PROMOTING INTEGRITY AND ACCOUNTABILITY IN WATER

WATER INTEGRITY IN IWRM: PLANNING AND IMPLEMENTATION
Outline of presentation

• Corruption in water resources management and its impacts

• Effective water governance

• Water reform, transparency and participation

• Application in IWRM planning & implementation

• Facilitation tools and methodologies

• Food for thought and discussion
Is there a need to revise or reform traditional WRM practices?

If yes, how to include anti-corruption instruments in the new WRM approaches?
Impacts of corruption in water resources management

• “Corruption in water resources management undermines the sustainability of water supplies, fuels highly unequal water sharing ..... and fosters the degradation of vital ecosystems.” Global Corruption Report 2008.

• Corruption significantly increases costs & leads to bad decision-making.

• Sector reform & introduction of IWRM concepts create an opportunity to prevent corruption from taking root.

• The overall objective is to improve local governance and the poor people’s access to water and water services;

• Stakeholder participation is one of the most essential elements in the process of IWRM Planning and implementation.
Impacts of corruption in water resources management

Three main areas where corruption impacts water:
• Water allocation and sharing;
• Water pollution control;
• Public works and management.

It has adverse impacts on:
• Economic efficiency,
• Social equity, cohesion and poverty reduction,
• Environmental sustainability and health.
Factors that make WRM vulnerability to corruption

- Some **stakeholders cannot raise their voices** to demand accountability: e.g. the environment, future generation, water users in neighbouring countries,

- WRM is **extremely complicated: conceptually & practically**, making its governance difficult to monitor,

- WRM includes many **public construction works** that offers numerous **opportunities** for personal enrichment,

- **Weak** environmental protection **frameworks & law enforcement** mechanisms,

- WRM often has many public masters, **poor coordination**, and lacks clear accountability measures.
Preventing corruption: key steps

- Improving access to information and transparency.
- Building systems of integrity and accountability.
- National laws and measures: e.g. freedom of information laws.
- Sector level initiatives: e.g. integrity pacts in procurement.
Effective water governance
What is Water Governance?

A set of systems that controls decision-making with regard to water management and water service delivery.

- It is about **who** gets **what** water, **when** & **how**.

- It contains a profoundly **political element**, particularly where there is competition for limited water resources.

- It usually reflects political & cultural realities at national, intermediate & local levels.

- Governance of water resources and water services functions **more effectively** within a **system** which **enables broad participation by civil society networking** to support & influence government, incl. local government.
A water governance crisis

• The **water crisis** – lack of access to basic services, groundwater depletion, pollution – is widely recognised as a **governance crisis**.

• The water sector has traditional only been developing technical solutions; governance issues have only recently come to the fore.

• In many developing countries, the water sector is in a state of confusion and dysfunction with **little responsiveness or accountability to citizens**.
Governance failure

- The many intertwined issues concerning water are proving to difficult to resolve for many governments.

- It is difficult for departments within national governments to collaborate effectively; and

- The problems are compounded when more decisions taken at lower levels of government where cooperation is often weak.
Why water governance matters

• As competition for water intensifies, it becomes more and more difficult to find simple technical solutions to water-related problems.

• Increasingly, solutions involve trade-offs between benefits and costs for different groups, which require management of demand and enforcement of regulations.

• These trade-offs have a much better chance of being accepted if they are identified and implemented as part of a system of improved local water governance that is focused on addressing problems and improving service delivery, and if stakeholders are actively involved in these processes.
Effective water governance

Effective water governance requires

- A policy environment that promotes **decentralisation**.

- The **combined commitment** of relevant government departments and civil society actors, including the private sector.

- **Forums** where **stakeholders** discuss and come to conclusions need to be strengthened, or even established, at different levels, and

- Steps to be taken by government to ensure that these "stakeholder platforms' **play a prominent and active role** in systems of water governance.
Main attributes of water governance (1)

Integrated management

- Decision-making should take place within an Integrated Water Resources Management (IWRM) framework.
- Dialogue is needed. Both horizontally (between stakeholders at the same level – e.g. inter-sectoral planning), and
- Vertically between stakeholders at community, district, basin and state levels.

