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Stakeholder Engagement for Effective Water Governance

OECD Workshop, 19 September 2014, Paris

HIGHLIGHTS

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1.   The OECD project on **Stakeholder Engagement for Effective Water Governance** aims to provide evidence-based analysis on the effectiveness of stakeholder engagement processes, as well as a set of key principles and a Checklist for public action for governments to set up appropriate framework conditions. The project is an undertaking of the Working Group n°1 of the OECD Water Governance Initiative. It relies on an extensive **survey** across 200+ stakeholders (carried out online from 1 April to 16 June 2014) and 55+ **case studies** from OECD and non-OECD countries. It will conclude with the publication of an OECD report to be launched at the 7th World Water Forum (Korea, April 2015).

2.   The Workshop was a key milestone in the OECD project with the following objectives:

✓ Discuss the **key findings** and **recommendations** from the draft report with a wide range of stakeholders from the public, private and not-for-profit sectors;

✓ Learn from **international best practice** to engage stakeholders in water projects and policies ;

✓ **Draw lessons from outside the water sector** (education, regulatory policy, innovative service delivery, post-disaster recovery)

✓ Discuss the draft **Principles** and devise a **Checklist for Public Action**;

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Discussion on the Draft report "Stakeholder Engagement for Effective Water Governance"

3.   The OECD Secretariat set the scene by reminding participants of the background and rationale of the work carried out by the Working Group n°1 of the OECD-WGI to produce qualitative and quantitative evidence on the contribution of stakeholder engagement to effective water governance. The OECD Secretariat presented key highlights from the draft report and results from the survey, according to the suggested analytical framework that focuses on 5 building blocks: detecting the **drivers**; mapping **types of stakeholders**; diagnosing **obstacles**; identifying **mechanisms**; and fostering **evaluation.** Participants then engaged in a lively discussion to share comments on the draft report

4.   The **Delta Programme** stressed that the stage of progress of a water project/policy is crucial for stakeholder engagement. It is therefore important to engage stakeholders as early as possible, after an assessment of the issue at hand. This also relates to the obstacle of lack of political will and politicians' fear of stakeholder engagement

5.   **Suez Environnement** pointed out that the sample of stakeholders who responded to the survey is missing consumer associations and there needs to be a reflection on ways to engage them. Similarly, advisors are under-valued in the draft report. Concerning the drivers, a careful look at perceptions across categories of stakeholders is needed (e.g. incentives for donors, perception of market opportunities). The report should also further investigate the role of data in stakeholder engagement as a driver, a mechanism (crowdsourcing) as well as an obstacle (property, comparability)

6.   **Deltares** underlined the role of knowledge and knowledge development in stakeholder engagement. Indeed, stakeholders develop a lot of knowledge, but it can also be the source of conflict among them. Knowledge development is important to organise commitment and more specifically it can be included in the role and responsibility of actors in water management. More attention should be paid to what knowledge can bring to stakeholder mapping exercise. Also, learning processes are important mechanisms to improve the outcomes of engagement processes.

7.   **NARBO** brought attention to the necessity of having "coordinators" of stakeholder engagement who can foster interrelations across categories of actors and which can help to bridge the gaps between different levels of governments. There was also a call to set up legal frameworks that provide requirement for stakeholder mapping and engagement, as it is the case in Japan for instance.

8.   The **Dutch regional water authority of Brabantse Delta** mentioned that besides engaging external stakeholders upfront, internal stakeholders also need to be involved to ensure that policy-makers are on board and that they can smooth the way to implement decisions made during the engagement process.

9.   **Aqua Publica Europea** called on the participants to take the responsibility of shedding light on governance and stakeholder issues. There was also a call to clarify the distinction between public participation and stakeholder engagement and clearly state where civil society and grassroots organisations fit in the classification of stakeholders. In addition, trans-scalar strategies should be mentioned when engaging stakeholders that cut across the traditional government levels (e.g. citizens' movements, platforms, etc.). It was also mentioned that the report should explore solutions for situations when stakeholders have the opportunity to engage in decision-making but refuse to do so.

