



A report from the first global workshop of the knowledge management system for the Democratic and Economic Governance thematic area of MDG-F joint programmes

## WORKSHOP REPORT

*1st Knowledge Management Workshop*

*Manta, Ecuador – 21-24 March 2011*

*Knowledge Management – Democratic and Economic Governance  
– Water Supply and Sanitation*



ENGLISH

# Agenda

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## DAY 1: Monday 21 March

- |             |  |
|-------------|--|
| 8.30-10.00  | Welcome, introductions, knowledge management & programme |
| 10.30-12.30 | Joint Programme Presentations                            |
| 14.00-16.00 | Joint Programme Presentations                            |
| 16.30-18.30 | Joint Programme Presentations (Cross-cutting themes)     |
| 19.00       | Welcome dinner   |

## DAY 2: Tuesday 22 March

- |             |                                 |
|-------------|---------------------------------|
| 8.30-9.00   | Celebrations of World Water Day |
| 9.00-12.30  | Experiences to share            |
| 14.00-14.30 | How do we learn...              |
| 14.30-18.00 | Experiences to share            |
| 18.00-18.30 | Water culture strategy          |

## DAY 3: Wednesday 23 March

### Full Day

Field visit to the Holy Spring and archeological sites of the Agua Blanca community, and the Machalilla National Park

## DAY 4: Thursday 24 March

- |             |  |
|-------------|--|
| 8.30-10.00  | Reflections<br>Matching: Need to learn<br>– experience to share                |
| 10.30-12.30 | Develop ideas for knowledge management initiatives + voting for favorite ideas |
| 14.00-15.00 | Presentation of most popular ideas   |
| 15.00-16.00 | Development of mini-proposals (with coffee)                                    |
| 16.00-17.00 | Way forward & closing  |
| 19.00       | Farewell dinner  |

## Table of Contents

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Executive Summary	4
1 Background, Workshop Objectives and Methodology	6
2 Workshop Proceedings Day by Day	8
3 Workshop Evaluation and Lessons Learned	22
4 Conclusions and Way Forward	26
Acronyms and Abbreviations	28
Acknowledgements	29
Annex 1: Workshop Participants	30
Annex 2: Workshop Concept Note	32
Annex 3: Note on Workshop Methodology	33
Annex 4: JP Objectives + Highlights Identified During Presentations	38
Annex 5: Cross-cutting Themes and Common Concerns	43
Annex 6: JP Activities in Relation to Selected Areas of Cross-cutting Themes and Common Concerns	44
Annex 7: Useful Experience Summaries and Mini-seminar Reports	50
Annex 8: Matching of Learning Needs and Experiences to Share	58
Annex 9: Proposals and Ideas for Future Knowledge Management Processes	61
Annex 10: Workshop Evaluation by Participants	73
Annex 11: Learning Survey	78
Annex 12: Reflections on Gender Issues at the DEG-KM Workshop	83

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## How to Cite

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Knowledge management is a process of continuous learning. The purpose of the DEG-KM (Democratic and Economic Governance – Knowledge Management) programme is for the innovations and lessons learned from the implementation of the Joint Programmes (JPs) of the Democratic and Economic Governance (DEG) theme of the Millennium Development Goals Achievement Fund (MDG-F) to be captured and disseminated for uptake and replication among the programmes and beyond.

The first knowledge management workshop of the DEG-KM programme was held in Manta, Ecuador on 21-24 March 2011. Representatives from ten of the eleven JPs of the DEG thematic area gathered with the purpose to:

- 1) Present the activities and strategies of each JP in order to identify common aspects and possibilities for mutual learning
- 2) Share useful experiences, good practices and lessons learned between the JPs
- 3) Identify themes and modalities for further study and knowledge exchange

After a welcoming speech by the Ecuadorian Minister for Water (SENAGUA), an introduction to the workshop objectives and methodology by the organiser WGF (UNDP Water Governance Facility at SIWI), and a round of self-introductions by the participants, the full first day of the workshop was dedicated to presentations where the JPs outlined their strategies and activities.

While listening, the participants noted ‘highlights’, ‘experiences to share’ and ‘needs to learn’ as well as ‘cross-cutting themes and common concerns’ on Post-it notes and pasted these onto flipchart papers on the wall. The themes and concerns were subsequently grouped, and during the following days, participants specified activities of their programmes in relation to each area onto flipcharts. Along with the ‘needs to learn’ and ‘experiences to share’ the cross-cutting themes and common concerns provide the basis for future knowledge exchange and further documentation.

The second day of the workshop – 22 March, World Water Day – was initiated with a quichua ceremony to recognize the deep relationship between humans and water. This encompassed a song to the water and participants forming a ring and “pouring” their intentions into a glass of water that was passed around. The water was subsequently returned to the ocean as the ‘mother of waters.’ Following this, the day was dedicated to group sessions focusing on the sharing of “useful experiences” which had been identified by the different programmes. Each JP conducted a mini-seminar on their selected experience including innovative approaches on how to improve the understanding between water service providers and consumers, how to work with strategic planning or develop effective monitoring systems, as well as participatory methods to reach indigenous communities. Additional mini-seminars were given on gender, water integrity and Teamworks methodology, facilitated by the organisers and external resource persons.

The third day was dedicated to a field visit to the Agua Blanca community where the Ecuadorian socio-cultural water strategy was illustrated. Agua Blanca, located in the



Photo: Sebastian Vázquez



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Machalilla National Park, was also an archaeological excavation site for the exploration of the roots of the local Manta-Huancavilca culture. The (dwindling) water resource was being utilised for irrigation as well as for tourism, where also workshop participants (and tourists) were offered a “sacred bath” in a multipurpose spring with sulphuric clays. The spring was managed by the community, drawing on socio-cultural roots and consciousness about traditional revering of water resources, in contrast to modern-world (over-)exploitation of the same. This contradiction was depicted artistically, first by a local troubadour sharing his misgivings about how water resources were treated and the lack of compensation to the local communities, and second by a one-man theatrical dance performance to tell the story of the relationship between humans and water. The experience compelled workshop participants to question our human presence in the water basins and our societies’ right to “manage” the water resource, but also raised the need for the further exploration of practical solutions for resolving the conflicting views on water resources management.

Starting the fourth and final day, one of the Panamanian delegates, the regional chief (casique) from Ngöbé-Bugle, reflected on the need to develop water in harmony with local socio-cultural roots as well as with nature. This was followed by an exercise to regroup the ‘needs to learn’ and ‘experiences to share’ as well as to complement what the JPs do in different areas of common concern or cross-cutting issues. The main exercise of the day was to develop ideas for future ‘knowledge processes’ aiming to enhance the cross-learning between the programmes and to document approaches and practices for the benefit of future initiatives. Participants initially formulated ideas individually. By voting, ten ideas were then selected to be further developed into mini-proposals. The proposals include ideas for electronic platforms for knowledge sharing, study tours, as well as the production of ‘field notes’ and audio-visual material. Thematically, the issue of indigenous cultures and participatory methods featured strongly.

The ideas and mini-proposals, along with issues and activities identified as cross-cutting themes and common concerns will provide the basis for the further development of the DEG-KM programme of activities during 2011 and 2012. Further outcomes of the workshop include the acquaintance, insights and friendship developed between the programmes which is the most important basis for the further knowledge exchange and cross-learning. “Useful experiences” have been shared, and some of them will be presented also at other forums, and be further pursued through more in-depth case studies and research reviews.

The workshop methodology, with participants generating points and ideas on post-it notes and flipcharts, successfully managed to engage the participants who also reported it to be clear and motivating. Building on this, future exercises may be enhanced by more effective introductions to help participants get to know each other better early on and provide

more time for exchange between programme representatives. While oft-times improvised, the logistics worked smoothly. The Ecuadorian hosting team and the Howard Johnson Hotel in Manta all won the hearts of the participants, who expressed great satisfaction with the workshop arrangements. Another achievement to be highlighted is the bilingual (Spanish-English) experience: Thanks to a very devoted team of interpreters, intensive discussions were simultaneously translated and enabled effective engagement across language barriers. Post-workshop analysis and report writing would have been greatly helped by a pre-designed plan for how to record all deliberations to be channelled into the workshop report in an orderly way.

This Manta exercise was the first global knowledge management workshop involving all the programmes. A follow-up – second (and final) global knowledge management – workshop is planned to be held in Stockholm in August 2012. In the meantime, documentation and dissemination of ‘useful experience’ should continue, and cross-learning exchange and identified knowledge processes are to be initiated and carried through. Whereas the present focus lies on the strategies and processes, the theme for the follow-up workshop and related activities will relate to achievements and the sustainability of results.

The year between the workshops will be dedicated to further documentation and comparison of approaches through the production of ‘field notes’ and educational videos, networking via IT and selected exchange visits between related programmes. Thematic areas to pursue include intercultural approaches, user-provider relations, information systems, gender, and more.

# 1 Background, Workshop Objectives and Methodology

The Millennium Development Goals Achievement Fund (MDG-F) has initiated Knowledge Management (KM) programmes to assure proper documentation and analysis of the knowledge and innovations generated within the programmes supported by the Fund. The present KM programme relates to the Democratic and Economic Governance (DEG) thematic window whose programmes aim to develop capacity, improve governance and increase investments into the water supply and sanitation sectors. The aim is that the knowledge and experiences of the programmes be used both within the DEG programmes as well as in other areas outside of the MDG-F. The exchange of experiences, knowledge and innovations should enhance the present implementation practices and make the results more sustainable.

With this overarching objective the first workshop of DEG-KM was held in Manta, Ecuador, 21-24 March 2011. The global celebrations of World Water Day on 22 March emphasised the need to reach out and build on the needs and rights of the public and to jointly find ways to combat social inequality and water scarcity.

Delegates from ten of the Joint Programmes (JPs) were present at the workshop, including representatives from UN agencies as well as local and national counterparts, along with special representatives of the Ecuadorian hosts and the MDG-F as well as specially invited resource persons. There were 33 representatives from country programmes, 12 facilitators/organisers/support staff and five official guests and resource persons that took part in the workshop. The 50 persons in-

involved are listed with photos and contact details in Annex 1.

All the programmes of the DEG thematic window except for the Guatemalan JP were present at the workshop, as listed in Table 1.

The objectives of the workshop, as originally devised in the Concept Note (Annex 2) were:

1. To present the activities and strategies of each JP in order to identify common aspects and possibilities for mutual learning.
2. To share useful experiences, good practices and lessons learnt between the JPs.
3. To identify themes and models for further exploration and knowledge exchange.

The workshop, composed of both plenary and group sessions, was guided by a participatory methodology to facilitate the interaction and exchange of experiences between the participants, see Annex 3 for more details on 'Post-it' methodology, the need to learn and adapt knowledge to home contexts, and the exercise to generate and distil ideas for future activities.

Briefly on the methodology; while some were presenting, other participants would identify interesting issues or 'highlights' from the presentations, write these on Post-it notes and stick to flipchart papers dedicated to each country programme. Similarly, 'needs to learn,' 'experiences to share' as well as 'cross-cutting issues and common concerns' would be

Table 1 – Countries and Joint Programme Represented at Manta Workshop

COUNTRIES	TITLE OF JOINT PROGRAMME
Albania	Regulatory Reform Pro-poor Development in Albania
Angola	Governance of Water and Sanitation in Angola's poor Neighbourhoods (Urban and Peri-urban water and sanitation Joint Programme Management in Angola)
Bosnia & Herzegovina	Securing Access to Water through Institutional Development and Infrastructure in Bosnia and Herzegovina
Ecuador	Governance in the Water and Sanitation Sector in Ecuador within the Framework of the Millennium Development Goals
Honduras	Economic Governance of Water and Sanitation
Mexico	Building Effective and Democratic Water and Sanitation Management in Mexico for the achievements of the MDGs
Nicaragua	Democratic and economic governance in the Water and Sanitation sector in the RAAN and RAAS
Panama	Strengthening equity in access in order to reduce gaps in safe water and sanitation services, by empowering citizens of excluded indigenous groups in rural areas
Paraguay	Strengthening the ability to define and apply water and sanitation policies
Philippines	Enhancing Access to and Provision of Water Services with the Active Participation of the Poor

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identified and worked with in different ways. The purpose of defining these issues was to provide feed-back on presentations and to identify issues and commonalities for further study and knowledge exchange, as well as to match the needs and experiences to offer between the countries.

It was further emphasised that learning from the experience of others is hard work and requires the active study and identification of useful principles and practices that one can replicate. Further, the ideas and insights acquired – when turned into practical action – need to be adapted to suit the requirements of the home situation. Other ways of learning is through experience or ‘learning by doing,’ being the main way to acquire ‘tacit’ knowledge, which is generally difficult to communicate explicitly.

The generation and distilling of ideas and mini-proposals involved an exercise where each participant would develop one idea for a future activity or product to enhance knowledge. These were presented and promoted in groups, which thereafter voted on which ideas to pursue further. The most popular ideas were subsequently developed into mini-proposals. The ideas and proposals provide the basis for the future knowledge processes for the DEG-KM program.

By way of simultaneous translation basically all sessions were fully bilingual (English and Spanish) in order to enhance the learning across language barriers. Plenary PowerPoint presentations were also bilingual or had been translated into both languages before the workshop and distributed on paper to all participants at registration.



Photo: Sebastian Vázquez

## 2 Workshop Proceedings Day by Day

The DEG-KM workshop comprised four days of work, including one full day field visit. Throughout, the workshop was accompanied by an informal exhibition of materials from the participating JPs.

On the Sunday, the day before the workshop, there was also an evening reception for the arrived and arriving delegates. This gave the participants the possibility to meet, and to start mounting the material for the display tables, while also enjoying a selection of sweets from the Manta region.

As indicated in the summary agenda (Table 2) the first day of the workshop was focused on the presentations of the JPs, while the second was dedicated to the exchange of useful experience in smaller groups. The third day was spent in Agua Blanca/Machalilla National Park and during the fourth and final day the delegates developed suggestions for future KM processes.



Photo: Alice Jaraisch

Table 2 – Summary Agenda of DEG-KM Workshop

DAY 1 – MONDAY 21 MARCH	
8.30-10.00	Welcome, introductions, knowledge management & programme
10.30-12.30	JP presentations
14.00-16.00	JP presentations
16.30-18.30	JP presentations, cont. (Cross-cutting themes and Common Concerns)
19.00	Welcome dinner
DAY 2 – TUESDAY 22 MARCH	
8.30-9.00	World Water Day Ceremony
9.00-12.30	Parallel group sessions: "Useful Experience"
14.00-14.30	How do we learn?
14.30-18.00	Parallel group sessions: "Useful Experience"
18.00-18.30	Socio-Cultural Water Strategy
DAY 3 – WEDNESDAY 23 MARCH	
Full day	Field visit to Agua Blanca community / archaeological sites / Machalilla National Park
DAY 4 – THURSDAY 24 MARCH	
8.30-10.00	Reflections, Matching 'need to learn' with 'experience to share'
10.30-12.30	Development ideas for knowledge management initiatives & voting
14.00-15.00	Presentation of most popular ideas
15.00-16.00	Development of mini-proposals
16.00-17.00	Way forward & closing
19.00	Farewell dinner



## DAY 1: MONDAY 21 MARCH

### Morning sessions (9.00-12.30)

#### Welcome speech

The workshop was opened by a welcome speech by the Minister Dr. Domingo Paredes, of the Ecuadorian National Water Secretariat (SENAGUA), who highlighted the increasing awareness of the importance of sustainable water resources management, with global water resources being threatened by contamination and overexploitation. As a way to meet the threats to water resources, the new Ecuadorian constitution recognizes the rights also of nature, or the environment. The enhanced constitutional protection of the water resources permits the government and society to promote new policies, programmes and projects aiming towards sustainability.

Dr. Paredes also described the institutional reform, which aims at a water management system based on hydrological basins. SENAGUA coordinates the efforts of the different levels of government. Further, the importance of adequate planning and information was highlighted as vital for decision-making in the sector. To conclude, the Minister thanked the MDG-F and SIWI for choosing Ecuador as the host for the first knowledge management workshop and expressed his hopes that all participants would find the workshop rewarding and helpful in their future activities.

#### Presentation of Participants

All participants presented themselves with name, country and general professional interests. The order of presentation was decided through the tossing of a ball.

#### Knowledge Management, Objectives, Methodology and Agenda

Dr. Marianne Kjellén, WGF (UNDP Water Governance Facility at SIWI), introduced the DEG-KM programme and



Photo: Sebastian Vásquez

Dr Paredes

provided some perspective on knowledge – seen as actionable information or insights that enable us to make better decisions. To actually know what to do is key for the performance of our programmes. Knowledge management can be seen as a process of continuous learning, which in a knowledge management cycle entails the discovery (the knowledge capture and documentation), sharing (dissemination) and application (including its adaptation to local needs and contexts) of knowledge.

The objectives of the workshop were reiterated, along with the purpose of the DEG-KM programme: “To ensure that generated knowledge and innovations from the DEG thematic window are properly documented, analysed and widely disseminated for uptake and replication.” Further, the workshop agenda was reviewed and the methodology introduced.

#### Presentation of the Activities and Strategies of the Joint Programmes

Delegates from each JP presented an overview of the characteristics, activities and strategies of their programme. Apart from providing the participants with the opportunity to learn about the other JPs the session also introduced the themes that the JPs were to present further in the parallel-sessions on useful experiences of the following day.

The JPs from Albania, Bosnia & Herzegovina, Ecuador, Honduras and Angola presented their programmes during the morning session. While listening, the participants noted ‘highlights’, ‘experiences to share’ and ‘needs to learn’ as well as ‘cross-cutting themes and common concerns’ on colour-coded Post-it notes (colours as indicated here in the text) and pasted onto flipchart papers on the wall. Annex 5 recapitulates the titles and expected outcomes of the JPs, along with the ‘highlights’ or the interesting points as identified by the participants.



## Afternoon Sessions (14.00-18.00)

### Presentation of the Activities and Strategies of the JPs (continued)

The delegates from Philippines, Mexico, Nicaragua, Panama and Paraguay presented the characteristics, activities and strategies of their JPs during the afternoon. Again, programme titles and expected outcomes along with the ‘highlights’ are listed in Annex 5.

The plan was for the JP presentations to have been completed at 16.00, after which the participants were to engage in a participatory exercise to identify additional ‘cross-cutting themes and common concerns’ and group these into workable areas. However, the JP presentations were not completed in time, but still felt to be important on this first global encounter of the DEG theme and necessary to continue in order to allow all country programmes to be presented. Hence, the first day of the workshop was wholly dedicated to plenary presentations.

After the Welcome Dinner, a smaller team of workshop organisers/participants grouped the cross-cutting themes and common concerns that had been noted during the day. The resulting areas of common concerns and cross-cutting themes are listed in Table 3.

The actual themes/concerns noted by participants, which are the basis of the areas listed above, are listed in Annex 6. The area of ‘corruption’ was added after day 2 deliberations on petition by participants.

The areas of cross-cutting themes and common concerns were each put as a heading on a flip-chart and participants were asked to fill in what their programmes were doing in relation to each of the identified areas. The results are contained in Annex 7. These activities and themes provide basis for further study and knowledge exchange between programmes.

Photo: Sebastian Vascenez



Photo: Sebastian Vascenez



Photo: Marianne Kjellén

**Table 3 – Grouped Areas of Cross-Cutting Themes and Common Concerns**

<ul style="list-style-type: none"> <li>▶ Knowledge Management</li> <li>▶ Capacity Building</li> <li>▶ Information Systems</li> <li>▶ Access and Quality of Services</li> <li>▶ Sustainability of the Results of the Joint Programmes</li> </ul>	<ul style="list-style-type: none"> <li>▶ Water Culture</li> <li>▶ Healthy Schools and Communities</li> <li>▶ Decentralisation</li> <li>▶ Citizen Participation</li> <li>▶ Private Sector</li> </ul>	<ul style="list-style-type: none"> <li>▶ The Human Right to Water</li> <li>▶ Regulatory and Institutional Framework</li> <li>▶ Tariffs</li> <li>▶ Financing – Seed Funds</li> <li>▶ Corruption</li> </ul>
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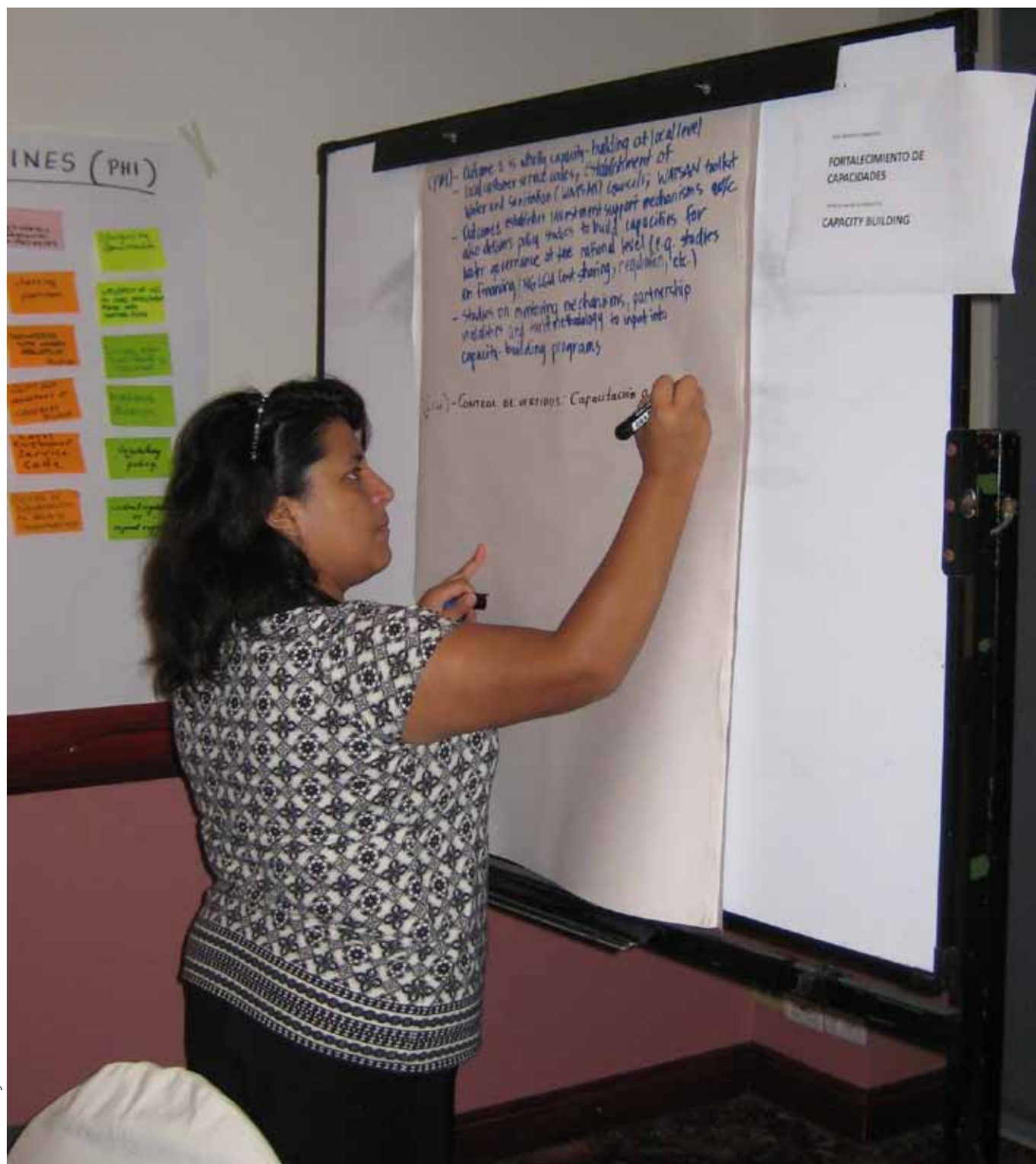


Photo: Alice Jaraisch



## DAY 2: TUESDAY 22 MARCH

### Morning Sessions (9.00 – 12.30)

#### Celebration of the World Water Day

In commemoration of the World Water Day the morning session was initiated by a spiritual water ceremony directed by Carlos Yamberla, ex-director of Water Culture at SENAGUA. Standing in the form of a circle the participants jointly showed their gratitude towards the water as life-giving source through a song. They were also asked to contemplate on the fundamental relationship between humans and water, including strong cultural, social and spiritual aspects which go far beyond the mere economic benefits generated from the resource.

A glass of water was passed around the circle, and the participants 'poured' their hopes and aspirations into the glass. Those who so wished shared their thoughts with the group, others whispered silently into the glass. To close the ceremony the glass of water, which in the ceremony had represented the global water sources, was returned to its origin – the ocean – by a smaller group of participants.

#### Highlights from the World Water Day Celebration in the Philippines

After the ceremony the Philippine JP presented the many activities it had prepared for the national celebrations of the World Water Day. This included advocacy letters to the government, student films and information campaigns.

#### Sharing of "Useful Experience"

The Tuesday schedule contained parallel sessions during which the JPs presented useful experiences they wanted to share with

the other programmes. These mini-seminars were run by the JP representatives, and generally contained presentations and discussions. Each group was to choose a secretary with the responsibility of taking notes during the presentation and subsequent discussion.

Apart from the JPs' presentations of useful experiences three sessions deemed to be of special interest for the JPs in the DEG thematic window were given by external resource persons. These were 1) TeamWorks; 2) Transparency and Anti-corruption, and; 3) Gender. The full set of parallel sessions is outlined in Table 4.



Photo: Alice Jaraisch

Table 4 – Mini-seminars (parallel group sessions) during day 2 (Tuesday 22 March)

TIME	Room 1 (Manabí I)	Room 2 (Manabí II)	Room 3 (Barbasquillo)	Room 4 (Valdivia)
9.00 -10.30	1) Panamá Community participation	2) Angola Water and sanitation management in urban and semi-urban areas	3) TeamWorks (WGF) A tool for knowledge management	4) Water Integrity (LA-WETnet) Tools and instruments for water integrity and transparency (Spanish)
11.00 -12.30	5) Bosnia & Herzegovina Multi-sector strategic planning in water supply sector	6) Ecuador Community participation in strategy for emission control	7) Mexico Integrated focus for the provision of water: Infrastructure, health and culture	8) Gender (UN-Women) Gender in MDG-F JPs: The gender equality knowledge management initiative
14.30 -16.00	9) Philippines Localised customer service codes	10) Nicaragua Water and sanitation fund for the Nicaraguan Caribbean coast	11) Albania Better water and sanitation services through a consumer rights based contract	12) Ecuador II Draft Law on Water Supply and Sanitation Service in Ecuador
16.30 -18.00	13) Honduras Establishment of local authorities for decentralised control of the supply of water and sanitation services	14) Paraguay Strengthening the capacities to define and apply water and sanitation policies	15) TeamWorks (WGF) A tool for knowledge management (repeat session)	16) Water Integrity (LA-WETnet) Tools and instruments for water integrity and transparency (English)



The descriptions of the useful experiences, as filled by the JPs in accordance with a pre-defined template as part of the preparations for the workshop, are uploaded on the DEG-KM Teamworks site and will also be made available on the DEG-KM website.

