



OECD WATER GOVERNANCE INITIATIVE: ACHIEVEMENTS AND WAYS FORWARD

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This document takes stock of the first two years of activity of the OECD Water Governance Initiative (WGI) launched in March 2013, and suggests ways forward for the period 2016-2018.

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.

The document also includes in three separate Annexes the up-dated terms of reference for the network as a whole, its specific working groups, as well as the steering committee.

The paper will be discussed at the 6th meeting of the WGI (2-3 November 2015) and the 34th meeting of the Regional Development Policy Committee (4-5 November 2015). A revised version including comments received will be prepared in November for final approval by the RDPC.

TABLE OF CONTENTS

Acronyms.....	3
Where do we come from?.....	4
Who did we work with?.....	4
How did we work?	6
What did we deliver?.....	7
What have we learned from the first two years?	10
SWOT Analysis.....	10
Highlights from the Satisfaction Survey	11
Where should we be heading?	13
How to get there?	16
Adjusted structure	16
Funding	16
Tentative calendar	16
ANNEX A.: Terms of reference of the OECD-WGI for 2016-2018	19
ANNEX B.: Terms of reference of the Working Groups for 2016-2018.....	27
ANNEX C.: Terms of reference of the Steering Committee for 2016-2018	31

Acronyms

ASTEE	Association Scientifique et Technique pour l'Eau et l'Environnement
INBO	International Network of Basin Organisations
IWA	International Water Association
IWRA	International Water Resources Association
OECD	Organisation for Economic Co-operation and Development
RDPC	Regional Development Policy Committee
SDG	Sustainable Development Goal
SWOT	Strengths –Weaknesses – Opportunities - Threats
SIWI	Stockholm International Water Institute
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNSGAB	UN Secretary General's Advisory Board on Water and Sanitation
WGI	Water Governance Initiative
WIN	Water Integrity Network

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Where do we 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 in the aftermath of 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 under the responsibility 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 is a network of experts, policymakers and practitioners with a consultative role. It should under no circumstances be considered as an OECD body.

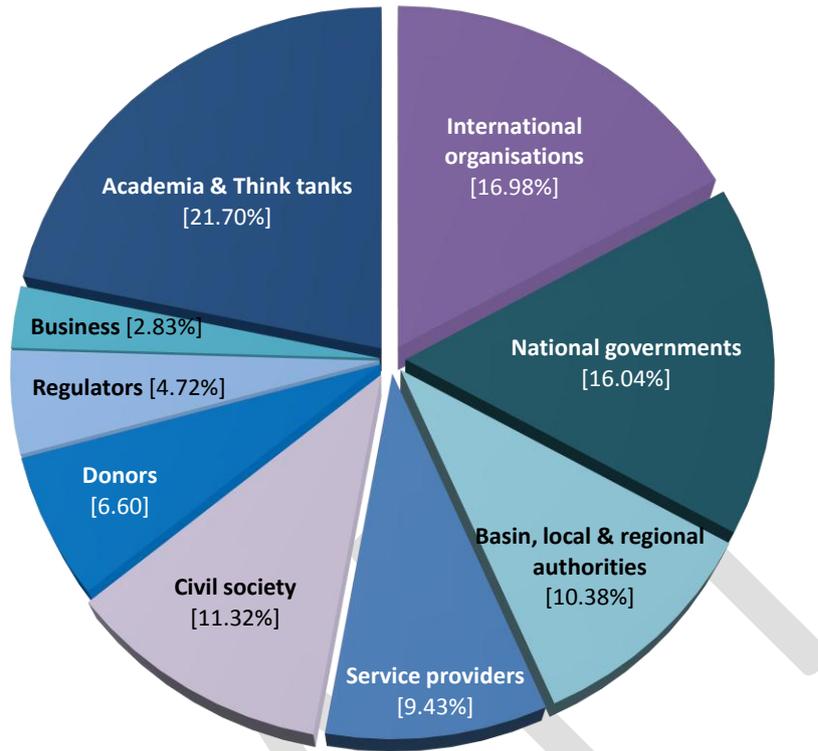
3. The [terms of reference](#) of the WGI for the period 2013-2015 defined five objectives: i) advise governments in taking the needed steps for effective water reforms through policy dialogue across decision-makers at different levels; ii) provide a technical platform to discuss analytical work on water 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 on Water Governance and Indicators on Water Governance.

Who did we 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 to what works, does not work and could work better in terms of water governance. This has proven instrumental to enrich the OECD analysis, 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 coordinate 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’s Chair participated in the 31st session of the Regional Development Policy Committee (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.

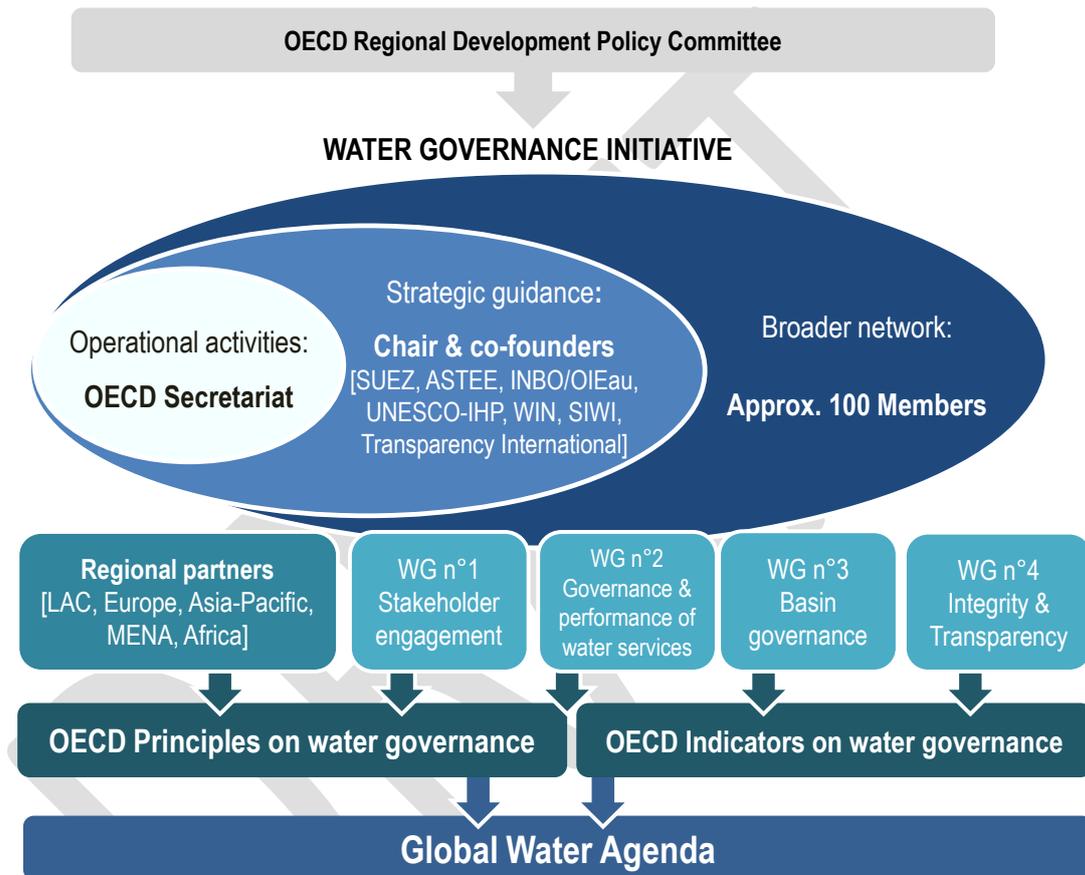
7. In its first two years of operation, the WGI has catalysed and benefitted from high-level political support. Angel Gurría, the Secretary-General of the OECD launched the network during the first WGI meeting (27-28 March 2013) through a video message and participated in the 4th meeting (24-25 November 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, which was instrumental to link the WGI’s core activities to broader policy areas than water within OECD (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 we work?

A three-tier and thematic approach

8. The WGI operates according to a three-tier structure. The *Steering Committee*, composed of 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’s outputs and results, which are disseminated online and to a larger audience.

Figure 2. Structure of WGI in 2013-2015



A bottom-up approach

9. The WGI’s activities follow a bottom-up process. The four thematic working groups were created to formulate and discuss key policy messages on select areas of governance (stakeholder engagement, integrity and transparency, performance of utilities, basin governance), which could contribute to the development of the OECD Principles on Water 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 the WGI’s activities for 100% of the members surveyed, as shown by the [satisfaction survey results](#).

A consultative approach

10. The WGI's 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 others (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 2013-2014, 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, from the mobilisation of their expertise on analytical contents, the engagement of their respective networks in the analytical work and policy forum (e.g. responses to surveys, participation in events), to the hosting of two of the plenary meetings of the WGI in Madrid (April 2014) and Edinburg (May 2015).

12. The financing of the WGI relied almost exclusively on voluntary contributions (namely *not* OECD's core budget) both in terms of the staff that coordinates and manages the network, and the logistical costs induced by the activities. The average cost of WGI meetings amounts to 25,000 euros (including the venue, interpretation and catering), while the staff-related expenses was estimated for the 2013-2015 period at 12 months of a Jr Analyst (i.e. 145,000 EUR) and 6 months of a Programme Manager (i.e. 160,000 EUR). 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 we deliver?