10.   **Scotland** shared its experience by explaining that there is the political will in place in the country to engage stakeholders but the challenge has been to pursue engagement efforts for improving water management in a context where stakeholders are already satisfied with the way things are. Some case

studies in the report can be helpful to learn how to engage stakeholders in the "excellence debate" and to develop creative approaches to engage stakeholders even when they are contempt.

11.   The **Water Youth Network** pointed out that the draft report should explore trends in the types of mechanisms used across different categories of stakeholders. Also, the classification of categories of stakeholders should carefully consider the difference between civil society and NGOs.

12.   **Eau de Paris** underlined that a key benefit of stakeholder engagement is to create more inclusive decision-making processes, however, there needs to be a reflection on new ways to broaden the audience of engagement processes which will require to set-up incentives, to adjust technical aspects related to water issues, and also to use knowledge systems in place.

13.   **K-Water** highlighted that capacity building is key to effective stakeholder engagement in bodies and institutions dealing with stakeholder engagement and it should be fostered. Similarly, education is critical to improve engagement processes which contribute to saving social costs.

14.   The **Butterfly Effect** welcomed the draft report has a starting point to build evidence on stakeholder engagement. It was pointed out that the report should start with a shared definition of what "stakeholders" are, i.e. actors aware of issues that impact them and that self-declare whether they are stakeholders or not. In addition, it is essential to know the level and type of involvement expected in decision-making because the periods and needs to engage vary across stakeholders. On the issue of evaluation, there are some instruments for assessing the success of stakeholder engagement in the field of social sciences for instance. Regarding the drivers, the report should be careful when pointing out the levers of action that do not seem influential based on the survey's results. For instance, for what concerns market opportunities, the low percentage from the survey can be explained by the different understandings of what it actually means (i.e. making profit vs. creating jobs). Some wording in the report should therefore be clarified. Also, knowledge transfers are very important across stakeholders to raise awareness and expertise, and they concern both new and existing knowledge.

15.   The **WBCSD** stated that the survey should be seen as a living tool for stakeholder engagement. Indeed, business is hard to mobilise and the survey can be used to engage more companies to go forward in engaging stakeholder engagement in water governance activities. It was also underlined that case studies are critical to provide evidence on practical experiences and should be used in the next version of the report to support the comments made during the workshop.

16.   **Sara Hernandez**, independent expert, mentioned that cost-benefit analysis is one useful indicator of the effectiveness of stakeholder engagement but it is important to understand the structure of the costs of engagement, and to characterise them better: e.g. costs of "facilitating" engagement processes, including related to acquiring information, and the costs that are "outcomes" of engagement processes (e.g. reputational costs). It is also important to understand how costs and benefits interact with each another to have an indicator of institutional effectiveness.

17.   **Sorbonne University** underlined that engaging stakeholders relates to strategically "seizing the momentum" in order to not lose stakeholders' interest and trust. The report could include policy recommendations to manage situations where stakeholders have lost interest in engaging in decision-making.

18.   **GDF Suez** explained that the will of users and other stakeholders to engage has been increasing while the engagement efforts of institutions are decreasing; hence the water sector is lagging behind other sectors and there is a need to further engage consumers.

19.   The **SDEA** explained that it is important to take the time to evaluate stakeholder expectations at the start of the engagement process. It relates to the necessity of adopting adaptable mechanisms at the beginning that allow for adjustment at a later stage to improve stakeholder engagement

20.   **Grenoble** provided a useful case of users' and consumers' representation and co-decision hand in hand with public authorities on important water-related issues such as tariff setting.

21.   The Secretariat underlined that the outcomes of the discussions will feed directly the revised report to be peer-reviewed on 24-25 November 2014 at the 4th Meeting of the OECD Water Governance Initiative in Paris. It was also stated that while there are some imperfections in the survey (i.e. under-representativeness of certain categories of stakeholders), it would not be reopened. However; the coordinators are working on alternatives to reflect all views (i.e. preparing boxes on under-represented actors such as parliamentarians and farmers). It was also pointed out that an online platform will be created on the road to the 7th WWF to showcase all the case studies received. It was also reminded that the OECD's mandate is not to provide mechanistic guidance but to guide decision-makers through policy recommendations.