Summaries drawn from these descriptions, along with session reports (when available) from the mini-seminars can be found in Annex 8.

Below, session reports and/or the brief description of the sessions are summarised:

#### **1) PANAMA: Valuable Experience on Community Participation**

The JP gives priority to community participation throughout the whole lifecycle of the projects to make the results sustainable and to empower the communities. The relations of the communities with the government and private service companies have improved as a consequence. Water security plans were developed in collaboration with the communities and women were promoted to take leading roles. To maintain communication and exchange of experiences, through interactive media, was proposed in the discussion. Community monitoring plans and women's participation were highlighted as topics of interest.

#### **2) ANGOLA: Water and sanitation management in urban and semi-urban areas in Angola**

In Angola an information system on water and sanitation (SISAS) has been developed. The system will support both the UNICEF, in its planning, formulation and evaluation of strategies, and the governmental institutions when prioritising investments, hence contributing to increased social justice and sustainability. The strengthening of Water Boards was a theme which several of the JPs participating in the discussion had in common. The importance of studying and preserving alternative water and sanitation practices in collaboration with the local population and other actors was also highlighted during the discussion.

#### **3) TEAMWORKS: A tool for knowledge management**

TeamWorks is an internet based forum providing its members with tools to create and maintain relations with colleagues and friends, to share knowledge and experiences and to search for useful information. The participants of this session were given an introduction on how to use the platform to enhance their knowledge management.

#### **4) WATER INTEGRITY: Tools and instruments for water integrity and transparency**

By providing the water sector with a framework of practices and tools the democratic institutions can be strengthened, accountability and transparency enhanced and corruption reduced. The high levels of corruption in the water sector relating to high-level as well as petty corruption were discussed. Since water is such a vital good for households there are opportunities for unsound practices in the relation between needing customers and rent-seeking service providers. Opportunities for corruption often arise at the inter-face between different

agencies in the sector. Water source pollution, permitted due to acts of omission in the emission control, was discussed as an important part of water sector corruption. In the work towards water integrity, it was emphasised that all problems cannot be solved at once, but every step towards increased transparency and reduced corruption should be celebrated as a victory.

#### **5) BOSNIA & HERZEGOVINA: Strategic multi-sector planning in the water supply sector**

The supply of high quality water will be secured in the programme area through the development of water supply studies, where social, economic, environmental and technical aspects are integrated. The studies will serve as base for municipal priorities of infrastructure investments and facilitate access to internal financing. The JP has supported the establishment of municipal organizations and community empowerment. The Honduran JP has done similar regional planning, but encountered difficulties trying to engage municipalities.

#### **6) ECUADOR I: Strategy for monitoring effluents with community participation**

By strengthening the community capacities to monitor water quality, through the use of simple methodologies and bio-indicators, the water resources will be better preserved and the health of the population in the communities improved. The information gathered will be compiled in an official data base to support governmental interventions. Women's participation has been emphasized throughout the project.

#### **7) MEXICO: Integrated focus on the provision of water, infrastructure, health and culture**

In Mexico the JP has focused on the implementation of practical examples, such as pilot projects in schools and a house where adequate domestic hygiene and sanitation installations are demonstrated. The JP works closely with the communities and local authorities adapting activities to local conditions. Gender and ethnicity has been integrated transversally. The use locally adequate technologies, in combination with capacity building, have increased the viability of the programme interventions.

#### **8) GENDER – UN-Women: Gender in the JPs of the MDG-F – the Gender Equality Knowledge Management initiative**

UN-Women support the knowledge management of the MDG-F JPs and the national counterparts in that they better can take advantage of the experiences generated, optimising their efforts to achieve gender equality. The recommendations highlighted in the discussion were to have adequate funding and personnel, to collaborate with women's organizations, to use the existing governmental mechanisms and to assure that women's participation is active. The Honduran programme had experienced it to be vital to incorporate gender from the start, why gender disaggregated data is key. In Panama the JP focuses on local women's participation, with good results.

#### 9) PHILIPPINES: Localised customer service codes

The Philippine JP has supported the creation of a local customer service which stipulates the rights and obligations of both providers and consumers of water services. This will enable the customers to have an active role in the operation and management of the water supply system.

#### 10) NICARAGUA: Water and sanitation investments fund for the Nicaraguan Caribbean coast

A fund for investments in the water and sanitation sector (FIAS) was created with the support of the Nicaraguan JP. The programme participated in the development of financial and technical instruments of the fund, together with national and local government agencies, communities and NGOs. The communities should decide which initiatives to implement, while the municipality or local government is in charge of the execution and administration.

#### 11) ALBANIA: Better water and sanitation services through a consumer rights based contract

The JP has supported the formulation of a model contract between consumers and providers of water and sanitation services. The contract stipulates the rights and obligations of both parties, as well as their responsibility towards the environment. The model contract has promoted an integration of a rights based approach into water and sanitation management and has been used for education of both parties on their respective rights, obligations and related environmental issues

#### 12) ECUADOR II: Draft Law on Water Supply and Sanitation Service in Ecuador

The JP has supported the process for the formulation, socialisation and consultation of a law for the provision of services in the water and sanitation sector. The new law has as its aim to improve the inadequate water and sanitation system in the country. When developed the specific needs of the indigenous populations were also considered in the proposal

#### 13) HONDURAS: Formation of local entities for decentralized control of drinking water and sanitation services

Through the establishment and strengthening of two local entities, supporting municipalities in the implementation of the recently decentralized water and sanitation system, the sector arrangements and management has improved. This has also improved the collaboration between the private and public sector

#### 14) PARAGUAY: Strengthening the capacities to define and apply water and sanitation policies

To increase the cohesion and efficiency in the regulation of the Paraguayan water and sanitation sector the JP has supported the establishment of an overarching regulatory body (DAPSAN). Through the policies defined by DAPSAN the great number of regional and local boards and entities will be guided. Themes brought up in the discussion concerned the functioning and authority of sanitation boards, the information system and the linkages between the management and infrastructure.



Photo: Alice Jaraish

## Learning from Others

During a plenary after the first round of parallel-sessions WGF briefly presented a case on how successful institutional changes can be generated by analysing and learning from the experience of others. This was the case of the Phnom Penh Water Supply Authority in Cambodia where initial directions

for a remarkable trajectory from a war-torn state of disrepair to one of world class efficiency were drawn up with insights from study tours around Asian water utilities. The team from Phnom Penh worked hard and meticulously analysed what in all that they saw that they could bring home, and how to adapt it to their local situation.

**Democratic Economic Governance**  
**Water Supply and Sanitation**  
**Knowledge Management**

**Gobernanza Democrática Económica**  
**Agua y saneamiento**  
**Gestión del conocimiento**

**Country Water Action: Cambodia**

## **Phnom Penh Water Supply Authority: An Exemplary Water Utility in Asia**

August 2007



Cambodia's Phnom Penh Water Supply Authority (PPWSA) is unlike a typical water utility in Asia. And it is not because it has service efficiency, greater water productivity, or increasing consumer base—other water utilities in the region have some of these traits at one time or another. PPWSA is different because it has achieved all these by radically transforming a decrepit and war-torn water supply system with missing water and missing customers into a model public sector water utility that provides 24 hour drinking water to Phnom Penh.

The lesson learned is that it takes hard work and intensive analysis in order to be able to apply experiences seen elsewhere in a way so that they fit the home situation. In this vein, a survey was distributed, asking participants to reflect and provide feed-back on the learning process at the workshop. The responses are found in Annex II.

Moreover, while group work can be a difficult and slow process, it is more likely to achieve lasting results: "If you want to go fast – go alone. If you want to go far – go together."

### **Socio-cultural Water Strategies**

The last session of the day was held by SENAGUA during which the formulation process of the Socio-cultural Water Strategies of the Ecuadorian JP was presented. The present constitution recognises not only the economic values of sustainable water resources, but also the environmental and socio-cultural values. Institutional change was stressed as vital for the implementation of the new constitutional protection of the water as a human right. In force of the new constitutional mandate SENAGUA has promoted several activities aiming at the integration of the visions of the indigenous peoples and their relations to water. For this the Socio-cultural Water Strategies have been central.

Ecuador is inhabited by 17 different indigenous peoples and nationalities which all have a strong relation to the water resources. The relationship transcends the domestic handling and productive use of water and includes strong cultural and spiritual bonds. A better understanding of the ancestral traditions and practices of these groups would permit institutions to enhance the protection and sustainable management of the water resources. Building on and strengthening of the existing values and relations to water would allow them to not only enforce compliance with normative restrictions, but to create a base for more effective and sustainable practices.

### **Brief Address by MDG-F Secretariat**

Ms Regina Gallego from the MDG-F Secretariat addressed the plenary and expressed her satisfaction with the interactive exchange of ideas, practices and experiences between the JPs at the workshop. She also stressed the importance of the work carried out in the JPs to improve the lives of the most vulnerable groups in society. Lamenting that she would have to depart the following day, she said to be looking forward to hear the results of the workshop and to continue to support the initiatives derived from it.



### DAY 3: WEDNESDAY 23 MARCH

The third day of the workshop was dedicated to a field trip to the Agua Blanca community located in the Machalilla National Park. The area is inhabited by descendants from the Manta-Huancavilca indigenous group which maintains many of the practices and traditions of their ancestors. As part of their history as navigators the community holds a close cultural and spiritual connection to the water. The field visit was directed by SENAGUA and aimed at giving the workshop participants a direct experience of how local socio-cultural values and traditions can foment a sustainable management and respect towards the water resources.

#### The Archaeological Museum of Agua Blanca

To give a background to the community, the culture and the present way of life an initial visit was paid to the community's archaeological museum. For more than 20 years the community have preserved archaeological findings in the museum as part of the development of a socio-cultural strategy for sustainable communitarian tourism. The support from academic and public institutions, as well as private organisations, has allowed the community to revitalise and strengthen its cultural traditions and practices.

In the museum the delegates were shown archaeological findings retelling the history of the Manta-Huancavilca culture. Subsequently, a nearby archaeological site was visited where excavations were displayed in situ.

#### The Holy Spring of Agua Blanca

After a walk through the Machalilla National Park the group arrived at the Holy Spring of Agua Blanca. The spring is an

example of how the local cultural values promote sustainable management of the water resources. The strong socio-cultural relation which the community maintains to the water resources is the base for the development of a rigorous management system for the preservation of the spring and other water sources in the area. The water in the Holy Spring is not used only for economic activities in the form of tourism, but it is also a source of spiritual and physical revitalization for the community members. The delegates had the possibility to enter the water and to experience the sulphuric clays of the spring.

#### Cultural performance

Back at the community centre the workshop participants were received with songs and performances expressing the dependence of humans on the water as a life-giving source, also a demonstration the water's cultural importance to the community.

A local troubadour shared his misgivings about how water resources were treated and the lack of compensation to the local communities. A major highlight was the art nouveau-inspired yet traditional one-man theatrical dance performance to tell the story of the relationship between humans and water. This was a very sad and conflict-laden story, though with a clear and happy opening to enjoy the life-giving water.

The day served to illustrate the Ecuadorian socio-cultural strategy and the work along these lines in the Agua Blanca community. The experience compelled workshop participants to question our human presence in the water basins and our societies' right to "manage" the water resource, but also raised the need for the further exploration of practical solutions for resolving the conflicting views on water resources management.



Photo: Alice Jaraish





Photo: Sebastian Vascenez



Photo: Sebastian Vascenez



Photo: Slobodan Tadic



Photo: Sebastian Vascenez



## DAY 4: THURSDAY 24 MARCH

### Morning sessions (9.00-12.30)

#### Reflections by Cacique Jhonny Bonilla

The morning sessions were initiated by Cacique Jhonny Bonilla from the Ngöbé-Bugle region in Panamá presenting his reflections on the experiences of the workshop. He expressed a strong conviction that institutional support is essential for the possibilities of the local communities to maintain the ancestral practices and traditions, which enables them to live sustainably and in harmony with nature. In his opinion Panama is taking this path and his presence at the workshop is but one sign of the change in direction. The opportunities to share his knowledge and experiences and at the same time have the possibility to learn from those of others had motivated him in his continued work within the programme. The experiences during the field visit to the Agua Blanca community and their work with the socio-cultural strategy had served as a great inspiration.

#### "I want to share" and "I need to learn"

In this exercise the needs to learn and the experiences to share of the JPs were combined to produce a picture of how the programmes can draw upon the knowledge that has already been generated within the DEG and to support each other.

The result from the exercise will also serve as input for the future strategies of the DEG-KM.

Notes regarding 'needs to learn' and 'experiences to share' had already been generated during the first day of plenary presentations. Flipchart papers with notes relating to each country remained on the wall for participants to see and complement. First, participants reviewed the notes individually in order to add or to clarify. Then, the 'post-it' notes from all countries were put on one wall, and grouped into themes. Confusion regarding the origins of the noted 'needs to learn' and 'experiences to share' complicated this exercise. Still, a picture emerged with themes for learning such as 'consumer protection,' 'information systems,' 'capacity building,' 'municipal management,' 'gender and culture' as well as the 'private sector' where there is also plenty of experience among the JPs (Figure 1).

A table of the matched 'needs to learn' and 'experiences to share' on a country basis is contained in Annex 9. It is important to note, however, that not all learning needs are possible to match with existing experience among the JPs in the DEG thematic areas. Knowledge in these areas should be possible to obtain through other networks and/or knowledge spaces. Complementary to this exercise the JPs' activities in areas of common concerns and cross-cutting themes were also described. Based on a previous grouping of 'post-it' notes into themes the participants were asked to fill in the activities of their programme in each specific area. Together with the need/



Photo: Alice Jaraish

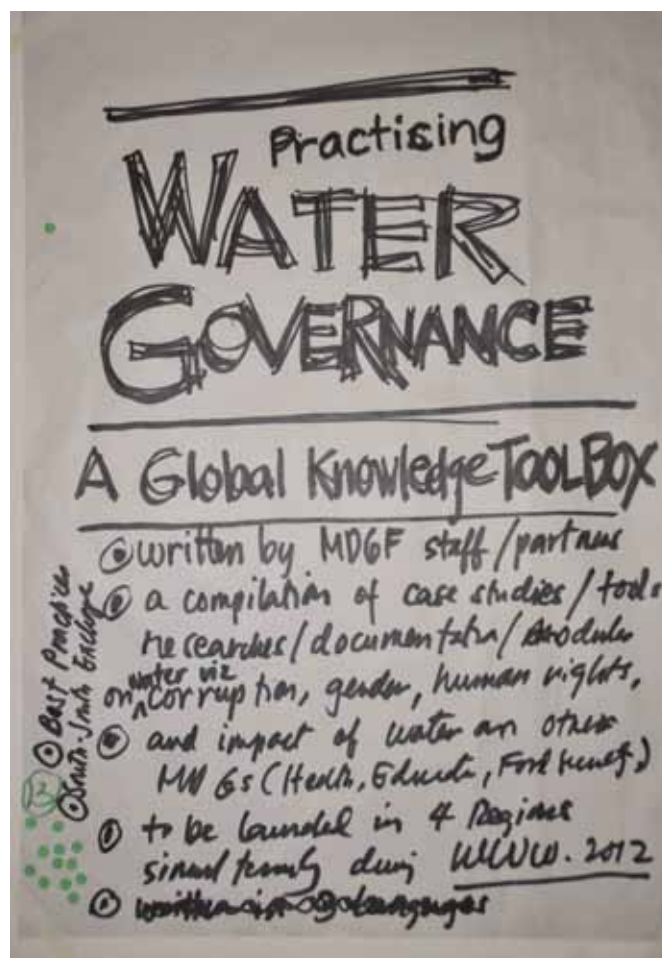


Photo: Sebastian Vázquez

The participants were given the opportunity to develop and present an idea of an activity or product through which the knowledge of the JPs could be documented and/or disseminated for others to learn from. Divided into three groups, ideas were formulated individually and drawn up on a flipchart paper on the wall and presented to the rest of the group. After all members of the group had promoted his/her idea each person voted on the most creative and/or interesting ideas of the group.

This exercise aimed to get the inputs and ideas from workshop participants in order to develop fruitful knowledge management and exchange of experiences among JPs.

The diagram illustrates the Consumer Protection Framework, showing the relationships between various components and implementation areas. The components are represented by orange circles, and the implementation areas are represented by green rounded rectangles.

**Core Components (Orange Circles):**

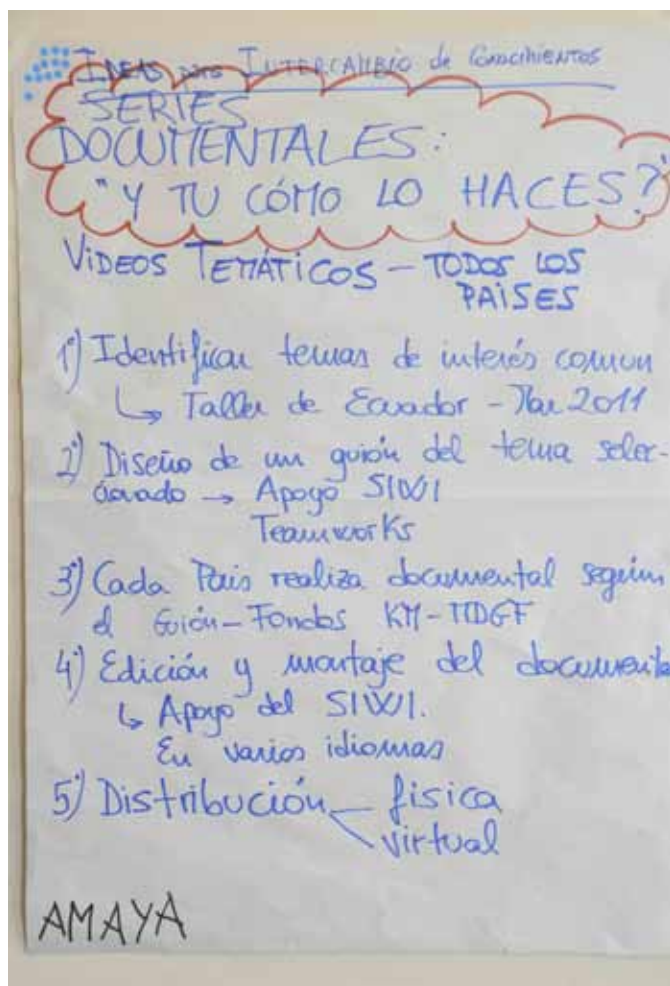
- INVESTMENT FUND
- KNOWLEDGE MANAGEMENT
- CAPACITY BUILDING
- INFORMATION SYSTEMS
- TARIFFS
- PRIVATE SECTOR
- DECENTRALISATION
- MUNICIPAL MANAGEMENT
- REGULATIONS
- POLICIES AND PLANNING
- CONSUMER PROTECTION
- TECHNOLOGY
- GENDER AND CULTURE
- PARTICIPATION
- POLICY MAKING
- INTegrity

**Implementation Areas (Green Rounded Rectangles):**

- CAPACITY DEVELOPMENT:** Honduras, Angola, Mexico
- COMMUNICATION AND INFORMATION:** Angola, Bosnia & Herzegovina, Honduras, Philippines, Mexico, Nicaragua
- PRIVATE SECTOR:** Angola
- DECENTRALISATION:** Bosnia & Herzegovina, Philippines
- REGULATIONS:** Bosnia & Herzegovina, Angola, Honduras
- POLICIES AND PLANNING:** Albania, Ecuador, Mexico, Panama, Honduras
- CONSUMER PROTECTION:** Albania, Paraguay, Philippines
- TECHNOLOGY:** Ecuador, Nicaragua, Paraguay, Mexico
- GENDER:** Panama, Angola, Mexico
- PARTICIPATION:** Nicaragua, Angola, Mexico

**Flow and Relationships:**

- The **INVESTMENT FUND** and **TARIFFS** components are linked to the **PRIVATE SECTOR** component.
- The **PRIVATE SECTOR** component is linked to the **PRIVATE SECTOR** implementation area (Angola).
- The **PRIVATE SECTOR** implementation area is linked to the **PRIVATE SECTOR** component and the **DECENTRALISATION** implementation area (Bosnia & Herzegovina, Philippines).
- The **DECENTRALISATION** implementation area is linked to the **DECENTRALISATION** component and the **MUNICIPAL MANAGEMENT** component.
- The **MUNICIPAL MANAGEMENT** component is linked to the **PRIVATE SECTOR** component.
- The **REGULATIONS** component is linked to the **PRIVATE SECTOR** component and the **CONSUMER PROTECTION** component.
- The **POLICIES AND PLANNING** component is linked to the **CONSUMER PROTECTION** component and the **POLICY MAKING** component.
- The **CONSUMER PROTECTION** component is linked to the **CONSUMER PROTECTION** implementation area (Albania, Paraguay, Philippines).
- The **TECHNOLOGY** component is linked to the **CONSUMER PROTECTION** component.
- The **GENDER AND CULTURE** component is linked to the **GENDER** implementation area (Panama, Angola, Mexico).
- The **PARTICIPATION** component is linked to the **PARTICIPATION** implementation area (Nicaragua, Angola, Mexico).
- The **COMMUNICATION AND INFORMATION** implementation area is linked to the **COMMUNICATION AND INFORMATION** component and the **INFORMATION SYSTEMS** component.
- The **INFORMATION SYSTEMS** component is linked to the **INFORMATION SYSTEMS** implementation area (Angola, Bosnia & Herzegovina, Honduras, Philippines, Mexico, Nicaragua).
- The **INFORMATION SYSTEMS** implementation area is linked to the **INFORMATION SYSTEMS** component and the **COMMUNICATION AND INFORMATION** implementation area.
- The **KNOWLEDGE MANAGEMENT** component is linked to the **KNOWLEDGE MANAGEMENT** implementation area (Honduras, Angola, Mexico).
- The **KNOWLEDGE MANAGEMENT** implementation area is linked to the **KNOWLEDGE MANAGEMENT** component and the **CAPACITY BUILDING** component.
- The **CAPACITY BUILDING** component is linked to the **CAPACITY BUILDING** implementation area (Honduras, Angola, Mexico).
- The **CAPACITY BUILDING** implementation area is linked to the **CAPACITY BUILDING** component and the **KNOWLEDGE MANAGEMENT** implementation area.



The ideas that were given the most votes were brought forward for an award ceremony and a presentation of their ideas in the plenary:

- ▶ Educational series about water and sanitation: And you, how do you do it? (Amaya Olivares)
- ▶ Post-Implementation Knowledge Exchange and Sustainability Monitoring (Pia Reyes)
- ▶ Knowledge exchange to develop an effective intercultural approach for water governance in joint programs with indigenous population groups (Piedad Martín)
- ▶ Joint Programme Toolbox (Alex Gaona)
- ▶ Preparing Field Notes on successful experiences implemented by Joint Programs of the Economic Governance Window (Renato Chavarría)
- ▶ Practicing Water Governance: A Global Knowledge Toolbox (Emmanuel Buendia)
- ▶ Teamwork for water / Virtual Workshops (Hachemi Bahloul)
- ▶ Systematisation of experiences and audio-visual documentation of knowledge relevant for exchange (Leonel Luna)
- ▶ Experience Exchange through Internships among Countries of Interest (Jordi Sánchez and Carlos Alemán)

The most popular idea had been developed by Amaya Olivares, delegate from the Angolan JP. It proposed the creation of a series of educational videos based on the practical experiences of the JPs under the title “And you – how do you do it?” (¿Y tu cómo lo haces?). Actually, several of the ideas involved the production of thematic videos.

The most popular ideas – nine in total as two ideas were combined into one – were then developed into mini-proposals in small groups. The groups were asked to consider the objective, methods, resources needed, who is to be involved and who will do what. The mini-proposals and original ideas have been produced with the objective of feeding into the DEG-KM Plan for Knowledge Processes. The mini-proposals and outlines of ideas can be found in Annex 10.





## Way Forward, Closing and Farewell

In the closing speech the Honduran delegate Ana Lily Mejía and Bosko Kenjic from Bosnia & Herzegovina expressed great satisfaction with the workshop as a valuable opportunity for the JPs to share and exchange knowledge. The workshop had also served as a forum for identification of common difficulties and ways through which the programmes could enhance their sustainability. New friendships had also been formed. Marianne Kjellén from WGF emphasised that the workshop is but a first step in the DEG-KM programme, and that the contributions at the workshop will serve as an invaluable input to the forthcoming activities.

The ideas and proposals that have been developed, along with common concerns of the programmes are to feed into the Plan for DEG-KM Knowledge Processes. This plan will be developed by WGF and fitted into the available budget of the programme. Thereafter time and resource persons will be identified with the JPs in order to embark on the selected knowledge processes during the coming year.

The material generated in conjunction with the workshop will be posted on the DEG-KM Teamworks site and the programme's web-site ([www.watergovernance.org/deg-km/](http://www.watergovernance.org/deg-km/)). Web-links to the respective JPs and their knowledge products were requested to be facilitated by the programmes.



The next meeting for all the programmes of the DEG thematic window will be the second (and final) global knowledge management workshop, which will be held in August 2012, in conjunction with the Stockholm World Water Week. After the formal workshop sessions were concluded a farewell dinner with music had been prepared by the hotel. Whereas some delegates had to leave just after dinner in order to catch their international flights, most participants enjoyed the food and drinks, music and dance after long four long but rewarding workshop days.



Photo: Avni Dervishi

### 3 Workshop Evaluation and Lessons Learned

This section summarises the results of the workshop evaluations and suggests lessons learned for further activities and workshop exercises. The first part deals with the results of two questionnaires filled in by the participants, and the second draws conclusions about what worked out successfully and in what ways results could have been improved.

