OECD WATER GOVERNANCE INITIATIVE:

ACHIEVEMENTS AND WAYS FORWARD

March 2016

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This document takes stock of the first three years of activity of the OECD Water Governance Initiative (WGI) launched in March 2013, and suggests ways forward.

The paper builds on the results from a satisfaction survey carried out in May 2015 among members of the WGI, as well as a one-day brainstorming session of the Steering Committee of the WGI to draw lessons from results achieved and areas where there is room for improvement.

An earlier version of this document was discussed at the 34th meeting of the Regional Development Policy Committee (4-5 November 2015). This version includes written comments received from RDPC delegates afterwards.

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Acronyms

ASTEE	Association Scientifique et Technique pour l'Eau et l'Environnement
BRICS	Brazil Russia India China South Africa
COP	Conference of the Parties
EIA	European Irrigators' Association
FAO	Food and Agriculture Organization
GOV	Public Governance and Territorial Development Directorate of the OECD
ICLEI	International Council for Local Environmental Initiatives
INBO	International Network of Basin Organisations
IWA	International Water Association
IWRA	International Water Resources Association
LAC	Latin America and the Caribbean
MENA	Middle East and North Africa
NGOs	Non-governmental Organisations
OECD	Organisation for Economic Co-operation and Development
RDPC	Regional Development Policy Committee
SDGs	Sustainable Development Goals
SIWI	Stockholm International Water Institute
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNESCO-IHP	UNESCO Institute for Water Education
UNSGAB	United Nations Secretary-Generals' Advisory Board on Water & Sanitation
UN-WATER	United Nations inter-agency coordination mechanism for all freshwater related issues, including sanitation
WBCSD	World Business Council for Sustainable Development
WGI	Water Governance Initiative
WG	Working Group
WIN	Water Integrity Network
WWC	World Water Council

Where does the WGI come from?

1.   The WGI was launched on 27-28 March 2013 as a multi-stakeholder network of 100+ delegates from public, private and not-for profit sectors gathering twice a year in a Policy Forum. It was set up after the 6th World Water Forum (Marseille, 2012), building on the six taskforces of the OECD-led Core Group on Good Governance, with a view to support, amongst others, the follow-up to the implementation of the targets on good governance defined in Marseille.

2.   The WGI is a *technical* platform created as part of the activities of the OECD Regional Development Policy Committee (RDPC), which oversees the work of the Organisation on multi-level governance, decentralisation, rural and urban policy, as well as territorial development and indicators. The Secretariat of the WGI is ensured by the Public Governance and Territorial Development of the OECD. The WGI was created as an international network of experts, policymakers and practitioners with a consultative role. It should under no circumstances be considered as an OECD body.

3.   The terms of reference of the WGI for the period 2013-2015 defined five objectives: i) advise governments in taking the needed steps for effective water reforms through policy dialogue across decision-makers at different levels; ii) provide a technical platform to discuss analytical work on water governance through peer-to-peer exchanges and knowledge sharing; iii) provide a consultation mechanism to raise the profile of governance issues in the Global Water Agenda (World Water Forum, SDGs, Global Events); iv) support the implementation of the governance targets designed for the 6th World Water Forum (Marseille, 2012) up to the 7th World Water Forum (Korea, 2015); and v) contribute to the development of Principles and Indicators on Water Governance.

Who did the WGI work with?

4.   The WGI brings together experts from national governments, basin and local authorities (and their networks), regulators (and their networks), donors and international financial institutions, NGOs, international organisations and institutions, service providers (both public and private, and their networks), as well as academics and independent experts. The Initiative also relies on several umbrella organisations (or sub-networks) acting as regional partners in the Mediterranean region, North America, Europe, Africa, Latin America and Asia. The 110+ members of the WGI come from 32 countries of which 24 are OECD countries.