Key milestones of the project on Stakeholder Engagement for Effective Water Governance
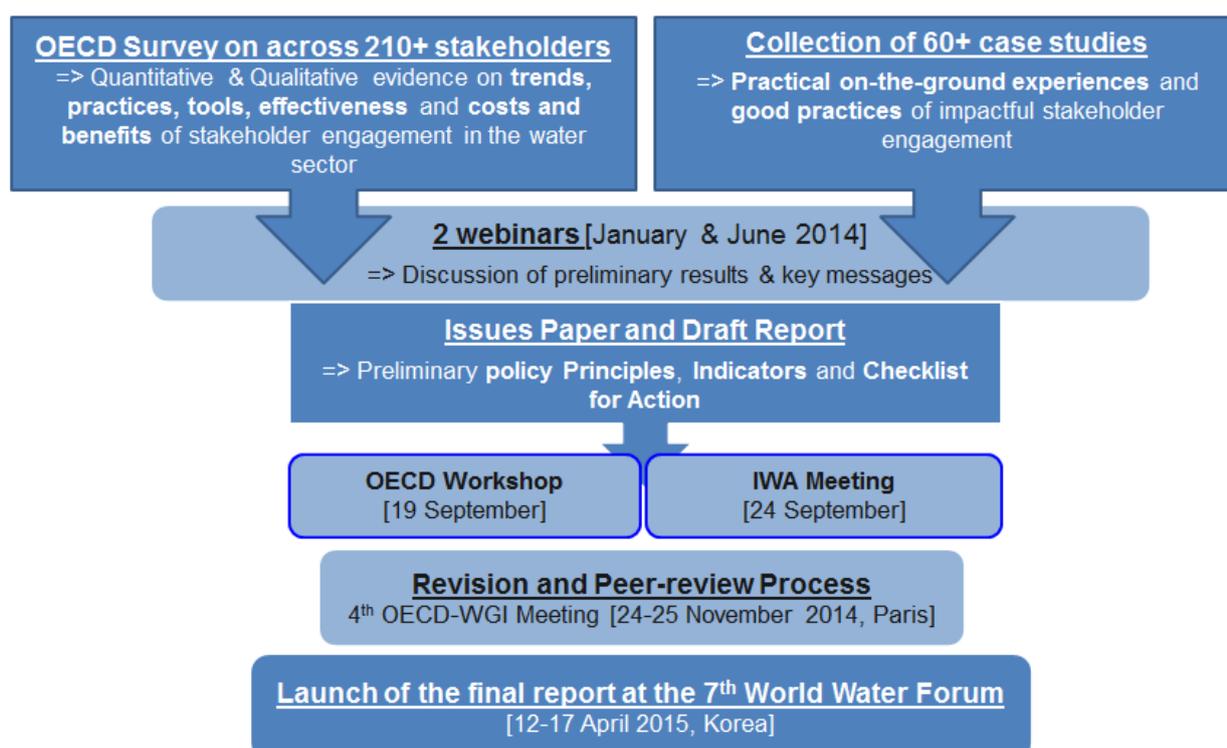
Discussion on the draft Principles and Indicators for effective stakeholder engagement

22.   The OECD Secretariat presented the rationale and the process for developing OECD Principles on Water Governance intended as a standard for governments to follow-up when designing water policy. These principles will include a building block on effective, fit-for-purpose and outcomes-oriented stakeholder engagement to be provided by the WG n°1. Therefore, the report includes a set of 6 draft principles focusing on i) inclusiveness and equity; ii) clarity, transparency and accountability; iii) capacity and information; iv) efficiency and effectiveness; v) institutionalisation, structuring and integration; and vi) adaptiveness.