#### Evaluation Form and Learning Survey

Two questionnaires were handed out to the participants during the workshop. The first, the evaluation form, concerned the participants' expectations, experiences and perceptions of the workshop in general. In the second, a learning survey, the delegates were asked to fill in what they felt they had learnt and how they were to apply that knowledge in their home situation. The evaluation form was filled and handed in by 16 persons (48 per cent of the workshop delegates), and the learning survey was answered by 18 persons (55 per cent). The full sets of responses are included in Annexes 11 and 12.

According to the workshop evaluation form the main expectation of the respondents was to exchange experiences with the other JPs. The great majority considered this expectation to have been met fully at the workshop. Other common expectations were to establish personal contacts and engage in dialogues with colleagues from other JPs, to learn more in general about the other JPs and to get feedback on their own programmes. Information about new tools and governance models was also expected. Several of the respondents expected the outcomes of the workshop to strengthen the progress and implementation of the own JP.

Overall the participants' own expectations on the workshop had been fulfilled. The great majority of the respondents also

considered the official objectives of the workshop to have been completely fulfilled.

- 1) Present the activities and strategies of each JP in order to identify common aspects and possibilities for mutual learning
- 2) Share useful experiences, good practices and lessons learned between the JPs
- 3) Identify themes and modalities for further study and knowledge exchange

Especially the objectives relating to the presentation of the activities and strategies of the JPs, the sharing of experiences and identification of themes and modalities for further KM were stated to have been handled with success. The objective to identify commonalities and potentials for mutual learning presented the lowest level of achievement.

The activities which the respondents experienced had contributed most to the fulfilment of the workshop objectives were the more interactive activities, i.e. the parallel group sessions and the formulation of ideas and mini-proposals for knowledge processes. The comments expressed that the possibility to meet in smaller groups is seen as a fruitful way to exchange experiences among the participants. The only objection was that there should have been fewer sessions in parallel, as the simultaneous scheduling restricted the number of sessions possible to attend for any one participant. The JP presentations were described as interesting, but sometimes a bit too long and also that the time given to each presentation was not the same.



Photo: Alice Jaraish

The field trip was described as interesting and fun, but it was also pointed out that it could have contained more information about cultural relations and local traditional use of water of the community. Also, to meet with more community members would have been an advantage. It was commented that the site of visit was not part of the JP programme area of intervention, which had been expected.

The organisers, hosts and logistics all received praise and especially the engagement and active participation of the facilitators. Having both delegates from UN agencies and national counterparts was experienced as positive for the exchange of experiences and viewpoints. The openness and comradeship shown by the participants during the days was also highly valued. The participatory methodology of the workshop was highlighted as very suitable for creating an interactive environment and the exchange of experiences. The majority perceived the preparations and information prior to the event as sufficient, although some practicalities could have been informed about earlier.

The relevance of the workshop on the personal, organisational and national level was graded as high by almost all. The majority also claimed that they would continue to work with knowledge management after returning home. To maintain the communication links created during the workshop was stated as important in order to pursue a continuous knowledge exchange and inter-programme support in the DEG thematic area.

Drawbacks stated in the evaluation forms mainly related to the allocation of time. While some suggested that the session time as being too short others pointed to very long and tiring days. The low standard of the van shuttling the participants between Guayaquil and Manta, and the resulting discomfort, was also brought up by several of the respondents. The participant self-presentation exercise was perceived as a bit confusing and too long. In order to learn other participants' names, it would have been better to have a list of participants on beforehand.

The cross-cutting themes and common concerns session, formed by the 'post-it' notes, could have been better prepared according to one respondent, and the whole issues was not covered in a satisfactory way. Even if the JPs' exhibition of information materials and products was appreciated, more time could have been allocated to it. Additional time could have been allocated exclusively for the exchange of information and notes between the participants on a more personal/bilateral basis.

Recommendations expressed for future events included the participatory establishment of rules, as a way to reduce delays due to lack of punctuality of delegates. It was also suggested that regional discussions be held to complement the group sessions on useful experiences. If there were fewer topics the groups could have been bigger, and more participants could have shared similar experiences.

Regarding future KM activities it was recommended that they be carried out as soon as possible. Otherwise, JPs that are in the final phase will not have the possibility to benefit from the activities and/or products. Teamworks and other interactive media were pointed out as possible tools for continued

KM. The great difference of contexts between the different JPs was perceived to present a great challenge as it hampers the usefulness and applicability of the experiences exchanged.

In the learning survey, the participants were asked to describe what they had learnt during the workshop. The majority of the responses referred to learning at the organisational or institutional levels, relating e.g. to integrated municipal plans, model contracts, creation and implementation of new regulation and decentralisation. New knowledge about information systems and data bases for improved decision-making was also highlighted, as well as a better understanding in of the similarities between the JPs. Some of the respondents pointed to how the workshop had given them input on e.g. gender activities and knowledge management. To get information about how the other programmes have worked with stakeholder participation was stated as valuable.

When defining what messages to bring home, the most recurring themes related to strengthened participation and the further involvement of women in programme activities. As one respondent wrote "involve the most relevant actors and women, who know the reality of the community". To maintain the contact between the JPs for further exchange of information would also be suggested to the national programme. The establishment and use of information systems, as well as institutional strengthening, were messages which the delegates would bring back. To learn about the varying ways of the programmes approaching similar difficulties appears to have opened up for new solutions and perspectives in general. A strengthening of the collaboration between the parties was stressed as vital for improved execution of the JP. To adapt the newly obtained knowledge the majority of the respondents had the intention of, at their return, meet with other officials from the JP and/or institution to jointly analyse which experiences could be applicable and how they best could be adapted to the national context. To involve local communities in the adaptation process was stressed by one of the respondents.

Throughout the workshop the interactive methodology and the high participation of the delegates created many opportunities for transversal learning and exchange of experiences. As the evaluations show the interaction between the participants was much appreciated and made it possible to identify and connect the needs of the programmes with the knowledge that has already been generated within the DEG window. The possibilities for discussion in smaller groups and during breaks also helped the participants to analyse how that specific experience could be adapted to the country specific context.

The interventions of the three resource persons (on gender, anti-corruption and TeamWorks) also gave valuable input on issues which were seen as complex by several of the programmes, spurring new ideas and approaches. Reviewing the products and outcomes of the workshop the conclusion is once more that it was successful in the achievement of its objectives.



### Lessons Learned for Future Meetings and Learning Activities

According to the evaluation, both participants' own and the officially stated objectives of the workshop have been fulfilled, which is to say that the workshop has been successful. Still, the response to the evaluation form was low (around 50 per cent), which as a lesson must be taken to ensure that everyone fills and hands in before departing. The intention was to tie the participation at the farewell dinner to the handing in of the evaluation which in a humoristic way would have been tied to receiving the ticket to the dinner. With hindsight, this conditionality should have been pursued, in order to have a more reliable evaluation of the whole workshop. The potential bias in the non-response may also lie on the negative, that is, that those being less satisfied with the workshop being less likely to also hand in their suggestions. Notwithstanding, many enthusiastic and constructive comments were received verbally, supporting and influencing the general structuring of the workshop.

On the organisational side, things to improve include the structuring of the 'warming-up' and 'getting-to-know' one another. Another possible improvement relate to attention and better use of the mini-exhibition. Further interaction between participants would also have been desirable, and finally, the planning and structuring of materials capture and reporting from the workshop has great potential for improvement.

On warming up, the Sunday night reception was very informal, but could have been made more dynamic with some introductions/speeches, information about what to do and what to expect, and even an 'ice-breaker' exercise. Any structuring of that event, however, would need to take into account that only the international contingent of the workshop participants was present, and that some also arrived later in the evening. An obvious help for remembering people's name would have been to circulate participants' lists in advance and at the workshop. The lack of such a list is simply an omission, and would further have been helpful for correcting the final list of participants contained in this report. The fact that the list was not distributed at the workshop but not until a few

days after the workshop is due to uncertainty up until the last minute about who was to attend.

The informal exhibition was mounted in the entrance area of the plenary hall. Coffee breaks were held outside on the open air balcony. Thus, the only organised time in the exhibition area was the Sunday night pre-workshop reception. With hindsight, specific time should have been set aside to explore the mini-exhibition. This could have been combined with needs for one on one contact between participants to explore it.

The workshop aimed to stimulate interaction and participation, and the methodology and structure were chosen with this in mind. The group sessions as well as the interactive parts of the workshop were among the most appreciated. These are features to keep for future workshops where the goal is to create exchange of information and/or experiences. It needs, however, to be recognised that participatory methodologies are time demanding. The workshop had long working days, and even so, the schedule was delayed several times. This was especially demanding for delegates who had travelled far. Moreover, some activities (the joint work to group the cross-cutting themes and common concerns) even had to be skipped due to time constraints. Thus, a schedule with generous time for the participatory processes to unfold is necessary, somehow combined with flexibility for improvisation and the potentially stricter time keeping of plenary interventions and presentations.

Bilingual meetings are possible, with dedicated and flexible interpretation. English and Spanish were used in parallel were used in parallel throughout the workshop. The simultaneous



Photo: Sebastian Vázquez



Photo: Sharon Herrera



interpretation through-out was technically supported by a set of wire-less earphones and microphones allowing the interpreters to move around freely during presentations and exercises. The well-functioning and simultaneous interpretation was very important for the knowledge exchange during the workshop.

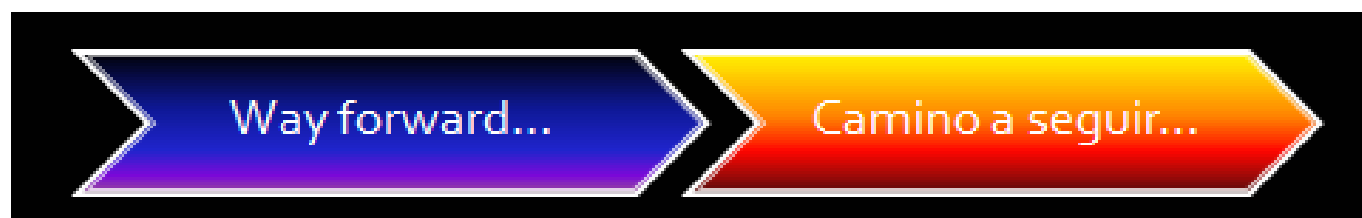
Whereas communications across language lines functioned well, there are still barriers for effective exchange of experience related to differences in contexts and the actual relevance and applicability of the activities and reasoning in other programmes. It has been suggested to complement the group sessions on special topics with follow-up sessions on a regional basis. In particular, the Latin American region will generally have more in common. It was purposefully not pursued at the workshop in order to keep a 'global' nature of the interactions. Instead, the regional networking will form an important part of the follow-on activities.

The field trip to the Agua Blanca community was highly appreciated and presented a good example of how cultural values and practices can enhance a sustainable water management. Still, more practical insight could have been gained from studying an example that formed part of the on-going Ecuadorian JP activities. More emphasis could also have been put on the specific water management practices. In any case, the personal contact with the community, together with the water ritual during World Water Day, added social, cultural and spiritual perspectives on water management to the workshop which would have been difficult to integrate otherwise. The informal structure of the field trip also presented an opportunity for the participants to become more familiar with each other and opened for an even more easy-going exchange

of experiences during the last day of the workshop.

As a lesson for future workshops and learning activities, the importance of an informal outing in order to stimulate interactions and create a joint experience is again emphasised. In relation to the documentation and writing of the workshop report a previously defined and established plan for the execution of these tasks should be stressed. Even if the majority of the activities were documented in a satisfactory way some were forgotten or overlooked due to not being followed up on. When organisation is shared between agencies in two different countries, as in this case, time for joint coordination and briefing face-to-face before the event is very important. This makes it possible for all to be properly prepared and responsibilities to be clearly established. To have a concluding joint session for the organisation team to evaluate and exchange information would also have been good for the learning and documentation process. Probably, it would have made it possible to avoid subsequent problems with information exchange and transfer of material. An important lesson learned is to ensure that all material is actually gathered and that it is shared among the organisers before parting from the workshop site. Otherwise there is a great risk of delays of and unnecessary stress during the necessary analysis of workshop materials and products and the formulation of the workshop report.

The main thing to remember, though, is the high spirit and sense of achievement at the workshop, rated by one of the participants as having been "productive in all aspects" and a "success in a global context". As a starting point of the programme, the main challenge is to follow-up constructively and to instil follow-on knowledge processes.



## Water & sanitation

### – Time to act!

Our lack of knowledge is no excuse for inaction: there are many obvious things that need to be done.

But the need for action is no excuse for remaining ignorant: there remains a great deal to learn.

### – Time to learn!

## Agua y saneamiento

### – Es hora de actuar!

Nuestro desconocimiento no constituye una excusa para dejar de actuar: hay muchas cosas evidentes que hay que hacer.

Pero la necesidad de tomar acciones no constituye una excusa para no seguir aprendiendo: hay muchas cosas que deben aprenderse

### – Es hora de aprender!

### *Outcomes and Achievements*

The main achievement of the DEG-KM workshop was the fulfilment of the objectives:

- 1) To present the activities and strategies of each JP in order to identify common aspects and possibilities for mutual learning;
- 2) To share useful experiences, good practices and lessons learnt between the JPs, and;
- 3) To identify themes and models for further exploration and knowledge exchange.

According to the workshop evaluations the vast majority of the participants found that the objectives had been achieved. To give the JPs the possibilities to present themselves, to share experiences and to jointly identify themes for further KM appears to have been the most successful achievements of the workshop. And as previously mentioned the interactive and participatory aspects of the event are those which rend the most appreciation.

There are also several other direct outcomes of the workshop.

- Proposals and ideas of knowledge processes and products have been generated. Even if it is not possible to realise all of them the input and guidance they bring to the DEG KM programme is essential.
- New and valuable relationships between the representatives from the JPs have been created. This will facilitate future knowledge exchange and mutual assistance between the programmes. Some of the participants have already

connected themselves through for example Facebook and several have entered the interactive platform TeamWorks.

The personal relations together with the exchange of experiences and knowledge have also had the effect of inspiring the participants to review on-going processes as well as to start new processes in new areas. To hear about practical experiences of the other JPs was stated as highly valuable by several of the participants, both during the workshop and in the evaluation forms. To view what the other programmes had done or not done facilitated the programme delegates' own assessment of the weak and strong points of their JPs. This type of reflexive thinking is critical for the process of continuous learning.

The great inspiration that was built up during the workshop needs to be harnessed into continued activities and networking. It is recognised that time is a critical factor in keeping high spirits going. Nevertheless, at the time of writing this workshop report (finalised in September 2011), several months have already passed. Networking has persisted mainly through email in the planning of a few joint activities. Some participants also have continued exchange via Facebook, and some of the JPs have developed active platforms on Teamworks. The thrust of DEG joint activities still lie ahead with continued exchange through different channels until the next global knowledge management workshop planned for August 2012. It is still hoped that the energy and enthusiasm seen at the Manta workshop can be channelled into worthwhile knowledge management processes during the year to come.

### *The Way Forward*

The way forward for DEG-KM entails mainly to embark on substantive knowledge documentation and exchange activities, as suggested by way of ideas and mini-proposals developed by participants, and also based on the cross-cutting themes and common concerns and the on-going activities in those areas, as well as actual learning needs expressed and the suggested useful experiences as identified by the programmes themselves.

These inputs have been amalgamated into a separate 'Plan for DEG-KM knowledge processes' which will be continuously developed in iteration with the JPs. A menu of potential activities has been outlined, and the actual number and depth of activities to be pursued will depend on available human resources and in certain cases potential co-funding that can be identified. The plan includes activities such as

- Knowledge exchange via Teamworks and other IT media
- Production of 'field notes' (instructional reports) and educational (And you – how do you do it?) videos for comparison and documentation of approaches
- Complementary knowledge exchange (on a regional basis) by exchange visits between selected programmes.



Photo: Sebastian Vázquez

Thematic areas to be pursued include:

- Intercultural approaches
- Gender relations and female representation in water management positions
- User-provider relationships (consumer rights and obligations)
- Information systems (sector coverage, support for investment prioritisation, pollution sources or to enhance transparency)
- Regulation and private sector relations
- Tariffs and (appropriate) technology.

As mentioned, these 'knowledge processes' are further outlined in a separate "Plan for DEG-KM Knowledge Processes. The way to proceed should be inspired by the outlines of activities contained in the mini-proposals (Annex 10) which also need to be combined as; in fact, many have captured and developed very similar and clearly complementary ideas.

In relation to the different topical areas, interests have been expressed regarding

- Exchange of experience in support of Water Supply Administration Boards (e.g. Juntas Administrativas de Agua Potable as in Ecuador) with interest or related experiences in Angola, Ecuador, Nicaragua, Panama, Honduras and possibly Paraguay and Philippines
- Exchange of experience and networking around gender and community monitoring – Panama, Ecuador, Mexico and others. Mexico is presently documenting their gender work why they could be a good centre for a discussion. Panama has positive experiences relating to work with women's organisations and the involvement of women on water committees. Bosnia & Herzegovina has developed a gender-sensitive budgeting process
- Indigenous populations are of interest and concern for the majority of the programmes, particularly in the Latin American region
- The model contract (Albania) and the localised customers service codes (Philippines) are of great interest to other programmes
- All programmes appear interested in the issues of participatory processes. This could imply the development of participation processes as such, in all areas of work, as well as the identification and reaching out successfully to selected stakeholders in the process of democratic and economic governance of the water and sanitation sectors.

The communications for these networking and documentation activities will continue via email and Teamworks.

Further programme coherence and documentation of joint experiences relating to DEG-KM will also be maintained through the DEG-KM website ([www.watergovernance.org/DEG-KM](http://www.watergovernance.org/DEG-KM)) which has links to the web-sites of the MDG-F and



Photo: Sebastian Vasconez

the JPs. This site should grow organically with links to reports and products developed by the JPs and the DEG-KM system. The site will remain active after the closure of the DEG-KM and the JPs in order to maintain certain materials available for future initiatives.

Internet may be one of the most effective means for making reports and information available. For long-term documentation, however, published articles have a longer shelf-life and a potential of being picked up long after web-sites of on-going initiatives have closed. A conscious effort will be afforded to also publish DEG-KM results in journals or other formats that will be available for a long period of time.

Whereas the DEG-KM programme aims for immediate exchange of knowledge between JPs as well as long-term sustainable forms of documentation, the JPs themselves struggle for the sustainability of the achievements of the programmes in their respective countries. The efforts and methods for such operational sustainability – of the democratic economic 'good' governance of the water and sanitation sectors – will be the underlying focus for the next global knowledge management meeting of the DEG-KM in August 2012.



# Acronyms and Abbreviations

<b>A&amp;S</b>	Agua y saneamiento [Water and sanitation]	<b>MDGs</b>	Millennium Development Goals
<b>CENASA</b>	Rural Water System Construction	<b>MIDUVI</b>	Ministerio de Desarrollo Urbano y Vivienda [Ministry of Urban Development and Housing] (Ecuador)
<b>COMAS</b>	Comités Municipales de Agua y Saneamiento [Municipal water and sanitation committees] (Honduras)	<b>MSP</b>	Ministerio de Salud Pública [Ministry of Public Health] (Ecuador)
<b>COOTAD</b>	Código Orgánico de Organización Territorial, Autonomía y Descentralización [Code for Territorial Organisation, Autonomy and Decentralisation] (Ecuador)	<b>NEDA</b>	National Economic Development Authority (Philippines)
<b>CPC</b>	Consumer Protection Commission (Albania)	<b>NGO</b>	Non-Governmental Organisation
<b>DAPSAN</b>	Water and Sanitation Directorate (Paraguay)	<b>ONU</b>	United Nations
<b>DEG</b>	Democratic and Economic Governance (MDG-F thematic window)	<b>ONU-Habitat</b>	United Nations Human Settlement Programme
<b>DEG-KM</b>	Democratic and Economic Governance Knowledge Management	<b>OPS</b>	Pan-American Health Organisation
<b>DIGESA</b>	Water Quality Control Board (Paraguay)	<b>PNUD</b>	United Nations Development Programme
<b>DILG</b>	Department of the Interior and Local Government (Philippines)	<b>PPT</b>	Power Point
<b>EIB</b>	European Investment Bank	<b>PRODOC</b>	Project Document
<b>ERSAPS</b>	Ente Regulador de Servicios de Agua y Saneamiento [Regulation Entity for Water and Sanitation Services] (Honduras)	<b>RAAN</b>	Región Autónoma del Atlántico Norte [North Atlantic Autonomous Region] (Nicaragua)
<b>EWA</b>	European Water Association	<b>RAAS</b>	Región Autónoma del Atlántico Sur [South Atlantic Autonomous Region] (Nicaragua)
<b>FIAS</b>	Investment Fund for Water and Sanitation (Nicaragua)	<b>SANAA</b>	Servicio Autónomo Nacional de Acueductos y Alcantarillados [National Autonomous Water and Sewerage Service] (Honduras)
<b>GLAAS</b>	Global Analysis and Assessment of Sanitation and Drinking-Water	<b>SENAGUA</b>	Secretaría Nacional del Agua [National Secretariat of Water] (Ecuador)
<b>GOAL WASH</b>	Governance, Advocacy and Leadership for Water, Sanitation and Hygiene	<b>SINAS</b>	Sistema de Información Nacional de Agua Potable y Saneamiento [National Water and Sanitation Information Systems] (Nicaragua)
<b>IDB</b>	Inter-American Development Bank	<b>SISAS</b>	Sistema de Información de Agua y Saneamiento [Water and Sanitation Sector Information System] (Angola)
<b>IMCAS</b>	Citizen Monitoring Initiatives in Water and Sanitation (Mexico)	<b>SIWI</b>	Stockholm International Water Institute
<b>IMTA</b>	Instituto Mexicano de Tecnología de Agua [Mexican Water Technology Institute]	<b>ToR</b>	Terms of Reference
<b>IWA</b>	International Water Association	<b>UN</b>	United Nations
<b>IWRM</b>	Integrated Water Resources Management	<b>UN WOMEN</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>JAAP</b>	Juntas Administradoras de Agua Potable y Saneamiento [Administrative Boards for Drinking Water and Sanitation] (Ecuador)	<b>UNDP</b>	United Nations Development Programme
<b>JAAR</b>	Juntas Administrativas de Acueductos Rurales [Administrative Boards for Rural Aqueducts] (Panama)	<b>UNICEF</b>	United Nations Children's Fund
<b>JMP</b>	Joint Monitoring Programme	<b>USCL</b>	Unidades de Supervisión y Control Local [Units for Supervision and Local Control] (Honduras)
<b>JP's</b>	Joint Programmes	<b>WatSan/</b>	Water and Sanitation
<b>KISS</b>	Keep it Simple, Stupid (!?)	<b>WATSAN</b>	World Bank
<b>KM</b>	Knowledge Management	<b>WB</b>	World Bank
<b>LA-WETnet</b>	Red Latinomaericana de Desarrollo de Capacidades para la Gestión Integrada del Agua [Latin American Water Education and Training Network]	<b>WGF</b>	Water Governance Facility (SIWI)
<b>LGU</b>	Local Government Unit (Philippines)	<b>WRA</b>	Water Regulatory Authority (Albania)
<b>MDG-F</b>	Millennium Development Achievement Fund	<b>WSP</b>	Water Safety Plan

## Acknowledgements

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The workshop was organised by the DEG-KM programme team at the WGF (UNDP Water Governance Facility at SIWI) and the country team of the JP for Governance in the Water and Sanitation Sector in Ecuador. Dr. Marianne Kjellén designed the programme, drawing from experiences and suggestions from other KM focal points of the MDG-F, Monitoring and Evaluation Specialist Nurit Bodemann-Ostow and Programme Analyst Regina Gallego of the MDG-F Secretariat, as well as Klas Sandström, Senior Water and Environment Specialist, Ramboll Natura, Sweden and Piotr Magnuszewski, AtKisson Senior Associate and leader of the Centre for Systems Solutions, Poland.

Coordination and workshop planning was managed by Dr. Marianne Kjellén and Alice Jaraiseh on the WGF side and by Alfredo López, SENAGUA, Verónica Quintero and Norma Guerrero, UNDP, on the Ecuadorian side, greatly assisted by communications through Pablo Galarza, Monitoring and Evaluation Coordinator of the MDG-F Joint Programmes in Ecuador.

The overall facilitation of the workshop was managed by Martha Galarza, UNDP consultant, who acted as “Master of Ceremonies.” Marianne Kjellén moderated the plenary sessions and all exercises. Alice Jaraiseh (WGF), Damián Indij (LA-WETnet) also facilitated group sessions for generation of KM ideas. Jordi Sánchez, UN-HABITAT Volunteer in Ecuador, Verónica Quintero, manager of Poverty and Inequality Reduction programme at UNDP in Ecuador, and Mónica Rhon, technical assistant at UN-HABITAT in Ecuador, also helped ensure smooth running of parallel mini-seminars.

María Isabel Silva, National Water Plan Consultant with SENAGUA, organised and guided the field trip. Community Leader Isidro guided the group in Agua Blanca.

JP administrator Margoth Gavela, assisted by Karina Montalvo, managed all local logistics and Ecuadorian travel. International workshop participation and travel logistics were handled by Alice Jaraiseh and Marianne Kjellén through the development travel agency Tranås Resebyrå in Sweden. Moa Cortobius, master’s student from Södertörn University, Sweden, also helped with workshop preparations.

Simultaneous translation throughout the workshop along with the translation of Spanish-English documentation was carried out by Samuel Dubois and Emilio Pallares, assisted also by Hugo Játiva.

All participants are also thanked for their presentations and contributions in plenary as well as for managing their group sessions and contributing to the overall deliberations, orally and in writing.

The documentation of workshop results was managed by Sharon Herrera Camacho (who transcribed the deliberations) and Sebastian Váscquez (behind the camera) from SENAGUA’s communication team. The first draft of the workshop report was produced by Martha Galarza. The report was completed by Moa Cortobius and Marianne Kjellén with input from Alice Jaraiseh. The Spanish-English translation of parts of the report was made by Samuel Dubois.

Regina Gallego participated at the workshop on behalf of the MDG-F, whose donation (emanating from the Spanish government, i.e. tax payers) has made the workshop, the KM programme and the work of the JPs possible.

Finally, the workshop was officially hosted by the Secretaría Nacional del Agua (SENAGUA) and the UN Resident Coordinator. The event was opened by the Minister Dr. Domingo Paredes, National Water Secretary. The gathering was held at the Howard Johnson Plaza Manta Hotel in Manta, Ecuador.