5.   The diverse participation in WGI enables cross-fertilisation of knowledge and provides multiple reality checks in terms of what *works*, what *does not work* and what *could work better* in terms of water governance. This has proven instrumental in enriching OECD analysis, by going beyond what a single stakeholder group could achieve. Such a contribution was particularly relevant during the peer-review of national policy dialogues carried out by the OECD in the Netherlands, Jordan, Tunisia and Brazil where the views and experience from the broad range of stakeholders, within and outside the water sector, helped shape better guidance to governments. Also, the "tours de table" of latest developments in terms of water governance organised systematically as part of the plenary meetings of the WGI provided many opportunities to better co-ordinate members' respective work on water governance, including finding synergies and complementarities across institutions represented at the table.
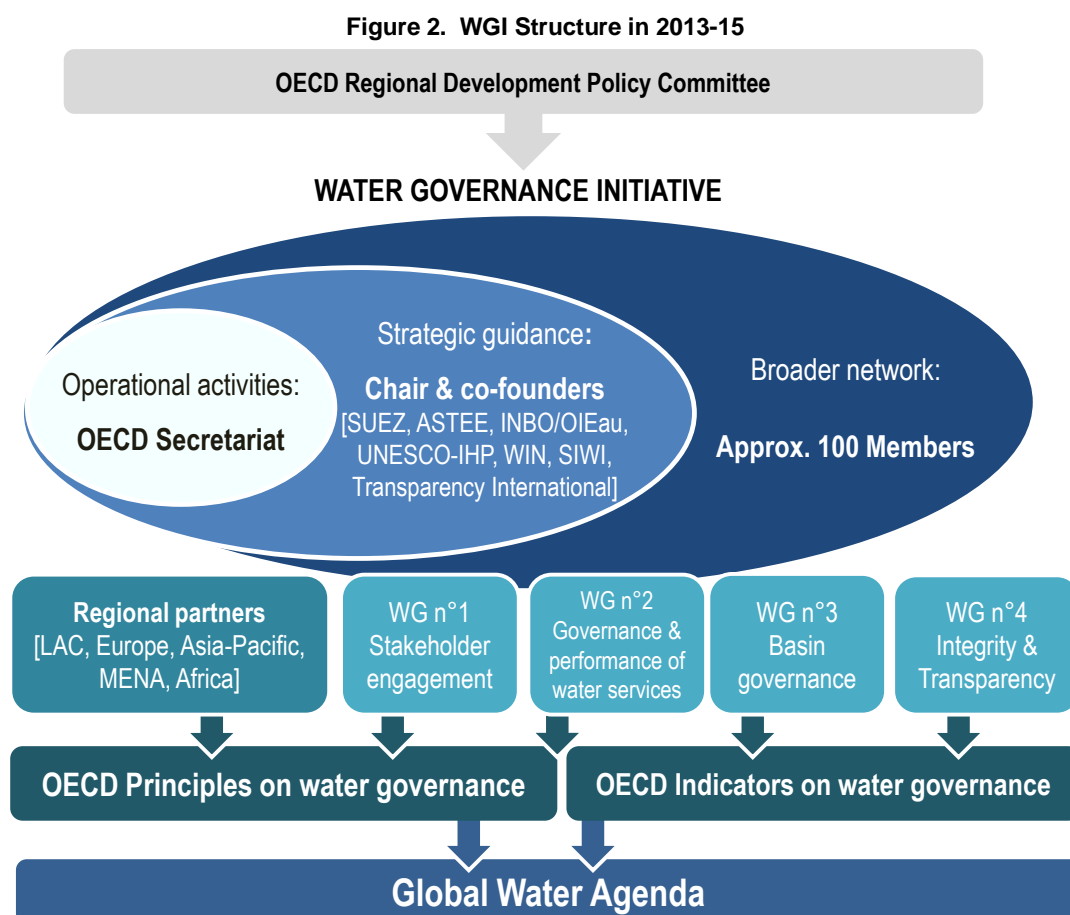
Figure 1. Composition of the WGI in 2015
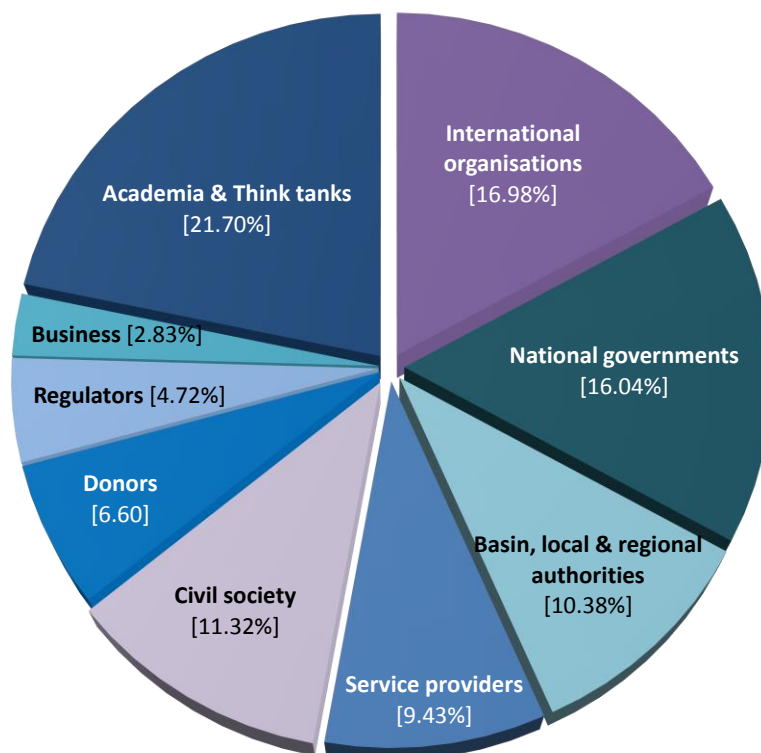
6. The WGI has also worked closely with a range of OECD committees and subsidiary bodies throughout the first two years of activities. On 8 April 2014, the WGI Chair participated in the 31st session of the RDPC to report on the activities of the network. Conversely, the Vice-Chair of the RDPC participated in the 4th meeting of the WGI (24-25 November 2014, Paris) to kick-off the first consultation on the draft Principles on Water Governance. The Principles on Water Governance, which were approved by the RDPC on 11 May 2015 and welcomed by the ministers at the 2015 Meeting of the Council at Ministerial level on 3-4 June 2015, also implied intense consultation with the OECD Regulatory Policy Committee (including its Network of Economic Regulators), the Environment Policy Committee (including its Working Party on Biodiversity, Water and Ecosystems), the Public Governance Committee (including and its High Level Risk Forum and Working Party of Senior Public Integrity Officials), the Development Assistance Committee, the Committee on Investment as well as the Committee on Agriculture.

7. In its first two years of operation, the WGI has catalysed and benefitted from high-level political support. Angel Gurria, the Secretary-General of the OECD, launched the network during the first WGI meeting (27-28 March 2013) through a video message and participated in the 4th meeting (24-25 November 2014) to kick off the discussion on the first draft of the Principles on Water Governance. The WGI also benefitted from the presence of nine high-level OECD officials from the Deputy-Secretary-General to Directors and Heads of Division levels. This presence was instrumental in linking WGI core activities to broader OECD policy areas beyond water (e.g. environment, agriculture, regulation, urban management, reform of the public sector, integrity and transparency, risk management). Outside the OECD, the WGI welcomed high-level representatives from UNESCO, WWC, UNSGAB, and IWRA. The 3rd meeting of the WGI received the patronage of Gonzalo Robles Orozco, Secretary General for International Cooperation and Development of Spain and Director of the Spanish Agency for International Cooperation for Development and Federico Ramos de Armas, Spanish Secretary of State for Environment. Last, no less than four Ambassadors to the OECD (Korea, Netherlands, Spain and France) have participated in WGI meetings.

How did the WGI work?

A three-tier and thematic approach

8.   The WGI operates according to a three-tier structure. The *Steering Committee*, composed of the Chair and the co-founding institutions of the WGI, provides strategic guidance within the framework foreseen by the Regional Development Policy Committee's Programme of Work. The *members* consist of 110+ experts participating in the activities of the network and related working groups. The *broader water community* benefits from WGI outputs and results, which are disseminated online and to a larger audience.