Towards OECD Principles on Water Governance: the contribution of the WG n°1 on stakeholder engagement
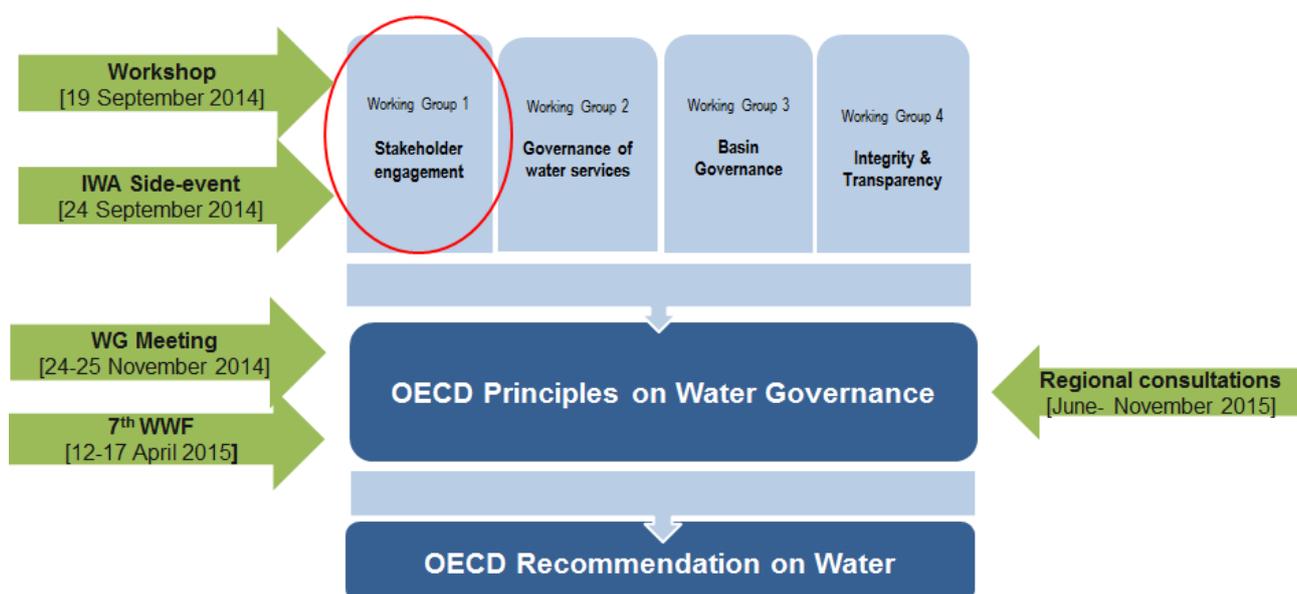
23.   The **WBCSD** found the traffic light approach of the suggested indicators useful, and advised to cluster and pilot-test the Principles and Indicators. It was suggested to run a test for instance at the scale of the Indian state of Maharashtra to observe how they work in practice and refine concrete policy guidance.

24.   The **University of Dundee** suggested clarifying the audience targeted by the Principles and Indicators.

25.   The **Dutch Regional Water Authority of Rijnland** suggested to include the aspect of policy coherence as water is usually combined with agriculture as well as spatial development, and there has been little assessment of combination of policy objectives.

26.   The **Delta Programme** pointed out that the draft Principles lay out the *who* and the *how* but should also include the *what* (i.e. intention of the process). On capacity and information, principles n°3 should suggest that information-sharing is a two-way process. Also, Principles should encourage government who set-up engagement processes to reflect on how they behave and engage (i.e. ensure neutrality) and to be opened to new perspectives suggested by other stakeholders.

27.   **Deltares** suggested that principle n°1 on inclusiveness also include *what* stakeholders can bring to the decision-making process in terms of information, fact-finding, financial resources, etc.

28.   **NARBO** suggested that the principle and indicators on resilience and adaptiveness could be linked to the *OECD Risk Management Approach.*

29.   The **Butterfly Effect** explained that the effectiveness of principles relies on the good understanding by all stakeholders of what they address, while the effectiveness of indicators depends on the good understanding of what they measure. Therefore, they should be translated into easy-to-understand language. Regarding principle n°3 on information, it should not be only result-oriented, but also mentions that different types of information are needed to form opinion and support decision-making; and include the issue of existing and new knowledge. It was advised to look at the Aarhus Centre's definition and indicators related to information. On principle n°4 related to effectiveness, it should not only reflect the perspective of promoters of engagement processes but also views from other categories of stakeholders.

