



## **Webinar to discuss the Scoping Note of WGI's Working Group on Capacity Development**

**Programme of work 2019 - 21**

**20 May 2019 – 14h-15:30h CET**

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### **Key Highlights**

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## Welcome and scope of the webinar

1. The Secretariat opened the meeting by welcoming the participants and informing them of the work that has been developed between the [11th OECD Water Governance Initiative \(WGI\) meeting](#) (12-13 November 2018, Zaragoza, Spain), and the upcoming 12<sup>th</sup> WGI meeting, 20-21 June 2019, Berlin.
2. The Secretariat highlighted three key objectives for the webinar:
  - Getting member inputs on the Scoping Note with regard to objectives, proposed activities and outputs.
  - Collecting member contributions to map who could work on what in the Working Groups, the possible synergies that members could provide with activities being carried out within their own institutions, with the aim of connecting the dots instead of duplicating work.
  - Developing a clear roadmap of what is to be done and that the Working Group delivers tangible outputs in time for the next World Water Forum in Dakar, Senegal. The Working Group should work collectively in order to focus on realistic deliverables and achievements.

## Highlights from discussions

### *Presentation of the Scoping Note by the OECD Secretariat*

3. The OECD Secretariat provided an overview of the Scoping Note on Capacity Development. The objective is to develop tools and methodologies on capacity development that are shared and applied to different target groups (for instance higher level decision-makers and water managers in public and private sectors and civil society) and at different levels (national, basin, local) with a view to promote uptake and use of the Principles. In a broader sense, the work will contribute to realizing the Sustainable Development Goals. The Secretariat highlighted the [Brasilia Multi-stakeholder Pledge to Implement the OECD Principles on Water Governance](#), which establishes capacity development as a means of enhanced implementation of the [OECD Principles on Water Governance](#) through tailored support to use and improve the indicator framework and learn from evolving practices.
4. The Scoping Note aims to provide practical and realistic direction on the proposed activities and outputs. The outputs highlighted include:
  - A **capacity development toolkit** to support the implementation of the OECD Principles on Water Governance, which could be structured around **five modules** with inter-active learning sessions based on clearly identified learning objectives. The modules are to be tested and fine-tuned through pilots.
  - A **Facilitator's Guide** to provide practical learning tips for the training of trainers or targeted end users, namely the facilitators and mentors that will act as intermediaries in transmitting the underlying knowledge, tools, indicators and frameworks of the OECD Principles on Water Governance. This responds to the ambition of providing "Training of Trainers" and capacitating facilitators in order to multiply the opportunities for capacity development workshops.
  - A **Water Governance Capacity Development Lab** in order to disseminate and implement the toolkit. This could help to connect people, encourage innovation linked to water governance and strengthen the dissemination of water governance. This platform could go beyond the WGI in itself and include other types of partners from other sectors.

5. Some milestones suggested in the Scoping Note include to:

- Map and take stock of existing initiatives on water governance capacity development frameworks, and emphasise the value added of a new initiative.
- Develop practical water governance capacity development modules and material (a toolkit) targeting and tailored to different audiences, such as policy and decision-makers, water operators and professionals, practitioner networks, NGOs, basin authorities etc. This includes training-of-trainers activities to promote use of capacity development toolkit
- Provide opportunity for Working Group members to produce a number of papers or articles linked to water governance capacity development to synthesise knowledge on the topic but also to enhance communication and exposure.

6. The Secretariat stressed the importance of applying a realistic vision of what can be done in the next two years to advance on capacity development linked to water governance and making sure that the members' inputs and views were taken into account. Members should feel that they can contribute and that they fit into the scheme of work planned for the next two years. The Secretariat encouraged members to make practical suggestions of their possible contributions to the Working Group. The Secretariat will document and follow up such suggestions made from members.

#### ***Remarks from Working Group coordinators***

7. The OECD Secretariat invited the lead Steering Committee members (SIWI, WIN and SUEZ) on Capacity Development to make input on the questions that had been raised during the webinar.

8. SIWI agreed with the scope of the outputs laid down for the Working Group but stressed the importance of coordinating with other relevant capacity development initiatives.

9. WIN gave two remarks:

- Firstly, they raised the issue of how to best stimulate WGI members to become facilitators and mentors to the capacity development activities. In this regard, WIN remarked that it is important to stimulate the use of capacity development materials as well as the collective ownership of the initiative so that people feel free to use the materials and adapt them according to their needs.
- Secondly, in regards to proposal on making capacity development materials available on web based platforms (such as through a Capacity Development Lab), they expressed concern on the difficulties of maintaining such an initiative due to the attention needed in terms of updates and promotion of materials. WIN also raised the question where a web based platform would be hosted (on OECD's WGI website or somewhere else) and who would be in charge of maintaining it.