Figure 2. WGI Structure in 2013-15

OECD Regional Development Policy Committee

WATER GOVERNANCE INITIATIVE

Operational activities:
OECD Secretariat

Strategic guidance:
Chair & co-founders
[SUEZ, ASTEE, INBO/OIEau, UNESCO-IHP, WIN, SIWI, Transparency International]

Broader network:
Approx. 100 Members

Regional partners
[LAC, Europe, Asia-Pacific, MENA, Africa]

WG n°1
Stakeholder engagement

WG n°2
Governance & performance of water services

WG n°3
Basin governance

WG n°4
Integrity & Transparency

OECD Principles on water governance

OECD Indicators on water governance

Global Water Agenda

A bottom-up approach

9.   WGI activities follow a bottom-up process. The four thematic working groups were created to formulate and discuss key policy messages on selected areas of governance which could contribute to the development of the OECD Principles on Water Governance (stakeholder engagement, integrity and transparency, performance of utilities and basin governance). This approach allowed strong stakeholder buy-in to the Principles, as demonstrated by the Daegu multi-stakeholder Declaration on the OECD Principles on Water Governance that gathers 65 signatures from organisations of the public, private and non-profit sectors, major stakeholder groups and individuals, actively engaged in the WGI, who committed to mainstream the Principles into their activities and practices and to work further with the OECD to contribute to their implementation. This bottom-up approach has also helped build trust among the members, and a high degree of satisfaction with a collegial outcome (the Principles) out of the first two

years of operation. This achievement triggered a strong willingness to continue to contribute to WGI activities for 100% of the members surveyed, as shown by the satisfaction survey results.

A consultative approach

10.   WGI activities largely benefited from consultations among its members. The OECD Secretariat circulated a number of working documents and draft reports on a regular basis to collect written comments and suggestions. Overall, these documents consisted in seven draft OECD reports on issues related to water governance, several scoping notes (e.g. key messages from working groups, analytical framework for the Principles, and water governance indicators), five summary records from plenary meetings, and other deliverables (e.g. 7th World Water Forum's Roadmap; Inventory of water governance indicators and measurement frameworks). Also, it is noteworthy that 75 members of the WGI provided written comments on the Principles on Water Governance at some stage of the process in 2013-14, which is a strong indicator of their involvement in the collective process towards developing the Principles.

A self-funded approach

11.   Given the diversity of its membership (i.e. NGOs, private sector, governments, etc.) and the difficulty to have a standard approach to all members, the WGI did not establish a membership fee at the beginning. The functioning of the network therefore relied essentially on in-kind contributions by each of the 100+ members. Such contributions ranged from the mobilisation of members' expertise on analytical contents, to the engagement of their respective networks in the analytical work and policy forum (e.g. responses to surveys, participation in events), and including the hosting of two of the plenary meetings of the WGI in Madrid (April 2014) and Edinburgh (May 2015).

12.   The financing of the WGI relied almost exclusively on voluntary contributions (*not* OECD's core budget) covering both the staff that coordinates and manages the network, and the logistical costs induced by the activities. The average cost of WGI meetings amounts to EUR 25 000 (including the venue, interpretation and catering). Staff-related expenses were estimated for the 2013-15 period at 12 months of a Jr Analyst (i.e. EUR 145 000) and 6 months of a Programme Manager (i.e. EUR 160 000). These costs were covered through voluntary contributions from champion OECD countries (Netherlands, Spain, Korea, and New Zealand) and institutions (e.g. WBCSD on the stakeholder engagement work). However, to date this source of funds has proven insufficient to carry out the full range of activities scheduled.

13.   Whilst most participants agree that a sustainable WGI requires sustainable sources of funding, the WGI Satisfaction Survey confirmed that the introduction of a membership fee would jeopardise the day-to-day participation of the majority of members (61%), in particular non-governmental organisations. However, the survey also revealed that 39% of members are willing to contribute financially through a membership fee, under certain conditions.

What did the WGI deliver?

14.   Over its first two years of activity, the WGI met all the objectives intended in its terms of reference and initial programme of work. Table 1 assesses the WGI achievements against its five objectives, using a set of indicators. It shows in particular the collective outcome, i.e. the development of the Principles on Water Governance, but also the tangible results of peer-reviews (national policy dialogues published as OECD reports), the benefits of experience-sharing, the technical guidance on analytical work (publication of a number of thematic OECD reports) as well as the contribution of the WGI to the Global Water Agenda with a quasi-systematic leading role in major water events. Each of the WGI meetings led to a detailed report called "Highlights", summarising the content of discussions and exchanges among members.

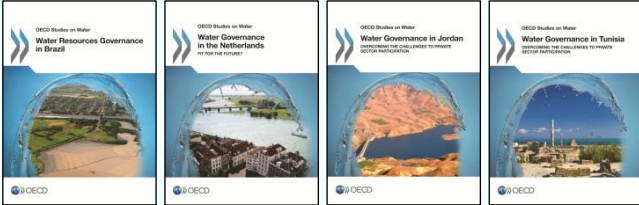**Table 1.   WGI Achievements in 2013-15**