Indeed, an imbalance of costs and benefits can be found acceptable by certain types of actors in the short term if long-term benefits are identified.

30. The **Water Youth Network** mentioned that the principles should also cover the issue of "when" (i.e. timeliness) engagement processes are most relevant. They should encourage the design of clear timeline for engagement to define who to involve, when and how to evaluate whether stakeholders are involved at the right time.

31. **Aqua Publica Europea** welcomed the principles as well-balanced but underlined that it was important to clarify who were the stakeholders responsible for assessing whether engagement processes were effective or not, and why. On principle n°3 related to capacities, there was a call for caution regarding the careful phrasing on the financial resources necessary for setting-up and sustaining engagement process. Indeed, it should shed light on the risk of capture from stakeholders that provide financial support and who may be biased. It was also reiterated that testing the indicators on the ground will be very important once they are more developed, which could potentially be done using some of the case studies featured in the report.

32. **Eurisy** agreed that it is necessary to assess what information and capacities are required for stakeholder engagement. As such, the principles should include that stakeholders must understand the issues at stake and their impact to convince them to get engaged in related decision-making. It was also stressed that transfers of experiences are needed across sectors and regions.

33. The **KAPSARC** pointed out that the energy sector is becoming a key player in the water sector and as such should be included as a "newcomer" in stakeholder mapping.

34. The **Botin Foundation** raised the point that the report focuses on stakeholder engagement in decision-making processes. It could also explore how well decisions are implemented afterwards and the role of stakeholders in decision implementation and control.

35. The **Dutch Regional Water Authority of Brabantse Delta** looked at principles n°5 on institutionalisation and explained that actors who promote stakeholder engagement have observed an increasing demand for engagement but they do not always see the need to set up engagement processes. Hence, the principles can contribute to changing decision-makers' mind-sets as well as changing organisations' ways of operating by highlighting the benefits of improved stakeholder engagement.

36. The **Delta Programme** underlined the importance of managing expectations of stakeholders for the success of the engagement process and that stakeholders do not always have the power to make the decisions themselves.

37. The **Dutch Regional Water Authority of Rijnland** suggested that the principles also call for setting-up innovative practices and introduce new combinations of stakeholders in decision-making processes.

38. The Secretariat also presented the draft indicators from the report intended to measure the effectiveness of stakeholder engagement and that are structured around the 5 components of the analytical framework (i.e. drivers, mapping, obstacles, mechanisms and evaluation). Moving forward, the objective will be to develop policy indicators and proxies to track the implementation of the 6 principles on stakeholder engagement and monitoring the effectiveness of institutions in delivering policy outcomes related to inclusive decision-making. Participants were invited to break-down into small groups each focusing on one of the 6 principles to brainstorm and suggest possible indicators as well as practical steps that could compose a Checklist for Action.

