



# **Webinar to discuss the Draft Inventory of the WGI's Working Group on Capacity Development**

**Programme of work 2019 - 21**

**4 November 2019 – 13:30h-15:00h CET**

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## **Key Highlights**

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## Welcome and short introduction to the webinar

1. The Secretariat opened the meeting by welcoming the participants.
2. The Secretariat reminded the participants of the results of the discussion on the Working Group's objectives that took place during the last [Working Group webinar on May 20<sup>th</sup> 2019](#) and at the last [WGI meeting in Berlin](#). It was decided that the Working Group would not focus on carrying out actual capacity development, but rather facilitate the access to data and toolkits that already exist and work towards capacitating more audiences and target groups.

## Introduction to the Draft Inventory

3. The Secretariat took the floor to thank those participants who had responded to the survey that was sent out on [Scoping existing Capacity Development initiatives and Indicator frameworks amongst WGI members](#). There were 40 responses to the survey that have been compiled into the Draft Inventory.
4. The Secretariat clarified that the intention with the Inventory is not necessarily to represent a complete snapshot of all existing capacity development activities on water governance, but rather to capture the gist of what members are doing and identify some additional important water governance capacity development initiatives. The Secretariat presented the main results from the survey:
  - **Piece-meal, fragmented efforts:** there seem to be many *ad hoc* efforts when it comes to capacity development and how governance factors are integrated or represented in some of these trainings. In some initiatives, governance can be a module, or is integrated as part of a module. Overall, governance tends to be treated in a less coherent way when it comes to ongoing capacity development initiatives.
  - **Lack of long-term assessment:** though many of these initiatives are being tracked through evaluations and quick assessments of what participants felt about a particular training, there seems to be much less information on the long-term impact of capacity development on water governance. This has been identified as an important gap. One initiative that was identified was Cap-Net's mechanism that can allow for longer-term assessment of results for capacity development.
  - **Professionals and practitioners in the water sector are the most targeted group:** in terms of target groups, the groups that are being targeted through members' activities coincide with those that members consider most in-demand when it comes to training. The most frequent group that is targeted is professionals and practitioners in the water sector, followed by the public sector, policy and decision-makers and civil society and NGOs. However, it is also evident that education-based initiatives encompass a wider range, including those at the beginning of their careers or switching careers.
  - **Lack of funding as main obstacle:** survey respondents mentioned the lack of funding as the main obstacle for doing capacity development on a more consistent basis. This leads to the assumption that there is a willingness amongst members to be more consistent. However, the functioning of the funding environment makes it difficult to provide capacity development on a long-term and consistent basis.
  - **The OECD Principles on Water Governance are part of some capacity development initiatives:** some respondents are already using some parts or the whole set of the Principles as part of ongoing activities.

5. Generally, there are many good opportunities to see how even more aspects of the Principles as well as the [Indicator Framework](#) can be jointly integrated into existing capacity development initiatives. In order to do this, some next steps are proposed:

- **Build on existing platforms:** for certain types of training, MOOCs and other types of e-learning platforms were used. How can the Working Group build on these existing platforms? Participants were asked for their experience and input on this question, as well as their opinion on the advantages and disadvantages of using MOOCs and e-learning platforms.
- **More comprehensive focus on governance:** in order to ensure that water governance is taught in a comprehensive and integrated manner, the Secretariat proposes to use a range of different kinds of materials and tools, such as short manuals, PowerPoint presentations, case studies, videos, etc. The proposal of carrying out a “**Training of Trainers**” is a strategic activity in order to create a larger pool of human resources, which can lead to the building of more capacity development opportunities.
- **Finding links between the two WGI Working Groups:** one proposal in order to encourage synergies between the works of both groups is the development of an education module on the Principles, which would then be linked to the existing indicators and work on impact indicators.

6. The Secretariat concluded the item by reminding participants that the discussion on the Working Group’s activities has been ongoing for over a year. The Secretariat has taken the needed time to consult adequately with the members of the Working Group and make sure there is no duplication of activities. A stocktaking of a range of activities has been concluded, which has gone beyond the water sector. As a result, the Secretariat identified two levels of intervention for the Working Group:

- Mainstream further the Principles in existing capacity-related activities. The mapping carried out with the Draft Inventory is a constructive way to identify and build strategic alliances with those organisations, which are already carrying out capacity development activities.
- Develop additional materials in areas where the members feel there is a gap in terms of scope, target audience. How can individual institutions contribute in an effective way?

