needs at basin, country and international levels
- 5: Encourage performance measurement to evaluate and monitor the outcomes of water policy at all levels of government
- 6: Respond to the fragmentation of water policy at the sub-national level by facilitating co-ordination across sub-national actors and between levels of government
- 7: Foster capacity-building at all levels of government

|  |
|--|
| <b>8: Encourage a more open and inclusive approach to water policy making through public participation in water policy design and implementation</b> |
|--|

- 9: Assess the effectiveness and adequacy of existing governance instruments for co-ordinating water policy at horizontal and vertical levels

Source: “Water governance in OECD countries: a multi-level approach”, OECD studies on water, OECD publishing, 2011 - [Water governance in OECD countries: a multi-level approach](#)

Furthermore, OECD guideline on Information, Consultation and Public Participation in Policy-Making sets 10 principles to follow. They are not water-specific but can be very relevant to the sector :

**1- Commitment:** *Leadership and strong commitment to information, consultation and active participation in policy-making is needed at all levels, from politicians, senior managers and public officials.*

**2-Rights:** *Citizens' rights to access information, provide feedback, be consulted and actively participate in policy-making must be firmly grounded in law or policy. Government obligations to respond to citizens when exercising their rights must also be clearly stated. Independent authorities for oversight, or their equivalent, are essential to enforcing these rights*

**3-Clarity:** *Objectives for, and limits to, information, consultation and active participation during policy-making should be well defined from the outset. The respective roles and responsibilities of citizens (in providing input) and government (in making decisions*



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for which they are accountable) must be clear to all.

**4- Time:** Public consultation and active participation should be undertaken as early in the policy process as possible. This allows a greater range of policy solutions to emerge. It also raises the chances of successful implementation. Adequate time must be available for consultation and participation to be effective. Information is needed at all stages of the policy cycle.

**5- Objectivity:** Information provided by government during policy-making should be objective, complete and accessible. All citizens should have equal treatment when exercising their rights of access to information and participation.

**6- Resources:** Adequate financial, human and technical resources are needed if public information, consultation and active participation in policy-making are to be effective. Government officials must have access to appropriate skills, guidance and training. An organizational culture that supports their efforts is highly important.

**7- Coordination:** Initiatives to inform citizens, request feedback from and consult them should be coordinated across government. This enhances knowledge management, ensures policy coherence, and avoids duplication. It also reduces the risk of “consultation fatigue” – negative reactions because of too much overlapping or poorly done consultation – among citizens and civil society organizations. Co-ordination efforts should not reduce the capacity of government units to ensure innovation and flexibility.

**8- Accountability:** Governments have an obligation to account for the use they make of citizens’ inputs received – be it through feedback, public consultation or active participation. To increase this accountability, governments need to ensure an open and transparent policy-making process amenable to external scrutiny and review.

**9- Evaluation:** Evaluation is essential in order to adapt to new requirements and changing conditions for policy-making. Governments need tools, information and capacity to evaluate their performance in strengthening their relations with citizens.

**10- Active citizenship:** Governments benefit from active citizens and a dynamic civil society. They can take concrete actions to facilitate citizen’s access to information and participation, raise awareness, and strengthen civic education and skills. They can support capacity building among civil society organizations.

Source: OECD, 2001, <http://publications.oecd.org/acrobatebook/4201141e.pdf>

Other tools can be found in the UN-habitat Guidelines on decentralization for access to basic services which identify five key components that can be useful as a blueprint:

#### **A. Transparent, participatory and effective government**

B: Decentralization and the role of local authorities

#### **C. Enabling institutional framework for partnerships**

D: Sustainable financing and pro-poor policies

E: Environmental sustainability

Source: (UN-Habitat Guidelines on decentralization – 2009 - [www.unhabitat.org](http://www.unhabitat.org))



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Elinor Ostrom's principles on common-pool resources management also give insights:

1. Clearly defined boundaries;
2. Rules regarding the appropriation and provision of common resources that are adapted to local conditions;

**3. Collective-choice arrangements that allow most resource appropriators to participate in the decision-making process;**

4. Effective monitoring by monitors who are part of or accountable to the appropriators;
5. A scale of graduated sanctions for resource appropriators who violate community rules;
6. Mechanisms of conflict resolution that are cheap and of easy access;
7. Self-determination of the community recognized by higher-level authorities;

Source: “*Governing the Commons: The Evolution of Institutions for Collective Action*”, 1990, Cambridge University Press. <http://elinorostrom.indiana.edu/>

Another useful framework is the Transparency Analytical Framework that aims at evaluating transparency mechanisms and evaluating participatory mechanisms for service provision delegation to the private sector. Four aspects are taken into account:

1. Authority to decide on procurement
2. Procurement committee and criteria for selection
3. Publication of tenders
4. Publication of contracts

Source: Application of Transparency Frameworks in Three Jurisdictions: Victoria, England and Jakarta

**“The Role of Legal Frameworks in Enabling Transparency in Water Utilities Regulation”**

Mohamad Mova Al Afghani, PhD Thesis – University of Dundee

Supervisors: Prof. Patricia Wouters, Dr. Sarah Hendry

### Sub-targets

|             | Sub-targets   | Necessary measures   |
|-------------|---|--|
| DIAGNOSTIC  | <p><b>Sub-target 1.1</b> By 2015, 100% of countries will have set up and updated on a regular basis an institutional mapping of roles and responsibilities in the water sector (i.e. water policy and water management) to understand clearly who does what at different level of government and identify related challenges</p>  | <p>Achieve governments' commitment to use existing tools, guidelines and principles in their attempts to provide such institutional mapping</p>  |
| COMMITMENTS | <p><b>Sub-target 1.2</b><br/>Create before end of 2012 a "Citizen participation taskforce" with representation of users' association local governments, IFIS and operators at all levels.<br/>This task force will be in charge:</p> <ul style="list-style-type: none"> <li>• Redact and publish "Best practices in Citizen Participation in Water and Sanitation services projects" and "Principles guidelines and advices" for true and inclusive Citizen Participation for Water and Sanitation services for 2015, next WWF.</li> <li>• Ensure the follow up of an updated deployment of the advices in local territories with a goal to include "citizen participation in all new water and sanitation projects before 2020 and to include "citizen participation" in 100% water and sanitation management before 2025.</li> <li>• Ensure the follow up of the commitments of the 6<sup>th</sup> WWF</li> </ul> | <p>Development of common standards and indicators as tools for dialogue and exchange allowing everyone to find their own target for progress from a given and particular situation (linked to Target 2, 5 and 6)</p> |

|            |  |   |
|------------|--|---|
| MECHANISMS | <p><b>Sub-target 1.3</b><br/><i>Citizen participation will be included in each national and international framework before 2020 to ensure the “concrete implementation” of the right to water and the achievement of the Millennium Goals for Water and Sanitation</i></p> | <ul style="list-style-type: none"> <li>• <b>An institutional mapping</b> to facilitate mutual understanding and optimization of efforts</li> <li>• <b>Guidelines for legal translation</b> of stakeholder engagement processes/obligations within regulations, contract, and procurement processes in order to ensure access to information and stakeholder participation.<br/><b>The following principles</b> will have to be respected: <ol style="list-style-type: none"> <li>1. Regulatory documents are in the public domain so that consumer can have access to them</li> <li>2. Tariff setting process and the quality service procedure is regulated so that the consumers know how it works</li> <li>3. Decisions published so that consumer can have access to them</li> <li>4. Reasoning behind decisions published so that consumer can access to them</li> <li>5. Mechanisms exist for consumers to request information if it is unavailable</li> <li>6. The regulatory framework guarantees the right of consumers to participate in price and customer standards setting</li> <li>7. Consumers can participate in multilateral stakeholders meetings: for codecision, consultation or opinion for water price and water standards setting</li> <li>8. Consumers have the right to receive feedback so that they can understand to what extent their views are taken into account.</li> </ol> </li> </ul> |
|            | <p><b>Sub-target 1.4</b><br/><i>All new projects will include 5% of “stakeholder capacity building process” before 2015.</i></p>   | <p>Need for financial resources to support stakeholder engagement activities and capacity building</p>  |



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### Target action plan

*“By 2015, 50% of countries will have adopted institutionalized and informed participation mechanisms allowing stakeholders (local authorities, NGOs, users) to influence decision-making at all relevant scales and in an integrated manner. By 2021, 100% of countries will have done so.”*

#### Key Milestones:

- By 2012, the 1000 local authorities expected to sign the Istanbul water consensus will reinforce their role by defining the level of service, by choosing transparent systems of management by involving stakeholders and citizen participation, and by organising the control of the service delivery.
- By 2015, 100 % will have set up and updated on a regular basis an institutional mapping of roles and responsibilities in the water sector to understand clearly who does what at different levels of government and in different water areas.
- By 2018, set-up Water Users Association in every country.
- By 2021, all countries will put in place institutionalised and informed participation mechanisms allowing stakeholders to influence decision making at all relevant levels.

| DEADLINE                       | IMPLEMENTATION OF THE TARGET<br>Expected results & Indicators of Success  | PRACTICAL STEPS<br>Activities to be done                            | RESPONSIBLE PARTIES |  | KEY REQUIREMENTS/<br>ASUMPTIONS         |
|--------------------------------|---|---|---------------------|--|---|
|                                |   |   | Lead institution    | Main partners  |   |
| Milestone 1: Preparation stage |   |   |                     |  |   |
| Sept-Oct-early<br>Nov 2011     | Identification of on going initiatives<br>governance / citizens participation<br>evaluation of achievable results | Identification of case studies<br><br>Contacting interested parties | OECD                | Co-coordinators:<br>Suez/APE ICLEI<br><br>Contributors<br>(EU): Dundee<br>university, EEA,<br>WSSTP<br><br>List all those who<br>wish to | Collection of cases, data<br>collection |



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|                   |   |  |      | contribute and have sent input |   |
|-------------------|---|--|------|--------------------------------|---|
| October 26, 2011  | CS1 Meeting “Improving Water Governance : Towards a community of Leaders”                       | Creation of a network of water governance leaders<br>Contributions to target 1   | OECD |                                |   |
| Mid Nov 2011      | Drafting Action Plan<br>Third week of Nov: consultation of draft report with interested parties | Approval of Target Action Plan and Intermediate report<br>Take advantage of related events to present the work and ambition, and mobilize stakeholders | OECD | Suez, APE, Dundee University   | Report to be drafted in collaboration of OECD, Dundee University, Suez and APE with the input received from interested actors |
| November 23, 2011 | Urban Water Solution Congress in Kuala Lumpur   | Workshop “Building trusted relations with customers and other stakeholders”<br>Consolidation of target 1 taskforce                                     | IWA  |                                |   |
| End Nov 2011      | Intermediate report to Water Forum organizers (target1 outline, session proposal)               |  | OECD |                                | Linkage with Political process for local authorities (Istanbul consensus , champion cities ...)                               |