Photo: Sebastian Váscquez

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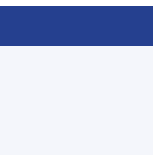
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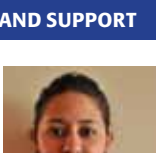
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## Annex 2: Workshop Concept Note

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### *Concept Note (as outlined and circulated in January 2011)*

#### Democratic and Economic Governance – Knowledge Management (DEG-KM) Workshop

Outline of objectives, requested profile of participants, programme contents, etc

**LOCATION AND TIME:** *The workshop is to be held in Ecuador on March 21-24, 2011*

#### WORKSHOP OBJECTIVES

- To present the activities and strategies of each Joint Programme (JP) and learn about other JPs of DEG window, with the purpose of identifying commonalities and potential for mutual learning
- To share “useful experience” (lessons learned and good practice) among JPs
- To identify themes and modalities for further study and knowledge exchange (case studies, research reports, possible exchange visits, virtual interaction e.g. Teamworks, etc.).

#### PARTICIPANTS

Country teams to nominate two persons per JP (2x11=22), presumably JP Coordinators and key UN or national counterparts, being persons with

- a. Technical/substantive expertise in the JP areas of activity (governance: water/sanitation)
- b. Influence on management of JP
- c. Continued presence in future implementation of JPs

#### DRAFT PROGRAMME

##### Day 1 March 21st

###### *Morning*

- Opening and workshop objectives and expectations
- Introduction to the KM concept and plan (by WGF)
- Presentation of all Joint Programmes (by JP representatives).

###### *Afternoon*

Workshops in parallel sessions

- Presentations by JP representatives and group discussions on their useful experiences
- Presentations by invited guests on cross-cutting themes
- Session on KM through Teamworks.

##### Day 2 March 22nd

###### *Morning*

- Public session to highlight World Water Day 2011

###### *Afternoon*

Workshops in parallel sessions – continued (same as Day 1).

##### Day 3 March 23rd

Field Visit – Ecuadorian experience: successes and difficulties, and how they have been managed and with what result on the ground – meeting with civil society and other stakeholders

##### Day 4 March 24th

###### *Morning*

- Discussion on “What did we learn so far?”: representatives to contribute with carry-home messages and additional needs for knowledge management
- Identify ‘useful experiences’ and themes to be further explored as case studies and research papers.

###### *Afternoon*

- Continue morning session
- Summing up and Closing

#### LANGUAGE INTERPRETATION PLAN

- The workshop will be bilingual in the way that both Spanish- and English-speaking participants will be able to participate fully
- Plenary sessions with presentations are to be translated simultaneously, i.e. translation into auriculars as the speaker speaks
- Group discussions to be translated consecutively, i.e. translation after each intervention by interpreter sitting among the participants in the room.

#### Further issues to be announced

- ▶ Location and workshop venue
- ▶ Accommodation for participants
- ▶ Organisation of travel, tickets and visas

#### Requested contribution/preparation by JP representatives

- Presentation of country programme (oral and visual)
- Presentation of useful experience (oral and visual).

The representatives are further requested to identify carry-home messages during the workshop as well as contribute to the identification of themes for further study. Diligent preparations and presentations will be acknowledged.

## Annex 3: Note on Workshop Methodology

The purpose of the workshop methodology was to stimulate an active learning atmosphere and the conscious exchange of experience at the individual and the programme levels. There was also the aim of making a varied programme in order to keep interest during four days, though still with sufficiently structured and recognisable daily routines to ensure productivity in the workshop process.

The different exercises or methods employed and combined during the workshop were:

- Plenary presentations, combined with the 'Post-it methodology'
- Participatory generation and grouping of ideas on Post-it notes
- Individual note-taking on flip-charts on Cross-Cutting Themes and Common Concerns
- Case Study and Survey of Individual and Institutional Learning
- Group (mini-seminar) sessions (different methods depending on seminar leader/presenter)
- Field visit (on-site activities)

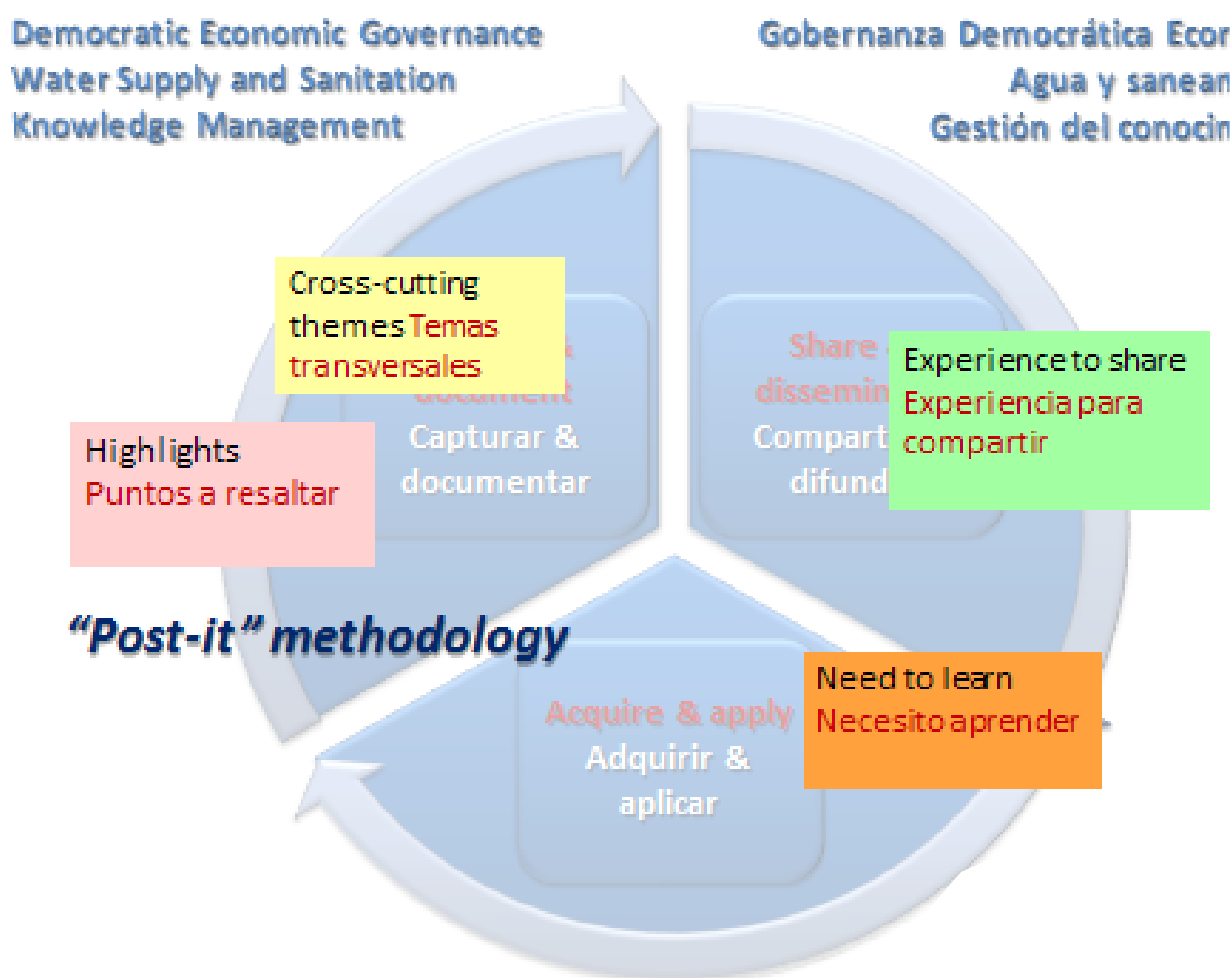
- Individual generation of ideas, promotion, voting and awards
- Mini-proposal development.

Most of the programme had been designed by WGF, also responsible for facilitating the process. The field visit was organised and carried through by SENAGUA. The mini-seminars were run by the different JPs and resource persons.

### 'Post-it' Methodology

#### Aims

- 1) To identify issues and commonalities for further study and knowledge exchange as well as to match the needs and experiences to offer between the programmes
- 2) To provide direct feed-back on presentations, and last but not least;
- 3) To keep participants alert during plenary presentations





## Material

- ▶ Post-it notes (one colour per category) ▶ Pens
- ▶ Flipchart papers (one per country)
- ▶ Rolls of paper (for background when pasting and drawing on the wall)

The 'post-it' methodology during the DEG-KM workshop in Manta was centred on the identification of interesting topics and commonalities by the workshop participants, but the categories of comments should be decided by the objective and knowledge needs of the exercise.

## Preparations

Before the first session of the workshop one flipchart paper for each country had been prepared and pasted to the wall of the plenary, with the name of the country and a shorter country code. Post-it notes (of all the colours used) and pens had been placed on all tables where the participants would be seated during the JP presentations.



## Procedures

1. The methodology was explained at the opening of the workshop, along with the aims and expected outcomes to guide and motivate the participants to engage in the activities.
2. During the JP presentations the participants were asked to write comments of four types: 1) **highlights** or interesting topics from the JP presentations; 2) **needs to learn** to improve the progress of the own JP; 3) **experiences to share** with the other JPs, as well as; 4) **cross-cutting issues and common concerns**. The colour-coding of the categories is shown in the figure above. The comments were placed on the flipchart paper of the country to which the comment was directed.
  - ▶ The cross-cutting issues and common concerns notes were planned to be worked on with all participants at the end of day 1, but because of time constraints a smaller group took the yellow notes and regrouped them during the first evening. This resulted in 15 thematic areas, into which participants would individually fill in the activities of their JPs, see below.
3. The post-it exercise (relating to **highlights**, **needs to learn**, and **experiences to share**) was held open throughout the first two days of the workshop, so that the participants had the possibility to continuously complement and modify their notes.
4. After a final round of modifications of **needs to learn**, and **experiences to share** notes, these were collected and re-arranged into thematic clusters on a different wall.
5. Participants jointly collated the **needs to learn** and **experiences to share** notes, and eventually drew lines between clusters of **learning needs** and **experiences to share**. The clusters were linked in order to show possibilities of knowledge sharing between the JPs in different areas – see.

**Results** of the exercise are summarised in Figure 1 on page 18 and a full list of **needs to learn** and **experiences to share** are contained in Annex 8.

### Pros and cons from evaluations, comments and reflection

- 😊 Appreciated by the participants as a visualisation of the existing knowledge resources and needs of the JPs
- 😊 Highly participatory and interactive – participants are encouraged to actively exchange and explore their knowledge
- 😊 Maintain the audience alert and reflective during presentation
- 😊 With everything up on the wall it is easy to follow the involvement of the exercise and how the information will be used
- 😞 The instructions and country coding should have been clearer, making it possible to avoid the confusion of whom had given the comment and to whom it was directed
- 😞 When the post-it notes were to be pasted onto the flipchart papers in the plenary, the noise and commotion would at times be substantial.

### To think about...

- ▶ Have all needed material ready and prepared before the initiation of the exercise
- ▶ Clear and easy to follow instructions to prevent confusion: clearly explain the purpose and final destiny of each note
- ▶ Make sure to have enough time to carry out all parts of the exercise – the participatory processes need considerable time.

### Individual Note-taking on Flip-Charts on Cross-Cutting Themes and Common Concerns

#### Aims

- 1) To document JP activities in relation to the different cross-cutting themes and common concerns
- 2) To provide a basis for future knowledge exchange and further sharing of experience between JPs.

#### Material

- ▶ Flipcharts (stands and paper)
- ▶ Pens
- ▶ Defined themes

#### Preparations

The grouped areas of cross-cutting themes and common concerns, emanating from the original suggestions on yellow Post-it notes, were put as titles on one flip-chart each – 15 in total – with the sub-heading: “What we do in relation to”. Pens available.

#### Procedures

1. Participants were asked to fill in, on individual or programme basis, what activities they undertake in relation to each of the thematic areas identified
2. Participants would write in their own time, flipping over the papers as they were being filled up.

Results of the write-ups are contained in Annex 6.



Photo: Sebastian Vásconez

### *Pros and cons from evaluations, comments and reflection*



Visualised the many activities the JPs are executing



A rich list of activities was generated providing the delegates with possibilities to learn and get inspiration



Several reminders were needed for the delegates to fill in the relevant activities



The themes could have been processed in a more interactive, structured and consensual way to increase the exchange and strengthen the learning process.

### *To think about...*

- ▶ Separate time specifically for the exercise, or there is a risk it will be forgotten.
- ▶ Have a participative definition-process of themes. It will help to motivate the participants to engage and to make the exercise more relevant.

## **Case Study and Survey of Institutional and Individual Learning**

### *Aims*

- 1) To motivate participants to actively engage in the analysis of the experiences being presented by the others
- 2) To emphasise the importance of continuous analysis of how to apply the experiences of the other JPs in the own programme
- 3) To provide an incentive for collaboration and group work.

### *Material*

- ▶ PowerPoint/presentation
- ▶ Survey instrument

### *Procedures*

1. A (very brief) case or organisational learning from the very successful Phnom Penh Water Supply Authority in Cambodia was presented in a plenary session, supported by a PowerPoint presentation.
2. It was described how successful institutional changes had been generated by analysing and learning from the experience of others. Through study tours and thorough analysis of how to adapt their experiences to their local situation the highly deficient water supply system was made world class efficient and reliable. The importance of collaboration and group work was highlighted.
3. A questionnaire was distributed, asking participants to reflect on and note down what they had learned, what messages to bring home, and how to adapt such insights into their home situation.

Responses to the Learning Survey are contained in Annex II.

### *Pros and cons from evaluations, comments and reflection*



Good way to motivate the participants to take advantage of the up-coming knowledge sharing processes



Very interesting and instructive case study!



Could have been placed earlier in the programme, perhaps at the opening of the workshop



Little participation, could have been complemented with an open discussion on “how do we learn from others?”

### *To think about...*

- ▶ Combine successful case studies with discussions in the beginning of the event to give a positive and constructive environment.

## **Development of Ideas and Mini-Proposals**

### *Aims*

- 1) To generate ideas for further knowledge processes
- 2) To get an understanding of the workshop participants' aspirations and priorities for future knowledge processes.

### *Materials*

- ▶ Flipchart papers (one per participant)
- ▶ Pens (at least one per person)
- ▶ Voting markers (here coloured paper-dots)
- ▶ Prizes (one per winning idea)
- ▶ Computers or note-pads for proposal development



Photo: Alice Jaraiseh



### Preparations

Before the exercise, the participants were divided into groups, based on language affinity in order to arrive at one English- and two Spanish-speaking groups. Three group rooms were prepared with flipchart papers, tape and pens

### Procedure

1. To initiate the exercise, workshop participants were summoned to the plenary and the purpose and procedure of the exercise were explained
2. Participants were thereafter directed to their respective group room. One facilitator per room helped steer the exercise, and also furnished each participant with eight votes in the form of coloured adhesive dots. (With ten participants per group, there was a total of 80 votes in each room)
3. Participants disposed of approximately one hour's time to develop the KM idea. The ideas were developed individually and written up as a poster on flipchart papers and posted to the wall
4. Along with the development of ideas, the participants would discuss and together improve on their ideas, or simply present the ideas to the rest of the group
5. Some 15 minutes before the end of the idea generation session, voting would start: Each participant distributed his/her coloured dots onto the poster of the ideas they liked the most – all on one, or more evenly
6. Thereafter (during lunch break) all posters from the three rooms were gathered, and the number of votes of each poster was counted. The ideas receiving the most votes won and qualified to be further developed into KM process mini-proposals
7. In plenary, the ten most popular ideas were glamorously awarded, with the poster authors bestowed with an owl statuette (symbolising wisdom!)
8. Each of the ten most popular ideas, or actually nine since two winning ideas had been combined into one, was then briefly presented to the plenary

9. Directly after the presentations, workshop participants volunteered to assist 'award winners' in developing their ideas further into mini-proposals. Thus, nine groups of approximately three participants each were gathered

10. The mini-proposal groups were given another hour to define the objective, methods, and resources needed, who is to be involved and who will do what of each mini proposal. The ideas and mini-proposals were handed in for further consideration and as an input to the DEG-KM plan for further knowledge strategies

The resulting ideas and mini-proposals are described in Annex 9.

### Pros and cons from evaluations, comments and reflection



Appreciated by the participants as a participatory activity to share and develop suggestions for future joint KM processes, as well as to express priorities and needs



Good as a base for practice innovation and sharing between the JPs and facilitators



Useful to show similarities in ideas and priorities among the JPs



Award ceremony highly appreciated



Dependent on the number of participants, has to be possible to divide into equal groups

### To think about...

- Ensure to have the same number of participants in all groups or some ideas have less chance of winning.

Finally, to think about regarding workshop organisation and reporting...

- Ensure to gather the organisational team separately before, during and after the workshop to be clear on roles and contributions
- Clearly define what information should be compiled into the workshop report, and how it should be recorded.
- Enjoy!

Photo: Avni Dervishi



Photo: Avni Dervishi

## Annex 4: JP Objectives + Highlights Identified During Presentations

The titles of the Programmes, their expected outcomes and interesting point or 'highlights' from the presentations as notes by participants. Countries listed in the order that they presented at the KM workshop.

ALBANIA	BOSNIA & HERZEGOVINA
Economic governance, regulatory reform, public participation, and pro-poor development in Albania	Securing Access to Water through Institutional Development and Infrastructure in Bosnia and Herzegovina
<b>EXPECTED OUTCOMES:</b> <ol style="list-style-type: none"> <li>1) Capacities of regulatory bodies enhanced to better monitor the provision and efficiency of service delivered</li> <li>2) Consumer associations and state bodies strengthened to provide a strong national voice for costumers</li> <li>3) Vulnerable groups, people in need, and those living in informal areas benefit from pro-poor utility policies</li> </ol>	<b>EXPECTED OUTCOMES:</b> <ol style="list-style-type: none"> <li>1) Strengthened inclusion of citizens in the participative municipal governance of Water access</li> <li>2) Improved economic governance in water utility companies for better services to citizens in targeted municipalities</li> <li>3) Strengthened capacity of government(s) for evidence-based policy making and resource planning for equitable water related service provision</li> </ol>
<b>HIGHLIGHTS</b> Interesting points – identified by participants <ul style="list-style-type: none"> <li>Water resource authority</li> <li>JP does not invest in specific projects</li> <li>Pro-poor goal</li> <li>Cooperation between central and local authorities</li> <li>Institutional program</li> <li>Decentralisation by building local capacities for water management</li> <li>Sustainable service tariff</li> <li>Cooperation among international financial institutions</li> <li>Good progress toward MDGs</li> <li>Customer/water company model contract</li> <li>Customer services</li> <li>High mortality rate in children under age 5</li> <li>Citizen evaluation forms</li> <li>Decentralisation strategy</li> <li>Decentralisation</li> <li>\$ 2 M, many water issues \$ 700,000</li> <li>Customer protection</li> <li>Leveling upwards</li> <li>Hydropower</li> <li>Lack of punctual payment</li> <li>Rural zones – How?</li> <li>Details of model contract</li> </ul>	<b>HIGHLIGHTS</b> Interesting points – identified by participants <ul style="list-style-type: none"> <li>Economic and social indicator</li> <li>Master plan to supply water</li> <li>Policy-making</li> <li>Books, water for life, schools and universities</li> <li>Multi-stakeholder approach</li> <li>Bosnia – Financial sustainability of water supply service providers</li> <li>Social and economic perspective</li> <li>Citizens forum as a decision-making body</li> <li>Data base to develop information</li> <li>Municipal plans as a tool to access greater coverage</li> <li>Citizen forum</li> <li>If the tariff does not cover costs, how to establish subsidies?</li> <li>Slow progress toward sustainability</li> <li>Stakeholder involvement</li> <li>Support for local authorities and public services</li> <li>Increased consciousness-raising</li> <li>Sustainability</li> <li>Mutual funds for key investments in municipalities</li> <li>Ample public participation</li> <li>How to achieve full involvement of municipal governance</li> <li>Citizens forum participating in decision-making board stakeholders?</li> <li>Action plan for Human Rights approach</li> <li>Advocacy in education</li> <li>Socio-economic action plan</li> <li>Period from approval to disbursement (master plan for water supply service)</li> <li>Institutionalizing water management (Water Department) adopted by the government</li> </ul>

## ECUADOR

### Governance in the Water and Sanitation Sector in Ecuador within the Framework of the Millennium Development Goals

#### EXPECTED OUTCOMES:

- 1) Improved national and local capacities for the effective implementation of an agreed new regulatory and institutional framework for the water sector and the water and sanitation subsector, which contribute to the integrated and sustainable management of water resources, social, territorial and gender equality
- 2) Improved indicators of economic, technical, social, environmental and institutional sustainability of water and sanitation service providers in the four provinces selected for the Programme
- 3) Empowered civil society organizations and women's organizations influence the creation of regulatory frameworks governing water and sanitation services, the monitoring of water quality and the sustainable management of their services in the Programme's area of intervention
- 4) Improved access to sustainable, high quality water and sanitation services for the urban and rural population of the provinces of Esmeraldas, Bolívar, Los Ríos and Manabí

#### HIGHLIGHTS

##### Interesting points – identified by participants

Sectoral strategy  
 Integrated water sector management with a watershed approach  
 Integrating results into sectoral plans  
 Socio-cultural study of the water sector  
 Dialogue to implement the joint program with  
 How did you get those policies in SENAGUA?  
 the stakeholders involved  
 The human right to water is recognized in the Constitution.  
 IWRM establishes norms and laws at the executive  
 Integrated water management  
 and legislative level  
 Watershed approach  
 National inter-institutional work  
 Citizen oversight of water quality  
 Role of institutions outside the Program  
 Common agenda constructed between the water sector  
 agency and the water and sanitation agency  
 Coordinating program strategies with National  
 Water Resources Plan priorities  
 School sanitation  
 Building with capacities?  
 Representation of the indigenous peoples  
 Sustainable development  
 Water quality monitoring  
 Water quality  
 Capacity-building

## HONDURAS

### Economic Governance of Water and Sanitation

#### EXPECTED OUTCOMES:

- 1) Water and sanitation sector policies designed/adapted and implemented, using a socially inclusive approach, under the leadership of the national government
- 2) Investment support mechanisms established in smaller cities and developing and peri-urban areas of the country, through direct financing from the Programme and other resources mobilized through strategic alliances with government institutions and other cooperating bodies
- 3) Investment support mechanisms established in rural areas of the country, through direct financing from the Programme and other resources mobilised through strategic alliances with government institutions and other cooperating bodies

#### HIGHLIGHTS

##### Interesting points – identified by participants

Forming municipal water and sanitation commissions  
 Virtual library  
 Health education  
 Operating plans  
 Training for water boards  
 Tools to support investments  
 Protecting micro-watersheds with environmental payments  
 Consensus-building to implement the Sectoral Law  
 Water quality control systems  
 Managing micro-watersheds in rural zones – Challenges  
 There are no contradictions between national and  
 Alignment with public policies  
 municipal policies  
 Investment mechanisms  
 3 Tools to support investments  
 Management by micro-watersheds  
 Virtual library on water and sanitation  
 Applying payment for environmental services is not  
 contradictory for  
 Commonwealths  
 processes of sustainability.  
 What is the scope of micro-watershed management plans  
 COMAS and local policies  
 Monitoring industrial effluents  
 Investment approach  
 Revolving fund, seed capital  
 Implementation in two years (urban and rural)  
 Working together. Union of municipalities  
 Collaboration among communities  
 System assessments  
 Mechanisms to support investments  
 Sanitation, solid wastes



## ANGOLA

Governance of Water and Sanitation in Angola's poor Neighbourhoods (Urban and Periurban water and sanitation Joint Programme Management in Angola)

### EXPECTED (PROGRAMME) OUTCOME:

Community-oriented governance of peri-urban and rural water and sanitation sector promoted through autonomy-driven institutional, regulatory and accountability system

Expected Outputs:

- 1) Policy and regulatory (existing) legal systems framework featuring community management of WatSan utilities in place
- 2) Autonomy-oriented community water structures ensuring sustainable access to WatSan facilities in 500 community groups (bairros or villages) across 30 municípios
- 3) Mechanism for monitoring and funding community-driven WatSan schemes put in place at municípios level
- 4) Mechanism put in place for the accountability of municípios in the provision of water and sanitation services to peri-urban and rural areas

### HIGHLIGHTS

#### Interesting points – identified by participants

National ownership of and commitment to the MDGs.  
Private sector  
More optimistic goals  
Journalist training center  
On conflict resolution, setting  
Integrating conflict resolution  
Alliance with universities  
How is decentralization going? On the basis of Decree Law 02/2007

## PHILIPPINES

Enhancing Access to and Provision of Water Services with the Active Participation of the Poor

### EXPECTED OUTCOMES:

- 1) Establish investment support mechanisms to improve efficiency, access, affordability and quality of water services in poor communities provided by utilities at the local/community level
- 2) Enhance local capacities to develop, operate and manage water utilities by fostering inclusive participation in decisions relating to water service provision

### HIGHLIGHTS

#### Interesting points – identified by participants

Expeditions in Communities  
Rights and Obligations  
Active participation  
Communities trained  
Government for future investments in infrastructure  
Institutional Fragmentation  
Sectoral policies  
Strategic Alliances  
Localized customer service codes  
Level of social, cultural and private sector participation  
What incentives do sanitation and water councils have  
Strategy of education using postcards  
to operate, how independent are they from the government  
Communication plan for sharing experiences through municipalities  
Bring local needs before key national agencies  
Service code customized for users  
Leverage public resources to provide infrastructure in  
Consciousness-raising campaign  
implementation areas

## MEXICO

### Building Effective and Democratic Water and Sanitation Management in Mexico for the Achievement of the MDGs

#### EXPECTED OUTCOMES:

- 1) Strengthened capabilities and developed mechanisms for monitoring, evaluation, dissemination and access to information about water and sanitation as well as hydro meteorological vulnerability, especially in poor populations from rural and peri-urban zones
- 2) Strengthened institutional and citizen capabilities for the provision of water and sanitation services and for risk prevention due to extreme hydro meteorological events taking into account environmental sustainability, gender and ethnic equity and recognition of the economic value of services
- 3) Democratic governability and civic participation strengthened for the formulation, management and implementation of water and sanitation policies within a framework of equity and transparency

#### HIGHLIGHTS

##### Interesting points – identified by participants

Healthful communities, replicable model  
Systems for monitoring using Internet  
Work by thematic groups  
Networks for inter-state experience exchange  
About effective involvement of indigenous peoples  
Synergies to complement with other stakeholders  
Societal inclusion  
Intercultural approach to water management  
Education  
Technological applications  
Public participation  
JP follow-up systems  
Integrated approach toward water  
IMCAS including civil-society organisations in monitoring