7. The Secretariat mentioned that with most of the responding institutions signalling engagement in capacity development, the commitment to capacity development is clear. The Secretariat also flagged respondents’ overwhelming interest in acting as facilitators, peer-reviewers and ambassadors of the capacity development work moving forward.

### **Round of comments from Webinar participants**

8. Participants thanked the Secretariat for their work on the Inventories and commended efforts in trying to capture and represent as best as possible all existing capacity development activities in the water sector with a focus on governance. The main points of discussion were the following:

- ***Lack of long-term impact evaluation of capacity development activities.*** Some preliminary facts and gaps in the data were identified, especially regarding the lack of evaluation of the long-term impact of capacity development activities (Principle No. 4 on Capacity Development), which was identified by several participants as a potential link to the other Working Group’s work on impact indicators. However, other participants highlighted that even though capacity development is a long-term investment, measuring its impact is extremely difficult. The Secretariat reminded participants

that this potential area of work is tapped into through the contribution of the OECD to work carried out by UNESCO and WHO related to SDG 6.A. The Secretariat also flagged to participants that there is a big gap in the literature regarding indicators that measure impact on capacity development.

- ***Focus on the practical application of Principles.*** The Principles can at times appear theoretical and in light of this, it can be important to make a difference between “technical” governance issues and policy governance issues. Some participants highlighted the need to use the OECD Principles on Water Governance in a flexible way and to be able to remain critical of them, as they may not be used to cover all kinds of situations.
- ***Managing diversity.*** Some participants pointed out that water practitioners and professionals make up a diverse group of stakeholders. Furthermore, though they are currently the target group most in-demand, this may change from the mid-to-long term. Several members also brought up the importance of context in capacity development as a way to build something that is conceptually useful and interesting, but adaptable to a variety of different audiences, places and situations. The Secretariat mentioned the possibility of managing diversity through making sure that any capacity development modules are relevant to a wide spectrum of target groups and contexts, but, depending on needs and demands, capacity development modules may be adapted and tailored to very specific contexts and target groups through, for example, the development of specific case studies, etc.
- ***The human resources crisis in the water sector.*** Many participants highlighted the “Training of Trainers” initiative as a very useful activity, and one to focus efforts on in order to deal with a human resources crisis in the water sector. If this challenge is not met, capacity development efforts will never be successful. This approach will also provide a reasonable argument to approach universities with material on water governance that can be included in their more regular water management syllabus. Other participants highlighted the need to put more focus on vocational training and technical and vocational education and training institutions, as it is mid-level professionals that need to be better capacitated, especially regarding the involvement of women in the water sector.
- ***Lack of funding as one of the main obstacles.*** Since lack of funding is one of the main obstacles to comprehensive and consistent capacity development this should be communicated to potential donors to ensure it is taken into account and prioritised.

9. Some members shared some of their organisations’ specific work on capacity development:

- Waterpreneurs shared their joint work with Action against Hunger in Nigeria and Mali on developing governance studies using the OECD Principles on Water Governance and the IRC 9 Building Blocks, and mentioned that it has been a very valuable experience.
- Cap-Net mentioned that its website and online campus is currently being revamped and will be ready later in January. It will offer modules on water resources management, with one page being on water governance, and with a special focus on monitoring impact. Cap-Net emphasised the value of MOOCs and e-learning platforms to carry out capacity development.
- Women for Water Partnership highlighted that MOOCs are useful, but must be complemented by in-person and on-site capacity development initiatives, especially in developing countries, as according to UN data, less than 50% of women in the world have access to the internet.
- The Open University noted its global leadership and experience in developing online learning materials for many different user communities across a range of topics linked to water governance.

Using the Open University's OpenLearn Create platform, organisations and individuals can also now create and publish open online courses.

- Aqua Public Europea offered to include water governance aspects in their thematic programmes, and mentioned the need for materials specifically on the Water Governance Principles or related to some of them in order to be able to successfully integrate these materials into their courses.
- SUEZ highlighted its work in disseminating the Water Governance Principles amongst university students in partnership with AgroParisTech and AFD. SUEZ informed participants that the most common criticism they receive on the Principles is that they are often perceived as being of a theoretical nature.
- CERIS-University of Lisbon highlighted its recent event in Cape Verde where the OECD Principles on Water Governance were discussed. This was emphasised as being important to the OECD WGI's Programme of Work on the road to the World Water Forum in Dakar, as many African countries will be participating. The representative of CERIS-University of Lisbon offered to present more information on this event at the next WGI meeting.