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|              |              |  |  |  |
|--------------|--------------|--|--|--|
| January 2012 | Final report |  |  |  |
|--------------|--------------|--|--|--|

| DEADLINE  | IMPLEMENTATION OF THE TARGET<br>Expected results & Indicators of Success   | PRACTICAL STEPS<br>Activities to be done  | RESPONSIBLE PARTIES |                              | KEY REQUIREMENTS/<br>ASUMPTIONS |
|---|--|---|---------------------|------------------------------|---------------------------------|
|   |  |   | Lead institution    | Main partners                |                                 |
| Milestone 2: Communication with decision makers & commitments     |  |   |                     |                              |                                 |
| February 23, 2011   | OECD/IMTA Joint International Seminar on water governance  | Link Target 1 work with the regional process of Americas  | OECD<br>IMTA        |                              |                                 |
| March 2012<br>(6th World Water Forum)                             | Promotion of the package<br><br>First commitments by leading stakeholders  | Session dedicated to presentation & discussion of the proposed roadmap with interested stakeholders<br><br>Registration of the commitments , report on results and sharing lessons learnt | OECD                | Suez, APE, Dundee University |                                 |
| 2012 - 2015   | Promotion of the package and reminder of commitments at major global events and conferences (Ex: Rio+20)   | Participation of at least one member of the Target group in charge of promoting the road map  |                     |                              |                                 |
| Milestone 3: Implementation of roadmap on stakeholders engagement |  |   |                     |                              |                                 |
| 2012 - 2013   | Setting up of the Task force in charge of reviewing tools and methodologies of stakeholders engagement in the management of water and sanitation services (creation of indicators, consolidation of network) | Identify/ recruit the Task force members<br><br>Workshops for reviewing the existing solutions and developing guidelines  |                     |                              |                                 |



## 6<sup>th</sup> World Water Forum

### Condition for Success 1 – Target 1: Stakeholders engagement for effective water policy and management

|                   |  |   |            |  |  |
|-------------------|--|---|------------|--|--|
| 2014 - 2015       | Inclusion of different methodologies for stakeholders engagement/growing number of committed operators to improve the governance process | Reporting at the 7th World Water Forum (March 2015) |            |  |  |
| By 2015 the later | Inclusion of a 5% part of total budget dedicated to stakeholder engagement within projects supported by IFIs                             | Reporting at the 7th World Water Forum (March 2015) | Task Force |  |  |
| By 2020 the later | Inclusion of stakeholder engagement within 100% of water national regulations and services contracts                                     | Reporting at the 8 <sup>th</sup> WWF (March 2018)   |            |  |  |



## 6<sup>th</sup> World Water Forum

Condition for Success 1 – Target 1: By 2015, 50% countries will have adopted consultation, participation and co-ordination mechanisms allowing stakeholders at local, regional, national and international levels to effectively contribute to decision-making in a coherent, holistic and integrated way. By 2020, 100% of countries will have done so.

## V. Solutions:

In order to illustrate ways to foster stakeholder engagement for effective water policy and management, several “solutions” (existing case studies, innovative initiatives, reports, papers) were identified and can provide guidelines, processes and tools to support the topic of stakeholders’ engagement and public governance issues related to water and wastewater service delivery.

These solutions are not exhaustive and Target 1 will be completed with other possible case studies that, when possible, answer the 7 criteria identified by the WWF Secretariat:

1. Strategic fit with the target
2. Ground-tested
3. Cost-effectiveness
4. Demonstrated impact
5. Replicability
6. Commitment
7. Sustainability

The solutions to be presented during the TSG1 session at the Forum were selected according to (i) their **methodological interest** and (ii) their **replicability potential** at a larger geographical scale. Furthermore, the selected speakers are representatives from **each region of the world** (the Americas, Asia, Africa and Europe) as well as the **main categories of stakeholders** involved in the water sector (public authorities, private utilities, elected official, NGOs and civil society).

### 1. Tools and initiatives fostering participatory mechanisms

#### EXISTING SOLUTION

##### OECD: Tool for effective management of multilevel governance

In its report “Water governance in OECD Countries – A multi-level approach” OECD addressed the major co-ordination and capacity-building issues related to the design, regulation and implementation of water policies. It focused on three points: the role and responsibilities of public actors in water policy at central and sub-national levels, the governance challenges related to their interaction at horizontal and vertical levels, and the tools and strategies currently in use to enhance governance in the water sector. One of the tools developed by OECD is the **Multi-level Governance Framework**, which provides governments with a reading template to identify main challenges, or “gaps” in water policy as well as possible policy responses (seven gaps were categorized: administrative gap, information gap, policy gap, capacity gap, funding gap, objective gap, and accountability gap). OECD has developed preliminary guidelines to be used by policy makers as a tool to foster effective, equitable and sustainable water reforms:

- 1: Diagnose multi-level governance gaps in water policy making across ministries and public agencies, between levels of government and across sub-national actors
- 2: Involve sub-national governments in designing water policy, beyond their roles as “implementers” and allocate human and financial resources in line with responsibilities

- 3: Adopt horizontal governance tools to foster coherence across water-related policy areas and enhance inter-institutional co-operation across ministries and public agencies
- 4: Create, update and harmonize water information systems and databases for sharing water policy needs at basin, country and international levels
- 5: Encourage performance measurement to evaluate and monitor the outcomes of water policy at all levels
- 6: Respond to the fragmentation of water policy at the sub-national level by facilitating co-ordination across sub-national actors and between levels of government.
- 7: Foster capacity-building at all levels of government
- 8: Encourage a more open and inclusive approach to water policy making through public participation in water policy design and implementation
- 9: Assess the effectiveness and adequacy of existing governance instruments for coordinating water policy at horizontal and vertical levels.

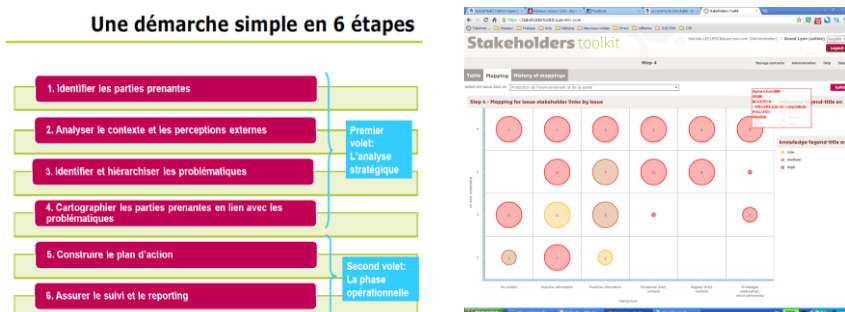
OECD experience has identified vertical and horizontal co-ordination challenges that can be potentially exacerbate by one another. Each governance gap has externalities on other fields and needs to be identified, analyzed and resolved within the broader multi-level governance framework.

**Link to the Solutions for Water platform:** [OECD Guidelines for effective management of multilevel governance](#)

## EXISTING SOLUTION

### Suez Environment: Stakeholder engagement toolkit

SUEZ ENVIRONNEMENT's experience has proven that stakeholder engagement is not only a driver of reputation and license to operate but, above all, a key component of the successful operation of water and sanitation services. Stakeholder dialogue is critical when it comes to defining services standards, pricing policies, or even CRS programs. In order to identify relevant issues and stakeholders to engage, it has developed a methodology and software to help its managers to build their dialogue road map. So far, the toolkit has been implemented in France (Bordeaux, Lyon), Mexico (Cancun) and Jordan (Samra). While analyzing the local context, the tool allows mapping the most critical issues to address and the most relevant stakeholders to engage, with regard to these specific issues. Analyzing those maps then helps to build an action-oriented dialogue strategy that fits both with the operator's and stakeholder expectations.



While filling the toolkit necessarily requires the involvement of all departments/ functions, it helps to share a common vision of the operating context, the issues to address and the stakeholder to engage. The approach often led to discover unsuspected issues/ important actors that have been unaddressed



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so far. While giving a clearer view of local expectations, the methodology ensures more informed choices in various fields, from operation to communication and philanthropy programs. Key outputs include: better understanding/ coordination between departments; more solid argumentation over choices toward stakeholder; better ROI of communication efforts and CSR programs. The methodology is progressively being implemented within all Suez Environnement's BUs. It has been shared at the last IWA congress in Kuala Lumpur within a session dedicated to stakeholder participation. It also has been shared outside the water sector with companies interested in transposing it to their own activities

**Link to the Solutions for Water platform:** [Suez Environment: Stakeholder engagement toolkit](#)

## EXISTING SOLUTION

### **“New Ideas about Water” project**

Conscious that the future of water must be written with everyone involved, Lyonnaise des Eaux, a subsidiary of SUEZ ENVIRONNEMENT, launched the “New Ideas about Water” project in 2010 in France. Thus, the objective was to create innovative approaches and solutions based on both the expectations enunciated and a shared analysis of the new water deal. Some examples of the underlying questions which the project addressed include:

- How to strengthen the role of local authorities and better adapt to the specific needs of the regions?
- How to protect the resource, and at what price? How to proceed from curative solutions to preventive solutions?
- Is it possible to continue to pay based solely on the quantity in m<sup>3</sup> sold when the challenge is to encourage the consumers to adopt responsible usage? Should water bills include the price of protecting the resource?

Farmers, industrialists, experts in very diverse areas, but also elected representatives, other office holders, bloggers, consumers or employees of Lyonnaise des Eaux, all stakeholders have been associated to a one year long consultation process, both via the Forum of New Ideas about Water (more than 70 experts heard from two permanent committees + local meetings with more than a hundred elected representatives) and via a collaborative platform, [www.ideesneuveurleau.net](http://www.ideesneuveurleau.net) (104,240 individuals visits, 513 registered users, 168 ideas added) open to the public at large and also to Lyonnaise des Eaux employees via the intranet (600 members, over a hundred ideas proposed). Thus, the project was also a lever for internal change. All those discussions and contributions have been gathered in four “water notebooks” in order to be shared with the greatest number of people. The most interesting ideas posted on the public platform have also been awarded by Lyonnaise des eaux. Fuelled by more than a year's collective work of the “New Ideas about Water”, Lyonnaise des Eaux has proposed innovative solutions to local authorities founded on 3 main axes:

- Empowering local administrative bodies in the area of contract management and encouraging communities' right to be informed.
- Reinforcing the economic model to bring together the interests of all actors towards protecting the resource
- Being a pioneer of innovation in the water sector and in the service of all those who use it

Based on those proposals, Lyonnaise des Eaux is now in process to sign local Water governance charters with its clients (measures could include appointing a supervisory committee to oversee the contract, providing an Open Data system for different uses or appointing a controller from the



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community, etc.), adapted to local needs and ambitions and legally binding. The whole process will be monitored by Vigeo, a CSR rating agency. This solution could be replicated both at national and local levels. It would be highly relevant to a fast changing context (i.e. regulatory framework, industrial and/or societal changes, etc ; ) since it allows a total renewal of the way of thinking. It would better be initiated by a public authority but could also be conducted by an operator if supported by the public authority. In this case, independent supervision is an absolute necessity. Using this kind of consultation process as a lever for corporate change also requires a deep and steady engagement of the top managers.