Objectives	Indicators	Results achieved
1. Advise governments in taking the needed steps for effective water reforms through policy dialogue across decision-makers at different levels	✓ 5 tour de table on recent and on-going water governance reforms. ✓ 16 countries shared their developments on water governance (Australia, Brazil, Chile, France, Italy, Japan, Korea, Mexico, Netherlands, Peru, Portugal, South Africa, Spain, Sweden, the United Kingdom [England and Scotland], and the United States). ✓ 5 national policy dialogues were discussed in plenary meetings (Mexico, Netherlands, Tunisia, Jordan, and Brazil).	– 4 OECD reports on water governance – OECD policy recommendations have been used to help shape national reform agenda and strategic plans (e.g. Mexico's new National Water Law, Dutch water sector's commitment to develop a new national water agenda, Brazil's Water Management Pact, etc.)
2. Provide a technical platform to discuss analytical work on water governance through peer-to-peer exchanges and knowledge sharing	✓ 3 peer-review discussions on thematic work (stakeholder engagement, water regulation, water management in cities). ✓ 5 tour de table on projects, events and initiatives on water governance. ✓ More than 10 scoping notes (on Principles and Indicators), inventory (indicators and measurement frameworks), draft reports, working groups' synthesis of key messages and strategic documents (7th Forum's Implementation Roadmap) were circulated for written comments.	– 3 OECD thematic reports
3. Provide a consultation mechanism to raise the profile of governance issues in the Global Water Agenda	✓ WGI took a leading role in major international events, e.g. Budapest Water Summit (8-11 October 2013), the Istanbul International Water Forum (27-29 May 2014), the IWA World Water Congress (21-26 September 2014), the UN-Water Zaragoza Conference (15-17 January 2015) and the IWRA World Congress (25-29 May 2015). ✓ WGI co-ordinated the "Effective Governance" stream of the 7th World Water Forum, jointly with FAO, Water Youth Network, K-water and the Asan Institute for Policy Studies, which involved over 180 stakeholders worldwide. ✓ 2 sessions on the SDGs at WGI plenary meetings, in the presence of a UNSGAB representative and the co-chair of the Open Working Group.	– Key messages on governance in the Budapest Water Summit Statement. – Key messages on governance in the Lisbon Charter on Guiding the Public Policy and Regulation of Drinking Water Supply, Sanitation and Wastewater Management Services. – Key messages on governance in the outcome document on the advice emerging from the 2015 UN-Water Zaragoza Conference for implementing the water related SDGs. – Key messages on governance in the 7th World Water Forum Ministerial Declaration. – Explicit mention of WGI as an innovative network in the 7th World Water Forum Daegu-Gyeongbuk Recommendations to the Ministers.

Table 1.   WGI Achievements in 2013-15 *(cont.)*

Objectives	Indicators	Results achieved

4. Support the implementation of the governance targets designed for the 6th World Water Forum up to the 7th world Water Forum	✓ Creation of 4 thematic working groups covering the topics of the 6th World Water Forum targets and facilitated by the co-ordinating institutions.
	
	✓ 12 working group meetings/workshops/webinars :
	  o WG n°1: 2 webinars (19 January and 2 July 2014) ; a multi-stakeholder engagement workshop (19 September 2014, Paris) and a specific session at the IWA World Water Congress (24 September, Lisbon);
	  o WG n°2: specific sessions at the 93rd ASTEE Conference (3-6 June 2014, Orléans) and the IWA World Water Congress (24 September 2014, Lisbon);
	  o WG n°3: meeting at the EURO-INBO Meeting (12-16 November 2014, Bucharest);
	  o WG n°4: a webinar (22 January 2014), a Water Integrity Workshop during the 2014 OECD Integrity Week (20 March 2014, Paris) and a session at the Stockholm World Water Week (3 September 2014, Stockholm).
	
	✓ 7 thematic sessions on governance organised by the WGI at the 7th World Water Forum to follow-up on Marseille's targets
		– Progress was achieved on each target from the 6th World Water Forum:
		  o Target 1: empirical data and evidence-based analysis on stakeholder engagement in the water sector, building on an extensive multi-stakeholder survey and practical case studies, published in the OECD report "Stakeholder Engagement for Inclusive Water Governance";
		  o Target 2: analysis of bottlenecks and instruments that enable or inhibit the governance and performance of water services looking at regulatory and non-regulatory tools and monitoring system in order to develop a framework for assessing the effectiveness of governance functions;
		  o Target 3-4: formulation of key messages on basin governance, considering the pros and cons of watersheds as the "relevant" scale for IWRM, drawing lessons from experience, including failures, to reflect on a set of indicators for monitoring integrity and transparency;
		  o Target 5-6: set of policy messages to support improved integrity and transparency for better water governance, building on best practices and experiences in other sectors, and beyond anti-corruption issues and practices; and organisation of a Water Integrity Forum (Delft, 5-7 June 2013) and launch of the Delft Statement on Water Integrity.
		– Development of the 7th World Water Forum Implementation Roadmap, building on the 6th Forum targets.

5. Contribute to the design of Principles on Water Governance and Indicators on Water governance to engage decision-makers to commit to action.	✓ Working groups developed key policy messages in their respective area. ✓ Inception discussions on the Principles at the 3rd and 4th WGI meetings, and on the indicators at the 3rd and 5th WGI meetings. ✓ 75 WGI members provided written comments on the OECD Principles on Water Governance at some stage of the process.	– Approval of the OECD Principles on Water Governance by the RDPC and welcoming at the Ministerial Council Meeting of 3-4 June 2015. – Organisation of a dedicated high-level event on the Principles at the 7th World Water Forum, and gathering of 65 signatories to the Daegu multi-stakeholder Declaration on the OECD Principles on Water Governance. – Commitment to implement the 7th World Water Forum Implementation Roadmap on Effective Governance by the 8th Forum (Brasilia, 2018) through the Daegu-Gyeongbuk Implementation Commitment.

What has been learned from the first three years?

SWOT Analysis

15.　　The "SWOT" analysis of WGI activities in 2013-15 provides a reading template to draw lessons and make the most of opportunities ahead in terms of the *who* (i.e. membership, partnership, supporters, etc.), *how* (methodology, format of meetings) and *what* (topics covered, results achieved).