14. Over its first two years of activity, the WGI met all the intended objectives in the terms of reference and initial programme of work. Table 1 assesses the achievements against the original 5 objectives of the WGI, using a set of indicators. It shows in particular the collective outcome with the development of the Principles on Water Governance, but also the tangible results of the peer-review (through a number of national policy dialogues published as OECD reports), the benefits of experience-sharing, the technical guidance on analytical work (through the 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", which summarises the content of discussions and exchanges among members.

Table 1. Tentative Assessment of WGI's Achievements for 2013-2015

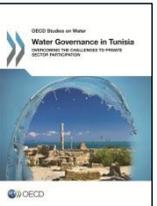
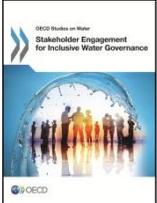
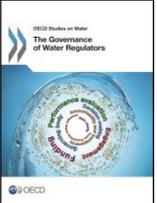
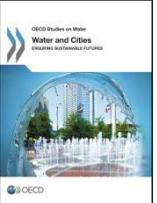
Objectives	Indicators	Results achieved
<p>1. Advise governments in taking the needed steps for effective water reforms through policy dialogue across decision-makers at different levels</p>	<ul style="list-style-type: none"> ✓ 5 tour de table on recent and on-going water governance reforms. ✓ 16 countries 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). 	<ul style="list-style-type: none"> - 4 OECD country reviews on water governance <div data-bbox="1391 325 2029 531" style="display: flex; justify-content: space-around;">     </div> <ul style="list-style-type: none"> - 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.)
<p>2. Provide a technical platform to discuss analytical work on water governance through peer-to-peer exchanges and knowledge sharing</p>	<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> - 3 OECD thematic reports <div data-bbox="1473 713 1951 916" style="display: flex; justify-content: space-around;">    </div>
<p>3. Provide a consultation mechanism to raise the profile of governance issues in the Global Water Agenda</p>	<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> - 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. Tentative Assessment of WGI's Achievements for 2013-2015 (cont.)

Objectives	Indicators	Results achieved
<p>4. Support the implementation of the governance targets designed for the 6th World Water Forum up to the 7th world Water Forum</p>	<ul style="list-style-type: none"> ✓ 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 : <ul style="list-style-type: none"> ○ 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); ○ 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); ○ WG n°3: meeting at the EURO-INBO Meeting (12-16 November 2014, Bucharest); ○ 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 	<ul style="list-style-type: none"> - Progress was achieved on each target from the 6th World Water Forum: <ul style="list-style-type: none"> ○ 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"; ○ 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; ○ 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; ○ Target 5-6: set of policy messages to support improved integrity and transparency for better water governance, building on good 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.
<p>5. Contribute to the design of Principles on Water Governance and Indicators on Water governance to engage decision-makers to commit to action.</p>	<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> - 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 have we learned from the first two years?

SWOT Analysis

15. The “SWOT” analysis of the WGI’s activities in 2013-2015 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. WGI's SWOT analysis

	WHO	HOW	WHAT
STRENGTHS	<ul style="list-style-type: none"> 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). 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Contributions of members and Steering Committee institutions (staff, time). High quality and status of WGI's collective outputs. Close links to the Global Water Agenda with participation in major water events and discussion on SDGs. High level technical discussions.
WEAKNESSES	<ul style="list-style-type: none"> 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.). 	<ul style="list-style-type: none"> 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's documents could be better disseminated if available in more languages. Limited interface between the working groups and the WGI overall process. 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Link to the WGI's activities (e.g. Principles and Indicators) to the global water agenda (SDGs' monitoring system, 8th World Water Forum, COP 21). 	<ul style="list-style-type: none"> Post-2015 dynamics and activities: => Link with WGI members' respective activities and mandates. 2nd term for programme of work with new mandate: => Redefinition of roles and responsibilities. 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Gaps in the representation of certain stakeholder groups, whose buy-in would be important to contribute to the implementation of the Principles (e.g. trade unions, agricultural actors, customers). Political sensitivities on certain governance topics which can create some “fatigue” and threaten the political support and buy-in. 	<ul style="list-style-type: none"> Lack of stable and sustainable funding can undermine the sustainability of the Initiative. 	<ul style="list-style-type: none"> 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.

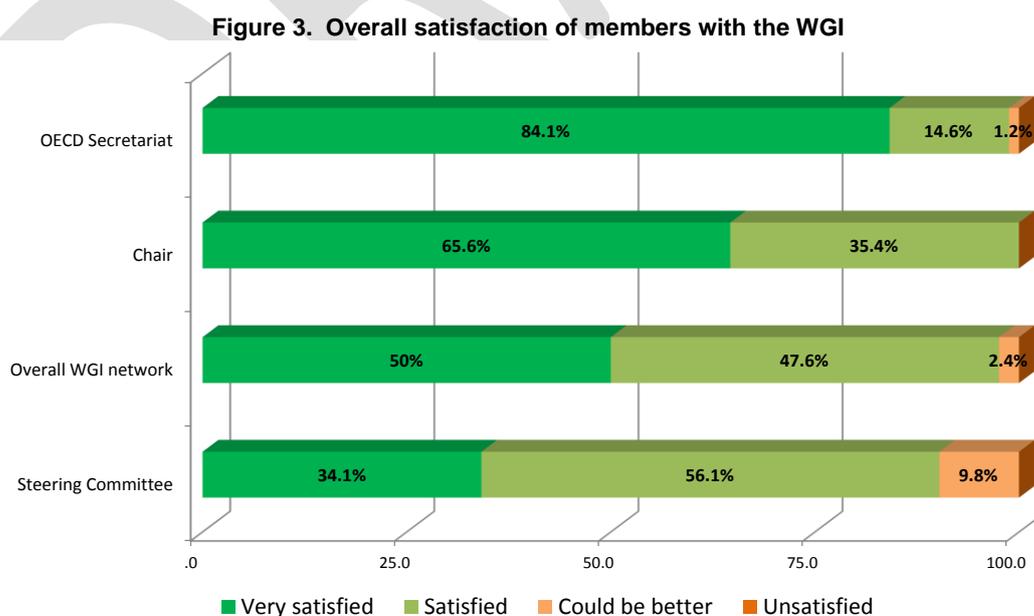
16. The WGI is acknowledged by the international water community as one of the few international fora that addresses water governance issues in a comprehensive and participative way. It provides a one-stop-shop where mutual learning and experience-sharing can take place and where international best practices 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.

17. 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 also proven difficult as in the case of 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's 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.

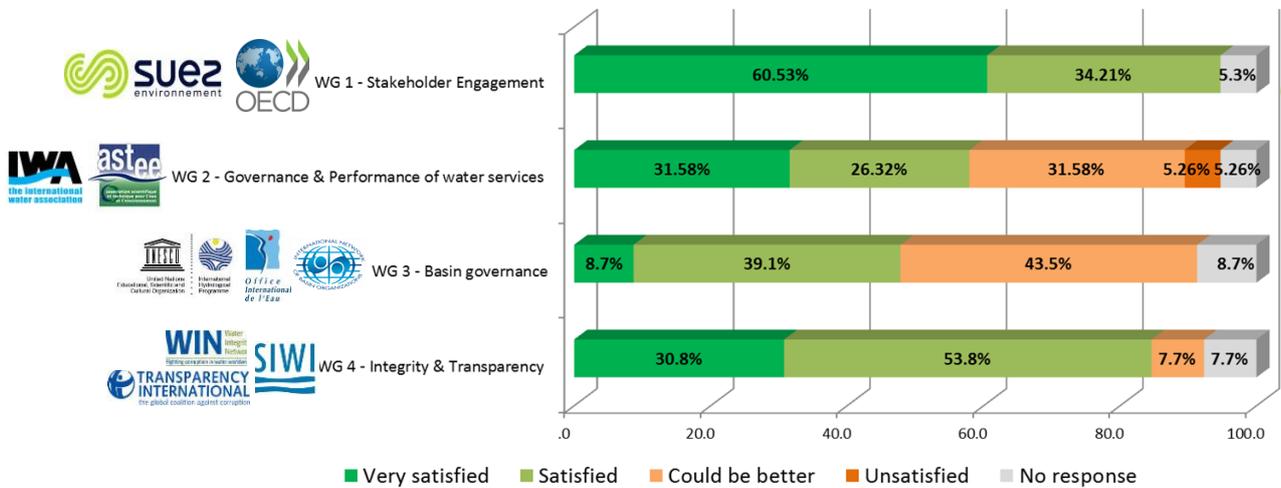
Highlights from the Satisfaction Survey

18. The WGI was originally launched for an experimental period of 2 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.