**Link to the Solutions for Water platform:** [“New Ideas about Water” project](#)

#### EXISTING SOLUTION

##### **Mediterranean region: the Euro-Mediterranean information system on know-how in the water sector**

EMWIS is an initiative of the Euro-Mediterranean Partnership, now known as the Union for the Mediterranean -UfM. EMWIS provides a strategic tool for exchanging information and knowledge in the water sector between and within the countries of the UfM. Today, it is the only operational tool for co-operation between the Euro-Mediterranean countries in the water sector. It aims to:

- Facilitate access to the information existing on know-how in the water sector, while prioritizing the five following topics: the institutions involved in the water sector and their representatives; the documentation on water; the training opportunities; the research and development programmes; and the data administration.
- Develop the sharing of useful information;
- Prepare common outputs and promote the necessary co-operation programmes.

The information is made available by “a National Focal Point” (NFP) in each country and by a permanent central “Technical Unit”, operational since November 1999. Today 22 National Focal Points (NFPs) have been nominated by the national water authorities of their country. Their tasks consist in creating and developing a national information server, organizing communication processes and access to vetted information, ensuring information availability in the working languages, developing access to the information and maintaining relations with the users in their country.

The EMWIS web portal is a reference source of information for the inland water sector in the Mediterranean, available in 3 languages (Arabic, English and French) with more than 80.000 visitors each month and an electronic new flash sent monthly to more than 20 000 subscribers. EMWIS Steering Committee is composed of the water directors from 13 Mediterranean countries.

#### EXISTING SOLUTION

##### **Freshwater Action Network: Making governance work for the poor**

Project was initiated by Freshwater Action Network and WaterAid in response to a UK Government DFID policy paper “Making governance work for the poor” which highlighted the relationship between governance and poverty and outlines a framework for improving governance and created a fund to support the work in 2006. FAN members and WaterAid partners were asked to submit local and national level activities to a joint funding bid under the DFID ‘Governance and Transparency Fund’ programme. The purpose of the WaterAid/FAN GTF programme is “To increase the capacity of the



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Civil Society in 16 countries in Asia, Africa and Central America to engage in effective evidence-based dialogue with decision makers in water and sanitation”.

FAN Global is a truly global network which links the local to the global and so the solution is located at all levels – from local – national – regional – global and back to the local. Specifically a series of national and sub-national action-research projects are being implemented by partners in Costa Rica, Guatemala, Honduras, Nicaragua, India, Kenya Burkina Faso, Ghana, Uganda, Nigeria, Mali, Ethiopia, Madagascar.

The programme “The GTF” began in October 2008 and will end in 2013. The mid-term evaluation was completed in 2011. The evaluation found that the WaterAid/FAN GTF programme is highly relevant to the priorities for improved governance within the WASH sector at international, national and local levels, and is finding entry points to enhancing the participation of civil society in decision making, often in adverse contexts and conditions. Excellent progress has been made against the programme’s global level logframe, with targets for achievement by mid-term largely having been met or surpassed.

The next phase of the programme will be to begin to influence other donors to support similar approaches to the accountability gap. The local organizations are committed to continuing the work subject to funding.

**Link to the Solutions for Water platform:** [Freshwater Action Network: Making governance work for the poor](#)

## INNOVATIVE SOLUTION

### **AWARE – Bringing the science-policy gap by involving citizen panels to achieve sustainable water ecosystems management**

Bringing together scientists, citizens and decision-makers in knowledge brokerage activities – by means of structured citizens’ conference processes where citizens’ panels discuss and present their recommendations (“Citizens’ declarations”) to policy makers and society at large – is at the heart of the proposed approach. This is a new way of connecting people in order to:

- share a common understanding and awareness of the complexity of environmental and societal challenges;
- Discuss how research and new innovative solutions may help to tackle those challenges – now and in the medium-to-long term future; and
- Deliberate about how various research outcomes (scientific advice, new innovative solutions etc.) could or should be taken up by governments or citizens themselves, e.g. by incorporating sustainability into planning or adopting more environmentally-friendly behaviors, respectively.

In this type of process, knowledge brokerage activities take place at the local and at the EU level, involving similar sets of actors.

The result of several multi-level workshops, in the form of a European Citizen Declaration on better management of the environmental and societal challenges discussed at the European level, is presented at a final European conference attended by stakeholders and decision-makers. The solution is expected to be implemented in any area/region where issues related to better sustainable management of environmental and societal challenges need to be addressed. In particular, the solution is suitable for issues that are long-term in nature, such as sustainable management of various environmental resources. The process then involves discussions and exchanges among the actors both at the local and at the EU level. Guidelines based on the AWARE experience on how to implement public participation in coastal water management are currently being developed and will



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be disseminated among water managers both on the European and on the local levels. Finally, a policy brief addressing policy makers will also be widely distributed.

**Link to the Solutions for Water platform:** [AWARE – Bringing the science-policy gap by involving citizen panels to achieve sustainable water ecosystems management](#)

#### **INNOVATIVE SOLUTION**

##### **WISE-RTD water knowledge portal – Linking policies, research results and tools**

WISE-RTD is an innovative knowledge portal facilitating the interface between policy implementation, research and technology solutions. It intelligently links water directives with research results and technologies for improving the status of water systems. All parties interested in water may freely use WISE-RTD, i.e. policy-makers, water managers, researchers, SMEs and industry-consultants. WISE-RTD provides guided searches, gap analysis between policies, research-results, and e-market possibilities. WISE-RTD has collected and still collects water knowledge from the European Research water projects (FP3-FP7) as well as European LIFE projects. When WISE-RTD is finalized by the end of 2012, it will hold information of over 1000 water-related European research and application projects. These projects and their results will be linked through intelligent algorithms and keywords to the EU water policies and related policy implementation activities creating a valuable resource of water knowledge and links. Furthermore, WISE-RTD is being currently extended to include other European directives such as Marine Strategy Framework, Groundwater, Drinking Water and Urban Waste Water Directives as well as the US Clean Water Act.

Today, the WISE-RTD Water Knowledge Portal is one of the three pillars of the The Water Information System for Europe (WISE), a partnership between the European Commission (DG Environment, Joint Research Centre and Eurostat) and the European Environment Agency. WISE-RTD Water Knowledge Portal is still a young knowledge portal in the water sector; however, it has more than 600 visitors searching for water information. Through EU-funding, the WISE-RTD aims to widen its use, so that it is a recognized resource in all possible water circles. WISE-RTD is managed by the WISE-RTD Association, whose goal is to sustain and extend the solution as well as its dissemination in the EU Member States and beyond.

#### **INNOVATIVE SOLUTION**

##### **Aquawiki: Issuing and circulation of a wide, simple, didactic and illustrated electronic guidebook dedicated to capacity building and self access of poor communities or people to water and sanitation**

Secours Catholique-Caritas France, member of Caritas International's network (162 countries), which supports each year worldwide many water or sanitation programmes in poor villages, suburban areas or shanty towns, has prepared and realized in partnership with fifteen Caritas organizations in Africa, a practical Guide of the most interesting and best knowledge, implementation methods and solutions concerning water and sanitation for all, and particularly the poorest (as indicated in the titles of TSG 1.1.2 and 1.1.3) in developing countries. This guidebook is not only a solution but almost an innovative and very simple, pleasant and practical guidebook usable free by everybody, any association or stakeholder worldwide. This Guidebook, named AQUAWIKI, tackles nearly 100 topic

headings, each one with a short fact sheet, will be on a dedicated website. Four main fields are covered by AQUAWIKY:

- 1) Water access technologies, preservation of water resources, catchment and storage of water, rain harvesting, spring catchment, water treatments, water quality, water analysis, water supply equipments (wells, drillings, pumps, networks, pipe connections...), and water supply in peri-urban areas or shanty towns...
- 2) Sanitation technologies
- 3) Tariff and pro poor financing Aids, subsidies, funding, pricing, different types of welfare pricing, innovating financing, microcredit...
- 4) Water services governance - Education Different types of water supply public services, community management, management or water users committees or associations. Hygiene and health education: different methods.

The international CARITAS network, especially in the African countries, has been involved in the writing of this Guide Book AQUAWIKI. It will be supported by others countries members of this network (162). The final purpose could be to issue such a practical guide, forming a reference document at the disposal of each public or private, governmental or not, national, regional or local organization or institution or community involved in water and sanitation programmes.

## INNOVATIVE SOLUTION

### CLUES: Community-led urban environmental sanitation planning



CLUES is a 7-step participatory planning approach for environmental sanitation infrastructure and service provision in urban and peri-urban communities. It has been developed by Eawag-Sandec. In a CLUES process, the most sustainable solutions are identified through the involvement and mobilization of all stakeholders, particularly the targeted community, and by taking into account the complex realities, priorities and available resources on the ground. CLUES planning includes the development of a

timed and output-based action plan which is implementable by the community, the local authority and the private sector, and elaborates management strategies for operation and maintenance of the realized solutions. CLUES is a radical departure from traditional top-down planning approaches: it's geared towards the community level and is meant to complement city-wide infrastructure planning approaches.

CLUES is a further development of the Household-Centered Environmental Sanitation (HCES) planning approach and is based on four years of extensive field-level validation in seven sites in Africa, Asia and Latin America. One of these sites is Nala in Nepal, where the CLUES process is in its final stage of implementation. In 2012-13, CLUES in its final form will undergo further validation in districts of several African and Asian cities.

The CLUES guidelines are written in an easy and accessible language which non-experts can also follow. They are accompanied by a toolbox of 30 "how-to-do-it" tools which facilitate the implementation of the 7-step process. Previous experience has shown that the formal planning exercise (excluding implementation) can be conducted within 9-10 months, if the minimum requirements of an enabling environment (political, legal, institutional, financial, socio-cultural and knowledge framework) are already in place.

**Link to the Solutions for Water platform:** [CLUES: Community-led urban environmental sanitation planning](#)

**INOVATIVE SOLUTION****The Butterfly Effect: civil society mobilization to improve access to water and sanitation for all**

The integration of civil society in the elaboration of water and sanitation strategies and policies, and in high-level meetings, is still weak, as is the dialogue between NGOs and decision-makers. That is why the *Butterfly Effect*, an international mobilization of NGOs/CSOs, was created in 2010 by the Coalition Eau, International Secretariat for Water (ISW), Women For Water Partnership (WfWp) and Freshwater Action Network (FAN), which make up the current Executive Secretariat. Launched for the 6th World Water Forum, the Butterfly Effect aims today to be recognized officially, to become durable and to be a major actor of civil society in all coming meetings and processes (Rio +20, MDGs 2015, post-MDGs 2015). To meet these objectives, the required investments are the following: the time of NGOs/CSOs, financial resources to coordinate and participate in meetings and event and the support of decision-makers. The main factors of success to emphasize are:

- an important mobilization of civil society, in an organized and collective way (to speak in one voice),
- the construction and diffusion of common positions,
- the strengthening of members capacities to be a stronger lobbying force,
- the support of the other actors of water.