Table 2.　SWOT analysis of the WGI

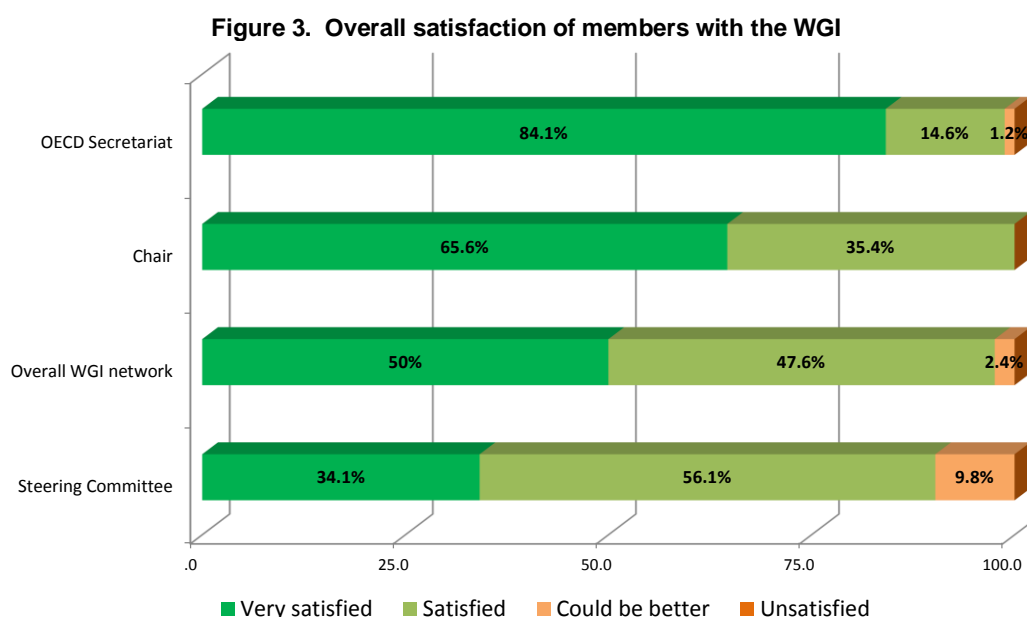|	WHO	HOW	WHAT
STRENGHTS	• Multi-stakeholder composition. • Participation of OECD high-level officials and Ambassadors. • High-level support from the water community (Directors from UNESCO-IHP, World Water Council and IWRA).	• Ability of WGI to deliver on expected outcomes and meet expectation. • High engagement & commitment of WGI members. • High-level trust and enthusiasm from members. • Visibility, through WGI contribution to multiple. international events • Bottom-up and evidence-based analysis. • Clear documents and high-level work provided by the Secretariat	• Contributions of members and Steering Committee institutions (staff, time). • High quality and status of WGI collective outputs. • Close links to the Global Water Agenda with participation in major water events and discussion on SDGs. • High level technical discussions.
WEAKNESSES	• Some OECD Members do not participate in the WGI. • Limited representation of non-OECD Members. • Limited participation of specific sectors (e.g. agriculture, transport, tourism, mining, etc.).	• Formal setting of the WGI meetings (i.e. U-shape table) • Not always sufficient time for comments and discussion. • Communication and co-ordination of certain working groups could be improved. • WGI documents could be better disseminated if available in more languages. • Limited interface between the working groups and the WGI overall process.	• Absence of clear accountability line for the working groups' deliverables. • Polarisation of debates (e.g. transboundary water management). • Absence of WGI tools/concrete products that could be useful to operational actors.
OPPORTUNITIES	• Link the WGI activities (e.g. Principles and Indicators) to the global water agenda (SDGs' monitoring system, 8th World Water Forum, COP 21). • 16.　　Link water to other sectoral policies with representatives from other sectors and from cities in the WGI	• Post-2015 dynamics and activities: => Link with WGI members' respective activities. • . • Need to redefine the working groups: => Build greater evidence through technical expertise. • Greater interest of philanthropic organisations: => New opportunities to secure funding. • Call for bottom-up and participative approach: => New methods of facilitation	• Contribute to the implementation of the OECD Principles on Water Governance with indicators. • Contribute to the section on governance of the OECD 2016 Recommendation of the Council on Water. • Promote policy dialogues between OECD and non-OECD Members. • Link with the governance-related SDGs' monitoring framework to raise the profile of governance in water related discussions. • Link to countries' water programmes or agendas
RISKS	• Gaps in the representation of certain stakeholder groups, whose buy-in would be important to contribute to the implementation of the Principles (e.g. cities and local officials, trade unions, agricultural actors, customers). • Political sensitivities on certain governance topics which can create some "fatigue" and threaten the political support and buy-in.	• Lack of stable and sustainable funding can undermine the sustainability of the Initiative.	• Risk of overlap with other organisation/initiatives' efforts on certain areas of work (e.g. indicators, data collection on water). • Gap between WGI analytical discussions and operational actors. • High expectations over WGI contribution to OECD standards. • Misalignment between multiple individual agendas and WGI activities in case of unclear strategic objectives.

17.   The WGI is acknowledged by the international water community as one of the few international fora that addresses water governance issues in a comprehensive and participative way. It provides a one-stop-shop where mutual learning and experience-sharing can take place and where international best practices can be identified and scaled up. As a result, the WGI is often called upon to lead or participate in water governance discussions as part of major water events.

18.   Table 1 shows that the WGI has made significant achievements in the first two years of operation. However, the SWOT analysis also highlights that the WGI faces some challenges:

−   *"Who":* Engaging with certain stakeholder groups has proven difficult, especially local governments (besides Seoul, Barcelona and Paris); agricultural actors (besides EIA); non-OECD Members (besides BRICS); customer associations; and trade unions. Broadening the scope of the WGI membership is needed to ensure greater representativeness and inclusiveness in the future;

−   *"How"*: So far, the WGI has not secured stable sources of funding to ensure the sustainability of its activities. Designing a fit-for-purpose fundraising approach that would be tailored to the interests of different types of potential donors (e.g. countries, private funds, philanthropic organisations, etc.) will be crucial to set the WGI on a sound financial path to achieve its objectives;

−   *"What"*: The outcomes of the working groups did not always result in tangible outputs, which created some questioning about the ultimate objective of select working groups. In some cases, the absence of a clear accountability line of coordinators was also noticed. In the future, the deliverables of the working groups should have a clear ownership and institutional endorsement from the lead institutions to clarify the decision-making line in terms of content and process.