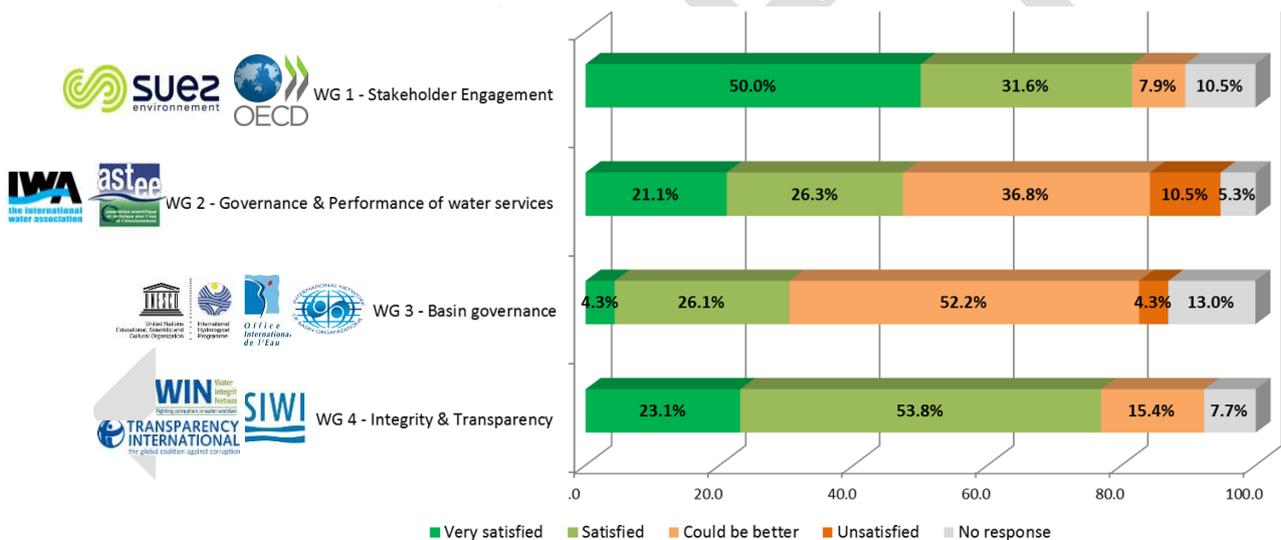
Source : WGI Satisfaction Survey, May 2015

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]

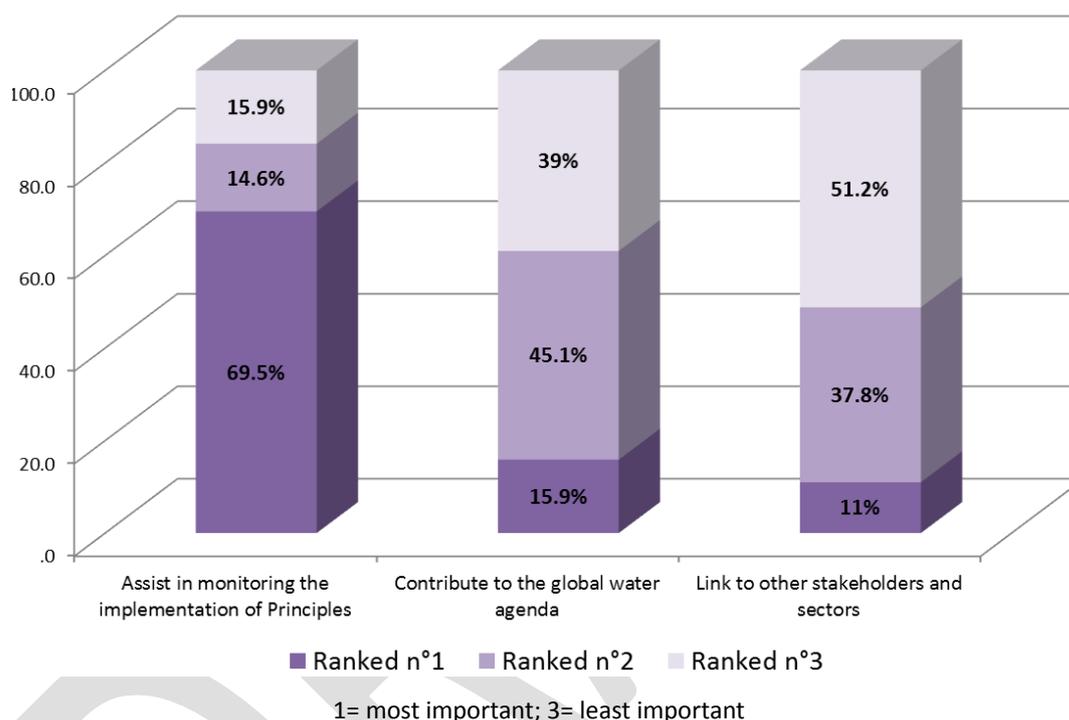


Source: WGI Satisfaction Survey, May 2015

19. 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 have 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.

20. 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. Future priorities for the next phase of the WGI [% of respondents]



Source: WGI Satisfaction Survey, May 2015

21. 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 coordinate or lead a working group, or hosting a workshop or plenary meeting of the WGI

Where should we be heading?

22. This document proposes two sets of **core activities** for the WGI in 2016-2018 under the overarching objective of contributing to the *implementation* of the OECD Principles on Water Governance:

- First, collecting and scaling up **good 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 benchmarking among interested cities, basins and countries.

23. In addition, cross-cutting activities to these two building blocks concern **communication and outreach** vis-à-vis select stakeholders and non-OECD Members. All these activities should rely on clear objectives, outcomes, and allocation of roles and responsibilities across 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	<ul style="list-style-type: none"> Collect evidence and good 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; 	<ul style="list-style-type: none"> 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; 	<p>Leadership/coordination:</p>  <p>Contributions: interested WGI members within dedicated a working group to:</p> <ul style="list-style-type: none"> 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.). 	<ul style="list-style-type: none"> Prepare a brochure to present best practices, spur the interest of countries and stakeholders, and collect success stories and practical experiences. Create an Observatory/ Clearing House of water governance best practice as an online learning repository to store open data and evidence on success stories for each of the Principles;
INDICATORS	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<p>Leadership/coordination:</p>  <p>Contributions: interested WGI members within dedicated a working group:</p> <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Prepare country “factsheets” based on the indicators consisting of institutional mappings, basic facts and figures, good 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 2016-2018, 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”.

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

COMMUNICATION & OUTREACH [CROSS-CUTTING]	
<p>WHY [Rationale & relevance]</p>	<ul style="list-style-type: none"> • Disseminate widely the Principles; • Raise appetite to test/implement the Principles among stakeholders worldwide; • Bring in new members to the WGI to bridge identified membership gaps;
<p>HOW [Approach & concrete steps]</p>	<ul style="list-style-type: none"> • Translation of the Principles into 15 languages; • 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, to take into account the specificities of each region and the contributions of different actors 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.
<p>WITH WHOM [Roles and responsibilities]</p>	<p>Steering Committee, with interested WGI members:</p> <ul style="list-style-type: none"> • 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;
<p>WHAT FOR [Deliverables & outputs]</p>	<ul style="list-style-type: none"> • Regional and stakeholder "snapshots" of specifics related to the Principles, which could feed the Clearing House / Observatory and best practice database; • Develop training material, which would be available on the Clearing House / Observatory, 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

24. 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.

25. 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, under the oversight responsibility of the Steering Committee and select WGI members interested to join this particular undertaking, would 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 than in silo.

26. The new organisation will have implications on the format of the WGI's 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

27. A pro-active and collective fundraising strategy is needed to ensure the WGI delivers on its objectives for 2016-2018. This strategy could pursue 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 than the programme of work in its entirety. To help in this process, a flexible "umbrella" funding approach will be developed by the Steering Committee and would 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 best target various types of donors.

Tentative calendar

28. It is proposed to renew the mandate of the WGI three years, and take stock of achievements to adjust where needed based on the results and conclusions reached at the 8th World Water Forum (Brasilia, April-May 2018). The proposed calendar of work for the WGI, detailed in Figure 8, breaks down into intermediary and final deliverables for each activity over this period. WGI plenary meetings will provide key milestones to exchange among members on progress and discuss achievements. In between these landmarks, activities will progress through written communication, webinars, physical gatherings, etc.