## NICARAGUA

### Democratic and economic governance in the Water and Sanitation sector in the RAAN and RAAS

#### EXPECTED OUTCOMES:

- 1) Poorest sectors of the population (with priority to indigenous peoples and afro-descendent communities) of the RAAN and RAAS empowered and participating in an informed way in the decision-making processes and control over investment in the Water and Environmental Sanitation Sector
- 2) Regional, municipal and communal management of the drinking water and sanitation sector, including information systems and/or statistics, made more efficient, equitable, culturally appropriate benefiting the poorest and most disadvantaged groups, with priority to indigenous peoples and afro-descendant communities
- 3) Access to and quality of water and environmental sanitation services improved through the creation and implementation of seed fund
- 4) More appropriate institutional, legal and regulatory framework, in the framework of national decentralization and regionalization policies, facilitating the right to efficient and equitable access to water and sanitation in the RAAN and RAAS

#### HIGHLIGHTS

##### Interesting points – identified by participants

Investment fund  
Who makes Water and Sanitation policies in Nicaragua  
There is no regulatory body in Nicaragua  
Level of participation  
Discrepancy – the Government is working with inaccurate information

## PANAMA

Strengthening of Equity for the Reduction of Gaps in the Public Services of Safe Water and Sanitation through Citizen Empowerment in Excluded, Rural and Indigenous Areas

### EXPECTED OUTCOMES:

- 1) Health improvements through the empowerment of the beneficiary population to successfully extend the coverage of and access to water and sanitation services
- 2) Strengthening of water resource sustainability through local and institutional actions

### HIGHLIGHTS

#### Interesting points – identified by participants

Democratic governance with participation without exclusion  
Relationship between builders and the communities with their women  
Teamwork between agencies and public institutions  
Joint work  
How the services are managed  
Local participation  
Indigenous peoples  
Reluctance to pay for water  
Base lines  
Regulatory issues  
Women's involvement  
Safe Water Plans  
Epidemiological reports  
Women's leadership  
Enhancement of community organisations and other agencies of the communities  
Experience of Water Safety Plan  
Interinstitutional complexity

## PARAGUAY

Strengthening the ability to define and apply water and sanitation policies

### EXPECTED OUTCOMES:

- 1) Enhanced, gender-sensitive capacity to provide quality services of drinking water and sanitation
- 2) Strengthened citizenry for the promotion and protection of their rights, participation in decision-making and control over the actions of the public sector
- 3) A mid- and long-term infrastructure financing scheme for potable water and sanitation services designed and implemented
- 4) Improved access and quality of drinking water and sanitation service provision in rural areas and indigenous communities in the interior of the country

### HIGHLIGHTS

#### Interesting points – identified by participants

Use the Web to share information  
Financing sources  
Level of investments  
Specialized W&S survey  
What is the community contribution to constructing Public policies DAPSAN  
this issue?  
National inventory of water resources  
Manuals for sanitation boards  
Action initiatives taken for the first time  
Entrepreneurial approach in organisations of Capacity-building  
private water providers  
Pilot financing  
Inter-institutional coordination  
Usefulness of studies for policies  
Women's participation in decision-making



## Annex 5: Cross-cutting Themes and Common Concerns

### Grouped areas of cross-cutting themes and common concerns

- |   |                                   |  |
|---|-----------------------------------|--|
| ▶ Knowledge Management                                  | ▶ Water Culture                   | ▶ The Human Right to Water               |
| ▶ Capacity Building                                     | ▶ Healthy Schools and Communities | ▶ Regulatory and Institutional Framework |
| ▶ Information Systems                                   | ▶ Decentralisation                | ▶ Tariffs                                |
| ▶ Access and Quality of Services                        | ▶ Citizen Participation           | ▶ Financing – Seed Funds                 |
| ▶ Sustainability of the Results of the Joint Programmes | ▶ Private Sector                  | ▶ Corruption                             |

### CROSS-CUTTING THEMES AND COMMON CONCERNS – All post-it notes

Training of Water Boards

Information about the national and regional development (Devinfo)

Strengthen the local capacities, physical obstacles to access

Communication strategies

Local forums

Gender aspects

Transversalisation of gender

Gender

Code of conduct for water clients

The local government is key, assure priority to water and strengthen capacities

Water and sanitation intervention in the local development plans and master plans

National water commission

Rural and urban strategy

Control through a surveillance board

Management policies for solid waste

Master plan for the water sector

Relation between the municipal water and sanitation committees and the governmental institutions

Coordination and concentration of roles

Philippines can share some of its products about incentive mechanisms and alliance models; shared costs between national and local governments

Sanitation budget, pro-active government, reduce dependence on external cooperation

W&S financing

Financing scheme

## Annex 6: JP Activities in Relation to Selected Areas of Cross-cutting Themes and Common Concerns

What We Do In Relation To:	
Knowledge Management	Country
<ul style="list-style-type: none"> <li>Agreement with Public University for cross-cutting studies</li> <li>Training of journalists on MDGs</li> </ul>	Angola
<ul style="list-style-type: none"> <li>Agreements with university and research centres</li> <li>Agreement with IMTA – Instituto Mexicano de Tecnología de Agua</li> <li>Tool boxes</li> <li>Synthesis documents, municipal planning documents, State information</li> </ul>	Ecuador
<ul style="list-style-type: none"> <li>Education and communication strategy for development</li> </ul>	Mexico
<ul style="list-style-type: none"> <li>Development of policy and financial resources management documents / manuals, for the execution of municipal infrastructure projects</li> </ul>	Honduras
<ul style="list-style-type: none"> <li>Established peer-to-peer Exchange of information among water utility companies thus increasing their financial means and established ground for knowledge sharing and development</li> <li>Produced several policy documents/guidelines as a tool for knowledge development</li> </ul>	Bosnia & Herzegovina
What We Do In Relation To:	
Capacity Building	Country
<ul style="list-style-type: none"> <li>Outcome 2 is wholly capacity-building at local level local customer service codes, establishment of water and sanitation (WATSAN) councils; WATSAN toolkit</li> <li>Outcome 1 establishes investment support mechanisms, also delivers policy studies to build capacities for water governance at the national level (e.g. studies on financing/NG-LGN cost sharing, regulation, etc.) studies on mentoring mechanisms, partnership modalities and tariff methodology to input into capacity-building programs</li> </ul>	Philippines
<ul style="list-style-type: none"> <li>Pollution control: training of communities for the monitoring of water quality of sources of water for human consumption</li> </ul>	Ecuador
<ul style="list-style-type: none"> <li>Formation of capacities in regional and municipal technical units</li> <li>Diplomas in W&amp;W/universities</li> <li>Technical workshops on specialized topics</li> <li>Learning related to results</li> </ul>	Nicaragua
<ul style="list-style-type: none"> <li>Capacity building of central structures responsible for water sector (ministry)</li> </ul>	Albania
What We Do In Relation To:	
Information Systems	Country
<ul style="list-style-type: none"> <li>Comprehensive communication plan</li> <li>Increasing public awareness through a tri-media campaign, provision resources/information online, detailed documentation of replicable activities/outputs, constests (postcard, photo, video) to gather more information/ education materials, participatory activities to increase local awareness</li> </ul>	Philippines
<ul style="list-style-type: none"> <li>Establishment of Water and Sanitation Systems with Regional and Municipal Governments (SINAS)</li> <li>Assessments and base line studies of W&amp;S</li> </ul>	Nicaragua
<ul style="list-style-type: none"> <li>Water and Sanitation Sector Information System (SISAS)</li> </ul>	Angola
<ul style="list-style-type: none"> <li>Municipal Information Systems; and for service provider Servicio Autónomo Nacional Acueductos y Alcantarillados (SANAA-SIAR), and regulatory entity (ERSAPS)</li> </ul>	Honduras
<ul style="list-style-type: none"> <li>Established referral models of implementation based on Evidence based policy planning</li> <li>Def info data base installed in each partner municipality providing evidences for strategic planning and interventions</li> </ul>	Bosnia & Herzegovina
<ul style="list-style-type: none"> <li>Municipal geographical information systems (indicators on social, economic, environmental, water, etc) and strengthening of technical units for its use</li> </ul>	Mexico
<ul style="list-style-type: none"> <li>Looking for a way to find common indicators that allows for a regional and possibly a global analysis in W&amp;S</li> </ul>	???

## What We Do In Relation To:

Access and Quality of Services	Country
<ul style="list-style-type: none"> <li>Local customer service code wherein users and providers agree on levels of service</li> <li>Water and sanitation /local governance toolbox to provide technical assistance to service providers and local government to plan for, develop, operate and maintain water systems</li> </ul>	Philippines
<ul style="list-style-type: none"> <li>Creation of investment fund in water and sanitation</li> <li>Implementation of projects in indigenous communities</li> </ul>	Nicaragua
<ul style="list-style-type: none"> <li>Citizens' scorecard</li> </ul>	Albania
<ul style="list-style-type: none"> <li>Access – construction of infrastructure</li> </ul>	Angola
<ul style="list-style-type: none"> <li>Citizen monitoring initiatives in water and sanitation (IMCAS – in two cities)</li> <li>Citizen guides</li> <li>System indicators for providers</li> <li>Codes of ethics and conduct for providers</li> </ul>	Mexico
<ul style="list-style-type: none"> <li>Strategy for training, control and local supervision of water quality</li> </ul>	Honduras
<ul style="list-style-type: none"> <li>General assessment of the water sector and its human development function sets baseline and assessed the present situation providing guidelines on how to improve quality of services. The finding cembded (?) in peer to peer exchange programmes</li> </ul>	Bosnia & Herzegovina

## What We Do In Relation To:

Sustainability of the Results of the JPs	Country
<ul style="list-style-type: none"> <li>Ensuring sustainability by selecting key government partners (e.g. NEDA for policy studies and DILG for capacity-building outcomes)</li> <li>Detailed documentation of processes for future replication</li> <li>BUILDING PARTNERSHIPS for next steps, including infrastructure provision &amp; capacity building</li> <li>Policy resolutions from policy studies to be adopted / considered by the committee on infrastructure (highest policy-making body for infrastructure lodged with NEDA)</li> <li>Community organization (WATSAN Councils) to monitor accountabilities established under de program</li> </ul>	Philippines
<ul style="list-style-type: none"> <li>Methodology to prioritize investment in rural areas adopted</li> <li>Performance monitoring enhanced (enhanced methodology adopted)</li> <li>Contribution to guide for customer services of water utilities.</li> </ul>	Albania
<ul style="list-style-type: none"> <li>Institutionalisation of the technical bodies that have been created</li> <li>Budget committments for the maintenance of equipment</li> <li>Institutionalization of instruments and policies <ul style="list-style-type: none"> <li>Investment fund</li> <li>Execution manual for water and sanitation projects</li> <li>Menu for technical options in W&amp;S</li> </ul> </li> </ul>	Nicaragua
<ul style="list-style-type: none"> <li>Municipal management boards to become permanent decision making bodies basing decisions on referral model of implementation</li> <li>Water department to resume all coordination activities in water sector upon completion of the program.</li> </ul>	Bosnia & Herzegovina
<ul style="list-style-type: none"> <li>Mobilisation of investment funds at municipal level / management training for municipalities/training; implementation partners</li> </ul>	Honduras
<ul style="list-style-type: none"> <li>Impact on policies, programmes and projects</li> <li>Impact / lobbying on public budgeting</li> <li>Synergies with other UN initiatives or organisations / NGO</li> <li>Strengthening of local capacity for monitoring and impacting on policies (citizen monitoring intitatives, rural development agencies, local or regional NGOs)</li> <li>Institutionalisation of gender and ethnic approaches</li> </ul>	Mexico



## What We Do In Relation To:

Water Culture	Country
<ul style="list-style-type: none"> <li>Water Culture Strategy as part of the model for water management</li> </ul>	Ecuador
<ul style="list-style-type: none"> <li>Anthropological investigation about the meaning of water for the rural communities (through agreement with the university)</li> </ul>	Angola
<ul style="list-style-type: none"> <li>Application of methodology for sanitary education/Healthy Schools and Dwellings incorporate domestic water management and protection of micro-catchments</li> </ul>	Honduras
<ul style="list-style-type: none"> <li>Educational programme for water, sanitation and hygiene based on human values</li> <li>Communication strategy for development</li> </ul>	Mexico

## What We Do In Relation To:

Healthy Schools and Communities	Country
<ul style="list-style-type: none"> <li>Schools /universities involved/consulted and are key actors in awareness-building activities</li> <li>Partnerships with universities in the conduct of local government for a (output is a community resolution to support water supply and sanitation development and indentifying actions to be demanded from legislators; signed by community representatives and local chief executives</li> </ul>	Philippines
<ul style="list-style-type: none"> <li>Development of projects of integrated school sanitation</li> <li>Implementation of 'Health Communities' campaign</li> <li>Implementacion of handwashing campaign</li> </ul>	Nicaragua
<ul style="list-style-type: none"> <li>"Handwashing" programme with institutional participation (Ministries of Urban Development and Housing, of Health, and of Education) have produced manuals, ready for publication</li> </ul>	Ecuador
<ul style="list-style-type: none"> <li>Community-led Total Sanitation "handwashing with soap"</li> </ul>	Angola
<ul style="list-style-type: none"> <li>Strategy for health environments                             <ul style="list-style-type: none"> <li>o Epidemiological study</li> <li>o Assessment of existing infrastructure</li> <li>o 6 pilot schools, until now</li> <li>o Demonstration model of dwelling and alternative technologies (participatory, gender and cultural approach)</li> <li>o Education programme for water, hygiene and sanitation based on human values.</li> </ul> </li> </ul>	Mexico
<ul style="list-style-type: none"> <li>Experience of "Healthy School and House" documented, framed and organised</li> </ul>	Honduras
<ul style="list-style-type: none"> <li>Within the MDG-F DEG program separate activity on GOAL WASH issues was introduced for particular work with schools on awareness raising and health issues. "Water for life" book published and shared to all schools in BiH, established fund for implementation of kids identified projects and kids are supported in implementation of projects</li> <li>Child Rights Impact Assessment conducted in BiH linking water and hygiene as main themes</li> </ul>	Bosnia & Herzegovina

## What We Do In Relation To:

Financing – Seed Funds	Country
<ul style="list-style-type: none"> <li>Partnerships with other government agencies with available grants to ensure prioritisation of water less communities within the JP in the allocation of government funds for infra development</li> </ul>	Philippines
<ul style="list-style-type: none"> <li>Execution of projects of W&amp;S with seed fund resources</li> <li>Funnelling of new funds through the creation of groups of aid workers in W&amp;S</li> </ul>	Nicaragua
<ul style="list-style-type: none"> <li>Management model for the handling of other funds for W&amp;S in Ministry of Urban Development and Housing</li> </ul>	Ecuador
<ul style="list-style-type: none"> <li>Experience of Tegucigalpa Revolving Fund</li> </ul>	Honduras
<ul style="list-style-type: none"> <li>Established joint intervention fund for priority interventions identified Master Plans Development</li> <li>Unlocked loans from international financial institutions (WB, EIB, EBRA...)</li> </ul>	Bosnia & Herzegovina

## What We Do In Relation To:

Decentralisation and Local Linkages	Country
<ul style="list-style-type: none"> <li>Synergy / pollution control project: work linked with communities and local laboratories – other government entities</li> <li>Relation ministries – provincial directorates – catchment areas – municipalities – water assemblies in the application of laws and regulations</li> </ul>	Ecuador
<ul style="list-style-type: none"> <li>Creation of opportunities for consultation                             <ul style="list-style-type: none"> <li>Regional roundtables on W&amp;S</li> <li>Municipal roundtables on W&amp;S</li> </ul> </li> <li>Harmonisation of interventions through the creation of Fund Regulations on W&amp;S</li> <li>Formation of W&amp;S aid worker groups for the Caribbean coast of Nicaragua</li> </ul>	Nicaragua
<ul style="list-style-type: none"> <li>Formulation of water strategy, including decentralization</li> </ul>	Albania
<ul style="list-style-type: none"> <li>Established department for water within the key National counterpart MOFTER now in charge for coordination of activities at local level</li> </ul>	Bosnia & Herzegovina
<ul style="list-style-type: none"> <li>Support to municipal administrations with:                             <ul style="list-style-type: none"> <li>Master plans</li> <li>Training in SISAS</li> <li>Administration manuals</li> <li>Comments to Water Law</li> </ul> </li> </ul>	Angola
<ul style="list-style-type: none"> <li>Municipal water and sanitation committees (COMAS). Units for supervision and local control (USCL). National and municipal policies</li> </ul>	Honduras
<ul style="list-style-type: none"> <li>Local capacity building to make decentralisation effective</li> </ul>	Mexico

## What We Do In Relation To:

Citizen Participation	Country
<ul style="list-style-type: none"> <li>Water Sector Citizen Council formed by agents involved in the Integrated Water Resources Management Citizen participation focused on the generation of policies related to the sector and the “veedurías ciudadanas” (citizen oversight committees)</li> <li>Meetings on water, space for dialogue, meeting, training and information to bring together the authority – SENAGUA (National Water Secretariat) – and actors involved in water use. Spaces for contribution and reflection serve as inputs to the development of the National Water Plan</li> <li>Sinergia / Proyecto control de vertidos: participación activa de las comunidades en el monitoreo de las fuentes de agua</li> <li>Synergy/pollution control project: active community participation in monitoring of water sources</li> </ul>	Ecuador
<ul style="list-style-type: none"> <li>Campaign on consumer rights</li> </ul>	Albania
<ul style="list-style-type: none"> <li>Partnership with civil society in local awareness campaigns and in implementation of some outputs (e.g. service codes, toolbox) to ensure active community participation in the development/delivery of outputs</li> </ul>	Philippines
<ul style="list-style-type: none"> <li>Formation and training of community committees of W&amp;S (CAPS)</li> <li>Formation of networks among CAPS</li> <li>Community participation in municipal round-tables on W&amp;S</li> </ul>	Nicaragua
<ul style="list-style-type: none"> <li>Creation and training of water and sanitation groups for the management of water points</li> </ul>	Angola
<ul style="list-style-type: none"> <li>Civil Society Organisations are permanent members of municipal management boards and directly involved in programme implementation through initial planning, strategies, interventions</li> </ul>	Bosnia & Herzegovina
<ul style="list-style-type: none"> <li>Citizen monitoring initiatives</li> <li>Rural Development Agencies</li> <li>Interest groups/facilitators for the adaption of methodologies with a gender and ethnicity focus</li> <li>Local communications networks for development</li> <li>Linking strategy for educational community</li> </ul>	Mexico

What We Do In Relation To:	
Private Sector	Country
<ul style="list-style-type: none"> <li>Partnerships and private sector in IEC activities</li> </ul>	Philippines
<ul style="list-style-type: none"> <li>Preliminary study about micro, small and medium-sized enterprises in the water sector and a plan for their formalisation</li> </ul>	Angola
<ul style="list-style-type: none"> <li>Assessment of enterprises and sources of contamination</li> <li>Training of MYPIMES in clean production and environmentally friendly technologies</li> </ul>	Mexico
<ul style="list-style-type: none"> <li>Look at forms of incorporating the private sectors in the different countries in order to compare them (how, when, where and why?)</li> </ul>	???

What we do in relation to:	
Human Rights to Water	Country
<ul style="list-style-type: none"> <li>Resolution signed by legislators and National officials declaring water as a human right (presented to the president on World Water Day); this is an output of the legislative executive dialogue (part of the programme's communication plan)/to be integrated into the sector plans and water governance tool box</li> </ul>	Philippines
<ul style="list-style-type: none"> <li>Promotion of the human right to water through communications campaigns</li> <li>Prioritisation of extremely poor communities</li> <li>Designation of economic resources based on equity and rights criteria</li> </ul>	Nicaragua
<ul style="list-style-type: none"> <li>The new constitution recognises the human right to water, implying that the water law and the law of service provision are elaborated on that premise</li> </ul>	Ecuador
<ul style="list-style-type: none"> <li>Established multi-sectorial management bodies in each partner municipalities, developed referral models of implementation based on human rights approach including strong gender dimension</li> <li>It's important to know that water – rights, but however we forget obligations with water</li> </ul>	Bosnia & Herzegovina
<ul style="list-style-type: none"> <li>Citizen's guide with focus on rights (for social society organisations and leaders)</li> </ul>	Mexico

What We Do In Relation To:	
Regulatory and Institutional Framework	Country
<ul style="list-style-type: none"> <li>Support to the formulation of Water Law (SENAGUA) and Law for Water and Sanitation Service Provision (MIDUVI)</li> </ul>	Ecuador
<ul style="list-style-type: none"> <li>Strengthening of Regulatory entity (ERSAPS) and Planning (CONASA)</li> <li>Support to original service provider (SANAA) to assume the role of technical adviser to municipalities</li> </ul>	Honduras
<ul style="list-style-type: none"> <li>Proposals and recommendations for state legislation on: <ul style="list-style-type: none"> <li>Participation</li> <li>Gender</li> <li>Technical areas</li> <li>Rural management</li> </ul> </li> </ul>	Mexico
<ul style="list-style-type: none"> <li>Model contract between water utilities and consumers</li> </ul>	Albania
<ul style="list-style-type: none"> <li>Formalisation of technical options</li> <li>Legislation of fund rules</li> <li>Formulation of sectoral strategy for the Caribbean Coast of Nicaragua</li> </ul>	Nicaragua
<ul style="list-style-type: none"> <li>Support to the government in the design of specific regulations (water quality, street vending)</li> <li>Design of national policy for environmental sanitation</li> <li>Sectoral master plans</li> </ul>	Angola



### What We Do In Relation To:

Tariffs	Country
<ul style="list-style-type: none"> <li>Linking tariff-setting to quality of service through social contracts (localised customer service codes) for small communities</li> <li>Development of tariff methodology/light – handed regulation for small-scale water service providers/ LGU-owned utilities</li> </ul>	Philippines
<ul style="list-style-type: none"> <li>Willingness to pay survey</li> <li>Pro-poor policies to mitigate impact of tariff increases</li> </ul>	Albania
<ul style="list-style-type: none"> <li>Survey on tariffs and public opinion survey recommended categorisation of tariffs, identifying most vulnerable groups and proposing subsidies</li> <li>We want to know how often tariffs change and what happens when these changes, also who have subsidies and how occurs</li> </ul>	Bosnia & Herzegovina
<ul style="list-style-type: none"> <li>Training and policies at municipal/community levels</li> </ul>	Honduras
<ul style="list-style-type: none"> <li>Define tariff variables for the rural sector relating to sustainability of services and social impact</li> </ul>	Ecuador

### What We Do In Relation To:

Financing – Seed Funds	Country
<ul style="list-style-type: none"> <li>Partnerships with other government agencies with available grants to ensure prioritisation of water less communities within the JP in the allocation of government funds for infra development</li> </ul>	Philippines
<ul style="list-style-type: none"> <li>Execution of projects of W&amp;S with seed fund resources</li> <li>Funnelling of new funds through the creation of groups of aid workers in W&amp;S</li> </ul>	Nicaragua
<ul style="list-style-type: none"> <li>Management model for the handling of other funds for W&amp;S in Ministry of Urban Development and Housing</li> </ul>	Ecuador
<ul style="list-style-type: none"> <li>Experience of Tegucigalpa Revolving Fund</li> </ul>	Honduras
<ul style="list-style-type: none"> <li>Established joint intervention fund for priority interventions identified Master Plans Development</li> <li>Unlocked loans from international financial institutions (WB, EIB, EBRA...)</li> </ul>	Bosnia & Herzegovina

### What We Do In Relation To:

Corruption	Country
<ul style="list-style-type: none"> <li>Use of customer Service Code is a way to demand accountability among service providers. It is a social contract to ensure that there is integrity and transparency in the delivery of services</li> <li>Integration of "Anti-corruption" measures in the development of sector plans for water and knowledge tool kit for local governments and citizens</li> </ul>	Philippines
<ul style="list-style-type: none"> <li>Initiatives for citizen's monitoring</li> <li>Strengthening of access to public information with gender and ethnicity focus</li> <li>Citizen's Guide for civil society organisations and leaders on the water and sanitation sector with a focus on rights</li> </ul>	Mexico
<ul style="list-style-type: none"> <li>Training of journalists (media) on MDGs to be able to monitor/inform/sensitise the population</li> </ul>	Angola

## Annex 7: Useful Experience Summaries and Mini-seminar Reports

### Mini-seminars (parallel group sessions) during day 2 (Tuesday 22 March)

TIME	Room 1 (Manabí I)	Room 2 (Manabí II)	Room 3 (Barbasquillo)	Room 4 (Valdivia)
9.00 -10.30	1) Panamá Community participation	2) Angola Water and sanitation management in urban and semi-urban areas	3) TeamWorks (WGF) A tool for knowledge management	4) Water Integrity (LA-WETnet) Tools and instruments for water integrity and transparency (Spanish)
11.00 -12.30	5) Bosnia & Herzegovina Multi-sector strategic planning in water supply sector	6) Ecuador Community participation in strategy for emission control	7) Mexico Integrated focus for the provision of water: Infrastructure, health and culture	8) Gender (UN-Women) Gender in MDG-F JPs: The gender equality knowledge management initiative
14.30 -16.00	9) Philippines Localised customer service codes	10) Nicaragua Water and sanitation fund for the Nicaraguan Caribbean coast	11) Albania Better water and sanitation services through a consumer rights based contract	12) Ecuador II Draft Law on Water Supply and Sanitation Service in Ecuador
16.30 -18.00	13) Honduras Establishment of local authorities for decentralised control of the supply of water and sanitation services	14) Paraguay Strengthening the capacities to define and apply water and sanitation policies	15) TeamWorks (WGF) A tool for knowledge management (repeat session)	16) Water Integrity (LA-WETnet) Tools and instruments for water integrity and transparency (English)

#### 1) PANAMÁ “Community Participation”

##### SUMMARY OF EXPERIENCE

The JP prioritises community participation throughout the life-cycles of the projects, and includes local, regional and institutional authorities in the process which will increase sustainability and at the same time create empowerment. The experience has established the base for a change in the focus of the institutional approach towards the communi-

ties. It has also created positive changes in the coordination between the communities and private companies engaged in the construction of infrastructure, since the execution processes are realised with less friction and more community participation.

##### SESSION REPORT

The presentation described the JP intervention, with emphasis on community participation, from formulating the JP pre-design, with participation by local and traditional authorities, including a work timetable considering the community participation approach in figuring implementation times.