Highlights from the Satisfaction Survey

19.   The WGI was originally launched for an experimental period of two years, after which its outcomes and value added would be assessed to determine whether adjustments were necessary. For this purpose, the OECD Secretariat conducted a Satisfaction Survey across the members of the WGI to collect feedback and to identify areas for improvement. In all, 82 members responded to the questionnaire, which represents a 71.3% response rate.

Figure 3. Overall satisfaction of members with the WGI

|	Very satisfied	Satisfied	Could be better	Unsatisfied
OECD Secretariat	84.1%	14.6%	1.2%	
Chair	65.6%	35.4%		
Overall WGI network	50%	47.6%	2.4%	
Steering Committee	34.1%	56.1%	9.8%	

Source : WGI Satisfaction Survey, May 2015

Figure 4. Satisfaction of members with the results/material produced by the working groups

[% of working groups' contributors]
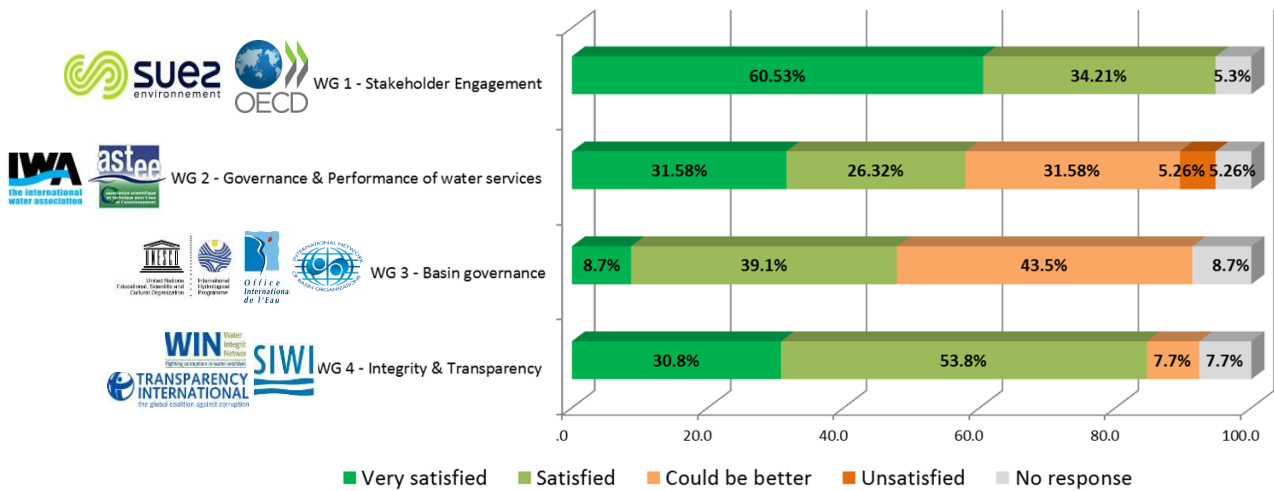
Source: WGI Satisfaction Survey, May 2015

Figure 5. Satisfaction of members with the co-ordination/communication of the working groups

[% of working groups' contributors]
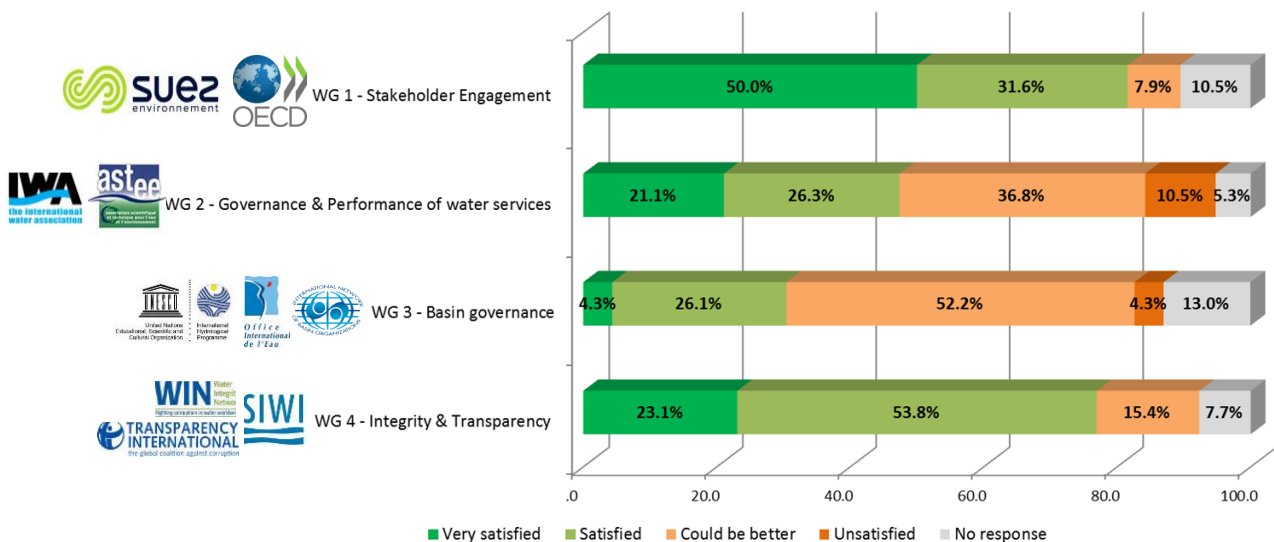
Source: WGI Satisfaction Survey, May 2015

20.   The results of the satisfaction Survey point to an extremely high level of satisfaction, above 90% for the Secretariat, the Chair, the overall network, and the Steering Committee (Figure 3). However, there are varying levels of satisfaction with the four working groups (Figures 4 & 5). Qualitative responses to the Survey shed light on the success factors of working groups 1 (stakeholder engagement) and 4 (integrity and transparency), including effective and regular communication by a dedicated secretariat, intermediary milestones events and meetings organised between the biannual plenary meeting, as well as tangible and official publications deriving from the consultation process. In both cases of Working Group 1 and Working Group 4, clarity on the intended outcomes of the working groups and proactive allocation of tasks among contributors has proven instrumental to sustain the community of practice and ensure a collective result. The next phase of the WGI should consider this useful guidance to fit the structure with the new functions and objectives of the network, which implies redefining the boundaries and leadership of breakout activities, where appropriate.