Figure 7. Proposal of organisation of WGI activities (2016-2018)

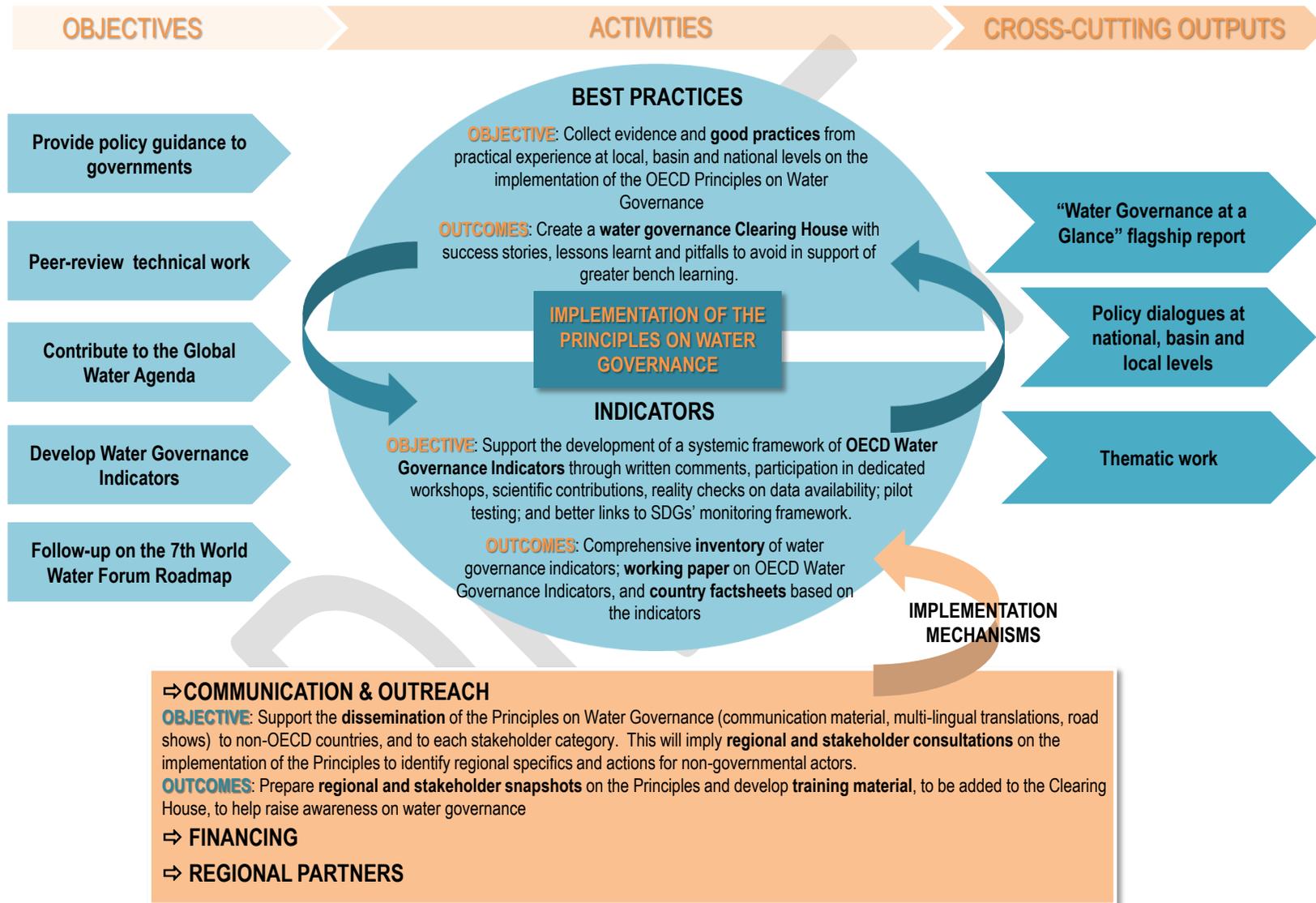
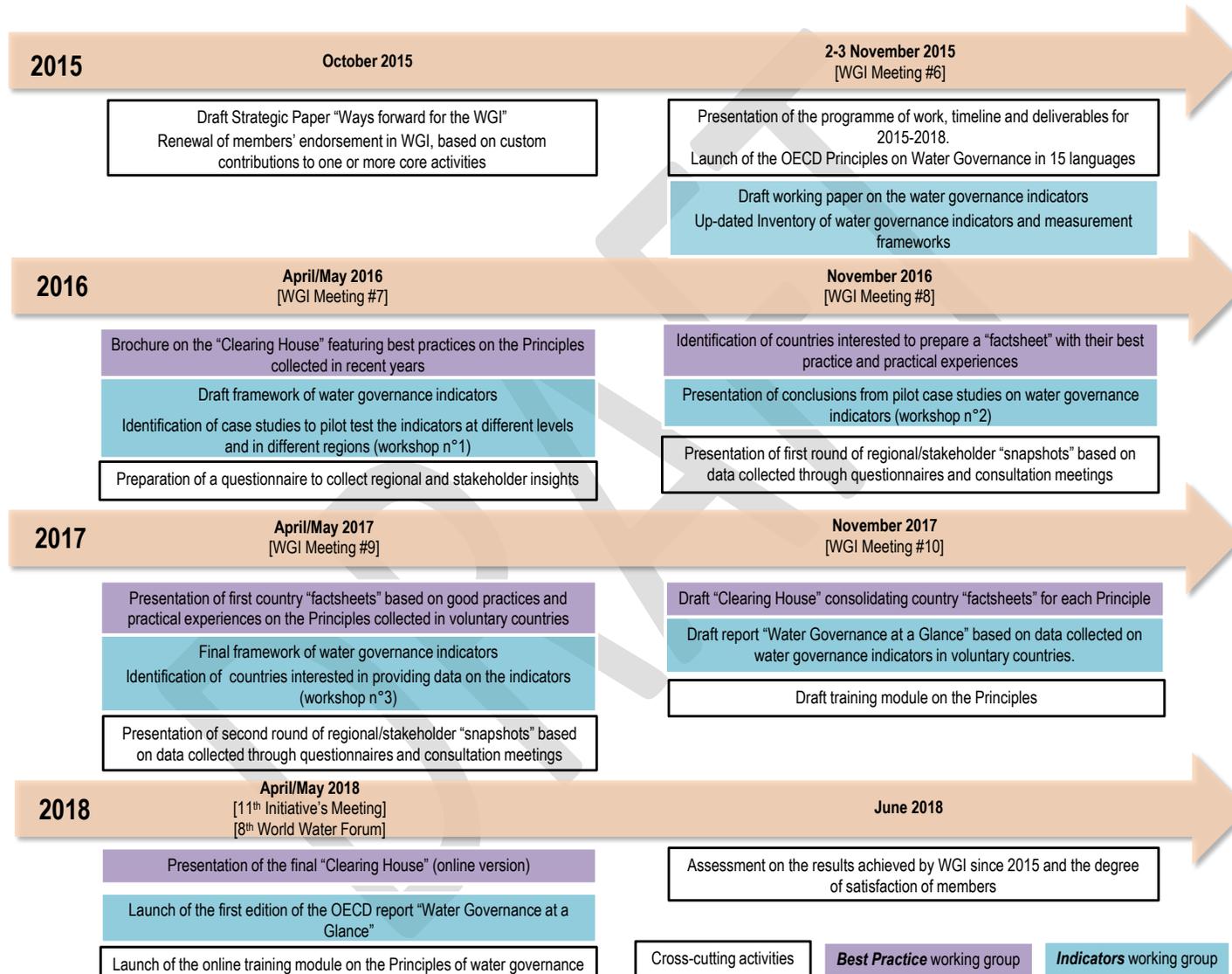


Figure 8. Tentative calendar of WGI activities (2016-2018)



ANNEX A.

TERMS OF REFERENCE OF THE OECD WATER GOVERNANCE INITIATIVE (2016-2018)

Background

Why an OECD Water Governance Initiative

29. The OECD Water Governance Initiative (hereafter “the WGI”) was launched on 27-28 March 2013 as a multi-stakeholder network of 100+ members from public, private and not-for profit sectors gathering twice a year in a Policy Forum. It was created in the aftermath of the 6th World Water Forum (Marseille, 2012), where the OECD co-ordinated an international community of practice on good water governance, composed of 300+ participants, and worked with several institutions, which pledged to set-up a multi-stakeholder platform under OECD leadership to foster, amongst others, continuity between World Water Fora.

30. The WGI was set-up as a *technical* platform under the responsibility of the Regional Development Policy Committee (RDPC), which oversees the work on multi-level governance, decentralisation, rural and urban policy, as well as territorial development and indicators. Its Secretariat has been ensured by the Public Governance and Territorial Development Directorate.

31. The WGI builds on the analysis on water governance by OECD and partner institutions, which highlighted that a number of water crises around the world are primarily governance crises. Indeed, coping with current and future water challenges goes beyond hydrology, infrastructure and financing; it is about who does what, at which scale, how and why. In a word, it is the right *governance* approach that holds the key to make water a harbinger of progress.

- Since 2009, OECD’s evidence-based assessments, benchmarks¹ and national policy dialogues² on water governance have emphasised that policy responses will only be viable if they are coherent; if stakeholders are properly engaged; if well-designed regulatory frameworks are in place; if there is adequate and accessible information; and if there is sufficient capacity, integrity and transparency.
- Overcoming these deadlocks requires breaking silos across ministries, coordinating across levels of government, articulating private, public and non-profit interests, and engaging any person or group who has an interest or stake in a water-related topic, may be directly or indirectly affected by water policy, and/or have the ability to influence its outcome positively or negatively.
- Setting up a multi-stakeholder platform to share knowledge and experience was therefore a logical means to enhance cross-fertilisation and scale up best practices with a view to shape better guidance.

¹ in [17 OECD countries](#) (2011) and [13 LAC countries](#) (2012)

² in [Mexico](#) (2013), [Netherlands](#) (2014), [Tunisia](#) (2014), [Jordan](#) (2014) and [Brazil](#) (2015).