**Link to the Solutions for Water platform:** [The Butterfly Effect: civil society mobilization to improve access to water and sanitation for all](#)

**2. Regional examples of good practices****EXISTING SOLUTION****Mexico: The Women's Blue Agenda**

Since 2005, the Mexican Institute of Water Technology has developed a series of workshops in rural and urban communities to promote gender analysis and women participation in integrated water management and policy. The results of these workshops are published in the Women' Blue Agenda which highlight issues relating to water for domestic purposes, irrigation and environmental protection, and makes a strong connexion between land rights and access to water.

The fundamental purpose of the workshops is to open up space for reflection and debate with grassroots women on water issues, to make their voice heard and their demands audible. The workshops focused on a participatory analysis of needs, problems, strategies, and political advocacy for change in order to set local agendas. Based on these agendas, the workshops seek to contribute to the proposals for public policy advocacy, laws, regulations as well as participatory mechanisms to promote a greater role for women, as well as gender equity, in integrated water management and policy.

Eight workshops were conducted involving 239 women and 35 men. This project was selected as “Best Practice” in Latin America during the Festival of Good Practices on Gender. This “virtual” festival is part of the “America Latin Genera: knowledge management for gender equality” project, a



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UNDP initiative supported by the Government of Japan. These meetings identified common messages in the actions proposals of different regions (Morelos, Veracruz, Tabasco, Tlaxcala, Oaxaca, Puebla and Guerrero) and states (Campeche, Tabasco, Chiapas, Yucatan, Zacatenas, Coahuila, Chihuahua and Sonora. These common principles were water, climate change, food security and disaster prevention. Other topics of interest included solid waste, sustainable agriculture and biodiversity

*Link to the Solutions for Water platform: [Mexico: The Women's Blue Agenda](#)*

#### EXISTING SOLUTION

##### **The Netherlands: The Dutch Delta Programme and the Governance Agreement on Water (GAW)**

The Dutch ministry of Infrastructure and the Environment (Min of I&E), the Association of Water Boards and the Water Governance Centre foster and promote the Dutch Delta Programme and the Governance Agreement on Water (GAW) as an example of effective long and short term multi-level governance. The GAW is a method to formulate binding, practical, feasible and affordable measures between multi-level agencies for the relatively short term (max 10 years ahead). For the long term (2050 and beyond) the Delta programme determines, with all relevant agencies, the direction and framework (financial and normative) and puts it into legislation.

The object of the new-style Delta Plan (the Delta Works of the future) is to protect the Netherlands against high water and keep our freshwater supply up to standard, now and in the future. Many aspects are relevant, ranging from the environment and the economy to nature, agriculture and recreation. The Netherlands is a low-lying, prosperous and densely populated delta that is vulnerable to flooding. In case of serious flooding the effects will be enormous, both in socially as well as in economic terms. The Dutch delta is too precious to not take the necessary measures. Furthermore, in the Netherlands the notion exists of the necessity of mutual coordination and cooperation between the different public water organisations.

At the end of May 2011 the State Secretary of Infrastructure and Environment and the representatives of provinces, water boards, municipalities and water companies undersigned a totally new Governance Agreement on Water. The core of this new agreement is that the different water challenges will cost a lot of money and that mutual coordination and cooperation will lead to substantial yearly savings, up to 750 million euro in 2020. The involved public parties are executing the agreement at this moment. The progress will be closely monitored.

*Link to the Solutions for Water platform: [The Netherlands: The Dutch Delta Programme and the Governance Agreement on Water](#)*

#### EXISTING SOLUTION

##### **India: Empowering rural communities through water and sanitation - the MANTRA programme**

MANTRA is a comprehensive habitat development and governance program, which uses the common concerns for clean water and sanitation to unite and empower rural communities. It has been deployed by Gram Vikas in over 1000 rural communities in the Indian state of Orissa, improving the

lives of nearly 300,000 people. MANTRA stands for Movement and Action Network for Transformation of Rural Areas.

As the first step of the MANTRA program, Gram Vikas provides assistance and guidance to rural communities in building their own toilet and bathing room facilities.

The following conditions for participation in the MANTRA program are non-negotiable:

- Inclusion: 100% of families must be included in the project, to ensure that everyone, including the poorest and most marginalized, benefit equally.
- Equity: Equal representation must be given to all community members, regardless of gender, caste, ethnicity or economic status.
- Ownership: The community must contribute 60% of the costs required to build and maintain the infrastructure, in the form of labor, materials, or financial participation.
- Sustainability: All development processes must be based on sound environmental values, to ensure the sustainability of the infrastructure during the project and beyond.

Through the implementation of hygienic sanitation and safe water facilities for everyone, MANTRA creates unity in the community by inspiring leadership and initiative. This opens the door to a number of community-driven development initiatives, in a far-ranging number of topics such as preventive and curative health, food and livelihood security (including water management), education, institutions and self-governance, and further infrastructure improvements.

The net effect is a profound, durable transformation at all levels, and transcends the critical issues of water and sanitation, to empower a community to take control of their own destiny.

## EXISTING SOLUTION

### Colombia: Pro-poor financing and tariffs in Medellin

The experience of Empresas Publicas de Medellin (EPM) as water services provider for Medellin and the Aburra Valley in Colombia consists of joining formal public policies of local and national government with EPM's corporate social responsibility policies to create shared value in the weakest segment of the population. A portfolio of initiatives have been specifically designed with the aim of guaranteeing universal access to public services, and to prevent these vulnerable population to fall into a poverty trap that impedes the possibility of connection and consumption. Based on an understanding of users both as households and as people that make part of a community, by considering their symbolic and social capital, EPM is addressing with success this challenge.

Understanding that the Access problem is crucial in Medellin, EMP has designed and implemented a variety of solutions tailored to target people with different needs. A key issue regarding how to overcome the barriers to the poor is the institutional capacity to understand the problem and to design and to implement effective solutions. EPM has the institutional capacity for managing the entire process from problem identification to the implementation and evaluation of the programs. This process requires first of all, a clear understanding of the initial situation to enable the formulation of appropriate and comprehensive strategies. At EPM, a conceptual framework is first developed, based on interdisciplinary studies and an in-depth analysis of the economic, social and psychological users' behavior that is affected by rules, regulations and institutions. The next step is the planning of the intervention, identifying the roles and responsibilities of actors involved (national government, local government, NGOs, third parties, and EPM), followed by the design of mechanisms that better



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respond to the main objective - service universalisation. Finally, during and after implementation, the development and application of permanent monitoring and evaluation techniques is essential.

**Link to the Solutions for Water platform:** [Colombia: Pro-poor financing and tariffs in Medellin](#)

### EXISTING SOLUTION

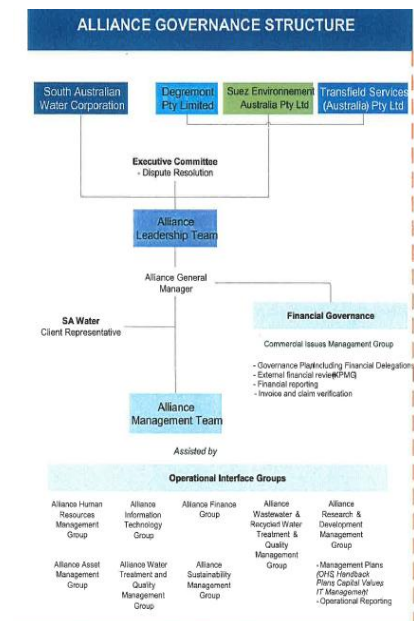
#### **Australia: Alliance Contracting, governance based on co-management for an improved performance. The case of Adelaide**

Alliance contracting is a co-operative model characterized by openness, trust and an alignment of interests. The contract is based on a co-construction upstream from the project. It has been tailored according to the governance challenges. The main features are: (1) Risk-sharing with definition of target performance to drive painshare / gainshare mechanism; (2) No blame / No dispute principle; (3) Unanimous principle-based decision-making on all key project issues (Project development is driven by a co-operative “Alliance Leadership Team” (ALT) made up of representatives of the client and the contractor); and (4) Integrated project team selected on the basis of best person for each position

Early 2011, the Government of the State of South Australia has awarded SUEZ ENVIRONNEMENT and its subsidiary, Degrémont, in partnership with Transfield Services, a contract, generating a global revenue of 840 million Euros, to supply water and waste water services to 1.1 million inhabitants in the city of Adelaide and its surrounding area. Alliance contracting fosters good governance and ensures progress of key operational performance indicators as well as a good budgetary control. It mainly consists in management principles with the client and therefore relies on an agreement between the parties on governance principles. All parties are committed and contribute to achieving a common objective, sharing risks and rewards.

As long as all actors are willing to implement such contracting, there should not be any obstacle.

- <http://www.sawater.com.au/NR/rdonlyres/A51019EA-AC06-462E-82F9-1A05D92207EC/o/AllwaterFactSheetJune2011.pdf>
- [http://www.pci-us.com/files/resources/2009\\_09\\_07\\_Alliancing-Ross\\_intro\\_B.pdf](http://www.pci-us.com/files/resources/2009_09_07_Alliancing-Ross_intro_B.pdf)



**Link to the Solutions for Water platform:** [Australia: Alliance Contracting, governance based on co-management for an improved performance. The case of Adelaide](#)

### EXISTING SOLUTION

#### **Mexico: Strengthening citizen and local institutions' collective actions to guarantee access to water for hydro-electricity in rural areas (Veracruz)**

Since 2010, citizens of Veracruz have faced socio-economic and environmental issues related to the implementation of hydro-electric projects expected to be carried out by the state. The way these projects have been developed has had negative impact at several levels, for rural and indigenous population, as well as for environmental governance structures developed in the cities. To this context, several obstacles can be added to the participation of direct or indirect involved actors: the lack of trust in municipal authorities, the unanswered promises from construction companies, the absence of short, mid and long term benefits for this type of projects, etc. These factors are combined with a national context of insecurity and increasing militarization in the state of Veracruz.

The methodology includes: (1) Develop communication mechanisms within the citizen organizations and with the outside in order to inform and disseminate both problematic and successful situations to strengthen citizen will; and (2) Provide organization mechanisms to diversify roles and levels or responsibilities among participants to encourage debate, decision-making, collaboration, reunions and events, and exchange with national and international networks.

Apart from the already taken measures, a constant communication campaign is carried out between the different interested villages and communities who encourages sharing of experiences and constitutes written and online communication mechanisms to reach out for dialogue and exchanges with local and state authorities. However, these actions still need to be disseminated. The citizen organization of Veracruz has created a strategic plan for annual activities at the local or national levels and is in contact with international organizations such as the *Red Latinoamerica de accion por los rios* (RED-LAR) and the FANMEX network. The Veracruz organization is waiting for the state water agenda that will bring together different actors and institutions.