21.   Respondents to the Satisfaction Survey also flagged some areas for improvement in the next phase, with a primary focus on the water governance topics to be covered as well as the format and facilitation of meetings. It was advised that the WGI addresses innovative or emerging themes linking to the governance of climate change, flood and drought and groundwater depletion. Members also stressed the importance of linking better to the SDGs. Respondents also called for *less* formal settings for WGI plenary meetings when possible and more small-scale and action-oriented discussions. There is also room for improvement about the communication strategy and the structure of the WGI through the development of more robust digital communication to better disseminate results and achievements so as to reach out to governments and stakeholders and raise the profile of governance in the global water agenda.

Figure 6. Suggested priorities for the next phase of the WGI [% of respondents]

1= most important; 3= least important
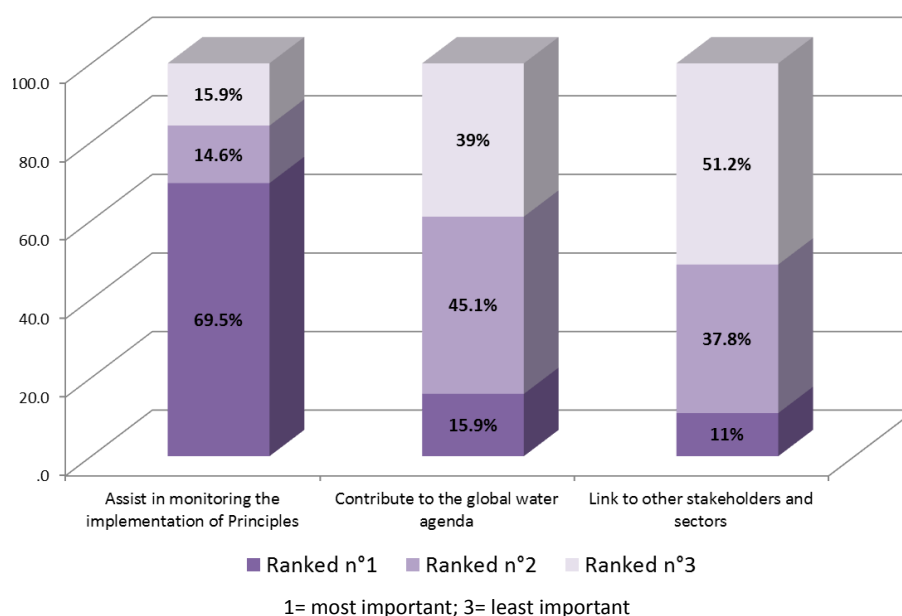
Source: WGI Satisfaction Survey, May 2015

22.   Priorities listed for the next phase of activities of the WGI include the collection of best practices, the development of indicators, the contribution to the global agenda and outreach efforts to assist with the implementation of the Principles (Figure 6). More than 75% of members have expressed interest in playing a more active role in the WGI, including through supporting the Steering Committee, helping to co-ordinate or lead a working group, or hosting a workshop or plenary meeting of the WGI

Where should the WGI be heading?

23.   This document proposes two sets of **core activities** for the WGI in 2016-18 under the overarching objective of contributing to the *implementation* of the OECD Principles on Water Governance:

– First, collecting and scaling up **best practices** that can help foster peer-to-peer dialogue within and across cities, basins and countries facing the similar types of challenges; and

– Second, developing **indicators** that can be used as a self-assessment tool for greater bench-learning among interested cities, basins and countries.

24.   In addition, cross-cutting activities to these two building blocks concern **communication and outreach** vis-à-vis select stakeholders and non-OECD Members.

Table 3.   Rationale, activities, roles and expected deliverables

	WHY [Rationale & relevance]	HOW [Approach & concrete steps]	WITH WHOM [Roles and responsibilities]	WHAT FOR [Deliverables & outputs]
BEST PRACTICES	• Collect **evidence and best practices** at different levels related to each OECD Principle on Water Governance; • Showcase **accomplishments** achieved in the area of water governance to give a sense of progress; • Highlight **major results** of and the **lessons learned** during water policy and reform processes;	• Prepare an **Inventory on-going and forthcoming projects** of WGI members (e.g. policy dialogues, consultations, in-depth studies, "scans", etc.) that could provide best practices; • Prepare a **template survey** to help collect best practices and evidence of implementation (costs, benefits, impact) as well as the potential for replicability of the cases, and to harmonise how best practices are presented and to enhance their readability; • Explore **new thematic work** suggested in the Satisfaction Survey to identify success stories;	*Leadership/coordination:* SIWI suez environnement WIN Water Integrity Network Fighting corruption in water worldwide OECD *Contributions: interested WGI members* within a **dedicated working group** to: • Provide guidance/comments on the development of the template survey; • Contribute to gathering success stories at basin, local and national scale; • Engage in activities to discuss and review the best practices (webinars, fact-checking, discussions at WGI meetings, etc.).	• Prepare a **brochure** to present best practices, spur the interest of countries and stakeholders, and collect success stories and practical experiences. • Create a **Best Practice Database on water governance** to scale up evidence on success stories for each of the Principles.
INDICATORS	• Help governments and stakeholders understand whether **governance systems are well-performing and delivering expected outcomes**, and if not, what which institutions need to be fixed to fix the pipes. • Assist interested governments in **improving the water policy cycle** and provide stakeholders, including at operational level, with an indication of the role they can play to contribute to positive spill overs on water governance, alongside policymakers.	• Prepare a comprehensive **Inventory** taking stock of existing water governance indicators and measurement frameworks; • Prepare a **Working paper** with a proposed systemic framework, following extensive consultation within WGI and relevant OECD bodies; • Hold a series of **workshops** to test the indicators with different stakeholders and at different levels, and refine accordingly; • **Co-operate** with audit institutions and benchmarking organisations to bring about fruitful synergies and ground the indicators in sound practice-based expertise.	*Leadership/coordination:* OECD aStee INTERNATIONAL NETWORK OF BASIN ORGANIZATIONS TRANSPARENCY INTERNATIONAL the global coalition against corruption *Contributions: interested WGI members* within **dedicated a working group**: • Contribute to the development of indicators with experts in measuring governance, within and outside the water sector. • Assist with the discussion and proposal on the metrics/proxies to be selected and where/how to collect data. • Comment on working documents, based on policy, practical and/or academic experience. • Pilot-test the tentative indicators at different levels of government to provide "reality-checks" on data applicability/ availability.	• Prepare **country "factsheets"** based on the indicators consisting of institutional mappings, basic facts and figures, best practices for each Principle, and an assessment showing areas of improvement (format tbd, traffic light/index etc.) • Develop a triennial OECD flagship report "**Water Governance at a Glance**", as part of RDPC's Programme of Work for 2016-18, collecting indicators applied to interested countries, within and outside OECD, also available as a web-based instrument, supported by open data, visualisation tools and consultation platforms, and with country "factsheets". • Maximise synergies between the indicators and **current efforts of water-related data collection and analyses**, such as the SDGs as appropriate.