The JP's initial development included a presentation on the JP in the area of intervention, so the community at large could have foundations to develop and express their expectations, which were taken into consideration to develop the JP. The Water Security Plans methodology was used, with JP development through UCTR and UCD as a cross-cutting theme; and training for female leaders in these plans.

As an innovation, indigenous communities grant the United Nations system significant credibility, participating

institutions have provided leadership, and the community has participated positively throughout the implementation cycle and experiences of the building companies.

The sustainability of the community contribution was clarified, by effective community participation, in these works that fit into the region's environment and the community's cultural life.

Following up on this workshop, it was proposed to hold an experience exchange, beginning by sharing experiences in water quality oversight plans and women's training, using Skype communication technology.

It is proposed to measure the impact, in relation to women leaders, changes in their family lives, seeking to integrate water and the growth opportunity that their participation in the JP has offered them.

## 2) ANGOLA “Water and Sanitation Management in Urban and Semi-Urban Areas”

### SUMMARY OF EXPERIENCE

The development of the Sector Information System on Water and Sanitation (SISAS) is one of the great challenges to facilitate the achievement by UNICEF of its role in planning, formulation of policies, evaluation of progress and impacts of investments and the monitoring of compliance with national and international goals related to the Millennium Development Goals (MDG). A well developed and established SISAS can serve as a main reference for the

national JMP's and GLAAS' reports, which would allow the government to contribute to the follow-up and evaluation of the national MDG goals. It would also facilitate governmental support to national, provincial and municipal administration in monitoring, evaluation and planning of investments and water and sanitation projects, with a stronger focus on equity and sustainability.

### SESSION REPORT

There are possibilities to expand the data base with more variables on quantity and quality. In Ecuador, for example, it would be useful to also include source flow rate data, because there are significant losses (70 per cent) and this would help identify them.

There are not water and sanitation user organisations for all sources but this process is being reinforced. In Ecuador there is an interesting model for Water Supply Administration Boards, which applies a tariff for legalization, maintenance and operation under a flow-rate license from the National Secretariat of Water (SENAGUA). Citizen oversight and the support of the Ministry of Urban Development and Housing (MIDUVI) supervise operation. This is a community strengthening initiative that is part of improving governance. In Paraguay, these Boards are mainly male, so more women must be involved, especially since women tend to stay in their communities more than men.

It will be valuable to exchange experiences about Water Boards among Angola, Ecuador, Nicaragua and Panama, since those programs support these community organizations. Honduras has also strengthened Water Boards and is complementing them with the USL.

It is important to recover traditional water management techniques such as earthen dams and ponds in southern Ecuador, which is an ancestral technology for collecting and handling rainwater. In the case of Angola, there must be good practices to recover. In the case of Ecuador, a “Socio-Cultural Water Strategy” has been incorporated into program activities. In Angola an alliance with the University has studied water from various angles, so it is important for SIWI to know about this alliance.

In Paraguay, CENASA (Rural Water System Construction) seeks to impose a system model that is not appropriate for indigenous people. Angola uses the methodology of “total community-based sanitation” to identify culturally adapted sanitation alternatives.

Ecuador recommends to generate a regulatory institution and a clear regulatory framework (the program there is supporting a law on water and sanitation). It is important to involve experts in administering the organizations providing services, and not just civil engineers who are experts on infrastructure.

“Development is the revenge of intellectuals against happy people”.

## 3) TEAMWORKS SESSION LED BY WGF (ALICE JARASEH) “A Tool for Knowledge Management”

### SUMMARY OF SESSION CONTENTS

Teamworks is a UN corporate system providing the most important set of Web 2.0 tools including profiles, colleagues/friends lists, social bookmarking, blogs, wikis, micro-blogging, activity feed, commenting, user recommendations, tagging, and suggested content based on preferences. This group session will give a general introduction about how to use Teamworks to enable sustainable management of the

knowledge available within the community of practice on democratic and economic governance in water supply and sanitation. Teamworks will help in generating, capturing and sharing the knowledge, and at the same time provide an exchange of expertise among the members.

#### 4) WATER INTEGRITY SESSION LED BY LA-WETNET (DAMIÁN INDIJ) “Tools and Instruments for Water Integrity and Transparency” (in Spanish)

##### SUMMARY OF SESSION CONTENTS

Corruption in water takes many forms and affects many areas (health, food security, poverty, environmental sustainability and political sustainability) and ultimately, it is the poor, women and marginalised communities that suffer the most. Opposite to corruption are integrity, accountability and transparency. If we aim for integrity in the water sector, it

is wise to offer the sector a framework of practices and tools which favour accountability and transparency. In addition to expect honesty, democratic systems will be enforced by the institutionalisation of processes and procedures by which a number of activities should be carried out.

#### 5) BOSNIA & HERZEGOVINA “Strategic Multi-Sector Planning in the Water Supply Sector”

##### SUMMARY OF EXPERIENCE

Strategic planning – the development of water supply studies for partner municipalities as a tool for access to international funds in order to ensure proper implementation of priority infrastructure projects. Due to lack of basic strategic documentation relevant to the water supply sector in Bosnia and Herzegovina on one side and great financial demands for

investments in the water sector on other side, the programme has developed a systematic approach to tackle these issues. As a result, the water supply for users in the area of the partner municipalities will be secured, in accordance with high technical quality and sanitary standards and efficient water system management.

##### SESSION REPORT

The JP is working in 13 municipalities. Plans are being prepared and each municipality has access to investment funding from different banks under the IDB and WB.

These experiences are being shared with other municipalities, through associations of municipalities, UN agencies, and other local stakeholders.

After getting the master plan, it takes six months to get financing.

Master plans include project designs, on the basis of which funding is applied for.

Bosnia & Herzegovina is a complex country and working in Commonwealth is difficult, but makes this cooperation possible – three examples were given.

Honduras adopted a Nationwide Plan, dividing regions by watersheds for regional planning, but municipalities have not yet achieved this type of associations. How does it work in Bosnia & Herzegovina? From a legal perspective, the European Union regulations that have been adopted

make it easy to form associations of municipalities and from the Program’s vision a methodology is taught that tends to empower communities.

The difference between this type of planning and others is that goes beyond just the technical perspective. For example, it analyses the issue of tariffs and includes it in the plan, with a broader vision (environmental, social, economic, physical planning), showing for example that the tariff must be categorized by strata and that citizen participation is fundamental to understand why users must pay for this service. The plan analyzes the demography and its strata to set tariffs.

Many of the requirements of the banks providing financing were included in municipalities’ planning, which streamlined project implementation.

Small pilot projects will be done to demonstrate the importance of planning and subsequent replication under larger funding bodies.



## 6) ECUADOR I “Strategy for Monitoring Effluents with Community Participation”

### SUMMARY OF EXPERIENCE

The Project was developed in 4 phases from which 7 products were obtained. A baseline over local capacities, actors and water sources in the territory was created; the general characteristics of selected water sources were determined; training of people in the selected pilot communities of the 4 provinces and observations of their development in the monitoring.

The inhabitants of the communities, who use the water resources, are the most interested in accessing good quality water for consumption and when presented with the proposal they are open to support it. It is vital to have their support since they often contaminate the water sources because of lack of knowledge and since they can help to control the quality.

### SESSION REPORT

This experience developed under the Water and Sanitation Governance Program, in its provinces of influence: Esmeraldas, Manabí, Los Ríos and Bolívar.

This project's main aim was to contribute to implementing SENAGUA's new management model, and to build local capacities.

The project's phases were to design a strategy to sample, analyse and monitor parameters of effluents released, to protect bodies of water and water sources by identifying and characterizing local capacity.

Training covered community water quality sampling and monitoring.

The experience was based on sampling the macro invertebrate fauna, as a methodology easy for the community to use on the basis of their local capacities.

The Ministry of Urban Development and Housing (MIDUVI) – Ecuador highlights the need for this type of projects to be sustainable, requiring a data base kept up to date with the information generated.

It would be good to join MIDUVI's efforts, providing mobile laboratories to every municipality, with this initiative

by the National Secretariat of Water (SENAGUA), to add training, gathering data bases and so on. They also suggest to coordinate with actions by JAAPs, in issues involving administration, precisely to ensure sustainability.

Public participation has been voluntary, because of their interest in having quality water, so they collaborate in obtaining this benefit.

What is enriching about the experience is that the community is well-informed about their problems, which makes them aware of how water affects their health, etc. Women's involvement is also outstanding, since women are concerned with promoting their families' health. Paraguay's public water company does not contribute to water management or administration, which is handled by private enterprise and cooperation, and therefore depends on their decisions. Now government policy is allocating more funding to water, and water proceeds are earmarked for water management, administration and maintenance.

## 7) MEXICO “Integrated Focus for the Provision of Water: Infrastructure, Health and Culture”

### SUMMARY OF EXPERIENCE

The focus of the program represents the conviction that the provision of high quality water for human consumption does not only depend on the construction of infrastructure, but also on the establishment of processes of ownership and cultural change. Because of this the JP has worked with concrete examples. In Chiapas, for example, an exhibition centre combining all elements for an improvement in life quality and health, while being culturally adapted to create a sense of ownership, has been installed. The JP has also

worked with three pilot schools where investments have been made to improve the hygiene facilities (especially toilets and sinks). This has been combined with strategies to improve the hygiene habits in the communities using human rights values as a base. When executing these efforts together with local authorities and communities the base for future reproduction and improved impact of the pilot programmes is formed.

## SESSION REPORT

Multi-disciplinary, inter-agency, inter-institutional work. The gender approach and ethnic issues have been mainstreamed. Good experience in Bolivia, adapted to cultural conditions for both schools and homes, has been transferred. Technologies are chosen with the community to enhance their viability

These technological innovations are not costly and resolve the community's perceived problems.

It is interesting that the full model can be applied, or individual modules, to improve certain quality of life issues. For example, only filtering, or the rainwater system, or sanitation, etc. can be addressed.

This is applicable to scattered population groups and to water and sanitation problem-solving.

It is important to reinforce the educational component to help adopt technologies and adapt them to local uses.

## 8) UN-WOMEN SESSION LED BY SISI LARREA "Gender in MDG-F JPs: The Gender Equality knowledge management initiative"

### SUMMARY OF SESSION CONTENTS

This session gives a general overview of the Gender as a Cross Cutting Issue Knowledge Management Initiative managed by UN WOMEN. This ninth window aims to enable exploration and exploitation of the tacit and explicit knowledge generated through the design and implementation of all areas of joint programmes to enhance knowledge of all participant UN agencies and governments on how to effectively support national priorities on gender equality and optimise performance. The intention is to foster the capacity to provide innovative and coordinated actions

and development solutions and share practice and skills among participants and other stakeholders. The session starts with a presentation of this Knowledge Management Initiative; gives an overview of the inclusion of gender in the Democratic Economic Governance Window and concludes with a case study on how gender was included in two Joint Programmes on environment and intercultural issues carried out in Ecuador.

### SESSION REPORT

Ten out of the eleven MDG-F water governance programs incorporate the gender approach. UN-Women and the MDG-F have a mechanism to support implementation of the gender approach in Programmes.

Women are very closely linked with water, mainly by household division of labor, where women traditionally cook, wash and care for the family's hygiene and health. Women also suffer more from deficient sanitation, which affects their health and dignity.

General recommendations are:

- Specific funding and personnel are required to work on the gender approach
- It is very important to work with women's organisations at the central and local level and build their capacities for local and national policy advocacy
- It is necessary to work directly with existing mechanisms in the country (government entities specialising in gender)

- Women's participation must be genuine and not simply token. Women must have control and participate actively in decision-making at the local level. Their participation must also influence public policies and laws at the national level.

In Honduras, gender work was promoted by the donor (Canada). It is important to work with gender from the beginning, not sometime in the middle. Initial information was insufficient; a baseline is necessary from the outset, with information on gender in order to mainstream the approach properly.

In Panama, the process of strengthening the government and societal organization of the local district where the Program is working has centered on the women of the community and the impact has been quite significant.

## 9) PHILIPPINES “Localised customer service codes”

### SUMMARY OF EXPERIENCE

The study aims to formulate a localised customer service code for 36 Level II WSPs. The code shall define the rights and obligations of both the WSP and the customers by

specifying agreed expected levels of service. The code will enable customers to have an active role in the operation and management of the water supply system.

## 10) NICARAGUA “Water and sanitation fund for the Nicaraguan Caribbean coast”

### SUMMARY OF EXPERIENCE

The creation of the Water and Sanitation Investment Fund for the Nicaraguan Caribbean coast have brought an extensive discussion of and consensus on the elaboration of technical and financial instruments used in the management of the same. Consequently the Fund accounts for the following instruments:

- Creation of the Regulation of FIAS (Resolution of the Autonomous Regional Council)
- Criteria for pre-allowance of funds to municipalities
- Criteria for the prioritising of communities
- Execution manual for water and sanitation projects
- Menu of technological options in water and sanitation

### SESSION REPORT

Implementing this Program has involved constant feedback, in view of the absence of public policies for the safe drinking water sector, which has impeded implementation of this sort of projects.

Because of government neglect, FIAS was created to mobilize, administer and operationalize funding to improve public access to water, sanitation and hygiene services. Its funding sources are: Governmental (national, sub-national and local), community contributions, cooperation agencies and NGOs. Implementers: Sub-national and local governments, water supply and sanitation committees, and public companies.

The project's sustainability must be ensured by the

contributions of the people, which will teach them to value, care for and sustain the project.

The norm for all municipal systems is for each system to have micro-meters, so the tariff can be paid for the service, ensuring sustainability. In other cases, the investment is subsidised, and they are charged a minimum tariff for system operation and maintenance.

Communities are a fundamental stakeholder in generating this type of projects: water and electrification.

The project presents several alternatives: the community decides which alternative to pursue and the municipality or local government handles project administration and implementation.

## 11) ALBANIA “Better water and sanitation services through a consumer rights based contract”

### SUMMARY OF EXPERIENCE

The JP stimulate and support cooperation between the Consumer Protection Commission (CPC) and the Water Regulatory Authority (WRA) to develop a ‘model’ contract between providers of water and sewerage services and their consumers. The contract integrates relevant clauses from the country's consumer law with the water and sewerage code, protecting both the interests of the Albanian consumers and the environment. Innovative and useful experiences: 1) use of a consumer rights approach to address issues related to

access and quality of water and sanitation; 2) adoption of a multi-thematic approach combining consumer rights and water management; 3) using the contract between water companies and consumers as a means to educate both parties on their rights and obligations, including respect to environmental protection; 4) using this contract as an entry point to improve the quality of water and sanitation services.

## 12) ECUADOR II “Draft Law on Water Supply and Sanitation Service in Ecuador”

### SESSION REPORT

This proposed law draws on the country’s legal and institutional context, mainly the Constitution, which clearly defines the roles of the different public and community institutions for service provision, supervision of water management and supervision of service provision: SENAGUA, MIDUVI, MSP, municipalities and rural community water boards.

The main aim is to respond to the issues this sector is facing:

- Low coverage (67 per cent with water and 57 per cent with sanitation), 5 million Ecuadorians without access to safe water and 6 million without access to adequate sanitation facilities
- Low efficiency among service providers (losses assessed at 250 million)
- Lack of coordination or common guidelines among service providers
- Need to guarantee a legal framework for investments provided by the Government, based on buying back foreign debt.

The negotiation, public dissemination and consultation for the Law are well under way and it is expected to reach the Legislative Assembly by July 2011. Strategic consultation – not public – has been made to avoid those difficulties faced by the former Water Law proposal, which faced political interference that prevented it from passing.

The proposed law will satisfy the constitutional mandate (Clause 16) ordering the creation of 12 laws, including the Water Law. The unapproved Water Law proposal mixed issues of water resource management with water supply service provision. The proposed Law on W&S service provision ensures that the two aspects are treated separately. This proposal and concept have been based on the example of Chile. SENAGUA has harmonized it with the Water Law proposal, COOTAD and stakeholders in the sector. They express their gratitude for and satisfaction with support by the Joint Program.

Inter-relationships with Ecuador’s indigenous peoples were highlighted, taking them into account in preparing the proposal.

## 13) HONDURAS “Establishment of local authorities for decentralised control of the supply of water and sanitation services”

### SUMMARY OF EXPERIENCE

The JP has supported and established two types of local authorities, Municipal Water and Sanitation Commissions (COMAS) and Local Control and Supervision Units (USCL), which will support the municipalities in the implementation of a decentralised water and sanitation system with a high degree of public participation. COMAS are municipal partner organisations which plans, coordinate and follow up on the execution of activities and projects in the water

and sanitation sector. USCLs are municipal units supervising urban and rural water and sanitation suppliers. These authorities have promoted local order within the sector and united different public-private organisations to improve the management and distribution of water and sanitation services.



## 14) PARAGUAY “Strengthening the capacities to define and apply water and sanitation policies”

### SUMMARY OF EXPERIENCE

The JP has updated the Sector Analysis study which gives guidance to public policy. As a result of the recommendations from the update the Water and Sanitation Directorate (DAPSAN) was created, to guide the water and sanitation sector. The institutional chaos require a radical change, as there were over 30 existing institutions but no overarching

organisation for policy-making. With the establishment of DAPSAN an example of good sector order is created as well as an example of good practices. The activities of DAPSAN will also help to improve the achievement of the MDG's through the expansion of urban and rural water and sanitation coverage.

### SESSION REPORT

The JP of Paraguay's experience, regarding strengthening national capacities, has contributed to building water supply and sanitation sector institutions.

After this presentation, participants have asked about:

- The creation of Sanitation Boards, how many and how they were authorised to operate. The answer is that the experience presented, by creating DAPSAN, has contributed to strengthening and institutionalising supervision of the sector. There are some 2000 Sanitation Boards, which makes the system too fragmented.
- There have been several questions about the Sectoral Information System, answered in regard to the system administration responsibility. The General Coordinator of DAPSAN and each agency involved are responsible (see diagram in the PPT). One participant has mentioned that getting agencies to take responsibility is the hardest part, which we agree with.
- There was a question about the indigenous peoples in the Chaco, regarding available water sources.
- The question involved information about quality and coverage. The answer was that the Regulatory Body

(ERSSAN) classifies boards but the water quality control agency is DIGESA. The explanation about meeting the Millennium Goals was expanded, explaining that Paraguay has no problem with the availability of water resources, but rather in governance and management.

- Participants also contributed examples of countries that could be used as models, such as Brazil (three levels of data: production, invoicing and tariffs) and Chile, which requires Board managers to be professionals (such as business administrators) so they can manage the people who know about the issues.
- There was a question about resource allocation to water and sanitation. Funding sources were explained, and that local governments are expected to contribute their own resources to increase coverage.

As a final reflection, Alex Gaona (main counterpart in DAPSAN for the JP) stated that the Joint Program has addressed specific issues, helping solve those key aspects of sector governance and institution-building; its main purpose was not to increase water and sanitation service coverage.

## 15) TEAMWORKS SESSION LED BY WGF (ALICE JARASEH) “A tool for knowledge management” (repeat session)

## 16) WATER INTEGRITY SESSION LED BY LA-WETNET (DAMIÁN INDI) “Tools and instruments for water integrity and transparency” (repeat session, in English)

## Annex 8: Matching of Learning Needs and Experiences to Share

The two tables below contain the full list of 'needs to learn' and 'experiences to share' as identified mainly during the first day of plenary presentations. There is uncertainty about the

origin and direction of some of the learning needs or experiences to share, hence the question marks.

NEED TO LEARN – All post-it notes		
Ideas/Needs	Programme with Need (?)	Programme with Relevant Experience (?)
Water governance		
Quality of the improved service		
How to elaborate policies		
How to increase sanitation coverage in rural areas		
Formal regulation	Philippines	
Water basin management with basin councils	México	Ecuador
Integrated water provision focus	México	Honduras
Implementation of regulations, experiences of limitations when translating theory into practice		
National welfare plan	Ecuador	Honduras
Traditional practices of the indigenous communities		Ecuador
Integration of culture		
Integration of anti-corruption, human rights and gender into a joint framework	Philippines	Bosnia & Herzegovina
Alliances with women's organisations	Philippines	Ecuador
How women participate in the water quality control?	Ecuador	Honduras
Women's participation		Paraguay
Integration with the communities	Panamá	Philippines
What power do the indigenous authorities hold to influence the regional economic and political agendas?		Ecuador
Consumer protection	Ecuador	Albania
Consumer-provider contract	Honduras	Albania
How to provide a strong national consumer voice or promote the pro-poor policies in basic services	Philippines	Albania
Service code	Philippines	Bosnia & Herzegovina
Client conduct code	Nicaragua	Philippines
Rights and obligations of the consumers	Paraguay	Philippines
Application of social tools	Bosnia & Herzegovina	Ecuador
Citizen's role with social contract and guide	Philippines	Honduras
Continuous training of authorities	Panamá	
Training manuals for water boards	Paraguay	Honduras
Creation of corporate administrative capacities	Nicaragua	
Training of municipal technical assistants	Nicaragua	Honduras
Function of solid waste corporations		
Water manual	Nicaragua	Bosnia & Herzegovina
Training of water administrative corporations	Nicaragua	Honduras
How the water security plans have been implemented	Panamá	Honduras
COMAS	Ecuador	
Decentralisation strategies	Albania	Ecuador
Training of administrative corporations	Nicaragua	Angola
Strengthening of organisations – decentralisation in Honduras	México	
Municipal commissions	Albania	
MMB	Ecuador	
Which is the role of local governments	Paraguay	

## NEED TO LEARN – All post-it notes

(CONTINUED)

Ideas/Needs	Programme with Need (?)	Programme with Relevant Experience (?)
Formulation of more projects	Panamá	
Integrated knowledge management	Bosnia & Herzegovina	Ecuador
Knowledge management – Water for life		Ecuador
Postcard competition (methodology)	Philippines	Honduras
How to arrange work forums	Bosnia & Herzegovina	Paraguay
SMA Web monitoring	Paraguay	México
Creation of data bases and methodologies	Paraguay	Ecuador
Information system about water and sanitation	Ecuador	
Monitoring of performance	Ecuador	
Learn from Honduras about the information system	Ecuador	Honduras
National water information system	México	Honduras
Information monitoring system	Nicaragua	Honduras
Put up information on-line	Bosnia & Herzegovina	
Working group		
W&S information system		
Specification of equipment and software for information systems		
Integrity and accountability in the water sector		
Modalities for tariff application	Ecuador	
Application of tariffs		
Tariff transparency		
Rural tariffs	Nicaragua	Ecuador
Differentiated and solidarity tariffs	Bosnia & Herzegovina	Honduras
Sustainable tariffs are socially just	Ecuador	
Private sector participation	Bosnia & Herzegovina	
Private-public relation	Nicaragua	Angola
Why is the participation of the private sector limited?		

## EXPERIENCES TO SHARE – All post-it notes

Ideas/experiences	Experience relevant for (?)	Programme with experience (?)
Governing service corporations with water right vision	Bosnia & Herzegovina	
Formation of local entities for planning and control		
Municipal boards for water management		
Local service codes for consumers (expansion and coverage)		
Facilitation by CAP- NET		
Case studies		
Management of tools		
Training manuals		
Strengthening of capacities		
Intercultural mythological adaptation		México
Community management manuals, water points	Angola	
Manuals for W&S boards		
Knowledge management		
Citizen's guide with rights focus		México
Incentives for citizen's monitoring		México
Participative methodology		Panamá
Community participation		Nicaragua
Cultural water strategy		
Integrated work with communities		Panamá

EXPERIENCES TO SHARE – All post-it notes		(CONTINUED)
Ideas/experiences	Experience relevant for (?)	Programme with experience (?)
Systems for community structures		Angola
Training for surveillance and monitoring of water quality		Ecuador
Water tables		Nicaragua
Collaboration with traditional authorities		Panamá
Consumer protection	Albania	
Control model		
Consumer rights and obligations		Paraguay
Strengthening of water boards		
Strengthening of national institutions		
Alternative regulation mechanisms		Philippines
Water quality surveillance		
W&S technologies in rural communities		Ecuador
Appropriate alternative technologies		México
W&S technologies		Paraguay
Women's participation in water quality control		Ecuador
Women's participation		Panamá
Universidad Agustino Neto: Studies of transversal themes		Angola
Survey with gender focus		México
Private sector participation		Angola
Chose strategic alliances		
SISAS Information system		Angola
Transparency in public information about water services	Bosnia & Herzegovina	
Water books		Bosnia & Herzegovina
Training of water boards		Ecuador
Information management		
Monitoring system strategy		México
Communication plan (academic, legislative, executive and public)		
Information management (share and exchange)		
Pro-poor water policies		Albania
National welfare plan		Ecuador
Healthy housing and school strategy		México
Strategic planning prior to investments		
13 socio-economic action plans		
Technical manuals		
Implementation of water security plans		
Water security plans		Panamá
TDR to construct policies		Honduras
Planning of multisector tools		
Research fund for W&S		Nicaragua
Innovation in investigation mechanisms		Philippines
Prioritise coverage in rural areas		Albania
PIAR (Prioritise investments in rural and indigenous areas)		



## Annex 9: Proposals and Ideas for Future Knowledge Management Processes

### Mini-Proposals for KM Activities

EDUCATIONAL SERIES ON WATER AND SANITATION – “AND YOU, HOW DO YOU DO IT?”
Exchange experiences in different thematic areas of common interest
METHODS
<i>For Whom</i> <ul style="list-style-type: none"><li>• Professionals of the water and sanitation sector</li></ul>
<i>When</i> <ul style="list-style-type: none"><li>• 2011-2012</li></ul>
<i>How</i> <ul style="list-style-type: none"><li>• Design the scripts (5 topics) for issues of common interest</li><li>• Film in each country as scripted</li><li>• Make a global edition and/or country-specific editions</li></ul>
RESOURCES
<i>Human Resources</i> <ul style="list-style-type: none"><li>• One camera operator</li><li>• One reporter</li><li>• One person responsible in the country program to accompany the reporter and camera operator</li><li>• Pre editing in each country</li></ul> <i>Economic Resources</i> <ul style="list-style-type: none"><li>• \$ 50,000 per topic x 5 topics: \$ 250,000</li></ul>
MAIN PARTICIPANTS AND RESPONSIBILITIES
<i>SIWI</i> <ul style="list-style-type: none"><li>• Support for Terms of Reference. Support for script design. Support for final editing</li></ul> <i>Joint Program team</i> <ul style="list-style-type: none"><li>• Prioritise topics. Participate in preparing the Terms of Reference. Participate in preparing scripts</li></ul>

## Post-Implementation Knowledge Exchange and Sustainability Monitoring

- Most Joint Programs provide only soft components such as policy studies and capacity-building interventions, for which results are not easily apparent after conclusion of the joint implementation programs. Moreover, these JPs have been approved with the intention of introducing innovative approaches to the resolution of governance issues in water.
- Also, some JPs have similar desired outcomes and can benefit from exchange of detailed ideas on methodologies/parameters follow-up processes.
- Considering the above, there is clearly a need to establish post-implementation knowledge exchange and sustainability monitoring to allow the documentation of the effectiveness and impact of these innovative interventions towards addressing issues.