**Link to the Solutions for Water platform:** [\*Mexico: Strengthening citizen and local institutions' collective actions to guarantee access to water for hydro-electricity in rural areas\*](#)

## EXISTING SOLUTION

### **South Africa: Effective institutional arrangement for sustainable water resource management**

The National Water Act fundamentally transformed water resources management. The Act provides for the establishment of new institutions, and the transformation of existing institutions, to assist the Department of Water Affairs (DWA) to give effect to its core mandate – the development, protection, conservation and allocation of water resources, and regulation of water services and water use. One of the Act's objectives is to progressively decentralize water resources management. An important motivation for this is to enable stakeholders to participate more effectively in the management of water resources. The NWA makes provision for the progressive establishment of Catchment Management Agencies (CMA) which are developmental in nature, and serve the interests of equity, corrective action and optimum use of water. All functions carried out by a CMA are done within the parameters of national policy and standards. Policies and practices have been put in place to ensure that CMAs are soundly governed and managed, that there is effective water resources management within each water management area and that stakeholders are able to effectively participate. The decentralization of water resources management through CMAs is a fundamental shift from the previous approach and has profound implications for democratization and nation building. Increased accountability to users (and potential users) means that there will be strong pressures on CMAs to meet the needs of aspiring users. In addition, the department will continue to have a role in ensuring that the voice of small users (and potential users) are heard and respected in the process.



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**Link to the Solutions for Water platform:** [South Africa: Effective institutional arrangement for sustainable water resource management](#)

#### EXISTING SOLUTION

##### **Honduras: Local participation strategy for water and sanitation services' regulation**

In Honduras, the modernization of the drinking water and sanitation sector began with the 2003 Frame Directive which is fundamental in the country's decentralization policy of public management and separation of duties. The law assigned the service provision responsibility to municipalities and water administrative boards. These providers work with technical assistant from the central government and are subject to regulation and control by the Regulation Body of Water and Sanitation Services (ERSAPS). The government retains the sectoral planning and co-ordination responsibility through the National Council of Water and Sanitation (CONASA) - integrated in 4 State Secretaries - , municipalities associations' representatives, water administrative committees and users. The Frame Directive requests that all service provision's processes include wide citizen participation. Municipal and citizen participation depends on compromises with the law's postulates which requires the creation of local organizations for compliance. To comply with the frame directive, the Government of Honduras, through the ERSAPS has established a sound strategy: the creation of two local bodies, the Municipal Commission for Water and Sanitation (COMAS), responsible for planning and co-ordination, and the Supervision and Local control Unit (USCL), a citizen participation body in charge of service provision control and users reclamations. Since 2011, there is also a Regulation and Control Technician (TRC) in charge of informing regularly the ERSAPS about operations through a website.

The strategic vision is:

- An application at the national level
- A progressive implementation, while new investment projects are developed; or political decisions are required at the municipal level and need high citizen participation.
- An acceptance in monitored topics (which are not common in the country)
- Adoption of self-sufficient tariffs for the management model

The solution adequately works with the formal compromise between local government, citizens, government's executive unit and aid worker of the water sector. Compromise and support have also been reached with the World Bank in the PROMOSAS, the IDB in the PIAPS, the Swiss Cooperation in Latin America the UNDP and NGOS such as CARE and CRS.

**Link to the Solutions for Water platform:** [Honduras: Local participation strategy for water and sanitation services' regulation](#)

#### EXISTING SOLUTION

##### **Chad: Towards water governance for disadvantaged users**

The key question is: how to improve water governance in order for the most disadvantaged population to have access to drinking water?

Answers to this question have resolved several problems:

- Autonomous management of the national water company has been affective with the creation of the National General directory linked by contract with technical assistance and obligation of results.



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- Improved access with (1) water network connections for disadvantaged people, financed by the World Bank, and (2) reduced connection costs for the rest of the population.
- Operational regulatory authority allows ADC to offer fair and just tariffs for water.
- Effective national quality standards
- Regulated bottled water production and sale, and banned plastic bags

The Users' Rights Defense Association (ADC-Chad)'s actions have been focused on institutional and political aspects. Two ADC's studies were conducted on water governance analysis in 2004 and 2009. After diagnosing the water sector's challenges and analyzing the legal and institutional framework and quality issues of water sold in plastic bags for human consumption, several constraints were identified: (1) weak and inefficient responsible authorities (at the institutional and regulatory levels); (2) impact of dysfunctional policies on users, (3) inaccessibility to drinking water for the most disadvantaged populations; and (4) "bagged" water not up to standard and inappropriate packaging

Guidelines were provided to reorganize Chad's water sector. ADC's actions to implement these guidelines are the following:

- Traditional lobbying and advocacy actions: diffusion of study reports, diffusion of research results in Medias and awareness campaign towards population and development partners.
- With the World Bank support, the national water company's management was split from the electricity sector, and the water sector's regulation authority, among which ADC is a member, will be soon operational.
- ADC's involvement as a serious partner in all World Bank's on going actions for the water sector reorganization. National water standards were created, institutionalized in decree and implemented.
- Regulation of bottled water production and sales and ban of "plastic bagged" water.

**Link to the Solutions for Water platform:** [Chad: Towards water governance for disadvantaged users](#)

## EXISTING SOLUTION

### **United States: a City/County Water and Wastewater Study: integrating water, urban planning and stakeholders in Arizona**

The City of Tucson / Pima County "Water and Wastewater Infrastructure, Supply and Planning Study (WISPS)" is a participatory study of water and wastewater infrastructure, supply and planning issues carried out in order to establish the basis for a sustainable water future for the city and the county. The study was a collaborative activity between the two institutions, who invited stakeholders to participate. After a 3 years joint work, they established a set of common city/county goals and recommendations: the "2011 – 2015 Action Plan for Water Sustainability" to be followed by both administrations and being known by the community. The study developed an integrated approach of the relationship between water and urban development in a context of growth, scarcity and climate change and opened the information to stakeholders' inputs and debate. This solution can be replicated in any middle size cities, or urban developed regions with water scarcity or rapid growth context, and have important impacts in the long term, like a new regional approach under preparation. To upscale this solution it should be presented in an easy communication framework putting into value the stakeholders' contributions in a more visible way and key findings (ecology/urban interactions), communication tools, etc should be promoted. An interdisciplinary committee with stakeholders and community participation is necessary to establish a program for up scaling this



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kind of approach. The European SWAN Project which associates European Universities, Cities and Utilities (Paris, Sevilla, Bristol, Delft, Sofia) has chosen this study for its international workshops.

***Link to the Solutions for Water platform: [United States: a City/County Water and Wastewater Study: integrating water, urban planning and stakeholders in Arizona](#)***

## **EXISTING SOLUTION**

### **Korea: the Chuncheon Global Water Forum**

Water management policy of the Korean government is not sophisticated enough to solve the disputes that relate water. It required a platform for experts, policy makers, and nongovernmental activists, to open discussion about water issues and implement effective counter plans. As a result, Chuncheon Water Forum was established to provide a platform for communications and cooperation. The main purpose for this institution is to offer a platform for discussion among experts, policy makers, and environmental activists. They share the results of research, suggest policies, propagate the results from the campaign, and try to intrigue citizens and inform lots of different kind of water issues. The institution is looking forward to integrate wisdom and capability of the society to solve water issues. All materials and data that were used in Chuncheon Water Forum are being published and distributed to the public so that it could be used as rational foundation for policy making. The water issues that were discussed through the forum suggest the direction for the government policy makers after examination and adjustment. Moreover, the institution would like to adopt and advertise 'Chuncheon Water Declaration' which contains principle and project assignment to solve the water issue throughout the nation. The institution also encourage knowledge transfer throughout contest events of research papers the forum will lead an initiative for solving water issues of local societies in the recent trends of decentralization. The institution will also participate in international cooperation network under the ideals of "water is civil rights" to solve the water issue together.

CGWF established settings for debates on agenda and policy making in the following matters: Turbid water problem, water rights, total pollutant load control, river restoration movements, and water industry. The number of 500 participants per year shows the evidence that CGWF is leading the network among water-related people. CGWF will also share successful results with other countries through international cooperation network.

## **EXISTING SOLUTION**

### **Kenya: Enhancing water governance through Human Rights Based Approach (HRBA)**

In developing countries, water governance challenges are multi-faceted thus requiring the involvement and collaboration with all stakeholders at different levels. HRBA acknowledges that effective water governance goes beyond ensuring that policies and institutions are in place, but hinges on mechanisms that capture issues of access to resources, information, participation in decision making process that affect management and effectiveness in service provision. HRBA intersect with water governance by laying emphasis on principles such as equity and efficiency in water resources and services allocation, the power dynamics in decision making and the clarification of the roles and responsibilities of government, civil society and the private sector. HRBA's focus on empowerment, transparency, participation and accountability provides a valuable contribution to addressing challenges of access to water resources by the marginalized groups. KWAHO in collaboration with



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UNDP/SIWI, MWI and Lake Victoria South Water Services Board, KACC KNCHR successfully piloted a Human Rights Based Approach to water governance project in Bondo district. The solution is currently being up scaled in three other counties in Kenya, namely, Uasin Gishu, Nakuru and Kakamega. The long term outcome of the pilot project was strengthened capacities of DUTY-BEARERS (formal and informal water service providers and regulators) and RIGHT-HOLDERS (water users) to effectively engage in water sector reforms towards effective water governance. From the success of this project, KWAHO is currently up-scaling the same in Uasin Gishu, Nakuru and Kakamega Counties with funding of USD 290,000 from August 2011 to December 2012 with a focus on water supply services.

#### EXISTING SOLUTION

##### **Australia: Statutory regional water plans as a mean to share valuable water resources among competing uses**

Australia is well advanced in a system of water plans that are informed by the best available science, socio-economic analysis and community input and determines how we share valuable water resources between competing uses. These are also part of broader natural resources management schemes which have been sponsored by Council of Australian Government (COAG) reforms. One of the highlights of these policy reforms is the regional delivery model which demands the water users, interest groups and the general community to participate in the planning processes. But this task is complex and achieving it requires among other things, high level of social capital –trust and linkages. This case study is based upon an online survey with key water planners working towards achieving Ecologically Sustainable Development (ESD) in relation to water planning and allocation decisions. Water plans aim to provide a forum to change over allocation of water and achieve sustainable use. The investments are huge in terms of actual costs for data collection and public sector organizations but also large for the private sector and individuals who are consulted in the processes. There will be several hundred plans in operation. All jurisdictions, consistent with the NWI, have developed their own frameworks for water planning that reflect the different priorities and issues faced in different parts of the country. All governments have demonstrated a long-term commitment through CoAG (1994) and NWI (2004) to developing and implementing water plans that are consistent with the NWI and Draft NWI Policy Guidelines for Water Planning and Management.

**Link to the Solutions for Water platform:** [Australia: Statutory regional water plans as a mean to share valuable water resources among competing uses](#)

#### EXISTING SOLUTION

##### **Togo: The « Quadrilogue », a legitimate consultation process to implement basic service for all**

As part of the state decentralization process, Togo has implemented a dialog and cooperation methodology developed by the French Institute for Delegated services management which is called the “Quadrilogue”. The “quadrilogue” is a process that associate all the stakeholders of essential services like water and waste management, public health services, etc. : the state and its administration, the local authorities, the utilities and all operating players (including informal service providers, NGO, etc.), the users associations, the unions. All these stakeholders have a responsibility towards the efficiency of services and their relevance to users’ needs: it’s the interest and the duty of



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each stakeholder to understand and to work with the others. The Quadrilogue methodology has been developed to help building this common vision and to facilitate stakeholder cooperation.