Table 3. Rationale, activities, roles and expected deliverables *(cont.)*

COMMUNICATION & OUTREACH *[CROSS-CUTTING]*

WHY [Rationale & relevance]	• **Disseminate widely** the Principles to raise the profile of governance in the global water agenda • **Raise appetite** to test/implement the Principles among stakeholders worldwide; • **Bring in new members** to the WGI to bridge identified membership gaps through the involvement of umbrella organisations and targeted outreach activities
HOW [Approach & concrete steps]	• **Translation** of the Principles into 15 languages; • Share the Principles at local, national, **international events** on water and/or governance (e.g. international discussions on climate change, water-energy-food nexus, development, disaster prevention, anti-corruption, etc.); • Advertise the Principles **online**, through different mediums (ICTs, opinion surveys, short videos, leaflets, etc.) • Use the 7th World Water Forum Implementation Roadmap, which suggests **communication plans** for each Principle/audience; • Organise **regional and stakeholder consultations**, including with the help of regional partners and umbrella organisations within the WGI, to take into account the specificities of each region and the contributions of different actors/sectors to contribute to the implementation of the Principles; • Develop **complementary questionnaires** to collect information and data from regions and stakeholders on the implementation of the Principles.
WITH WHOM [Roles and responsibilities]	*Steering Committee, with interested WGI members:* • Lead outreach and communication efforts through their respective work; • Provide support to organise **consultation meetings** and use the outcomes to feed the regional and stakeholder "snapshots". • Prepare a **calendar** of scheduled water-related events to organise consultations/side-events/seminars to raise awareness on the Principles; • Develop **questionnaires** to collect data, jointly with WGI members;
WHAT FOR [Deliverables & outputs]	• **Regional and stakeholder "snapshots"** of specifics related to the Principles, which could feed the Best Practice Database; • Develop **training material,** which would be available on the Best Practice Database, to raise awareness on water governance (e.g. MOOC) with guidelines, policy advice, practical tips and international examples to assist interested stakeholders worldwide in improving water governance.

How to get there?

Adjusted structure

25.   It is proposed to adjust the governance structure of the WGI to match the core activities detailed in Table 3. The former structure relied on four separate and parallel working groups tasked with formulating key thematic messages to contribute to the development of the Principles. Looking ahead, new activities on implementation, which are no longer clear-cut from a thematic point of view, require some adjustment of the underlying working groups that can support future work. There is a need for a whole-of-WGI approach whereby members can contribute to some or all of the areas of work through tailored in-kind contributions and in synergy with their daily activities, comparative advantage and respective strategic objectives.

26.   Therefore, it is proposed to redesign the WGI around two main transversal and complementary activities, related to best practices and indicators, to be supported by extensive outreach and communication efforts. The activities will therefore translate into a two-legged interconnected structure. Each would take the form of dedicated *working groups* that would be mutually reinforcing. Communication and outreach would be dealt with by the Steering Committee and interested WGI members in order to support both working groups in a cross-cutting fashion. The OECD Secretariat and Steering Committee will facilitate transversal communication and co-ordination between the activities while regularly reporting on progress and seeking synergies. Indeed, while each working group has different objectives and expected outcomes, their boundaries will not be completely clear-cut and they will be considered in a systemic way rather that in silo.

27.   The new organisation will have implications on the format of the WGI plenary meetings. Greater room will be allocated for small-scale, action-oriented dialogues as requested by members in the satisfaction survey. Time will be systematically devoted to lively discussions whereby members of the WGI will break out into smaller groups and discuss the same topic simultaneously, while ensuring greater focus on each set of activities.

Funding

28.   A pro-active and collective fundraising strategy is needed to ensure that the WGI delivers on its objectives for 2016-18. This strategy could seize several opportunities. First, a taskforce of "sponsors" will be created to gather members supportive of the WGI and willing to fund its activities, be they OECD countries or other institutions. Second, under the leadership of the Chair, the WGI will reach out to philanthropic foundations, private funds and donor agencies working on water governance to raise awareness about the WGI and test their appetite to fund its activities. These efforts will be led by WGI Steering Committee, in cooperation with interested members. Interested donors will be given the option to fund specific activities of the WGI, rather that the programme of work in its entirety. To help in this process, a flexible "umbrella" funding approach will be developed by the Steering Committee which could consist in a template letter for fundraising that could be used by members to cover the costs of their contributions to the WGI, and by the Steering Committee to raise funds for WGI activities. The template would include the WGI's key objectives, expected outcomes and budget, and could be tailored to target various types of donors.