10. SUEZ echoed WIN's points and added that the Scoping Note was very ambitious and suggested that capacity development can be linked to the further use of indicators as well as the evolving water governance practices.

#### ***Suggestions, inputs and comments from WGI members***

11. Participants agreed that the outputs foreseen in the Scoping Note responds to the demand of members. Some participants pointed to the potential of the modules, especially the more generic ones focused on governance in general, in helping to create demand by raising awareness of the importance of governance. Questions raised by the participants about the outputs proposed in the Scoping Notes included:

- The **need to fine-tune the objectives and the content** of the proposed modules and to make sure that the purpose (capacity development for what?) and the target audiences (for who?) are clearly defined, as well as when and where capacity development should take place and how much of it that is required. Importantly capacity development should be **demand and needs driven** and link properly to relevant water governance challenges. Some suggestions included:
  - *Making modules adaptable*: The possibility of modifying the modules in order to achieve certain capacity development objectives, reaching out to certain target groups etc. was emphasised by many participants. For example, comments were made on the possibility of broadening module 1 to also include module 2, in order to comprise the general principles that are applicable to water governance and governance in general. These first two modules could then be proposed as core modules for everyone, whereas the other modules could be specifically tailored to needs and demands of specific target groups. How modules are adapted can for instance depend on socio-economic conditions, scale and target groups.
  - *Learning inter-activeness*: A basic idea is that participants of capacity development workshops bring a lot of knowledge that should be tapped in to and shared among participants. The target audiences should thus be part of the learning methodology in how the modules are developed and implemented.
  - *Clarifying module content*: The need to clarify the aim and scope of module 5 on future-proof water governance and taking into account other innovative methods such as data simulation/scenario based planning in order to identify future hotspots and manage the risks, notably of climate change.
  - *Some suggested additional module content*: The fact that some topics were missing from the proposed modules such as ensuring interconnection across sectors, understanding political sensitivity as an important part of governance and the importance of systems thinking.
- **Capacity Development Lab**. The questions raised during the webinar focused on having more clarity in terms of the scope, resources and logistics of the Lab and how it could work as a multi-stakeholder initiative. Emphasis was put on making sure that this initiative helps colleagues around the world to develop capacity.

12. Mapping members' activities and potential synergies was seen as useful to identify where the Working Group can add value. However, the need to further scoping the type of demand for capacity development tools was raised by several participants. This exercise should aim to identify main capacity development gaps and barriers as well as specifying needs and demands of target group/s. Some participants pointed to the need for including reference on how to engage with different stakeholder or target groups. Some ways of assessing the needs of and reaching out to different water constituencies could be through surveys or workshops.

13. Some other issues raised by the participants included:

- The Scoping Note can put a stronger focus on organisational capacity development. In this sense, some entry points were suggested such as focusing on “institutional change” that needs to occur in order for capacity development to be able to take place within organisations. One suggestion was that road maps for specific organisations could be added as a possible output in capacity development workshops.
- The possibility of the capacity development modules taking the OECD Principles **too much as a block**, instead of focusing more on the specific content that should be included. Some suggestions

were made about the possibility of including more material in the Scoping Note as related to Principle 4, and making sure that activities are included that help institutions in post-assessment.

- The Programme of Work established in the Scoping Note is ambitious, especially given the two-year timeframe, and participants expressed a need for prioritising the Working Group's activities.
- Capacity development, if done well, should also be a tool to expose systemic weaknesses in legislation, regulation, planning, management, processes etc. It then has the potential to set up a feedback loop, rather like a plan-do-check-review system, so that there is a process for continual review and improvement. This is essential, because in water all systems are dynamic, so capacity development should never be a 'do once and forget' process.
- Some final questions were posed by the participants regarding the criteria for potential strategic partnerships in capacity development. Some participants noted that the work on capacity development was a good opportunity to work with actors outside of the water-sector in order to disseminate knowledge.

14. Some participants expressed interest in **volunteering as facilitators, mentors and/or delivering materials** [Turkish Water Institute (to scope out capacity development needs), Jucar Basin Authority (content development and pilot workshops), UNDP Cap-Net (available web based e-learning platform) and NARBO (connection between trans-border Riven Basin initiatives in Asia and Africa)]. The XVII IWRA World Water Congress in Daegu, Korea that will be held between the 11<sup>th</sup> and the 15<sup>th</sup> of May 2020 was offered as a milestone event, given the fact that in the thematic framework of the congress, there is a strong focus on capacity development.