Participatory processes

All citizens, men & women, poor and well-off, should have a voice in management processes, either directly or through organisations representing their interests.
Main attributes of water governance (2)

Transparency

- **Information** should flow freely between stakeholders, while **decisions and decision-making processes** should be transparent and open to public scrutiny.

A focus on poverty reduction

- Water management at all levels should be aligned with poverty reduction strategies, and requires
  - A higher degree of participation by poor and marginalised people in planning processes, and
  - A recognition of the importance of making water available for small-scale productive use.
Water reform, transparency and participation
Why IWRM?

The facts

• Today more than 2 billion people are affected by water shortages in over 40 countries.

• 263 river basins are shared by two or more nations.

• 2 million tonnes of human waste are deposited in water courses each day.

• Half the population of the developing world are exposed to polluted sources of water that increase disease incidence.

• 90% of natural disasters in the 1990s were water related.

• The global population will increase from 6 billion to 9 billion over the next 50 years.
What is IWRM?

- Integrated management means that all the **different uses** of water resources are **considered together**.

- Water allocations and management decisions consider the **effects** of each use on the others.

- Taking into account of **overall social and economic goals**, including the achievement of **sustainable development**.

- IWRM facilitates **participatory decision making**

**IWRM is a philosophy!**
Can IWRM prevent corruption?

- IWRM aims at **addressing water scarcity** and **water quality** problems.
- Key feature: **Decentralisation** and water-user **participation**.
- Needs better **water laws & regulations** along IWRM principles to control larger water users.
- Along with new **laws & institutes**, strong **capacity building**, and **proper planning & implementation**, IWRM can prevent corruption.
Focus on local & intermediate level water governance

- Most water governance processes occur at either the
  - **Local level** (i.e. individuals, households, villages and towns) and
  - **Intermediate level** (i.e. provinces, districts, river basins).

- Decisions about water, its development and use, can never be wholly local, or wholly national.

- Good water governance requires a set of **linked and nested institutions** from local to national and international levels.
Why local & intermediate levels?

- Agreement & involvement of water users is essential if water management is to be sustainable.

- Many responsibilities are being decentralised to local government (e.g. water supply) or assigned to catchment-level agencies (e.g. River Basin Organisations).

- The vast majority of day-to-day decisions around the provision of water services are taken at intermediate or local levels.

- Performance of intermediate level organisations is critical.

- Capacity and resources at this level are often lacking and require capacity building.
Institutional & governance reform

Institutional reforms are often needed to:
• Prevent and limit corruption in WRM, and
• Clarify the WRM responsibilities of different agencies

Necessary reforms include:
• Establishment of formal mechanisms for public participation, and
• Transparency for the entire decision-making process of IWRM planning cycle.

Reforms must be Guided by the 1992 Dublin Principles, and by the 1998 UN Economic Commission for Europe’s transparency & participation standards.
Transparency and participation guiding principles for water governance

- Transparency and participation build the very trust and confidence that accountable water governance demands.

- Civil society plays a critical role in turning information & opportunities for participation into effective public oversight.

How to make it happen? Embedding in all components of the IWRM planning cycle.
Application in IWRM planning & management
The IWRM Planning Cycle

- Initiation
- Vision/Policy
- Evaluation
- Situation Analysis
- Implement
- Strategy choice
- IWRM Plan

Work Plan
Initiating the IWRM planning process

- Obtain government commitment to reform.
- Establish an adequate management team to facilitate the reform process and regular stakeholders consultation.
- Raise IWRM awareness to assure support and promote a transparent and accountable planning process.
Stakeholders identification and work plan development

• Manage the planning and implementation process: Develop a work plan.

• Maintain political commitment throughout the entire project work cycle through transparent processes and accountability mechanisms.

• Identify and mobilise relevant stakeholders at intermediate and local levels for effective participation as part of a transparent process.