32. The [Terms of Reference](#) of the WGI for 2013-2015 emphasised that the WGI should under no circumstances be considered as an OECD body. It is rather a network of experts, policymakers and practitioners that have a consultative and advisory role. In its first three years of operation, the WGI had the following objectives

- Advise governments at all levels in taking the needed steps for effective water reforms through policy dialogue across decision-makers at different levels;
- Provide a *technical platform* to discuss analytical work on water governance through peer-to-peer exchanges and knowledge sharing;
- Provide a *consultation mechanism* to raise the profile of governance issues in the Global Water Agenda (World Water Forum, SDGs, Global Events);
- 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
- Contribute to the development of OECD Principles on Water Governance (hereafter the “Principles”) and related indicators to engage decision-makers to commit to action.

Taking stock of the period 2013-2015

33. Over its first three years of activity, the WGI gathered 5 times in plenary meetings and met all the intended objectives in the terms of reference and programme of work. The [1st meeting](#) was held on 27-28 March 2013 in Paris; the [2nd meeting](#) on 7-8 November 2013 in Paris; the [3rd meeting](#) on 28-29 April 2014 in Madrid; the [4th meeting](#) on 24-25 November 2014 in Paris; and the [5th meeting](#) on 26 May 2015 in Edinburgh. Table 1 shows the collective outcome of the technical network with the approval of the [Principles](#) by the RDPC and their welcoming at the 2015 meeting of the Council at Ministerial level, but also the benefits of peer-reviews and experience-sharing as well as the contribution to the Global Water Agenda.

Table 4. WGI's main achievements in 2013-2015

WGI Objectives	Results achieved
Advise governments in taking the needed steps for effective water reforms through policy dialogue across decision-makers at different levels	The WGI provided a consultative platform to discuss 4 OECD studies on water that focus particularly on governance issues in the Netherlands (2014), Tunisia (2014), Jordan (2014) and Brazil (2015).
Provide a technical platform to discuss analytical work on water governance through peer-to-peer exchanges and knowledge sharing	The WGI offered a peer-review mechanism for thematic projects on stakeholder engagement , the governance of water regulators , and water management in cities , which resulted in three OECD publications launched at the 7 th World Water Forum (April 2015, Korea)

Table 4. WGI's main achievements in 2013-2015 (cont.)

WGI Objectives	Results achieved
Provide a consultation mechanism to raise the profile of governance issues in the Global Water Agenda	The WGI led governance discussions in major international events, including the messages on governance of the Budapest Water Summit Statement , the Lisbon Charter on Guiding the Public Policy and Regulation of Drinking Water Supply, Sanitation and Wastewater Management Services , the outcome document on the advice emerging from the 2015 UN-Water Zaragoza Conference for implementing the water related SDGs , the 7th World Water Forum Ministerial Declaration and the 7th World Water Forum Daegu-Gyeongbuk Recommendations to the Ministers .
Support the implementation of the governance targets designed for the 6 th World Water Forum up to the 7 th World Water Forum	<p>Progress has been achieved on each target from the 6th World Water Forum:</p> <ul style="list-style-type: none"> – Empirical data and evidence-based analysis were developed regarding target 1 on stakeholder engagement in the water sector, building on an extensive multi-stakeholder survey and practical case studies, which were published in the OECD report “Stakeholder Engagement for Inclusive Water Governance”; – Bottlenecks and instruments that enable or inhibit target 2 on the governance and performance of water services were investigated, looking at regulatory and non-regulatory tools and monitoring system in order to develop a framework for assessing the effectiveness of governance functions; – Key messages were formulated on targets 3 and 4 to better understand the value added of basin governance, considering the pros and cons of watersheds as the “relevant” scale for IWRM, and drawing lessons from experience, including failures; – Policy messages were developed on targets 5 and 6 to support improved integrity and transparency in water governance, also building on good practices and experiences in other sectors. In addition, the 1st Water Integrity Forum was held in Delft on 5-7 June 2013 to raise awareness on key topics of transparency, accountability and participation in the water sector. <p>Furthermore, the WGI developed an Implementation Roadmap on effective governance as a follow-up mechanism to the 7th World Water Forum and which aims, amongst others, to further progress on the 6th World Water Forum targets.</p>
Contribute to the development of the Principles and Indicators on Water governance to engage decision-makers to commit to action	The WGI held inception discussions on the Principles at the 3 rd and 4 th WGI meetings, and on the indicators at the 3 rd and 5 th WGI meetings. Written comments on the Principles were provided by 75 members of the WGI at some stage of the process, and 65 signed the Daegu multi-stakeholder Declaration to contribute to the implementation of the Principles.

34. The OECD Secretariat conducted a Satisfaction Survey across the members of the WGI to assess the outcomes and value added of the WGI and to determine whether adjustments were necessary for the following period of activity. The [results](#) highlighted strong willingness (100% of respondents) to maintain the network and pursue related activities over the coming three years. Many considered the WGI as one of the few international fora that addresses water governance issues in a comprehensive and participative way, which is much needed to learn from success and failure and to identify and scale-up best practice. In addition, 77% of members expressed their willingness to play an even more active role in the WGI through a range of in-kind contributions (hosting a meeting, engaging with analytical content, fostering outreach and dissemination etc.)

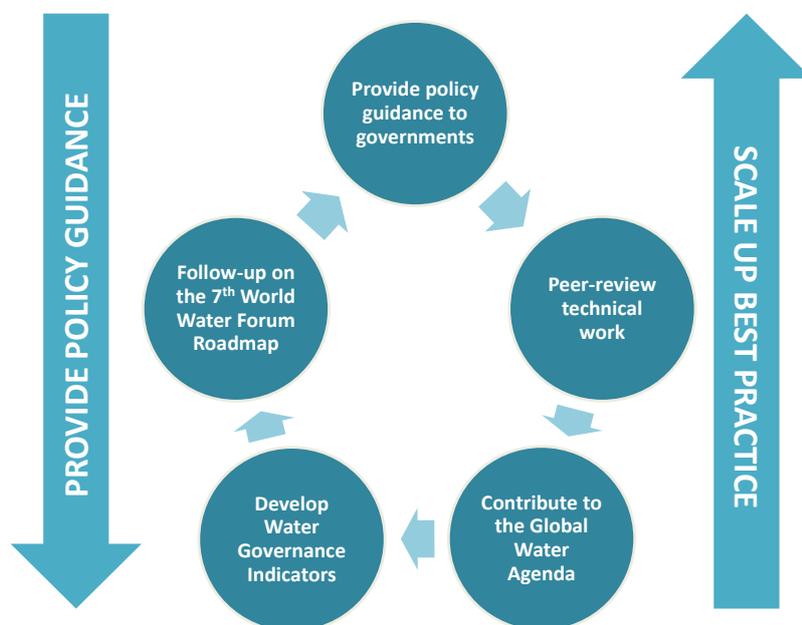
Terms of Reference for 2016-2018

Objectives

35. Building on the activities and related achievements of 2013-2015, it is proposed that the WGI pursues the following objectives over 2016-2018 under the oversight of the Regional Development Policy Committee of the OECD:

- Advise governments at all levels in taking the needed steps for effective water governance reforms through policy dialogue across decision-makers at different levels, through stakeholder engagement and consultations;
- Provide a technical platform to share knowledge, experience and best practices on water governance, such as through peer-to-peer dialogue at local, basin, national and international levels;
- Provide a consultation mechanism to raise the profile of governance issues in the Global Water Agenda (World Water Forum, Sustainable Development Goals);
- Promote country and regional dialogues around the implementation of the OECD Principles on water governance and forthcoming indicators
- Contribute to the preparation of Water Governance Indicators to support interested countries in the implementation of OECD Principles; and
- Support the implementation of the 7th World Water Forum Implementation Roadmap on Effective Water Governance up to the 8th World Water Forum (Brasilia, 2018);

Figure 9. Objectives of the OECD Water Governance Initiative

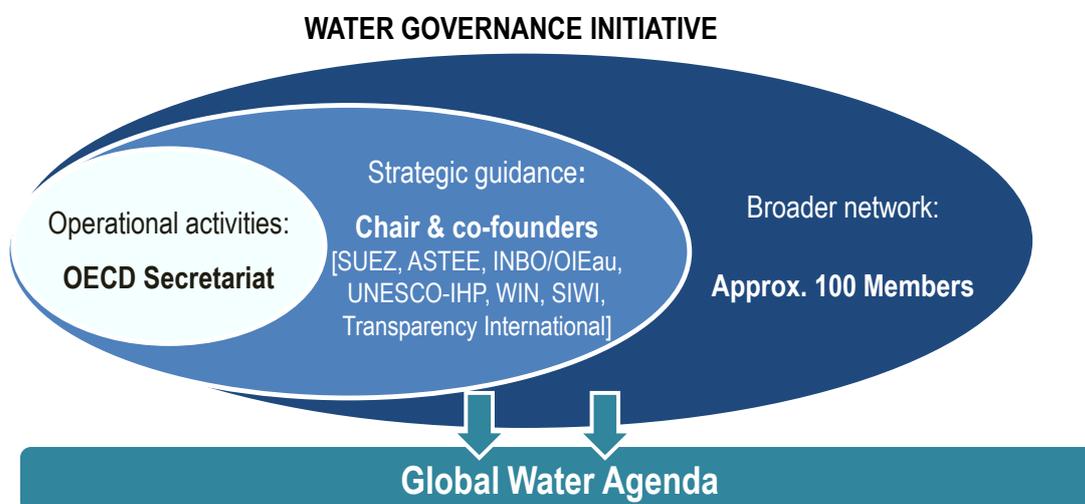


Governance structure of the WGI

36. The WGI will continue to operate according to a three-tiered governance structure, under the oversight of the **Regional Development Policy Committee** with a view to contributing to better knowledge and experience sharing on water policies at all levels (Figure 10):