### METHODS

1. Pre-Workshop 1 activities can be conducted on Teamworks. Establish a space for each theme/issue, facilitate country groupings based on primary issue of interest and conduct online group discussions to provide initial information on results monitoring and evaluation systems for country JPs. Reference materials on results monitoring and evaluation methodologies can be shared online.

2. Workshop 1 – Gather JP Teams working on related issues to exchange information on how they intend to monitor the impact of the interventions on these issues; output of the workshop is a common evaluation and monitoring matrix that would capture the impact of each program in their respective countries as well as the whole MDG-F's impact on resolving the issue. Joint monitoring teams/units (UN and Government/Institutional Partners) need to be established to undertake sustainability monitoring even after the end of the JPs.

*Timeline:* end of the year, 2011 (before the JPs end)

*Venue:* depending on the groupings/issues (location should be in group member country)

3. In between workshops, study tours can be conducted to enable countries with related issues to continually learn from each other's actual experiences. Teamworks can also be utilized for constant updates/discussion on difficulties encountered in the monitoring of the agreed outcomes and for continued refinement of the monitoring systems.

4. Workshop 2 – Gather related JP Teams to provide feedback on the outcomes; specifically, to assess what interventions worked and what did not. The output of the workshop would be a (i) documentation of best practices, considering the uniqueness of the situations in each country, (ii) an assessment of the impact of the JPs in each country, (iii) the impact of the MDGF program as a whole on the issue, and (iv) new project proposals introducing refined/improved interventions based on findings/results monitoring. *Timeline:* 1 year after end of all JPs

*Venue:* depending on the groupings/issues (location should be in member country, BUT not in same country as workshop 1 to maximise knowledge experience)

### RESOURCES

Teamworks management, cost of workshops and study tours

### KEY PARTNERS AND RESPONSIBILITIES

- SIWI/UNDP – Manage Teamworks and facilitate online discussion; organize workshops and study tours, as needed; commit (resources and personnel) to the continued monitoring of the JPs.
- Government/Institutional Partners – to provide long-term technical support for the program and program monitoring; it is expected that government/institutional partners will be the primary actors/contributors during workshop 2.

## Knowledge Exchange to Develop an Effective Intercultural Approach for Water Governance in Joint Programs with Indigenous Population Groups

Establish synergies and cooperation mechanisms among the JPs in indigenous contexts.

### *Specific Objectives*

1. Exchange information and knowledge about experiences in water governance by indigenous peoples
2. Coordinate stakeholders from different countries involved in this issue
3. Generate tools to facilitate transmission of knowledge and experiences

### **METHODS**

1. Create a network of joint programs with an intercultural approach
2. Exchange information within that network of members' experiences
3. Identify common lessons learned and approaches required for the success of joint work
4. Propose tools to transmit these lessons learned and approaches: (videos, instructional materials)
5. Forum of indigenous authorities/local communicators/JP personnel to validate the proposals (a physical meeting or facilitated by each JP's team)
6. Generate the methodological tools to transmit knowledge (videos) in various languages including indigenous peoples' own languages
7. Strategy to disseminate these materials at various levels: among countries, with institutions, communities...

### **RESOURCES**

- Teamworks
- Publish videos and instructional materials
- Travel, if the forum is done with participants present
- Time of each JP's personnel, and of indigenous partners

### **MAIN PARTICIPANTS AND RESPONSIBILITIES**

#### *Who is Involved*

- Teams of the JPs with an intercultural approach
- Representatives of indigenous authorities working with JPs
- SIWI
- National or sub-national offices of indigenous affairs and water management

#### *Who Does What*

- SIWI and JP personnel: activities 1, 2, 3 and 6
- Each JP's personnel, government counterparts and indigenous partners: activities 3, 4, 5 and 7

## Joint Program Toolbox

Provide a knowledge product under the Joint Programs recording successful cases, lessons learned, and best practices from implementation in each country.

### METHODS

This will include case studies, Joint Program reports, printed publications in general, and training manuals (distance and classroom education). Cases will also be published on CDs and DVDs and a process of updating by Internet, ensuring continuity over time of the products that are created and systematised, as well as the sustainability and replicability of the cases presented. This will also promote use of social networks, to encourage citizen participation in general.

### RESOURCES

- Each country will contribute, from its budget, for the respective systematisations and products
- Web hosting
- Web administration for updating

### MAIN PARTICIPANTS AND RESPONSIBILITIES

#### *Who will Participate*

- The countries participating in the Joint Programs on Economic and Democratic Governance, regarding the water supply and sanitation sector.

#### *Who Does What*

- Each participant contributes their best knowledge products, for each modality described.
- SIWI-GED advises and funds the initiative.

#### *Time for Implementation*

- 3 months

## Preparing Field Notes on Successful Experiences Implemented by Joint Programs of the Economic Governance Window

Systematise and disseminate significant experiences implemented by Joint Programs in the different countries to publicise them

### METHODS

Field Notes are a series of workbooks to publicize successful experiences implemented by the Joint Programs for the Economic Governance Window in the different countries. These workbooks will use the format used by the World Bank's Water and Sanitation Program. These brief documents (approximately 20 pages long) are user-friendly and simple in describing experiences in this field. Texts are brief, including approaches, strategies, methodologies applied, explanatory insert boxes, and photographs, and located within the life settings of rights-holders. They emphasise results and achievements, particularly life stories and impacts in the zones of intervention.

These notebooks are thematic and compile similar experiences from different places and environments. They are roadmaps of where information is accessible, such as Websites, contact persons and institutions involved in these issues.

To define the issues, experiences in each country are mapped, with priority for those that are most significant and oriented toward providing solutions for common problems identified in the different countries.

### RESOURCES

A total cost of US\$ 10,000 is estimated per Field Note

### MAIN PARTICIPANTS AND RESPONSIBILITIES

#### *SIWI*

- Map countries' experiences and define themes through a participatory procedure
- Establish coordination mechanisms with countries and a work timetable
- Review the documents' quality and consistency
- Agree with countries on the Terms of Reference to prepare Field Notes
- Ongoing backstopping throughout the process
- Consolidate documents and facilitate their publication

#### *Joint Program Coordinators*

- Generate mechanisms for communication and coordination with SIWI the country level
- Ensure access to sources of qualitative and quantitative information
- Generate discussion in each country about the contents of the Field Note and get it approved by technical committees including governmental and United Nations System agencies



## Practicing Water Governance: A Global Knowledge Toolbox

1. Consolidate the experiences, lessons learned, best practices, innovations in water governance using the perspective and point of view of field workers, practitioners, local grassroots communities, civil society groups, government officials who are involved in the MDGF Water Governance programs in different countries worldwide;
2. Provide local communities with an easy to understand and use knowledge toolbox on water governance that are based on their own experiences and the experiences of other communities in other countries; and
3. Encourage south-south exchange of ideas, knowledge and information especially among practitioners and community grassroots leaders

### METHODS

#### *Participatory and Inclusive*

- All staff of MDGF and partner communities and agencies are encouraged to give their own insights and contribution to the knowledge toolbox

#### *Consultative*

- A survey shall be conducted to determine the capacity and knowledge needs of local communities from each country

#### *Consensus*

- All participating MDGF countries shall agree on a common outline and content of the Toolbox based on the consolidated capacity needs analysis done in every country. Through a face to face workshop, the participants shall agree on the following:
  - o Focal points per country who shall coordinate country level knowledge management and link with other focal points from other countries. They will form the core group that shall oversee the overall development of the toolbox. SIWI is recommended to take the lead
    - Framework on water governance based on feedback and discussions from each country prior to the workshop
    - Themes and subject matters that will form the content
    - Types of knowledge products: case studies, researches, technologies, methods etc., best practices, policy papers
    - Workplan and Deadlines for submission of contribution
- Editorial Group shall be hired to ensure consistency of language and ideas

#### *User-Friendly*

- The final document shall be able to meet the capacity and knowledge needs of the communities in the participating countries. It shall be done aside from Spanish and English, it shall be translated in native dialects

### RESOURCES

\$ 100,000 plus Country counterparts

- Each country can set aside some amounts to be pooled and used in the development of the toolbox

### KEY PARTNERS AND RESPONSIBILITIES

- MDG-F Coordinators/Outcome Managers
- UNDP Focal Points

## Teamwork for Water: Virtual Workshops

Facilitate sharing of knowledge amongst joint collaborative programs for the achievement of their respective goals.

### METHODS

- Build a common understanding, draft TORs of what is teamwork for water
- Circulated, feedback, consensus with all joint programs
- Out of the themes identified in the Manta workshop, which are the ones to be the subject of teamwork's for water
  - Process: Teams could run simultaneously or successively. It depends in the number of themes, to be considered. Could be both; e.g. 3 teams operating during 6 months, then followed by another 3 teams
- UNDP water governance facility appoints a facilitator / resource person who can both manage the team & subject.
  - Call of interest: Who wants to be part of each specific teamwork?
- Once teams are formed they first agree in a time based work plan. This could then enter a 2<sup>o</sup> phase or not, but initially there are time limited and have specific goals
  - Process: Facilitation by resource person, group virtual meetings
- Goal-oriented: Agree on specific areas, expected results in terms of concrete knowledge management (e.g. facilitating access to existent knowledge), matching supply and demand of knowledge, transferring knowledge. If there is no match, then a knowledge gap has been identified. This will not necessarily be answered by the team; someone else may take it from there.
- Subject of the exchanges: Sector analysis, legislation, policies, methodologies, approaches, entry points, advice, warning on bottlenecks, pitfalls, do's & don'ts,
- Work space: each team has its special workspace. With its database of documents & members info, work plan. KISS
- Report prepared by the resource person. Discussed within a virtual workshop. Agreement on next steps, any further follow up actions needed. This might include: extending the time frame, closing the team, identifying new objectives, blending between teams, and exchanges of expertise, facilitating contacts between governments, supporting south-south & east-east cooperation

### RESOURCES

- Resource person/facilitator for the agreed number of months
- IT support: virtual workspace, based at UNDP-SIWI
- Joint programs (suppliers and demanders of knowledge) to identify stable and committed participants who will actively be part of the teamwork during the time based agreed work plan

### KEY PARTNERS AND RESPONSIBILITIES

- UNDP
- SIWI
- Joint Programs

## Systematisation of Experiences and Audio-visual Documentation of Knowledge Relevant for Exchange

- Systematise valuable experiences identified in programs, as a tool to publicize and share that experience
- Share key knowledge acquired by beneficiaries and significant stakeholders of programs, by producing audiovisual material that will make it possible to broadly publicize that knowledge
- Generate informative material to disseminate achievements of joint programs and their replicable knowledge.

### METHODS

The mini proposal envisages a process of identifying valuable knowledge that can be identified in each successful experience presented by joint programs.

The first step is for country teams to identify valuable knowledge that they ought to share with the rest of the participating programs and stakeholders, based on the results obtained in the knowledge management workshop.

The second step is to develop a process to systematize successful experiences from each country, to highlight the knowledge and valuable experiences identified in the first step. This stage entails preparing a proposal for the methodological guidelines to use in the processes, and construct basic Terms of Reference to perform consultancies in each country.

The third step is to implement the proposal in each country, which may be divided into two parallel phases:

- Systematizing the valuable experience
- Producing the audiovisual material

Finally, the results obtained will be reproduced and distributed, locally through a forum / workshop with participating stakeholders, and internationally through information exchange platforms (Teamworks, MDG-F Web, etc...)

### WORK PLAN AND BUDGET

ACTIVITY	STAKEHOLDERS		NEEDS	
	Responsible party	Participants	Resources	Budget
Prepare TOR and Methodological Proposal to Systematise Successful Experiences and Produce Audiovisual Material	SIWI	JP Coordinators/ National Partners	Internet	0
Engage Specialist Consultancy to pursue the process in each country	JP Leading Agency	National Partners	Fees	10,000
Implement the Process <ul style="list-style-type: none"><li>• Systematise the experience</li><li>• Produce the audiovisual material.</li></ul>	Consultants	National Partners/ Leading Agency/ Partners/Beneficiaries	Operating Expenses	5,000
Reproduce the Material	SIWI		Service Contract	500
Distribute the Information	SIWI/ National Partners	National Partners/ Leading Agencies	Internet	0
			Local Presentation	1500
SUB TOTAL (COST PER COUNTRY PER EXPERIENCE)				17,000.00

## EXPERIENCE EXCHANGE THROUGH INTERNSHIPS AMONG COUNTRIES OF INTEREST

Learn and expand the experiences of the joint programs of the Democratic Economic Governance window to apply them in these countries.

### METHODS

1. Four (4) days of work by interns within the host country's organisations (1 intern per organization for the whole time of the visit)
2. Two (2) days of workshop to propose a model of the local experience adapted to each country
3. This is a two-way exchange
4. The number of technical staff will depend on each topic of interest
5. After visiting from one country to another, the reciprocal visit should happen after an interim of two weeks

### RESOURCES

1. Travel fare and Per Diems shall be covered by SIWI (US\$ 40,000.00)
2. In-country mobilization and logistics shall be covered by the host country (logistical and organizational expenses)

### MAIN PARTICIPANTS AND RESPONSIBILITIES

#### *What is Required*

1. Bilateral contact on topics of interest
2. Make a proposal to SIWI, validated by the governmental authorities of each country taking part in the internship

#### *Who will Participate*

1. Five (5) decision-makers from the institutions overseeing the Water and Sanitation sector in each country
2. Coordinators of the Joint Programs, who will lead the process

#### *Who Does What*

1. Internships will be planned by the Joint Program Coordinators in each country
2. The JP coordinator must prepare the Work Agenda with the National/Local Partner one month in advance

## Ideas for KM Activities

### MANAGING KNOWLEDGE EXCHANGE AMONG W&S GOVERNANCE JPS

**Toni Marro (Nicaragua)**

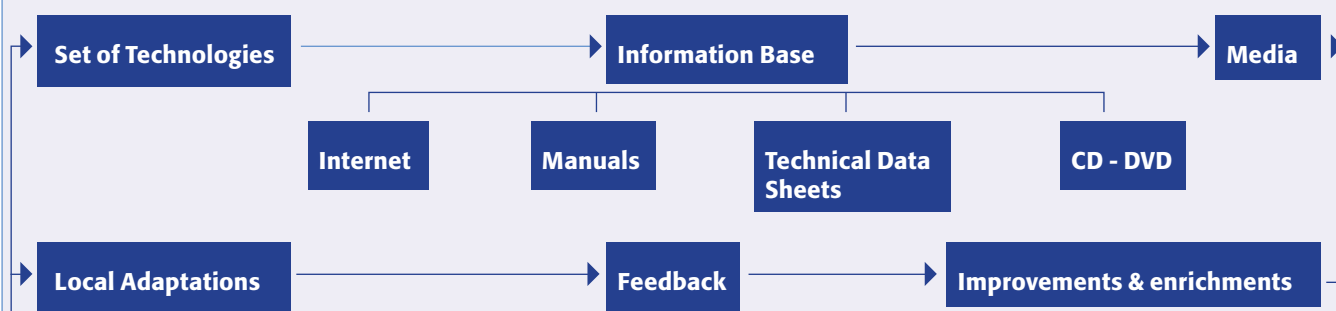
Open a platform on the Web, compiling and offering various materials (Studies of knowledge – Documentary videos, etc.) Thematic, regarding the topic of W&S Governance to achieve MDG-7.

Disseminate the information, so interested parties can access the materials they need and download them to use them in their own situations.

### INTEGRATED TECHNOLOGIES SYSTEM FOR JPS

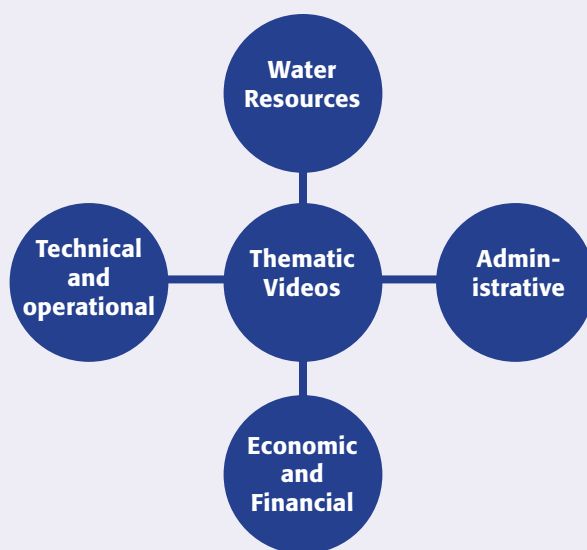
**Eloy Aróstico (Mexico)**

Objective: Integrate all technologies developed in the JPs into an information base, accessible for sharing and improvement; including methodologies, processes, benchmarks, etc.



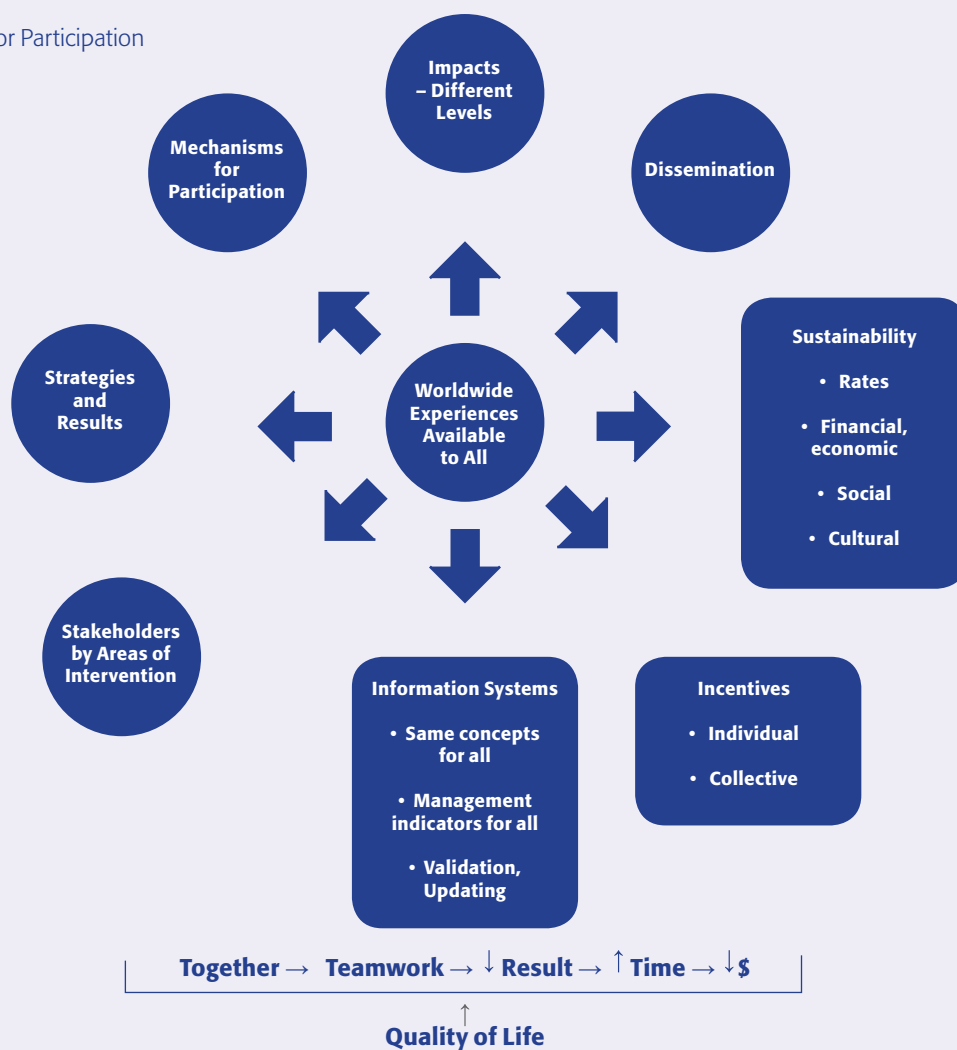


- Regular updates through a social network accessible to all
- Successful experiences in each country



## EFFECTIVE COMMUNICATION WITH AN INTEGRATED VISION OF HUMAN DEVELOPMENT

- Mechanisms for Participation



## SYSTEMATISE ON THE BASIS OF ACTUAL EXPERIENCES

Edgar Rodríguez (Ecuador)

- Theoretical and practical videos
- Unify criteria to help all interested parties find information already available in networks.

## USE WIKIPEDIA AS AN INSTRUMENT FOR EXPERIENCE EXCHANGE, ON THE BASIS OF WELL-STRUCTURED MODULES WITH W&S THEMES SUCH AS

José Stonestreet (Panama)

- Methodologies of intervention for community participation
- Information systems
- Policy development.

With this system, we all contribute and we all learn.

## REFERRAL MODEL OF IMPLEMENTATION

- To engage in multi-sectorial strategic planning that is based on referral water approach
- Steps:
- Identification of relevant sectors
  - Establish or formal forum for sectorial presentations
  - Identify cross – cutting themes (water)
  - Engage in multi- sectorial situation analysis
  - Present findings and define priorities
  - Establish protocol on referral water test implementation by identifying pilot projects
  - Ensure sustainability by formalising multi-sectorial network.

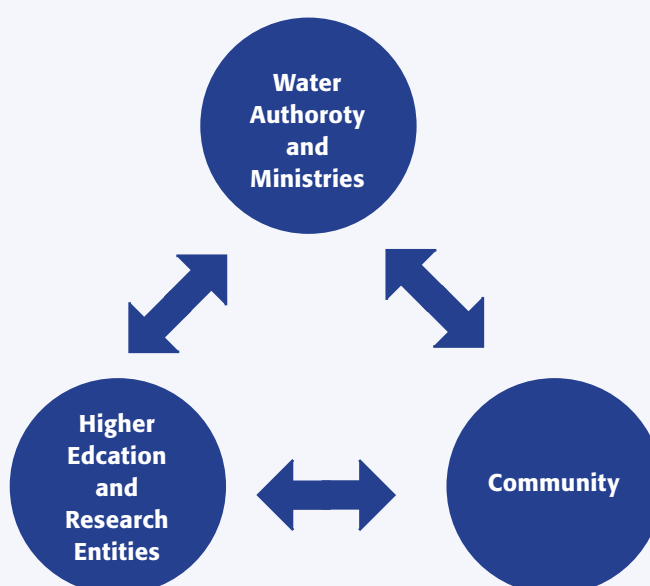
## IMPROVEMENT OF THE WATER SERVICE QUALITY THROUGHOUT TRANSPARENT GOVERNANCE

- Right and obligation
- Social inclusion
- Tariff transparency
- Policy development
- Supportive mechanisms

## MONITORING DUMPING (CASE STUDY)

Nubia Zanafria (Ecuador)

- Training communities to monitor water quality:
  - The public will be aware of those actions that jeopardize water quality (Responsibility)
  - Collaborate in maintaining water sources
  - They are the first to observe changes water quality (early warning)
  - More territory can be covered with communities' cooperation
  - Greater participation by women in the community
- Strategic alliances



**Better Water Quality**

## SHARING A KNOWLEDGE MANAGEMENT TOOL AMONG COUNTRIES

1. Objective: To establish a permanent virtual network to share the main joint program's
2. Results:
  - a. Experiences
  - b. Lessons learned
  - c. Field trips
  - d. To develop the sharing methodology
  - e. To adapt the experience to every country's context.

## SHARING EXPERIENCES/METHODOLOGIES

Referent to the inclusion of local authorities (governments) with indigenous citizens organisation on management knowledge

Objective:

- Networks: create them
- Information
- Change of knowledge
- Share methodologies .

## S.W SANITATION

- Water issues will be continue priority of in
- International benchmarking needed
- Determination of clear

Inst. competencies in water sector

- Developing and strengthen capacity of regulatory agencies
- JP coordination program with other donor agency
- Support different countries on international water association memberships. (IWA, EWA).

### IDEA NO. 1

**Andino Ellingthon (Panama)**

- Explain to the JPs about the communities in the Ngöbé-Bugle districts regarding the consequences of environmental degradation to take measures about it
  - Such as face-to-face meetings
  - Such as preparing illustrated educational brochures
  - Such as incorporating the gender approach
  - Such as telling about the experiences of Agua Blanca and others.

### IDEA NO.2

**Johnny Bonilla (Panama)**

- Train community members in two languages about water and sanitation issues
- Train trainers who speak Spanish and can transfer knowledge to community members in their own languages.

## SPECIALISED WATER AND SANITATION SURVEY

Objective: develop a KM-product, systematizing the survey process for constructing the JP base line and for policy and decision – making for WS systems

Components:

1. Survey questionnaire construction process
  - a. Technical preparation question
  - b. Volition process (rural and indigenous communities)
2. Survey application
3. Data survey processing and analysis
4. Returning the result to the communities and authorities.

Beneficiaries:

- The government
- The local communities
- The community of practice of the W&S sector
- JP related to W&S.

## MANAGE KNOWLEDGE WITH CONCRETE ANSWERS TO SPECIFIC NEEDS

**Ana Lily Mejía (Honduras)**

Requirements: Share PRODOCs with JP outcome frameworks from the democratic economic governance window.

Methodology:

- Communicate by email to exchange needs and responses
- Role of SIWI
- Keep track of the steps taken along the way
- Regarding the issue of knowledge/response time to the need and rewarding JPs with better behavior commemorating “Water Week” to present a paper on the country and its contribution to the sector.

## IDEA NO.3

**Clara Vargas (Panama)**

Contribute to training high-school students majoring in the environment so they can improve health conditions in their communities. Learn by making facilities to dispose of excreta and plan waste management with community participation and the gender approach.

## IDEA NO. 4

**Ricardo Velásquez (Honduras)**

- Systematise integrated management of operation and maintenance, involving women on W&S boards.
- “Rural coastal areas”
- There is a unique case in a rural area in Honduras, where a group of women will be responsible, and will even be certified in the next few days.