The first step is to develop a charter for essential services, at the national level, as a framework and a model for local initiatives, under the supervision of a steering committee. The crucial task is the identification of the stakeholders involved and their engagement with the process. Each kind of stakeholder must be represented at the relevant level without the total amount of participants exceeding 30 people. The Charter is completed with an action plan involving all stakeholders on specific tasks. Action plan could include: proposal for legal evolutions, working group for collective tools, training sessions for stakeholders, and return on experience mechanisms. The steering committee oversees the implementation of the action plan and secures its financing.

Quadrilogues have also been developed in Benin, Ghana but it is in Togo where it has been the most advanced process for now. In 2007, a ministerial steering committee developed a national Charter of essential services and to support its sectoral and local implementation. The secretariat of this steering committee is held by the Union of Togo municipalities.

**Link to the Solutions for Water platform:** [Togo: The « Quadrilogue », a legitimate consultation process to implement basic service for all](#)

## EXISTING SOLUTION

### India: The Water Community in Solution Exchange

The [Water Community in Solution Exchange](#) (WCSE) is a Value Network that connects with the local communities and administration for design and implementation of societal water projects. This network is a solution to the recurring problem of duplication of action in the water sector. It uses a Web 2.0 based Value Network dedicated to societal Water projects (W2W). Based on WCSE's, the solution uses a W2W management viewpoint by integrating the two distinguishing features of a W2W-Water and Web 2.0. The network was initiated by the UN country team in India in 2005. The objective was to provide water practitioners in India an impartial space to debate, build knowledge and explore joint projects. It has helped several NGOs in the sector secure funding by highlighting their work, donors to find suitable projects, individuals to raise their profiles and take forward the overall agenda for providing water for everybody. The network is the largest of its kind in India. Participants have used information on the network in their every-day work and this has greatly reduced the duplication of efforts and raised the volume of information flowing in the network on water related issues. Stakeholders other than the UN include donor agencies that have come into support specific activities of the Community. This also underscores the high degree of buy-in from various stakeholders, including the government that has endorsed the existence and utility of the Community.

**Link to the Solutions for Water platform:** [India: The Water Community in Solution Exchange](#)

## EXISTING SOLUTION

### Pakistan: Improvement of WATSAN and promotion of hygiene practices or rural communities through community-action process (WATSAN & HP –CAP)

The Community Action Process (CAP) encourages the sector players for the improvement of rural WATSAN services in the framework of provincial sanitation policy in Balochistan province (Pakistan). It

provides an integrated approach to the community's welfare, which tackles these issues directly. Its foundational principle is that sustainable development is based on the capacity of individuals and communities to take responsibility for their own development to fulfill the project's vision.

The process began with Master Trainers from grassroots being trained by UNICEF consultants. They, in turn, trained community members as Group Facilitators who then formed single-gender groups of community members to discuss and develop solutions for the improvement of lifestyle and development using the Triple-A Cycle. This is a continuous process which entails assessing a situation, analyzing the causes, taking appropriate action and reassessing the situation. Since solutions are developed from within communities, they are sensitive to local ways and needs. The PAO coordinates the activities of local CSO partners. It works with the local government and facilitates cooperation and joint activities. Local CBOs are responsible for coordinating and facilitating community groups, mobilizing volunteers, holding awareness activities and supporting community and local government initiatives towards community development.

This is a low investment model for development from within: it provides community members with the tools to analyze a situation and identify appropriate solutions and helps integrate and focus services for greatest effect. Poverty Alleviation Organization Balochistan has expertise to extend the CAP intervention in the sector of WATSAN and run the cycle of process with marginalized groups in the remote areas of the Balochistan province of Pakistan.

**Link to the Solutions for Water platform:** [Pakistan: Improvement of WATSAN and promotion of hygiene practices or rural communities through community-action process](#)

## EXISTING SOLUTION

### **Nicaragua: implementation of a participatory policy on access to drinking water focusing on least covered areas**

For implementation purposes the Nuevo FISE has designed an instrument (MEPAS) which defines the processes and procedures for management of project cycles, with a view toward facilitating coordination, communication and transparency among participating stakeholders (Nuevo FISE, mayor's offices and communities) regarding investments in the drinking water and sanitation sector in rural areas and small population centers (villages). Further, it establishes specific procedures for the delivery of services to the indigenous and afro-descendant populations on the Nicaraguan Caribbean Coast, assuring respect for their organizational structures and culture. In addition, the model covers the development of local capacities in the municipality through the creation of the Drinking Water and Sanitation Units (UMAS), whose role is to support the Drinking Water and Sanitation Committees (CAPS) during the operation and maintenance of the water and sanitation.

The Water and Sanitation Project Implementation Model (MEPAS) is being executed nationwide since 2008, with a perspective toward becoming sustainable in the medium and long term. It is based on the empowerment of communities and their active participation before, during and after project implementation, in coordination and with support from local governments (municipal administrations). The agreement reached on a Services Delivery Model has led to alignment and harmonization between donor agencies working directly with government agencies of the water sector. Having on hand a single instrument facilitates the coordination of activities between participating stakeholders and allows for periodical reviews keyed to continuous improvement along the lines of ownership, alignment and harmonization and the promotion of a sector wide approach.



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**Link to the Solutions for Water platform:** [Nicaragua: implementation of a participatory policy on access to drinking water focusing on least covered areas](#)

#### EXISTING SOLUTION

##### **Haiti: Technical assistance for the implementation of the water supply project in 15 rural communities of the Grande Anse area**

Access to drinking water in the department of the Grande Anse was limited at the beginning of 2000. Several localities had old drinking water systems built by NGO or by the SNEP (Service National Eau Potable) which became the DINEPA (Direction Nationale de l'Eau Potable) in 2009. However there were no maintenance and in most cases there were no supply. At the beginning of 2006 the Haitian government started a water supply project in rural communities, including Grande Anse, financed by the IDB. Hydroconseil as lead manager of a Haitian-French consortium provided technical supports to the DINEPA. The proposed management model is based on a contractual relationship between a water community which represents the beneficiaries and a professional operator in charge of the maintenance and the operation of the system. With the earned money, the operators realize the chlorination and all the systems maintenance for long term. The water comity and the DINEPA make sure that the work is well done and represent the community. The DINEPA helps the operators for all the management of the systems. This management model grants the sustainability of the water systems and now is a reference for other communities in the rural areas of the country:

- 35 000 inhabitants have now access to drinking water.
- the population is involved and not only passive.
- new jobs have been created in the localities

**Link to the Solutions for Water platform:** [Haiti: Technical assistance for the implementation of the water supply project in 15 rural communities](#)

#### EXISTING SOLUTION

##### **Taiwan: Using institutionalized “ecological impact checklist” to ensure public participation**

The Shihmen Reservoir and its Catchments Management Program was implemented from 2006 to 2011. The objective of this program was to solve water deficit crisis in the Taoyuan Country area due to the degradation of the functions of the reservoir. To respond to the call from environmental groups for more participation and ecological perspective, the Water Resources Agency of the Ministry of Environmental Resources adopted an innovative initiative called “Ecological Impact Checklist,” to ensure that local citizens, environmental groups and ecology experts are consulted in the planning process of each and every construction project.

The Checklist is composed of several tables, and among them “Local Residents’ Opinion,” “Environmental Groups’ Opinion” and “Ecological Experts’ Opinion” tables. A commissioned engineering firm needs to find relevant local residents, experts and environmental groups to fill in these tables. The planning process is not complete the tables are not filled in and filed. In this way, the local and environmental opinions are granted access to the planning process.

Lack of public consultation and participation is very typical in water governance in Taiwan, as water managers are used to listen to “experts” but not citizens. The checklist approach started to shake this traditional paradigm. It is acceptable to public managers because it is easy-to-follow, even for those



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who have no clue about “public participation.” It creates a chance for the local people and environmental groups to “have a say” in the planning process, and being able to “get responses” from public managers. The Water Resources Agency recognizes the effectiveness of this tool, and applies it on another important Reservoir Management Program in southern Taiwan.

**Link to the Solutions for Water platform:** [Taiwan: Using institutionalized “ecological impact checklist” to ensure public participation](#)

### EXISTING SOLUTION

#### **Mexico: The 2030 Water Agenda**

The 2030 Water Agenda aims to consolidate sustainable water policy and hand over to the next generation a country with (i) clean water bodies, (ii) balanced supply and demand for water, (iii) universal access to water services and (iv) settlements safe from catastrophic floods. A first version of the 2030 water Agenda was presented in March 2011. Since then, the Mexican National Commission for Water (Conagua) has carried out technical-prospective studies as well as hundreds of meeting throughout the country to collect and review initiatives from all sectors and all groups of actors, encompassing a broad scope of participation. Numerous working groups, with particular territorial or thematic perspective, have focused on identifying the necessary changes to make all components of the 2030 Water Agenda feasible. Progress on each of these areas will be reported annually in the Agenda’s updates.

For each of the 38 initiatives that make up the 2030 Water Agenda, one or more organizations have committed to seeing through the necessary changes and measures to support their initiatives and thus the overall objectives of the Agenda. Furthermore, hundreds of organizations, groups and individuals have contributed to these efforts and have stated their commitment to this national engagement. They are committed to make the necessary efforts for changes to take place and to implement the 2030 Water Agenda initiatives on a daily basis.

**Link to the Solutions for Water platform:** [Mexico: The 2030 Water Agenda](#)

### INNOVATIVE SOLUTION

#### **Mexico: Citizen Initiative for monitoring water and sanitation in Tuxta Gutierrez**

How can urban water and sanitation governance be effectively achieved and measured through a social perspective?

An urban social group created within the framework of urban water governance principles, may contribute to: (1) Increase local understanding of water management: through dialogue, the group may be an effective mechanism to bridge the gap between water users, water operators and technical experts from the academic sector; thus increasing the local potential for adequate solution identification and for achieving democratic decision-making processes; (2) Increase local water knowledge: through the socialization of results-based indicators that are accessible to water users, people may be able to participate in an informed manner; (3) Increase water and sanitation service provision accountability: through a joint collaboration, socialization of indicators may contribute to improve the accountability of local water management therefore allowing social capital to be built among the different local stakeholders; and (4) Foster co-responsibility among civil society and between governmental institutions (water, environment, health, education, amongst others).



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The solution calls for a citizen-based group that supports the improvement of water and sanitation services in their city by promoting: co-responsibility among civil society and governmental institutions; accountability and transparency regarding water and sanitation service provision in their city; an integrated water knowledge perspective that considers citizen perception of water and sanitation as part of a locally developed system of indicators.