#### *Wrap-up and next steps by OECD Secretariat and Working Group coordinators*

15. SIWI echoed the participants' proposals and suggestions and highlighted the importance of getting all the members to contribute due to the ambitious nature of the Scoping Note and the limited timeframe. In this sense, it will also be important to prioritise the work that lies ahead of the Working Group.

16. WIN suggested re-examining previous work on best practices and its experiences in order to get a feel for how to organise and manage the step-by-step process of the work of both Working Groups.

17. SUEZ shared WIN's suggestions and reminded the participants that there is already existing data through the water governance practices that can help assess capacity development gaps and priorities. In regards to module 5 on future-proof governance, SUEZ suggested that the focus should be on data for governance and technology to ensure participation in decision-making. In this sense, linking to organisations such as the Open Governance Partnership could help the WGI involve other stakeholders and access the know-how on digital tools for capacity development. Finally, SUEZ reminded the participants that though ownership could be difficult to establish, the strength and the identity of the WGI is precisely its multi-stakeholder characteristic. Therefore, even though it will be a challenge to establish collective ownership, the WGI has the potential to add significant value to existing capacity development tools.

18. The Secretariat responded to the Steering Committee's concerns on priority and level of ambition by stressing that responsibilities should be collectively established between all the members and that the OECD is not intending to focus just on "training" but rather on establishing the umbrella framework on what can be done together, especially with those organisations that are much better equipped to carry out capacity development.

19. The Secretariat further highlighted that the participants' comments will be taken into account in a redraft of the Scoping Note. Some of the aspects that will be considered include for instance:

- Making sure that the content and sequencing of the modular approach are fine-tuned and that priorities are established in order to provide *strategic* capacity development as much as possible. Making sure that the modules are *demand driven* and *adapt* to users' objectives and circumstances, scale and geographical location will also be a main priority.
- Ensuring that the capacity development creation process is *interactive* and that the knowledge of all of those participating make up the content of the proposed activities. An ambition will be to develop capacity development tools that potentially can be used to induce some long-term *organisational changes*.
- The intention behind the idea of the Capacity Development Lab is to be able to have a platform from which the WGI can project itself and its work unto the rest of the world. In this sense, the mapping of already ongoing activities is crucial in order to see what exists already and what makes sense or not to develop. In any case, the Secretariat will see how it can further clarify the role of such a Lab. The OECD website can host future *web based tools* and methodologies, however, synergies should be sought with other relevant web based platforms for cost effectiveness and maximisation of marketing and dissemination of developed tools.
- Regarding the questions about further partnerships, the criteria that will be developed will depend on what members set out to do and what type of products they decide to produce. The ideal is to have both research-oriented partnerships as well as with water managers and practitioners. This will become clearer after the mapping and further calls for WGI member contributions.

20. Based on comments received the Secretariat will update the Scoping Note on Capacity Development and circulate to the entire WGI membership ahead of the next WGI meeting in Berlin (20-21 June 2019).

## Annex I: List of participants

<b>Institution</b>	<b>Name</b>
Aqua Publica Europea	Milo Fiasconaro
Cap-Net UNDP	Themba Gumbo Damian Indij
Federal Institute for Geosciences and Natural Resources (BGR)/ BMZ - Germany	Michael Eichholz
IHE Delft	Ellen Pfeiffer
International Water Resources Association	Ignacio Deregibus
Japan Water Agency & NARBO	Naoki Kido
Jucar River Basin Authority	Laura Tanco Ballesteros
Royal HaskoningDHV	Erik van Lith
Stockholm International Water Institute (SIWI)	Alejandro Jiménez
Suez	Joannie Leclerc Maéllis Monnier
The Nature Conservancy	Aparna Sridhar
Turkish Water Institute (SUEN)	Burcu Calli
UNHABITAT / GWOPA	María Pascual Sanz
Veolia	Dominique Gatel
VITO/Vlakwa (Flanders Knowledge Center Water)	Dirk van der Stede
Water Integrity Network	Teun Bastemeijer
Water Policy International	Ian Barker
Water Research Commission – South Africa	Mamohlosing Tlhagale
Water Youth Network	Parth Kamath
WBCSD	Tom Williams
Women for Water Partnership and Butterfly Effect	Lesha Witmer

## **Annex II: Agenda of the webinar**

- **Introduction and presentation of the Scoping Note by the OECD Secretariat (10 min)**
- **Remarks from Working Group Coordinators (5 min)**
- **Suggestions, inputs and comments from WGI members (65 min)**
- **Wrap-up and next steps by OECD Secretariat and Working Group coordinators (10 min)**