## COORDINATE COMMUNITY LEARNING AND MANAGEMENT CENTERS

































Goals: Promote comparative construction of community water management in the region.






Methodology:






- Select a local learning center
- Select an external learning center
- Value the contributions and possibilities for cooperation and applicability of learning
- Generate a methodology and tools for learning, construction, transmission and applicability of knowledge
- Systematise the process.













## Annex 10: Workshop Evaluation by Participants






EXPECTATIONS: Please Indicate to What Extent Your Expectations Have Been Fulfilled?	
To learn about other programmes	 
Understand what the other JPs are doing	
Knowledge about JPs	
Learn about the different problems which impedes the successful development in situ of the JP of each country • <i>Participation from the beginning, we should always give weight to the relation with the communities, which is where the JP originate</i>	
Exchange experiences with other countries	 
Share my experiences	
Get to know experiences	
Learn from other experiences to apply them in my country • <i>I hope to learn more about experiences that are useful for the performance of the activities which are being developed by SENAGUA</i>	
Share experiences with other countries	
To learn about other experiences	
Opportunity to exchange ideas	
Share experiences of this JP with other countries • <i>It is interesting to know that we are many countries and that the water problem is universal and similar</i>	
To identify positive experiences	
Share successful experiences	
I had the intention of study similar systems, but found all of them very different	
Institutional management innovation	
Inclusion of new governance focuses	
Knowledge about new governance tools and methodologies	
Broaden knowledge about sector	
Organised knowledge sharing	
To strengthen ties with other JP partners	
Initiate dialogue with other countries to strengthen the execution of the JP of my country	
Personal contact with the colleagues of the program	
Establish contacts to generate knowledge management and strengthen the JP	
Present the JP of my country	
To re-check taken approach	
Progress in the interventions	
Where we stand in Nicaragua	
Will have useful insights	
I think that it in general was a valuable and interesting experience	






-  18 respondents indicated that the workshop had fulfilled their expectations *Fully*
-  14 respondents indicated that the workshop had fulfilled their expectations *Almost Fully*
-  3 respondents indicated that the workshop had fulfilled their expectations *Moderately*
-  0 respondents indicated that the workshop had fulfilled their expectations *Little*
-  0 respondents indicated that the workshop had fulfilled their expectations *Not At All*






<b>WORKSHOP OBJECTIVES: Please Indicate to What Extent the Objectives of the Workshop Have Been Fulfilled?</b>					
1a. To present the activities and strategies of each Joint Programme • <i>The time pressure during the presentation was not the same for all countries</i> <i>There was a lot of pressure for some</i>	11	5			
1b. To learn about the other Joint Programmes • <i>I could take advantage of the available time to share experiences with other countries</i> • <i>Lacked more time to present the details of the programmes</i>	8	7	1		
1c. To identify commonalities and potential for mutual learning • <i>The reality between Angola and other participating countries is too big to be able to achieve mutual learning</i>	7	4	4		
2. To share useful experiences among the Joint Programmes • <i>I view this activity as a door that's opened and it depends on me to keep it open</i>	10	6			
3. To identify themes and modalities for further study and knowledge exchange	12	4			
	48	26	5	0	0
	Fully	Almost Fully	Moderately	Little	Not At All






<b>ACTIVITIES: Please Indicate to What Extent the Different Activities Have Contributed to Achieve the Aims of the Workshop</b>					
Introductions • <i>Introduction methodology (ball) a bit confusing</i> • <i>Cannot remember peoples' names/organizations, etc.</i> • <i>Perhaps it would be better to group people so it's easier to remember and provide participants' list ahead of time (language barrier to catching people's names)</i>	7	5	3		
JP Presentations • <i>Good overviews and focus but some presentation were too long</i>	7	7	1		
Cross-cutting themes • <i>Has not been covered sufficiently, the indigenous theme was very good</i> • <i>Not enough time</i>	6	8	2		
Group Sessions • <i>Important opportunity for exchange</i> • <i>Wanted to attend other group sessions during my presentation!</i>	9	7			
Field Trip • <i>Even if it was very interesting, the expectation was to see something which the MDG-F presented</i> • <i>Interesting dimension not present in our programme design</i> • <i>It was a fun visit, but the field trip could have been maximised: meet the communities which consider the place holy (not just one man), meet the women that use the river water, their experiences, ancestral water collection techniques etc.</i>	5	4	6		1
Ideas/proposals for knowledge processes • <i>The implementation of these activities has to be fast since the JPs are getting to their final phase and if we are very delayed we will not have time to improve the implementation through mutual learning</i>	8	7			
Summing Up	7	7			
Other		2			
	49	47	12	0	1
	Fully	Almost Fully	Moderately	Little	Not At All

PERFORMANCE: Please Indicate How You Perceived the Performance of the Different Stakeholders at the Workshop					
Organisers • <i>Very dynamic and involved</i>	16				
Hosts • <i>The people from SENAGUA and Ecuador had the even under control. Congratulations.</i>	16				
Group Session Facilitators	13	3			
Workshop Participants • <i>Good diversity of participants, agencies and counterparts</i>	11	5			
Your own contribution	7	6	3		
	63	14	3	0	0
	Fully	Almost Fully	Moderately	Little	Not At All

VENUE: Please Indicate What You Think About the Venue					
Meeting hall • <i>Acoustics and lighting not too good</i>	14	2			
Group rooms	15	1			
Coffee breaks • <i>Good food, too little time!</i>	13	3			
Meals	15	1			
Accommodation • <i>Very good service, especially at the restaurant</i> • <i>I think we could have had the workshop in Guayaquil or Quito, since we passed the whole time in the hotel it would have made no difference. As previously mentioned, I do not consider the field trip to have been the most suitable and therefore being in Manta did not add much value.</i>	15	1			
Transportation • <i>The road-trip a bit tiring, after a long air-flight</i> • <i>Flight a bit too long (36 hours, including long layovers) and van from Guayaquil to Manta too small and air-conditioning not working. This was very uncomfortable for the 4-hr trip.</i> • <i>The van from Guayaquil to Manta was not in very good conditions</i>	7	3	6		
Networking Opportunities	12	2	2		
Social Events • <i>The dinners and events were very hearty</i> • <i>Wasn't able to attend (fell asleep due to the long day)</i>	10	5			
	101	18	8	0	0
	Fully	Almost Fully	Moderately	Little	Not At All

<b>PREPARATION: Please Indicate Whether the Information Received Prior to the Workshop Was Sufficient</b>					
Practical Information	8	5	3		
<ul style="list-style-type: none"> <li><i>Advisory came too late; no advise was emailed regarding the requirements for the fee</i></li> </ul>					
Technical Information (programme)	8	6	1	1	
<ul style="list-style-type: none"> <li><i>Good list of topics, even if the schedule involved long days (9.30 am - 6/7 pm)</i></li> </ul>					
	16	11	4	1	0
	Fully	Almost Fully	Moderately	Little	Not At All

<b>RELEVANCY: Please Indicate Whether This Workshop Has Been Relevant and Helpful For Your Work</b>					
On the Personal Level	9	7			
On the Organisational Level	10	5	1		
<ul style="list-style-type: none"> <li><i>Important for the coordination of the JP</i></li> </ul>					
On the National Level	10	5	1		
	29	17	2	0	0
	Fully	Almost Fully	Moderately	Little	Not At All

<b>FUTURE INVOLVEMENT: Do You Think You Will Work More Consistently With Knowledge Management in the Future?</b>					
Within Your Organisation	10	6			
Within Your Joint Programme	11	5			
<ul style="list-style-type: none"> <li><i>We should systematise and publish the good works and achievements that we have, not only to make them visible but also to contribute to the knowledge management</i></li> </ul>					
Together with Other Joint Programmes	7	9			
Through Teamworks	5	11			
<ul style="list-style-type: none"> <li><i>This is relevant once more documents and themes for demonstration and exchange exist</i></li> </ul>					
	33	31	0	0	0
	Fully	Almost Fully	Moderately	Little	Not At All



## COMMENTS: Please Provide Your Thoughts, and Do Suggest Things That Could Have Been Done Better, or Things That Went Very Well

*I do not know how.*

*To share the experiences between all the delegations was very enriching for the application of the experiences in my country.*

*It helped for the consideration of things which had not been acknowledged previously or had been overlooked. It was very good.*

*Well organised. Good methodology. For next time, participative establishment of workshop rules, including punctuality.*

*The important was to have organised the workshop to learn about the experiences of the other JPs, in the same thematic area.*

*The elaboration on the implementation experiences of the JPs, could have been improved. Or regional discussions to complement the processes.*

*The whole workshop was excellent, surpassed all expectations and I think it will be of much use for all countries. I suggest that the communication links are maintained as during the preparations, to promote the use of TeamWorks, in that the good intentions do not stay here in Manta, but that we continue to work intensively from our countries, as we have done this week. It would be good to use electronic mediums, to have distance session and continue to share experiences like the ones presented here.*

*I feel that there were parts where the time was not disposed in the most appropriate way: 1. The presentation of the participants and 2. In the presentation of the JPs.*

*It was good to be integrated, which benefitted the exchange of knowledge both formally (in the groups), and informally during dinners and even in the field trip.*

*The common areas of the JPs could have been better prepared. For example, which have an institutional main focus and which on coverage or investments. They could also have been classified by principal final beneficiaries, for example: rural population, urban or indigenous.*

*10 minutes could have been added each day for bilateral exchange of information (documents, notes), even if the materials brought by the participants for the exhibition should be highlighted, but it was very different among the countries and it becomes a bit impersonal, since the material is only exhibited.*

*The experiences lived are many, and little time but great the necessity and wish to bring to the JP which is the expectation of each participant, the time spent together independently of linguistic barriers is very important.*

*Good organisation of topics/processing of information and ideas.*

*Maybe better to limit the number of topics for the break-out sessions since the group is so small; I think we would have been able to benefit from more inputs from other countries with the same useful experiences.*

*More photos shared next time, please!*

*The entire workshop proved to be great experience for all participants, although the specifics of each country still present major barrier for more focused work, the participants gave their best in order to find commonalities and identify joint approaches in reaching overall goals of the DEG thematic window.*

## HIGHLIGHTS: Please Indicate the Absolute Highlight of the Workshop!

*The knowledge management methodology was very appropriate and dynamic, I learnt a lot about methodologies to construct and promote knowledge.*

*The participants.*

*This experience has been so productive in all aspects that it has been a success in a global context according to me.*

*The kindness of the organising team and the Ecuadorian colleagues. First class.*

*Marianne as the excellent facilitator and all of the organisers and hosts. Thank you for this great experience. Congratulations!!!*

*The opportunity to share with the other countries the experiences and dispositions of each participant when learning about what they are doing and to be informed about their positive and negative experiences.*

*Excellent opportunity to motivate and reinvigorate the commitment to the objective of improving the execution with the aim of the achievement of the stated goals.*

*An experience which motivates one to reflect profoundly on how we are progressing towards the goals stated in the formulation of the JP.*

*Excellent organisation and methodology.*

*The possibility to be able to share the experiences in a good working environment and camaraderie. It was a very good event and we have been able to bring some ideas that we will apply to the coordination of our programmes.*

*The friendliness and respect shown by each participant and the level of friendship which was brought up in each participant.*

*Definitely the site visit!*

*What shall we do next? How to improve KM? – Oscar award ceremony*

## Annex 11: Learning Survey

WHAT DID YOU LEARN?	MESSAGE TO BRING HOME	HOW ADAPT KNOWLEDGE?
<p><i>Participatory methodology from the different experiences.</i></p> <p><i>Tools for knowledge management.</i></p> <p><i>Appreciation of the processes related to administrative (tariffs, systems, plans), judicial and political aspects and institutional management instruments carried out in the JPs.</i></p>	<p><i>Motivation to insist on a more environmentally adequate water management aiming at social justice and the possibility to build collaboration between institutions at the regional level.</i></p>	<p><i>Propose a space within the institution for socialisation of the instructions from the encounter and to appreciate its applicability.</i></p> <p><i>Electronically send and share the documents obtained.</i></p> <p><i>Upload the generated information from the encounter to the institutional webpage.</i></p> <p><i>Within the institution motivate the necessity of including experiences from other JPs to improve the performance.</i></p>
<p><i>From Angola the aspect which interested me was the state of the situation, with the still nascent Information System.</i></p> <p><i>From Ecuador that there are interesting similarities between Paraguay and them, as for example the functions of SENAGUA and DAPSAN.</i></p> <p><i>From Nicaragua I found the system for prioritising interventions interesting.</i></p>	<p><i>The multifaceted ways of viewing problems of each country and the ways of resolving them.</i></p>	<p><i>Perhaps this is the most difficult part; we have to ground the learnt through the Paraguayan lens, and from our viewpoint.</i></p>
<p><i>Both Angola and Bosnia &amp; Herzegovina are countries in processes of post-war recovery and their organisation of the water and sanitation sector has been very successful.</i></p> <p><i>With the JP in Angola an information system to support the sector planning has been set up in Bosnia &amp; Herzegovina the JP has worked with the elaboration of integrated municipal plans of the sector (economic, social, environmental, territorial arrangements and other aspects) which will support the search for financing of different municipal projects in Albania a model contract between service providers and users, which will regulate the rights and obligations of both parties, has been institutionalised, since the service providers traditionally have exploited the consumers.</i></p>	<p><i>That ERSAPS could use the PDA, as Angola, to collect information about field-indicators and feed them into the Local Municipal Units for Supervision and Control (USCL). Promote the vision of integrated planning which Bosnia &amp; Herzegovina is practicing and share the provider-user contract that Albania has institutionalised.</i></p>	<p><i>Reunite the governmental associates and share these experiences in that they can analyze them in the context of our country, Honduras.</i></p>
<p><i>There are many common aspects be-</i></p>	<p><i>That it is possible to change old structures through joint efforts of the different institu-</i></p>	<p><i>We hope to work together with universities and investigation centres on technical coop-</i></p>

WHAT DID YOU LEARN?	MESSAGE TO BRING HOME	HOW ADAPT KNOWLEDGE?
<p>tween the Latin American countries.</p> <p>The experiences of other countries will serve as tools to determine which were the practices that has contributed to the achievement of successes and which difficulties they had to overcome to meet their goals.</p> <p>Importance of the creation of a database with information as a tool for decision-making.</p> <p>The necessity of having a sector policy which regulate the provision of services.</p>	<p>tions and communities.</p> <p>The activities which advance the achievement of the goals could appear to be small, but are very important in the project development.</p> <p>The work carried out in the communities should be properly socialized in the area in that the population feels as an active part in the development of the projects and cooperate while conscious of what they are doing and why.</p> <p>Improve the conditions of the information: through the creation of programme platforms which improve the viability of investments in the most vulnerable sectors of the population.</p>	<p>eration which will serve as support for the training in the communities to continue the work with projects of emission control. SENAGUA is working in varying areas for the appropriate management of the water resources, with a holistic vision, to achieve the MDGs, therefore the cases presented in this workshop will be used as examples to implement the experiences considering the successes and threats.</p> <p>Create execution and planning entities for the projects needed to improve the service conditions.</p>
<p>1. In TeamWorks it is important to connect the programme to the network of JPs. I was sent an invitation; I should accept it and encourage the JP coordinator to deposit generated documents and experiences in the same. Also some colleagues have organized themselves in networks at Facebook, but here the copyright is lost.</p> <p>2. In the gender session the 3 fundamental aspects for a genuine incorporation of the gender equality focus in the projects: a) That the women are not only summoned, but that they really participate in the decisions. b) That gender disaggregated data is generated and that women's situation and the relation to the projects is analyzed from the perspective of interests. c) That affirmative actions are promoted to reduce the gaps which affect women. That their empowerment is promoted. The promotion of gender equality is a sensitive theme, since it entails a change in the power relations.</p> <p>3. In the session held by Ecuador I understood the complexity of implementing new laws, which affect the power and control relations over the water resource, when there are different interest groups, including sec-</p>	<p>A positive message to the global level concerning the JPs of the MDG-F DEG. The different countries show appreciation of and commitment to the opportunities presented by the programmes. There are issues to strengthen. In the case of Honduras for example, the gender focus needs improvement. Other countries are doing better. We have to review the experiences of other the countries, to orient the issue. In the other processes under progress, continue forward (decentralization, investment funds...)</p>	<p>Emanating from the presently executed or not executed, review the experiences of the other countries to learn from them. Share the information with the governmental implementation associates. Revise the monitoring and evaluation aspects, with emphasis on the themes where the main deficiencies of the programme were identified.</p>

WHAT DID YOU LEARN?	MESSAGE TO BRING HOME	HOW ADAPT KNOWLEDGE?
<p>tors traditionally in power as well as indigenous peoples which over history have been affected.</p> <p>4. In the presentation of Honduras I appreciated the work in my country to implement, at the local, municipal and community level, the decentralization dictated in the Framework law from 2003 of the water and sanitation sector. Despite of the limitations and difficulties the country has mechanisms and a proposition to implement it. It could be interesting for a country like Ecuador, which at present discuss suggestions for a new law but has not come to the implementation phase. An Ecuadorian colleague mentioned the existing deficiencies of his country in this area.</p>		
<p>The model of the information system should be simple and easy to fill in. Mainly the organizational mechanisms and procedures of the different countries, as for example the methodologies, successful experiences and lessons learnt from the development of the JP. As well, meditating on the diverse themes and ways to handle proposals for the achievement of the programme targets and contribute to the development of the population and achievement of the MDGs.</p>	<p>The focus we have in the water area should be integrated and expressed in the water management, such as taking advantage, distribution, resource management, tariffs, sector organization, channelling of subsidiary, additional collaboration.</p> <p>Primarily, recognition and efforts which SIWI and MDG-F have made to accomplish the KM-DEG workshop, generating great results and exchange of experiences among the JPs. As well, to share valuable lessons, from which we can reuse and adapt to our country, with the support of the colleagues who have developed them, in order to successfully carry out our programmes.</p>	<p>The construction process of the regional water strategy of our region will be a space we could use to achieve a mobilisation of this logic.</p> <p>Maintain permanent communication with each colleague from the other countries, to share information, methodologies, proceedings and processes.</p>
<p>How to work effectively with the gender focus and how we should inform about the activities to make visible the gender focus that the execution of the JP requires.</p>	<p>Good practices from Ecuador, Honduras and Nicaragua to share with the Coordinating Unit aiming at improved execution of our JP.</p> <p>Contact with other countries to know more details about their experiences.</p> <p>Need to strengthen the joint work of the agencies and counterparts.</p>	<p>Take advantage of meeting time with the different responsible implementation teams of the JP and share the experiences which we consider will contribute to improved implementation.</p>
<p>Through the exchange of experiences not only within the framework of the JPs, but within the water and sanitation sector, get to know the strategic planning process of Bosnia</p>	<p>Emphasise the process of institutional strengthening, prioritizing the development of national policies and the implementation of the proposal for an information system, systematise the participatory empowerment process of the communities.</p>	<p>The acquired knowledge will be adapted to the activities and initiatives which are being executed in our country, to strengthen the same, with the successful experiences and learning from the bad experiences presented here.</p>

WHAT DID YOU LEARN?	MESSAGE TO BRING HOME	HOW ADAPT KNOWLEDGE?
<p>and Herzegovina deepen the decentralisation process and coordination from the governability point of view of Nicaragua and the development of an information system under progress in Paraguay, was information I perceived as valuable for the development of activities of my country from the group sessions in which I took part, yet, to learn about the administrative and operational process of the water systems in Albania, the institutional coordination between the financiers which lend and donate money to Honduras and the institutional strengthening which is developed in Ecuador are other experiences worth highlighting for my learning during the workshop.</p>		
<p>Involvement of local authorities and community leaders from the initiation to secure success of the programme, achieving future sustainability.</p> <p>Active and real involvement of the women in the ventures and execution of the communitarian water and sanitation installations, empowering them so that their participation is effective.</p> <p>The incorporation of a guarantee of 3 years for infrastructure, to guarantee the quality of the same.</p> <p>Work from a common entry point (example Water security plans) for the teaming-up of UN agencies (something where all can do something on the matter).</p> <p>Have packages with material ready to give to the local governments, for example execution manuals for water and sanitation projects, menus with technological options.</p> <p>Review the successful experiences of other countries.</p> <p>Create monitoring mechanisms for</p>	<p>Work with the integration and community participation to seek sustainability of the activities.</p> <p>Involve the most relevant actors and the women, who know the reality of the community.</p>	<p>Improve the involvement of the main actors to accomplish their ownership of the activities executed by the JP, creating district and regional coordination units. Seek the empowerment of the communities and leadership of the local governments and principal central government counterparts (Ministerio de Salud - SENASA y Ministerio de Obras - DAPSAN) for the investments that will be done in the two regions.</p>



WHAT DID YOU LEARN?	MESSAGE TO BRING HOME	HOW ADAPT KNOWLEDGE?
<p><i>the baseline of the JP.</i></p> <p><i>That there is nothing which is all perfect, the necessities surface when realising the surveys.</i></p>	<p><i>We are privileged to have a JP which strive for and is doing its best to optimise the water consumption, for those who lacks. As well as protect and take care of the hydro-logical wealth we still have.</i></p>	<p><i>Have a reunion for authorities, for example municipalities, to form groups with the sole objective of bringing safe water to those who need it.</i></p>
<p><i>TeamWorks has the potential to become a very useful tool for knowledge management across and within JPs; the issues of water seem to be similar across countries– investments, coverage, levels of service, regulation – but the approaches that need to be employed to address the issues vary greatly depending on various factors including the level of development of the sector, the country’s institutional set-up, cultural considerations and gender or corruption issues, among others. There is no single formula for success. Interventions need to be carefully customized. Corruption disrupts the delivery of service and limits the scope and efficiency of any intervention; while the resolution of corruption at the higher levels may be beyond the scope of the programs, small victories can be made with proper design and implementation of JPs. What is important is to institute good governance practices within JPs.</i></p>	<p><i>There may be a need to re-think the way our government designs interventions such as this joint programme. Whereas there is often a conscious effort to avoid complexity by shying away from conflict areas or locations occupied by indigenous peoples, there really is a need to target these areas. In the Philippines, it is easy to justify focus on poor areas outside conflict zones and tribal areas simply because there is so much poverty outside these areas. However, this belies the fact that people within conflict areas and our indigenous peoples are truly the ones who are most in need of assistance.</i></p> <p><i>I look forward to new programs which will try to directly tackle water issues in these areas instead of purposefully avoiding complexities.</i></p>	<p><i>There is still opportunity to introduce more effective gender and governance principles in the implementation and monitoring parameters for the capacity-building components of the programme. First think I have to do is meet with the Programme Management Team (since I am from the government side) and discuss specific steps to integrate this within the remaining year and a half of the programme.</i></p>

## Annex 12: Reflections on Gender Issues at the DEG-KM Workshop

This set of reflections relate to gender issues with regard to the DEG-KM workshop in Manta. Three different aspects are outlined; first, the characteristics of the workshop participants, second, the inclusion of gender concerns in the presentations during the event and, third the written material presented and generated at the workshop.

The characteristics of the participants, 50 in total, are reviewed with regard to the number of women and men in different categories and functions at the workshop. As shown in table 12-1 below, near two-thirds (32 persons) of

the participants were men, and just over one-third (18 persons) were women. Of the total number of women, however, almost half formed part of the organisation and support team. Hence, the number of women delegates representing JPs is only one to three men (8 women and 26 men). As shown in the second column, men dominate each category except for organisation and support, with 8 out of 11, or 73 per cent female. Among the delegates, the lower level of female representation was most notable among counterparts, and particularly the local or regional counterparts.

Characteristics of workshop participants w.r.t. category/function and gender

Categories of Participants	Participants by Sex and Category (column %)		Percent Women/Men by Category			Women/Men per Category as % of Total		
	Women	Men	Women	Men	All	Women	Men	All
UN delegates	5 (28%)	10 (31%)	33%	67%	100%	10%	20%	30%
National counterparts	3 (17%)	10 (31%)	23%	77%	100%	6%	20%	26%
Local/regional counterparts	0 (0%)	6 (19%)	0%	100%	100%	0%	12%	12%
Guests and resource persons	2 (11%)	3 (9%)	40%	60%	100%	4%	6%	10%
Organisation & support	8 (44%)	3 (9%)	73%	27%	100%	16%	6%	22%
All	18 (100%)	32 (100%)		36%	64%	100%		

In sum, there were much more men than women at the workshop; and the women present were either engaged in the organisation and leading of the event or were delegates for central governmental institutions or for UN agencies. The men, who in number almost doubled that of the women, were mainly JP Representatives at local and regional levels, as well as delegates from central governmental institutions and UN agencies.

All ten JPs represented at the workshop had gender either as a cross-cutting theme, or had women defined as one of the vulnerable groups to target. In the JP presentations, five countries (Albania, Angola, Bosnia & Herzegovina, Mexico and Panama) referred to activities or strategies related specifically to women/men (read women!) or gender relations. The other five did not bring up how the programmes were progressing in this area.

In relation to the topics presented in the group sessions of useful experiences, five of the session reports have registered that women/men or gender relations have formed part of the presentation or the discussion. One of these sessions is the presentation held by UN-Women, but also Mexico, Ecuador and Panama, as documented, presented programme activities relating to the integration of women-specific issues and the participation of women. It is possible, nonetheless, that the issue of gender was brought up even if it was not documented in the session reports, as for example in the case of the Philippine experience. None of the JPs, however, mention women/men or

gender relations in the summaries of their useful experiences.

In relation to the material produced at the workshop, the issue of gender did not come up to any great extent. For example, gender did not feature among the overarching areas of the cross-cutting themes and common concerns. It did, however, appear as a topic for experience exchange. Two programmes (Ecuador and Philippines) indicated the need to learn more about gender and/or women's participation. Four JPs (Angola, Ecuador, Mexico and Panama) wanted to share experiences related to gender and/or the integration of women. One post-it 'highlight' note highlighted JP work with women's participation in decision-making. Two of the ideas developed during the fourth day included gender in some sense, but none of the mini-proposals had any specific gender-related contents.

In sum, whereas all the JPs include gender issues as a concern in their design, there was limited discussion about women's/men's issues at the workshop which number-wise was dominated by men. Still, it became clear that some JPs have very valuable experiences in relation to the integration of women in water sector planning.

Moreover, at the workshop, the JP delegates were also interviewed about their work in the area of gender. This material will form part of a Master's thesis of a Swedish student (Ms Moa Cortobius) and feed into a subsequent review of the gender work of all the programmes in collaboration with the MDG-F knowledge management theme for 'gender as a cross-cutting issue.'

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