• Raise awareness on IWRM and good water governance principles for all identified stakeholders.
Develop a strategic vision

- Create principles and direction for future actions to manage water resources and water services within agreed time frame.
- Commit to sustainable management of water resources.
- Establish stakeholder platforms or forums to facilitate transparent discussions and dialogues.
- Shared understanding, identification and formulation of water resources and water services problems.
- Agree on a vision of future water resources and services within the short- (5 years), medium- (10–15 years) and long- (20–25 years) term, including progress indicators.
Situation analysis

• Identify and formulate current problems
  – Competing needs for water and land,
  – Assessment of water resources: water availability.
• Strengths and weaknesses
  – Management, institutions, laws, human resources.
• Capacity building needs assessment;
• Identification of and consensus on goals and priorities.
• Identify opportunities, risks and constraints.
• Create data and information base accessible to all.
Strategy choice

- Identify & reach agreement on possible development scenarios to achieve a shared vision based on developed data & information base, uncertainty and variability;
  - Feasibility analysis — of financial, technical, environmental and political options.
- Define selection criteria.
- Build consensus on preferred strategy for IWRM planning.
Development of the IWRM plan

• Writing and revision of a draft plan based on strategy and priorities, incl. methods, costs, responsibilities, activity schedule, and targets;
• Identify source and secure funding for implementation.
• Identify **roles and responsibilities of stakeholders** & other actors.
• Identify approval process to proceed with implementation.
• Capacity Building & HRD strengthening programs based on Capacity Building Needs Assessment.
• Maintain **stakeholders ownership** for the whole process.
• **Stakeholder** and political **approvals**.
• Monitoring & Evaluation instruments.
Implementation of the plans

- Implementation of agreed action plans.
- Supervision & monitoring of progress.
- Continue dialogue and dispute resolution when it arises.
- Adjust action plans if necessary.
- Effective capacity building: Institution & human resources.
- Continue awareness raising & information sharing.
- Documentation of progress and build knowledge base based on lessons learned.
- Focus on effectiveness, cost-efficiency, quality and transparent financial arrangements.
- Ensure stakeholder involvement and continue focus on the poor, to avoid that benefits are not captured by elites.
- Ensure that new infrastructure, new institutes and new water sources are sustainable.
Evaluation and review

• Progress assessment
  – Post implementation review
  – Continue develop & refine knowledge base

• Disseminate knowledge generated to **stakeholders** & external interest parties.

• Incorporate lessons learned in management cycle.

• Develop follow-up activities to assure sustainability.

• Documentation showing progress towards achievement of the vision, incl. quantitative & qualitative indicators.

• Build capacity for review & learning into **stakeholder platforms**, and into interactions between platforms at local & intermediate levels.

• Create a framework for information & knowledge management, and for communications that support learning.
Some facilitation tools and methodologies
Some tools & methods to support the facilitation process

- Focus Group Discussions using Meta Planning Techniques
- Facilitation Techniques
- Stakeholder Identification and Analysis
- Scenario building
- Strategy Development
- Project Cycle Management
- Project planning: Gantt Chart & Critical Path Analysis
- Participatory Learning and Action
- Problem Tree analysis
- SWOT Analysis
- Prioritisation and Ranking
- Resources, Infrastructure, Demand and Access
- Qualitative Information System
- Water Balance Analysis
- Time Series Analysis
- Mathematical Modelling
- Information Management Systems
- Cost Benefit Analysis
- Logical Framework Analysis
Conclusions

IWRM **can** prevent corruption by combining new **laws & institutes**, strong **capacity building**, and **proper planning & implementation**

**Key Success Factors** of IWRM planning and implementation:

- Political support and goodwill
- Broad consensus and full ownership
- Involvement of all stakeholders in an inclusive participatory process
- A good management team that serves as facilitator – coordinate, communicate, mediate.


Food for thought

• Can decentralised decision-making create new and/or more opportunities for corrupt practices?

• Can considering water as a good with economic value open up opportunities for graft?

• Can private sector involvement also open opportunities for graft?