- The **Secretariat** of the WGI will continue to be ensured by the OECD Public Governance and Territorial Development Directorate, subject to appropriate funding through voluntary contributions. The Secretariat is mainly responsible for the day-to-day operational activities of the WGI, the preparation of analytical work discussed at the meetings, the coordination amongst partner institutions and the organisation of bi-annual meetings.
- The **Chair**, designated in 2013 for a period of three years, will continue to lead the WGI strategic orientations throughout his mandate and to preside over biannual plenary meetings and quarterly Steering Committee meetings. He will ensure an effective recognition of the multi-stakeholder network, raise the WGI profile and contribution to different processes, support fundraising efforts, and ensure that the terms of reference are complied with, paying due regard to the opinion of all members of the WGI.
- The **Steering Committee**, composed of the co-founding institutions of the WGI, will continue to define the strategic orientations of the WGI with a view to contribute to RDPC's Programme of Work for 2015-2016 (Output Area 4.3.4.1.13 *Water Governance Initiative*) and to carry out the fundraising efforts needed to ensure the financial sustainability of the platform.
 - o The Steering Committee is composed of the International Network of Basin Organisations, Transparency international, the Association Scientifique et Technique pour l'Eau et l'Environnement, SUEZ, UNESCO-International Hydrological Programme, Stockholm International Water Institute and the Water Integrity Network.
 - o As foreseen in related terms of reference, the members of the WGI which are involved in the Steering Committee have fixed terms of office, with a possible rotation of one-third every 3 years. The possibility of changing and/or enlarging the composition of the Steering Committee could be considered based on applications and interested members' contribution to the strategic orientations.

Figure 10. Three-tier structure of the WGI



Funding

37. The maintenance and operation of the WGI will continue to rely on voluntary contributions and in-kind contributions. Voluntary contributions can come from OECD Member and non-Member "sponsor" countries that are supportive of the WGI and willing to fund its activities. Such contributions can also take the form of a basket of donors (e.g. philanthropic foundations, private funds, etc.) working on water governance that would be interested in funding specific areas of work of the WGI, or the staffing costs induced for WGI members providing thematic, networking and analytical contributions to the network. In-kind contributions can take such forms as mobilising expertise on analytical contents, engaging in WGI's work (e.g. responses to surveys, participation in events), and/or hosting plenary, regional and taskforce meetings.

38. Table 5 provides an estimate of the budget required to ensure the Secretariat of the WGI as well as the Steering Committee, over the period 2016-2018. This estimate does not include the costs induced by the working groups of the WGI in terms of coordination and analytical inputs, which will be detailed in a separate fundraising strategic note to be prepared in 2016.

Table 5. Provisional Budget for the Secretariat of the WGI 2016-2018

OECD Staff costs (including charge backs)	
Head of Programme (4 months per year - i.e. 1 year for the 3-year mandate)	160,000 EUR
Junior Network Coordinator (6 months per year - i.e. 1.5 years for the 3-year mandate)	145,000. EUR
Operating & Logistical Expenses	
Mission costs; Communication; Printing Material...	10,000 EUR
7th meeting - April 2016 (Rooms, interpretation and catering services)	25,000 EUR
8th meeting - November 2016 (Rooms, interpretation and catering services)	25,000 EUR
9th meeting - April 2017, Madrid (Rooms, interpretation and catering services)	25,000 EUR
10th meeting - November 2017 (Rooms, interpretation and catering services)	25,000 EUR
11th meeting - May/June 2018 (Rooms, interpretation and catering services)	25,000 EUR
12th meeting - November 2018 (Rooms, interpretation and catering services)	25,000 EUR
TOTAL ESTIMATED COSTS 2016-2018	465,000 EUR
TOTAL FUNDS received by 15 October 2015	206,000 EUR
Netherlands (over 2016-2018)	150,000 EUR
Spain	55,000 EUR
New Zealand	6,000 EUR
FINANCING GAP	259,000 EUR

Membership

39. The WGI has an open membership covering a wide geographic, economic and institutional representation of key water governance players at local, national and global levels. All members participate in WGI discussions and consultations either through written contributions or physical presence at the meetings and related events.

- Members of the WGI are experts from national governments, basin and local authorities (and their networks), service providers (both public and private, and their networks); regulators (and their networks), donors and international financial institutions, NGOs, international organisations and institutions, business as well as academia and think tanks;

- Participation of OECD Member and non-Member countries is subject to countries' interest. A total of 24 OECD countries were represented by central governments in the first phase of the WGI (2013-2015);
- The WGI also relies on regional partners (or sub-networks) in the Mediterranean region, North America, Europe, Africa, Latin America and Asia, in charge of engaging with non-OECD countries and linking WGI's efforts to broader regional efforts and specifics.

Activities

40. The activities of the WGI over 2016-2018 will be organised as follow:

- The **Policy Forum** will continue to gather every 6 months, back to back with important water-related events whenever possible. Such biannual plenary meetings will be held either at OECD headquarters or hosted by champion countries outside OECD Headquarters when appropriate;
- The WGI will continue to provide a **technical platform** to discuss key work on water governance through knowledge and experience sharing, dissemination of good practices, peer-review, benchmarks and support to water reform processes;
- Two dedicated **working groups** will replace the four initial working groups and help catalyse WGI members' contributions in support of the implementation of the Principles in interested OECD and non-OECD countries through transversal and complementary activities on:
 - o collecting and scaling up **good practices** that can help foster peer-to-peer dialogue within and across cities, basins and countries facing similar types of challenges; and
 - o developing **indicators** on water governance that can be used as a self-assessment tool for bench-learning within and across interested Member and non-Member countries;
- Cross-cutting activities on **communication and outreach** will be carried out under the responsibility of the WGI Steering Committee with a view to:
 - o disseminating the OECD Principles on Water Governance including to a range of stakeholders worldwide;
 - o disseminating relevant information and tools in support of inclusive water governance and policy improvement processes at different levels; and
 - o ensuring greater impact of the activities through better synergies with parallel efforts.

Expected deliverables

41. The activities and tentative deliverables of the WGI over 2016-2018 are set as follow:

- A **Clearing House/Observatory of water governance** collecting *best practices and evidence* on success stories for each of the Principles, and providing *training material* for improving water governance at all levels (e.g. policy guidance, practical tips, international experience);
- A **framework of water governance indicators** seeking to i) assist interested countries, within and outside the OECD in developing better water policies for better lives ; ii) facilitate bench-learning through lessons from experience and pitfalls to avoid and iii) contribute to the monitoring framework of the SDGs' governance-related targets, as appropriate;
- **Regional and stakeholder snapshots** to trickle down the specifics of each of the 12 OECD Principles to given stakeholders, cities, basins, countries and feed the Clearing House/Observatory;

- A triennial publication “**Water Governance at a Glance**”, as part of RDPC's Programme of Work for 2017-2018, providing local, basin and national factsheets on water governance indicators and areas of improvement for each of the Principles, in interested Member and non-Member countries to support bench-learning and capacity building;
- Inputs to the Action Monitoring System set by the World Water Council for the **7th World Water Forum Implementation Roadmap on Effective Governance** through annual review meetings to track progress and identification of champion countries and success stories;

ANNEX B.

TERMS OF REFERENCE OF THE WORKING GROUPS OF THE OECD WATER GOVERNANCE INITIATIVE (2016-2018)

Preamble

42. The OECD Water Governance Initiative (hereafter “the WGI”) was launched on 27-28 March 2013 as a multi-stakeholder network of 100+ members from public, private and not-for profit sectors gathering twice a year in a Policy Forum. It was created in the aftermath of the 6th World Water Forum (Marseille, 2012), where the OECD co-ordinated an international community of practice on good water governance, composed of 300+ participants, and worked with several institutions, which pledged to set-up a multi-stakeholder platform under OECD leadership to foster, amongst others, continuity between World Water Fora.

43. The WGI was set-up as a *technical* platform under the responsibility of the Regional Development Policy Committee (RDPC), which oversees the work on multi-level governance, decentralisation, rural and urban policy, as well as territorial development and indicators. Its Secretariat has been ensured by the Public Governance and Territorial Development Directorate.