The Citizen Initiative for Monitoring Water and Sanitation in Tuxtla Gutierrez is a social participation mechanism that facilitates water knowledge among citizens; it is a platform of information exchange based on people's perception; it is a tool to evaluate the state of water and sanitation services while at the same time promoting people's participation in monitoring activities. UN HABITAT is currently replicating the experience in 3 more cities; a network of social monitoring groups is expected to be built in Mexico during 2012; the Water Advisory Council is also contributing to meet this goal.

**Link to the Solutions for Water platform:** [Mexico: Citizen Initiative for monitoring water and sanitation in Tuxtla Gutierrez](#)

## EXISTING SOLUTION

### **Burkina Faso: Improving local water supply services through legitimate and competent local management**

The project to improve water supply services in ten communes of Burkina Faso was carried out by Eau Vive and partners from 2008 to 2011. One of the main objectives was building local capacities to help local authorities assume their new roles and responsibilities for water supply services: training modules were developed and the Mayors and municipal councils as well as their technical staff were trained. Regional government technical staff was also involved. A multi-stakeholder participatory framework, the "Local Water Commission", has also been created in each commune. Made up of water sector stakeholders (local council members, technical staff, local professionals, user representatives), the commissions play an advisory role, helping the municipal council to define its strategy and actions – making sure the needs of the poorest and vulnerable populations are taken into account – as well as monitoring implementation of actions.

The infrastructure component (network extensions, household connections, standpipes) provided the opportunity for the communes to put their managerial responsibilities into practice. The project accompanied the communes to renew their delegation contracts, helping the Mayors to assess the operator's performance during the past contract. Lawyers helped them understand the contracts and to renegotiate them where appropriate.

In general, this approach constitutes a "service-delivery approach", which tackles the issue of water supply services as a whole and in the long term, as against an "access to water" approach which can be limited to infrastructure-focused solutions and struggle to achieve sustainability. As such, it has a wide-reaching appeal, encouraging a real shift of focus from infrastructure to organization, governance and capacities.

**Link to the Solutions for Water platform:** [Burkina Faso: Improving local water supply services through legitimate and competent local management](#)



#### EXISTING SOLUTION

##### **Haiti: Water management delegation in 14 slums of Port-au-Prince**

In Port-au-Prince, Hydroconseil was involved in the re-organization of the water service in low income suburbs of Port-au-Prince, as technical assistance to the public water distribution firm CAMEP and GRET (French NGO). The aim of the project was to set up a water delivery system through paying public fountains managed by local communities in 14 unplanned suburban areas. The innovative component of the project is the social engineering set up: water management is delegated to community-based water committees through contracts between CAMEP and local committees. The committees provide overall management; organize network maintenance and exploitation of the water system.

The solution contribute to provide a regularized affordable and sustainable water service to low income areas. 14 committees of district manage the water service, some since more than 2 years. They constituted themselves while integrating leaders of all basis organizations, without exclusive (political parties, churches, associations of youngsters, of women, networks of notable...). These committees demonstrated their high maturity in the management of conflicts inside districts and in the management of money: the rate of payment of the CAMEPS bills is 100%. With the margin on the selling price of water, these committees participated in the financing of about fifteen small collective infrastructures (sport terrains, meeting rooms, footbridges, waste water channels, showers...), that reinforce their legitimacy. The volume of water distributed every day by committees increases very appreciably since two years, what proves that the system answers to a real demand of the population

*Link to the Solutions for Water platform: [Haiti: Water management delegation in 14 slums of Port-au-Prince](#)*

#### EXISTING SOLUTION

##### **Bangladesh: Improving accountability of government and service providers in providing pro-poor WATSAN services through engaging government and CSOs**

As part of the NGO Forum's 'Be Beside the Hard-to-Reach' advocacy campaign, collaborative initiatives entitled "Developing Southern Civil Society Advocacy in Water and Sanitation in Sub-Saharan Africa, South Asia and Central America" were undertaken by UK Aid Governance and Transparency Fund (GTF) to contribute to the country's WatSan promotion in line with the MDGs.

The GTF Project is aims at : (1) Improving the governance and transparency of the WatSan service providers & services for pro-poor WatSan services as per national policy guidelines; (2) Establishing decentralized and participatory mechanism in the decision-making process by the marginalized; (3) Ensuring synergistic effort of the community allies through their involvement in different steps of WatSan promotion process; (4) Capacity enhancement of Civil Society Organizations (CSOs) and relevant community allies; and (5) Developing a network of NGOs & CSOs. Through this Project intervention, the LGIs, local administration, service providers, CSOs and other relevant stakeholders of the project area have been mobilized regarding WatSan rights and have expressed their commitment to secure WatSan entitlement of the hard-to-reach communities.

*Link to the Solutions for Water platform: [Bangladesh: improving accountability of government and service providers in providing pro-poor WATSAN services through engaging local governments and CSOS](#)*



## EXISTING SOLUTION

### **France: Local committees for consultation between consumers and water professionals in Marseille**

Run by water service manager Société des Eaux de Marseille, the local consumer committee aims at enabling regular exchanges between consumers, water and sanitation services managers and local authorities. Its composition must reflect the diversity of consumers and water stakeholders (associations, social tenants, healthcare professionals, residents' associations, representatives of the relevant local authorities, professionals, etc.). This consultation must have the combined result of improved consumer information about the water and/or sanitation service, their concerns and requirements being taken into account, and improved service performance.

This committee is a genuinely influential body in decision-making and the concrete management of the service at all levels. It is a mean for the population's day-to-day needs to be heard and taken into account. As such, any psychological, logistical, operational or procedural problems that arise must be solved for it to be meaningful and maintain its vitality.

The committee's work makes it possible to enhance the performance of the service by making the necessary changes to the procedures and structure in response to consumers' expectations on the one hand and technological developments on the other. The constant questioning that the consumer committee's work implies contributes to the development and modernization of the service. Furthermore, this mode of governance is completely transparent and generates a durable relationship of trust between all stakeholders.

*Link to the Solutions for Water platform: [France: Local committees for consultation between consumers and water professionals in Marseille](#)*

## EXISTING SOLUTION

### **Morocco : Pro-poor initiative in Casablanca, the INDH-INMAE project as an effective social and institutional inter-mediation method (Lyonnaise des Eaux de Casablanca – LYDEC).**

The INDH-INMAE project is a pro-poor initiative developed since 2005 in Casablanca, Morocco's rapidly growing economic capital (5 Million inhabitants). This project was launched by King Mohammed VI as part of the National Initiative for Human Development (INDH). This project generalizes domiciliary water, sanitation and electricity services for 80.000 households in non-reglementary neighborhoods. Implementation of this project is done within the framework of delegated management to La Lyonnaise des Eaux de Casablanca (LYDEC). The methodology presents inter-institutional coordination and social support. Governance between stakeholders is considered a strategic operational strategy with *ad hoc* monitoring and evaluation tools.

Results in the first year have shown a perennial adhesion as part of an urban inclusion process. Today, about 40% of targeted households are connected or are about to be. Mobilizing land to implement the dedicated equipment was rendered difficult because of the high price of land and the weak financial means of municipalities.

This "reign initiative" is one dimension of a royal decision (2005) encouraged by the INDH. A Framework agreement was signed in 2005 to create a synergy between the Wali – the Region Prefect



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- , the Human Development Regional Committee and the City of Casablanca who are the project's managers and within which LYDEC is the delegated project authority.

### INNOVATIVE SOLUTION

#### **Nigeria: Reaching the urban poor with water supply and sanitation services (project REACH)**

The European Union Water Supply and Sanitation Sector Reform Programme (EU- WSSSRP), Anambra State Technical Unit Programme signed a grant contract on October 21, 2009 with the Bread of Life Development Foundation: among other activities was conducting a Water and Sanitation Poverty mapping in 20 focus urban towns of Anambra state using various methods including, Census, Household surveys, and Global Positioning System. Its findings should be used as an Advocacy document by Consumers to draw Government attention to Urban areas that need to be targeted in terms of institutional and financial support. It was later presented to stakeholders drawn from the study 21 communities, who reviewed and adopted it. The Bread of Life Development Foundation supported the communities to set up Water Consumer Associations that held meetings to review the findings of the baseline study, and come up with solutions to address their water supply and sanitation challenges. The Project involves coalition building and the development of the Water Consumers Associations will include determining the rules of their proceedings, setting up their governance structures and formalization of their activities through registration with appropriate Government agencies.

### INNOVATIVE SOLUTION

#### **Iraq: Water Governance in Transitional Period:**

The key question is how to manage water resources after the extremely centralized system of governance is being replaced by federal and highly decentralized system amid formidable development and environmental challenges? The legal basis to deal with emerging challenges and potential conflict due to the decline in water availability and/or access to water resources within the country is not adequate or does not exist. For instance, the mandate of the newly established form of government i.e. Governorate Councils is not clear. Similarly, there is the case of the Kurdistan Regional Authority, which is semi-independent in practice. The new Constitution (adopted in 2005) provides broad base for water management in the country. It identifies the extent over which the exclusive power of the Federal Authority is applied and it also refers to the areas where Central and Regional authorities have joint responsibilities over water management issues.

The solution is advocating the establishment of a "National Water Council" as the proper platform for policy and programs that ensure sustainable development in the water sector after the dramatic changes in the nature and direction of the political setting in Iraq. As the country continues its transition towards new political arrangement that is based on federalism and broad decentralization of authority replacing the tightly centralized system of governance, the need for new approach to manage water resources and provide drinking water and sanitation services across the country increases. It is a national task that will determine the way the country is taking to resolve the challenges ahead. Although it will not provide a magic solution to the water problems facing Iraq, it will however, prove that openness, inclusiveness and transparency are the essential ingredients for good governance and for peaceful resolution of potential conflicts. The Prime Minister Office, the Ministries of Water Resources, Agriculture, Environment, Municipalities and Public Works, Kurdistan



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Regional Government and Governorate Councils are represented in the high committee charged with finalizing this exercise with the help of the UNDP.

*Link to the Solutions for Water platform:* [Iraq: Water Governance in Transitional Period](#)

#### **INNOVATIVE SOLUTION**

##### **Africa: the Concerted Municipal Strategies program**

The Concerted Municipal Strategies approach is an intervention methodology to be used for conducting a municipal diagnosis on existing services and sector stakeholder expectations. In addition, it includes the steps that need to be followed when constructing a municipal strategy, in a concerted manner with all local stakeholders, to improve water and sanitation services. The whole sanitation chain is taken into account: from access to evacuation and wastewater treatment, with various options for each segment depending on the area's context. The implementation steps of the process are:

- a shared diagnostic (a process that takes between 6 months and 1 year)
- the construction of the strategy itself, with various workshops in order to ensure that all stakeholders' points of view are taken into account. It is followed by the production of a strategic document
- the formulation of the actions plan that declines the strategy into concrete projects.
- It precisely defines the cost of each project and thinks about how to mobilize funds from the municipal budget, users' participation and international partners. – then an implementation commission is created. It ensures the follow up of the actions implementation.