Summary of break-down discussions on indicators and Checklist for Action

	Indicators	Practical steps
Principle 1 [Inclusiveness & Equity]	% of representation of categories of stakeholders included traditionally unheard voices (women, youth, etc.) % of stakeholders from other sectors (e.g. industries, farmers) Level of understanding of issues at hand and their impact/contribution (i.e. water bills, fees, water consumption Funds to organise engagement processes (per diem, transport, amenities)	Mapping motivations and interests Make information understandable and accessible Setting aside a part of institution's budget for stakeholder engagement and specifically to support unheard voices' involvement
Principle 2 [Clarity, transparency & accountability]	Pricing for economic regulation / consultation Level of engagement Implementation of existing international agreements on transparency of information Existence of legal process to access information Existence of mediation mechanisms when access to information is denied / Number of appeals Level of information accessibility	
Principle 3 [Capacity & Information]	Number of people attending training sessions Availability of documents Number of channels to access information "Yes/no" assessment Information provided by stakeholders	Stakeholder mapping Criteria for objectively assessing capacities Proper matching between mapping and stakeholders engaged
Principle 4 [Efficiency & Effectiveness]	Process indicators: benchmarking process to measure effectiveness of process Outcome indicators: quantifying indicators (transition costs vs. total costs)	Definition of clear objectives Empowerment of unheard stakeholders Contextualising engagement (rural, urban) to acknowledge dynamic state of evolution and shifting grounds Define action plans Recognise importance of timing (political calendar)
Principle 5 [Institutionalisation, structuring and integration]	How/when organisations include stakeholders in decision-making Clarity of goals (i.e. how does engagement contributes towards institution's overlying objectives) Evaluation of results through reporting mechanisms, compliance committee, etc.	Set-up bottom-up process to develop engagement requirements Appoint a line authority Allow flexibility for requirements to be adjusted and avoid being to prescriptive Recognise local frameworks already in place
Principle 6 [Adaptiveness]	Level of satisfaction of participants Perception from broader stakeholders Existence of a business case for stakeholder engagement	Investigate needs of stakeholders prior to engagement process Survey satisfaction of stakeholder after the engagement process Develop various scenario including "worst case" possible Develop primary, secondary and tertiary objectives and review them regularly Communicate on bottlenecks and

	challenges to engagement processes
	Develop instruments to work from "outside to inside"
	Develop innovative/creative methods and out-of-the-water-box suggestions

39. **NARBO** presented a practical experience regarding the development indicators on customer involvement to assess the performance of river basin organisations. Indeed, it is one of 5 critical performance areas identified by NARBO and includes 4 proxies on customer involvement, customer feedbacks, environmental audits and basin livelihoods. Looking at a series of indicator values, NARBO's assessment framework applies a grade to each river basin organisation that reflects their performance and helps to design roadmaps for improvement and further development. The use of indicators has shed light on important lessons regarding the necessity of clearly identifying stakeholders; continuing good relationships between RBOs and stakeholders through two-way communication; and setting clear and feasible targets for stakeholder engagement. NARBO committed to promote and monitor the implementation of OECD Indicators on water governance in Asian river basin organisations.

Highlights & lessons from outside the "water box"

40. **Miriam Allan**, OECD Public Governance Reform Division, presented some work on public consultation in rule-making processes. She underlined that regulation is a concern for everyone, not only lawyers and as such, civil society is entitled to have say in the matter, in particular because "bad" regulation leads to mistrust. The OECD has developed recommendations to foster good regulation which include the topic of consultation. She presented the Open Government Partnership as a useful platform to shed light on government activities and encourage civil engagement. She also pointed that while consultation in regulatory processes is mandatory in all OECD countries, there needs to be further attention on the quality of such consultation process (e.g. there are very limited written feedbacks from governments to citizens' who provide inputs) and it implies developing the needed capacities within public authorities. Possible mechanisms include designing codes of practice to clarify the purpose of consultation at the outset. Stakeholder analysis is also useful to identify whom to consult and it should be revisited regularly. Clear timescales are key to align purposes with consultation tools at different stages of the policy cycle. Flexibility to reach out to stakeholders and monitoring are also crucial.

41. **Marco Daglio**, OECD Reform of the Public Sector Division, introduced the topic of co-production of public services as a way of planning, designing and delivering public services which draws directly on inputs from citizens, service users and civil society organisations. Co-production is used to achieve different objectives related to cutting budget expenditures, increasing productivities, building citizens' trust and confidence in governments, as well as improving service quality. Engaging citizens and the third sector as partners in the production and delivery of services allows for a shift in power between services providers and users. This challenges existing organisational values and practices in the public sector, and has implications for accountability. Preparing public sector staff for new roles – as advisers rather than producers – requires developing new knowledge and skills. Factors hindering co-production include the lack of resources, the lack of professionals' knowledge and skills needed to co-produce, and the lack of evidence on the potential benefits that co-production can yield. Therefore, getting co-production right implies adopting a systemic approach of leadership (i.e. openness to engage), accountability (i.e. related to risk of fraud and malpractice), and knowledge and skills. The OECD has launched an Observatory of Public Sector Innovation that showcases case studies on co-production processes.