44. Over 2016-2018, the WGI pursues the following objectives under the oversight of the Regional Development Policy Committee of the OECD:

- Advise governments at all levels in taking the needed steps for effective water reforms through policy dialogue across decision-makers at different levels;
- Provide a *technical platform* to discuss analytical work on water governance through peer-to-peer exchanges and knowledge sharing;
- Provide a *consultation mechanism* to raise the profile of governance issues in the Global Water Agenda (World Water Forum, SDGs, Global Events);
- 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
- Contribute to the development of OECD Principles on Water Governance (hereafter the “Principles”) and related indicators to engage decision-makers to commit to action.

Mandate

45. The results of the [WGI Satisfaction Survey](#) and subsequent discussions at the [5th WGI’s meeting](#) singled out two sets of **core activities** for the WGI in 2016-2018 under the overarching objective of supporting interested OECD and non-OECD countries in implementing the OECD Principles on Water Governance:

- Collecting and scaling up **good practices** that can help foster peer-to-peer dialogue within and across cities, basins and countries facing the similar types of challenges; and
- Developing **indicators** that can be used as a self-assessment tool for greater bench-learning.

46. To carry out these activities, two dedicated working groups will work under the responsibility of the members of the Steering Committee and the OECD Secretariat. The working groups are created for a predefined time, normally the duration from one programme of work to the next (every 3 years, up to the next World Water Forum). Their mandates may be extended or closed, based on a consensus of the WGI.

Activities

47. The two working groups will have the following objectives and activities:

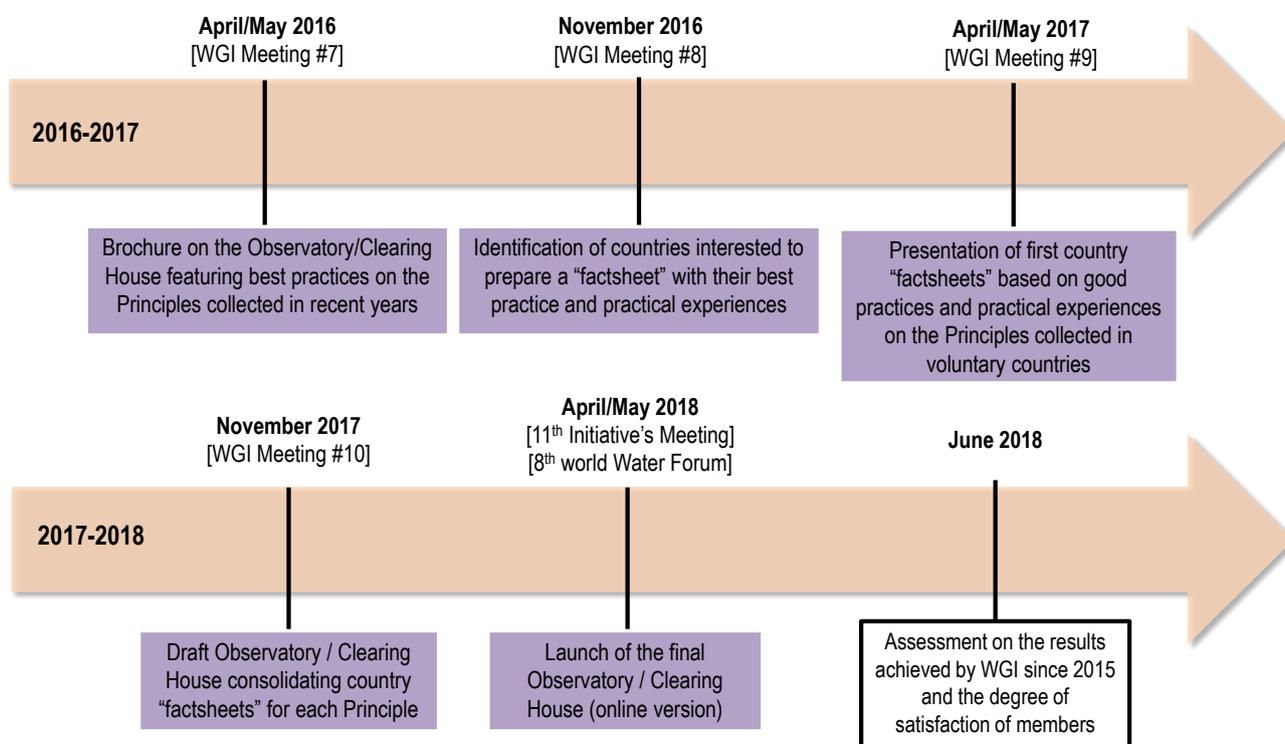
"Best Practice" working group on *collecting and scaling up good practices that can help foster peer-to-peer dialogue and learning, at different levels within and across cities, basins and countries facing similar types of challenges and willing to improve.*

48. The working group will collect evidence and good practices related to the OECD Principles on Water Governance, drawing from experiences at different levels (basin, local, national, international) to illustrate how cities, basins and countries have successfully designed and implemented water policies, and to provide guidance for others who wish to do the same. Best practices would showcase the accomplishments achieved in the area of water governance around the globe and would highlight the major results of and the lessons learned during these water policy and reform processes.

49. The objective will be to feed an *Observatory / Clearing House on water governance* as an online learning repository that will store all success stories, lessons learned and pitfalls to avoid when making the Principles happen in practice.

50. For this purpose, the working group will i) help prepare an *Inventory* of on-going and forthcoming projects of WGI members (e.g. policy dialogues, consultations, in-depth studies, "scans", etc.) that could provide best practices for the Observatory / Clearing House; ii) contribute to collecting best practices and evidence of implementation (costs, benefits, impact) as well as the potential for replicability of the cases, such as with the development of a *template survey* to help collect success stories; and iii) help compiling and organising the content of the Observatory and tailoring it to different audiences.

Figure 11. Tentative calendar of activities for the "Best practice" working group



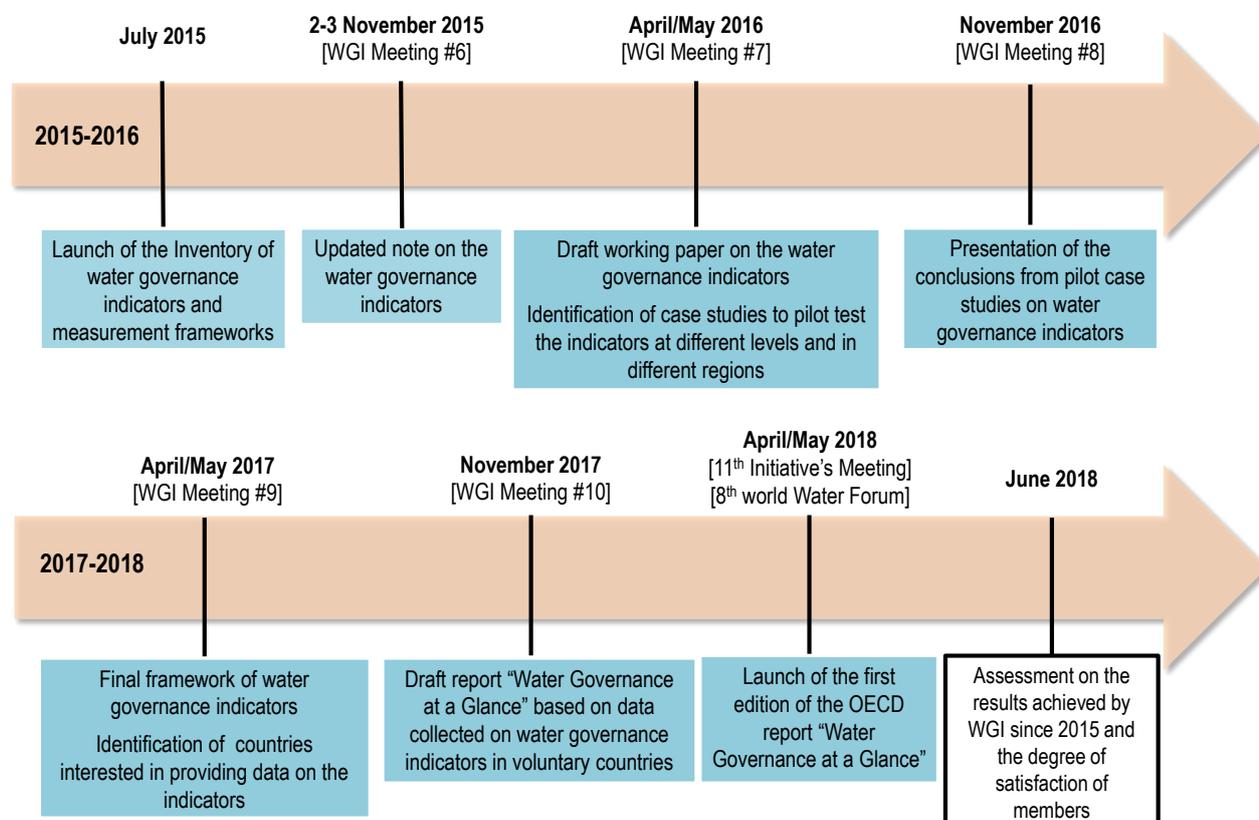
"Indicators" working group on *developing water governance indicators that can be used as a self-assessment tool for bench-learning within and across interested OECD and non-OECD countries.*

51. The working group will support the development of water governance indicators to help governments and stakeholders understand whether governance systems are well-performing and delivering expected outcomes, and if not, what needs to be fixed. The indicators will provide key metrics and data needed to foster peer-to-peer dialogue on water governance. The project will be based on iterative discussions with members of the WGI and overseen by the RDPC, in cooperation with relevant subsidiary bodies.