10. Some organisations informed participants of additional initiatives that could be included in the Draft Inventory:

- MENBO suggested including work done by UNITAR, and in particular its regional branch CIFAL in Málaga, which hosts the International Centre for Training of Water Managers, CODIA and the Centre for Agronomic Studies of the Mediterranean (CIHEAM). MENBO highlighted the importance of linking with regional organisations and developing strategic partnerships with them, as this could provide an opportunity to adapt the Principles to different regions and/or basins.
- CERIS-University of Lisbon highlighted its contacts with the UNESCO Education Programme and with LIS-Water in Portugal to develop training activities for Portuguese policy-makers and local governments, as well as for Lusophone African countries.

11. The Secretariat thanked participants for their valuable comments and mentioned the possibility of being able to learn from other OECD teams that are currently working on measuring impacts in other areas of interest. It also asked participants to inform the Secretariat of any examples, materials or case studies, targeting different kinds of stakeholders that can be added to the inventory.

12. The Secretariat concluded the meeting by highlighting the following four points in response to some of the participants during the Group Discussion:

- The Water Governance Programme at the OECD is currently carrying out work on water security in Africa, which attests to the Programme's priority to provide contextual and practical outlets for the theoretical and conceptual work that is taking place. The Secretariat highlighted the potential synergies of this work with the work currently being carried out by, for example, CERIS-University of Lisbon, and offered its representative the chance to speak about this work at the coming OECD WGI Meeting in January.
- In response to the points made during the discussion about capacity development and its differences and similarities to "learning", the Secretariat reminded participants that this topic has already been largely discussed in the past. The Scoping Note defines capacity development. Although the Scoping

Note is not a conceptual piece, it strives to unpack capacity development and what this Working Group is offering.

- In relation to some of the discussion on the format of modules, the Secretariat reminded participants that the Scoping Note already proposes a set of thematic modules. However, the need for some additional modules that are more stakeholder or geographically-specific may be considered.
- There have already been attempts to apply the Principles to very specific areas of water management, for example to floods, with the [Flood Governance Report](#), where an operational checklist was developed, and to groundwater as well, with discussions underway to apply these Principles to droughts. The Secretariat is happy to share these materials with interested parties.

### **Wrap-up and next steps**

13. The Secretariat thanked participants for a very productive meeting and provided a sum-up of the discussion. Overall, though there are still some questions on the technicalities of how to carry out the capacity development, there is consensus on using already-existing platforms. However, it was acknowledged that web-based solutions should ideally be combined with physical on-the-ground learning opportunities. Nevertheless, the extent of these efforts will be defined by the amount of funding. The need to work with available resources was highlighted.

14. The Secretariat announced its intention to draft a revised version of the inventory based on comments from participants during and after the webinar. The Secretariat pointed out the opportunity of making progress on developing capacity development at IHE Delft's [6<sup>th</sup> International Symposium on Knowledge and Capacity for the Water Sector](#) in May 2020, in which the OECD is participating.

15. The Secretariat announced that next steps will involve finalising the inventory, including a road map for the actions of the Working Group for the next year. The revised inventory will be disseminated to WGI members in mid-December, along with other WGI meeting material. The inventory will provide a basis for the Working Group's next discussion in January 2020, during the 13<sup>th</sup> OECD WGI meeting at the OECD Headquarters in Paris.

## Annex I: List of participants

<b>Institution</b>	<b>Name</b>
AEAS	Gari Villa-Landa Sokolova
AFD	Guillaume Merere
AgroParisTech	Sophie Richard
Aqua Publica Europea	Jovana Gojkovic
Cap-Net UNDP	Damian Indij
CERIS-University of Lisbon	Susana Neto
Federal Institute for Geosciences and Natural Resources (BGR)/ BMZ - Germany	Michael Eichholz
James Horne and Associates	James Horne
Mediterranean Network of Basin Organisations	Nuria Rodríguez Murillo
OSCE	Sogol Jafarzadeh
Stockholm International Water Institute (SIWI)	Alejandro Jiménez
Suez	Maéllis Monnier
The Nature Conservancy	Aparna Sridhar
The Open University	Kevin Collins
Transparency International – Spain/UPM ETSAM	Mari Feli Fernández García
Veolia	Dominique Gatel
Water Integrity Network	Barbara Schreiner
Waterpreneurs	Nicolas Lorne Brieux Michoud
Women for Water Partnership and Butterfly Effect	Leshia Witmer

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

- Welcome and short introduction to the Webinar (5 min)
- Introduction of the Draft Inventory (10 min)
- Round of comments from Webinar participants (65 min)
- Wrap-up and next steps (10 min)