42. **Harald Wilkoszewski**, OECD Directorate for Education and Skills, introduced some lessons on stakeholder engagement from a current project on governing complex education systems, which includes case studies in the Netherlands, Norway, Sweden, Poland and Germany. One of the key themes of this

work relates to the impact of the financial crisis on citizens' trust in governments. Indeed, the crisis led to important cuts in social expenditures which have raised concerns about fairness and equity. To rebuild trust, the governance of education systems needs to be restructured to move from authority-driven processes and routine procedures, towards systems that allow for flexibility, adaptability and change. It implies further decentralisation and increased school autonomy for what concerns resource allocation and/or curriculum and assessment. In the education sector, stakeholder engagement can contribute to school accountability and local capacity building programmes. Indeed, how to hold autonomous schools and school governing boards accountable for their decisions and performance has become a particularly pressing question for central governments in many OECD countries. OECD research has shown that involving multiple stakeholders in horizontal accountability measures can be useful to school accountability. Also, decentralisation enhances direct citizen participation in education policy-making and implementation at local level which can take place in school councils and committees and involve teachers, parents, pupils and other members of the community.

43.   **Monica Brezzi**, OECD Regional Development Policy Division, shared some insights on the contribution of stakeholder engagement in the context of post-disaster recovery, building on the specific case of Abruzzo after the 2009 earthquake. The event led to low levels of trust in institutions and a high degree of fragmentation within the community. There were some tensions between short-term needs and the long-term vision for the region, and the community felt ill-informed regarding the decisions on reconstruction and redevelopment. The OECD Guidelines for policy-making in post-disaster regions point to public participation, public deliberation and the need for trust as critical factors. The case of Abruzzo shed light on replicable lessons, including in the water sector: i) there is a diversity of ways to engage stakeholders; ii) community engagement should be a regular component of development strategies as it helps to understand tensions between short-term recovery decisions and long-term effects and also to manage conflict between citizens and administrations; iii) clarity on the objectives of community engagement is critical, from sharing viewpoints, to deliberation and actions; and iv) opinions expressed should influence decision-making processes.

44.   Participants engaged in a lively discussion regarding the experiences from other sectors. **Eau de Paris** enquired whether the Open Government Partnership has any requirements that commit member countries to response to inputs and comments received as part of public consultation. **WBCSD** raised the point on other sectors' efforts to address stakeholder engagement across different levels of government. The **Botin Foundation** underlined that the legitimacy of the process deserves a careful coordination between elected governments and bottom-up processes that may only engaged the most interested stakeholders. The **Butterfly Effect** pointed to the need for stakeholder engagement assessment and wondered whether other sectors such as regulation, education and regional development were using only formal engagement mechanisms or informal tools as well.

45.   Panellists shared some concluding remarks to explain that the Open Government Partnership's role is to gather good practice and showcase countries achievement. Regarding the legitimacy of engagement processes, it relates to the confusion often made between referendum and stakeholder engagement. The latter requires managing expectations since "a voice is not a decision". For what concerns assessing engagement, it has shown that rural communities are seldom involved in regulatory processes and evaluation has encouraged more user-friendly format and the use of intermediaries to reach remote populations. On the multi-level nature of engagement processes, it is a delicate issue in post-disaster regions as well and strategic choices should be locally-led. For what concerns engagement mechanisms, the education sector has used foundations for instance as complement or substitute to education structures.