PDM and pS-Eau has led this research/action program on the field. The solution has been tested in twelve African cities of between 30 000 and 300 000 inhabitants, and Abomey, Ebolowa, Rosso, Tahoua, Grand-Bassam, Dolisie, Bandundu and Louga, Debre-Birhan, Masaka, Moshi and three regions (for creating regional dynamics for little towns)

*Link to the Solutions for Water platform:* [Africa: the Concerted Municipal Strategies program](#)



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## VI. Recommendations for follow-up

Key messages of Target 1:

- Diagnosing the multi-level governance gaps is central to identify the roles and responsibilities of stakeholders at all levels
- Stakeholders have to be involved in designing water policy to ensure pertinence and effectiveness
- Co-operation and collaboration are the keys to bridge co-ordination gaps
- Encourage a more open and inclusive approach to water policy making and water services through public participation in water policy design and implementation
- Institutionalization of participation and co-operation mechanisms between all stakeholders in the decision-making and implementation of water policies and water services



## VII. Session Outline

The solutions to be presented during the TSG1 session at the Forum were selected according to (i) their **methodological interest** and (ii) their **replicability potential** at a larger geographical scale. Furthermore, the selected speakers are representatives from **each region of the world** (the Americas, Asia, Africa and Europe) as well as the **main categories of stakeholders** involved in the water sector (public authorities, private utilities, elected official, NGOs and civil society).

### Part 1:

|   |  |
|---|--|
| <b>Reference number</b><br>(for example 1.1.1,<br>or 1.1.4 + CS2.4 if<br>combined)                              | CS1 - 1  |
| <b>Target(s)/PFA/CS/<br/>Region</b>   | Target 1/ CS1  |
| <b>Session title</b> (to be<br>published on the<br>programme, please<br>kindly use media-<br>friendly language) | Stakeholders' engagement for effective water policy and management   |
| <b>Session<br/>teaser/description</b><br>(150 words, please<br>kindly use media-<br>friendly language)          | <p>Effective water policy and services management are not only driven by technical and financial expertises but also by a close <b>coordination</b> of all actors involved in the decision making and implementing process and by an early <b>stakeholder engagement</b> while designing the project (tariffs policy, choices of standards, etc.). While this is globally acknowledged, stakeholder engagement processes largely remain “experimental” and are often led on a voluntary basis.</p> <p>Based on the presentation of <b>local experiences</b> covering all continents, and using <b>innovative animation methods</b>, the session will involve the audience in discussing the following questions:</p> <ul style="list-style-type: none"> <li>- Is it necessary to integrate SK engagement in legal framework; procurements etc; How make it happen?</li> <li>- How to institutionalize the multi-stakeholder engagement approach?</li> <li>- How finance it?</li> </ul> |
| <b>Duration</b>   | Unless they are combined with other sessions, all sessions are 2-hour long   |
| <b>Contact details of<br/>the Coordinator(s)</b>  | Delphine Clavreul ( <a href="mailto:Delphine.Clavreul@oecd.org">Delphine.Clavreul@oecd.org</a> )   |

|  |   |  |   |
|--|---|--|---|
| <b>convening the session</b>   | Alexandre Brailowsky ( <a href="mailto:Alexandre.BRAILOWSKY@suez-env.com">Alexandre.BRAILOWSKY@suez-env.com</a> )<br>Joannie Leclerc ( <a href="mailto:Joannie.LECLERC@suez-env.com">Joannie.LECLERC@suez-env.com</a> )   |  |   |
| <b>Objectives and outputs</b>  | <u>General objectives of the session</u><br>- involve WWF audience in finalizing target group recommendations<br>- enrich the action plan<br>- secure the commitment of new institutions in implementing the action plan and replicating solutions presented during the session and in the report | <u>Expected outputs</u><br><input checked="" type="checkbox"/> Finalise the Target Action Plan<br><input checked="" type="checkbox"/> Share promising solutions<br><input checked="" type="checkbox"/> Work on commitments<br><input checked="" type="checkbox"/> Enrich the report and its conclusions<br><input type="checkbox"/> Other, please specify: |   |
| <b>Format/Logistics request</b><br><i>(please note that room settings that are not standard cinema seating reduce the overall number of seats available in the room)</i> | <u>Estimated number of seats needed</u><br><input checked="" type="checkbox"/> Less than 200<br><input type="checkbox"/> 200-400  | <u>Preferred room set-up</u><br><i>(not guaranteed by the IFC)</i><br><input type="checkbox"/> Oval/Square seating<br><input type="checkbox"/> Roundtable seating<br><input checked="" type="checkbox"/> Standard cinema seating   | <u>All rooms will be equipped with:</u><br>- a computer<br>- a video projector<br>- a screen<br>- 2 microphones<br>- simultaneous translation in French and English |
| <b>Extra requirements for innovative sessions</b><br>(professional facilitation, additional technical  | We would like to ensure <b>real participation of the audience</b> and are working on finding <b>innovative way</b> to animate the debate. We will let the secretariat know about any additional requirement but we'll try to make it by ourselves.  |  |   |



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|                    |  |
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| requirements, etc) |  |
|--------------------|--|

**Part 2:**

|  |   |  |  |
|--|---|--|--|
| <b>Secretariat recommendations</b>         | - At least 50% of your session's time should be devoted to interactive and fruitful exchanges with the audience<br>- You are kindly encouraged to include a political representative and representatives of donors and NGOs as speakers in your session |  |  |
| <b>Session plan detailing its schedule</b> | <b>Time</b>   | <b>Descriptions of items/presentations</b>   |  |
|  | 5'  | - Introduction: Definition of inclusive participation for place-based solutions and stakeholders' adherence, and presentation of existing tools. | Mediator:<br><b>Mrs. Aziza AKHMOUCH</b><br>(CS1 Coordinator - OECD)<br>Email address: <a href="mailto:Aziza.Akhmouch@oecd.org">Aziza.Akhmouch@oecd.org</a> |
|  | 5'  | Welcoming note   | <b>Mrs. Monique CORDIER</b> (Chair –<br>Confederation of Marseille Residents' Associations)  |
|  | 50'   | Multi-panellist dialogue to discuss solutions and methodologies on 4 key aspects:  |  |

|  |     |  |
|--|-----|--|
|  |     | <p>1: The necessity to take consultation approaches to the next level (<i>professionalization</i>)</p> <p>2: The need to institutionalize stakeholders' engagement in water and sanitation services management (political and legal frameworks)</p> <p>3: How to finance consultation mechanisms and capacity-building in this field</p> <p>4: Costs, benefits and performance measurement of these practices</p> <p>- Case study 1 – <b>Africa:</b><br/><i>Togo: The Water "Quadrilogues"</i><br/><b>Mr. Kasségné Joseph ADJONOU</b><br/>(Mayor of Atakpamé - Togo)<br/>Email address : <a href="mailto:kadjonou@yahoo.fr">kadjonou@yahoo.fr</a></p> <p>- Case study 2: <b>Europe :</b><br/><i>The Netherlands: The Dutch Delta Programme and the Governance Agreement on Water</i><br/><b>Mr. Peter GLAS</b> (Chairman of the Dutch Association of Water Boards – the Netherlands)<br/>Email address: <a href="mailto:pglas@dommel.nl">pglas@dommel.nl</a></p> <p>- Case study 3: <b>America:</b><br/><i>Colombia: Pro-poor financing and tariffs in Medellin</i><br/><b>Mr. Ruben AVENDAÑO</b><br/>(Empresas Públicas de Medellin - Colombia)<br/>Email address: <a href="mailto:RUBEN.AVENDANO@epm.com.co">RUBEN.AVENDANO@epm.com.co</a></p> <p>- Case study 4: <b>Asia/ Oceania:</b><br/><i>Australia: Alliance Contracting, governance based on co-management for an improved performance.</i><br/><b>Mr. Rob DOWLING</b><br/>(Head of Operation – SA Water Corporation - Australia)<br/>Email address: <a href="mailto:rob.dowling@sawater.com.au">rob.dowling@sawater.com.au</a></p> <p>- Case study 6: <b>NGOs/Global</b><br/><i>Freshwater Action Network: Making governance work for the poor</i><br/><b>Mrs. Mary O'CONNELL</b><br/>(FAN Global- Butterfly Effect Initiative – United Kingdom)<br/>Email address: <a href="mailto:mary@freshwateraction.net">mary@freshwateraction.net</a></p> |
|  | 55' | <p>Debate and discussion with the audience on the CS1-TSG1 sub-targets to gather recommendations, solutions, experiences and commitments (through live poll and Twitter posts)</p>   |



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|   |   |   |  |
|---|---|---|--|
|   | 5'  | Conclusion: Synthesis and commitments towards more effective stakeholders' engagement |  |
| <b>Targeted audience in view of commitments</b>   | Operators, public authorities, IFIs, universities, citizens |   |  |
| <b>Other Information</b><br>(if you have additional information or special requests about your session) |   |   |  |

## VIII. Conclusion

Effective water policy and services management are not only driven by technical expertise and financial resources but also by a close coordination of all actors involved in the decision making and implementing process and by an early stakeholder engagement while designing the project (tariffs policy, choices of standards, etc.).

While this is globally acknowledged by the water community, stakeholder engagement processes largely remain “experimental” and are often led on a voluntary basis as far as policies and services management are concerned. Yet, those processes have demonstrated their ability to improve projects’ efficiency and sustainability and they definitely have to be developed in the future.

Achieving this target requires:

- 1) Reviewing existing tools and methodologies developed by all kinds of institutions
- 2) Disseminating the most effective ones among operators
- 3) Ensuring their financing within budgetary frameworks, especially within public development aid’s frameworks,
- 4) Translating this stakeholder engagement’s obligation within regulations and contracts.

Progressing towards those objectives require the commitment of all kinds of institutions: national and local authorities together with operators, but also IFIs, who play a major role in setting up projects management standards as they own the money, and researchers and universities who can help to identify and improve both engagement tools/ methodologies and indicators to evaluate their efficiency.

As a conclusion, we call all those actors to achieve the following activities and report their progresses by the next World Water Forum:

- Identify rooms for stakeholder engagement within their early stages of brainstorming/ designing processes
- Ensure the development and dissemination of clear documentation in order to give stakeholder a real opportunity to understand what is at stake and how to participate in the discussion
- Translate stakeholder engagement requirements within regulations, contracts but also tenders, as far as the backers are concerned
- Dedicate a specific budget line to stakeholder engagement activities together with the development of monitoring and evaluation tools of their effectiveness and efficiency



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Condition for Success 1 – Target 1: By 2015, 50% countries will have adopted consultation, participation and co-ordination mechanisms allowing stakeholders at local, regional, national and international levels to effectively contribute to decision-making in a coherent, holistic and integrated way. By 2020, 100% of countries will have done so.

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Condition for Success 1 – Target 1: By 2015, 50% countries will have adopted consultation, participation and co-ordination mechanisms allowing stakeholders at local, regional, national and international levels to effectively contribute to decision-making in a coherent, holistic and integrated way. By 2020, 100% of countries will have done so.