52. The objective will be to prepare *country "factsheets"* based on the indicators consisting of institutional mappings, basic facts and figures, good practices, and an assessment of areas for improvement for each of the 12 Principles. In turn, it will help develop a triennial *OECD flagship report* "Water Governance at a Glance", as part of RDPC's Programme of Work for 2017-2018, collecting indicators applied to interested countries, within and outside OECD. The latter should also be available as a web-based instrument, supported by open data, visualisation tools and consultation platforms as well as city, basin or country "factsheets". The indicators could also be used by interested countries to support reaching the governance- and water-related targets of the SDGs.

53. For this purpose, the working group will i) contribute to developing the draft *systemic framework* of water governance indicators, including a taxonomy of impact, outcome and output indicators, based on policy, practical and/or academic experience; ii) help to *pilot-test* the tentative indicators at different levels of government and in different contexts, to provide "reality-checks" on data applicability/ availability; and iii) provide a list of self-assessment questions for policymakers and stakeholders to assess their own systems and for different authorities to map their respective roles in terms of improving water governance.

Figure 12. Tentative calendar of activities for the "Indicators" working group



Composition of working groups

54. Working groups will be composed of interested WGI members, with an open membership. WGI members can volunteer to contribute to some or all of the areas of work covered by the working groups, through tailored in-kind contributions and in synergy with their daily activities, comparative advantage, and respective programmes of work.

55. A call for contributions will be issued by the Secretariat, in close cooperation with the Steering Committee. Members willing to contribute to one or both working groups will be invited to express their interest to the members of the Steering Committee and the Secretariat, and explain in details the scope of their expected contribution to the working groups' planned activities.

Responsibilities of the working groups

56. The Secretariat will provide facilitation and support to the activities of the working groups and contribute to the coordination of the working groups in close cooperation with the members of the steering committee, as suggested below:

- "Best Practice" working group: Stockholm International Water Institute, Water Integrity Network, SUEZ and OECD; and
- "Indicators" working group: OECD, ASTEE, International Network of Basin Organisations and Transparency International.

57. The working groups will each determine how to:

- Communicate their findings to various audiences, within and outside the sector, to ensure high visibility, inclusiveness and impact
- Mobilise the necessary funds and in-kind contributions to carry-out their activities;
- Ensure the liaison with the other working group and the members of the WGI (e.g. up-dates of on-going activities, findings, progress, presentation of up-coming projects and events, etc.) to support cross fertilization;
- Mobilise relevant existing networks to consider linkages with governance-related topics;

58. Every 3 years, working groups' performance and relevance will be assessed based on their respective outputs and WGI members' feedbacks to see where adjustment is needed based on lessons learned.

ANNEX C.

TERMS OF REFERENCE OF THE STEERING COMMITTEE OF THE OECD WATER GOVERNANCE INITIATIVE (2016-2018)

Preamble

59. This document is intended to set modalities for the responsibilities and tasks of the Steering Committee of the OECD Water Governance Initiative for the period 2016-2018.

60. The OECD Water Governance Initiative (hereafter “the WGI”) was launched on 27-28 March 2013 as a multi-stakeholder network of 100+ members from public, private and not-for profit sectors gathering twice a year in a Policy Forum. It was created in the aftermath of the 6th World Water Forum (Marseille, 2012), where the OECD co-ordinated an international community of practice on good water governance, composed of 300+ participants, and worked with several institutions, which pledged to set-up a multi-stakeholder platform under OECD leadership to foster, amongst others, continuity between World Water Fora.

61. The WGI was set-up as a *technical* platform under the responsibility of the Regional Development Policy Committee (RDPC), which oversees the work on multi-level governance, decentralisation, rural and urban policy, as well as territorial development and indicators. Its Secretariat has been ensured by the Public Governance and Territorial Development Directorate.

62. The WGI pursues the following objectives over 2016-2018

- Advise governments at all levels in taking the needed steps for effective water reforms through policy dialogue across decision-makers at different levels;
- Provide a *technical platform* to discuss analytical work on water governance through peer-to-peer exchanges and knowledge sharing;
- Provide a *consultation mechanism* to raise the profile of governance issues in the Global Water Agenda (World Water Forum, SDGs, Global Events);
- 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
- Contribute to the development of OECD Principles on Water Governance (hereafter the “Principles”) and related indicators to engage decision-makers to commit to action.

Designation and composition of the Steering Committee

63. The Steering Committee is composed of the Chair and the co-founding institutions of the WGI, i.e. the coordinators of the 6th World Water Forum Good Governance Group target solution groups. It is proposed to renew the leadership for 2016-2018, with steering committee members comprising the following institutions: International Network of Basin Organisations, Transparency international, the

Association Scientifique et Technique pour l'Eau et l'Environnement, Suez Environment, UNESCO-International Hydrological Programme, Stockholm International Water Institute and the Water Integrity Network.

64. Members of the Steering Committee will have fixed terms of office, with a possible rotation of one-third of the Steering Committee every 3 years. The possibility of changing the composition and/or enlarging the Steering Committee could be considered based on applications and interested members' contribution to the strategic orientations.

Responsibilities and activities of the Steering Committee

For the overall WGI

65. The members of the Steering Committee will provide guidance on the *strategic orientations* of the WGI, in line with the OECD Regional Development Policy Committee's programme of work by:

- providing *written comments* on draft documents circulated by the Secretariat; and
- taking part in Steering Committee *meetings, workshops* and *retreats*.

66. The members of the Steering Committee will contribute to raising the necessary *funds* to sustain the WGI's programme of work, in particular by:

- identifying *fundraising opportunities*, including to cover their respective contributions to WGI;
- developing a *template letter for fundraising*, which will include the WGI's key objectives and expected outcomes, and which will be tailored for specific donors (e.g. government, philanthropic foundation, development agency etc.).
- Reaching out to potential *donors* in a concerted and coordinated approach, under the overall leadership of the Chair of the WGI.

67. The members of the Steering Committee will collectively ensure the WGI's *visibility*, including in their own activities (e.g. through their respective websites and projects, etc.) and during international water-related events, in particular to help:

- *carry forward* the WGI's key messages and priority activities;
- *raise appetite* to test/implement the OECD Principles on Water Governance among stakeholders worldwide;
- engage or facilitate *policy dialogues* with cities, basins and countries
- *bring in new members* to the WGI to bridge identified membership gaps.

68. For each of the *biannual plenary meeting* of the WGI, the members of the Steering Committee will provide guidance on the preparation (agenda, invitations, and communication), conduct (content and logistics) and follow-up duties (summary records and dissemination).

69. Between biannual plenary meetings, the members of the Steering Committee will support the *continuity of the work* through regular exchanges with the OECD Secretariat, and linking to the extent possible to their strategic orientations, networks, and daily activities.

For the working groups

70. The members of the Steering Committee will work closely with the Secretariat to lead two specific working groups on:

- a) Collecting and scaling up *good practices* on the Principles that can help foster peer-to-peer dialogue within and across cities, basins and countries facing similar types of challenges, in particular by:
 - Supporting the collection of good practices on water governance, such as by helping prepare a *template survey* for submitting success stories online;
 - Sharing *good practices* that address one or more of the 12 OECD Principles, according to their expertise and activities ; and
 - Setting the foundations and rationale for the Observatory / Clearing House through defining the target audiences and mapping available and necessary resources (e.g. financial, technical, etc.).
- b) Developing *indicators* on water governance that can combine multiple scales from local to national and be tailored to places, and which can be used as a self-assessment tool for bench-learning within and across interested OECD Member and non-Member countries, in particular by :
 - Providing *technical inputs* and comments on draft versions of the water governance indicators framework; and
 - Contributing to the definition of *metrics/proxies* related to one or more of the 12 OECD Principles, based on their own areas of expertise.

71. The members of the Steering Committee will collectively take an active role in *communication* and *outreach* on the OECD Principles on Water Governance vis-à-vis select stakeholders and regions, by:

- Providing support to the Secretariat to organise *consultation meetings*, which outcomes would feed regional and stakeholder "snapshots".
- Contributing to prepare a *calendar* of up-coming water-related events that could be opportunities to raise awareness on the Principles;
- Supporting the preparation of *questionnaires* to collect further information on specific stakeholders and regions.

Deliverables

72. After each biannual plenary meeting of the WGI, the members of the Steering Committee will contribute, jointly with the Secretariat, to the preparation of a *Highlights* report with key messages, outcomes, decisions taken and next steps to be sent to all members and disseminated to a wider audience.

73. By the 8th World Water Forum (Brasilia, April 2018), the members of the Steering Committee will contribute to preparing a *progress report* on the results achieved regarding the 7th world Water Forum's Implementation Roadmap on Effective Governance.