46.   The Secretariat presented the structure of the Design Group on Effective Governance which will be coordinated by the OECD Water Governance Initiative on the road to the 7th WWF. The DG will focus on 6 priority themes, including stakeholder engagement. There will be various milestones up to the Forum including the production of a **synthesis report** featuring the evidence gathered on stakeholder engagement trends, drivers, mechanisms, costs and benefits, as well as policy recommendations. Also, a **Checklist for Public Actions** will be designed with practical steps and international best practices in complement to **Principles and Indicators** on stakeholder engagement. The OECD is also committed to set-up an **online platform** to showcase success stories on inclusive decision-making. Finally, there will be a dedicated **session** at the Forum to share lessons from success and failures and on-the-ground experiences of stakeholder engagement

47.   **WBCSD** stressed the need to look at the work on stakeholder engagement beyond the Forum and explore the contribution of the indicators to the post-2015 Development Agenda. The topic of stakeholder engagement should also make its way into the 7th WWF political process and into the Ministerial Declaration. The session at the Forum cannot be an end in itself but rather a milestone to assess the progress achieved on the topic and to discuss ways forward to translate Principles into practical guidance.

48.   The **Butterfly Effect** reiterated that basic messages from the principles on stakeholder engagement should be included into the WWF Ministerial Declaration, which will be discussed in a meeting early December. Similarly, indicators on stakeholder engagement can contribute to the Sustainable Development Goals although they remain too technical as such. The Forum session should adopt an innovative format, without presentations, to encourage discussions on principles and indicators. The Butterfly Effect also committed to submit a session proposal for the Citizen Forum to reach out to youth, women and indigenous communities. The EU Parliament group on water is also an interesting platform to hold policy discussions with lobbies, companies and NGOs, and a session on the OECD-WGI could be organised to raise awareness on our activities. It also relates to the communication strategy of the Initiative that should create incentives for reading the documents produced.

49.   The **Dutch regional water authority of Rijnland** called to move from reactive to proactive stakeholder engagement and also link the work to the issue of water management and cities towards adaptive governance systems.

50.   **NARBO** mentioned it was also involved in the WWF Design Group on smart IWRM implementation and the IWRM regional process for Asia-Pacific. As such, it committed to foster synergies with the Design Group on effective governance.

51.   **Sara Hernandez**, independent expert, mentioned the Biodiversity Convention which has targets on water ecosystems that include the specific topic of governance and stakeholder engagement. It could be worth investigating.

52.   The **Water Youth Network** called for an innovative session format at the Forum to leave room for discussions and discuss objectives to move forwards on the topic of stakeholder engagement.

53.   **Deltares** suggested presenting posters on stakeholder engagement at the session to show the evidence collected as part of the process.

54.   **Suez Environnement** underlined that the work on stakeholder engagement should be as visible as possible at the WWF. Also, the IWA congress (22-26 September, Lisbon) would be a good opportunity to convey key governance messages.

55.   The Secretariat closed the session by committing to prepare a 2 page document on the evidence, principles and indicators on stakeholder engagement that could be shared with the open working group of the post-2015 development agenda. The WWF will also be the opportunity to catalyse interest of countries in assessing their stakeholder engagement activities. As regards the session, an innovative format will be favoured which will require raising awareness prior to the event to ensure concrete outcomes.

Next steps

56.   The workshop concluded by an overview of the up-coming milestones for the project:

- **25 September 2014**: Deadline for comments on draft report

- **15 October 2014**: Deadline for case studies

- **3 November 2014** Revised draft report

- **25 November 2014**: Peer-review discussion of the draft report as part of the 4th OECD-WGI Meeting

- **December-February 2015**: Finalisation of the report

- **12-17 April 2015**: Launch of the report at the 7th WWF

List of acronyms

OECD	Organisation for Economic Co-operation and Development
OECD-WGI	OECD Water Governance Initiative
NARBO	Network of Asian River Basin Organisations
NGO	Non-governmental Organisations
WBCSD	World Business Council for Sustainable Development
KAPSARC	King Abdullah Petroleum Studies and Research Centre
WWF	World Water Forum
SDEA	Syndicat Des Eaux et de l'Assainissement du Bas-Rhin
DG	Design Group
EU	European Union
IWRM	Integrated Water Resource Management
IWA	International Water Associations

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Compere	Jean-Michel	C.I.L.E. - Compagnie Intercommunale Liégeoise des Eaux
Cramwinckel	Joppe	World Business Council for Sustainable Development
Dickin	Sarah	Water Youth Network
Dumont	Aurélien	Botín Foundation
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