

Integrating Governance in Water – a practical guide

This guide is one in a series to support SDC staff in integrating governance in SDC's priority themes/sectors 1 – in this case, water. It outlines key governance issues regarding the water sector and how these can be integrated into the design, implementation, monitoring and evaluation of cooperation strategies, programme and project interventions by SDC South and Eastern Cooperation, and also be of use to Global Cooperation.. This brief is part of SDC's Guideline on Integrating Governance (available here) and of SDC's Water Policy (available here).

Introduction

Context:

Water forms the basis of all life on Earth and has a multitude of functions. Water is a habitat and a source of essential sustenance. It enables not only survival but also transportation and production of food and energy, thereby facilitating a wide range of economic activities. In 2010, the UN General Assembly recognized the Human Right to Water, which later was complemented with its equivalent for sanitation.

The **Agenda 2030**, includes a stand-alone water goal, SDG 6, which aims to “ensure availability and sustainable management of water and sanitation for all”. This goal crystalizes an important paradigm shift: away from purely building more infrastructure with an emphasis on “access” towards a more holistic approach to improve governance of the water and other key sectors. Thus approaches such as Integrated Water Resource Management (IWRM), which seeks to coordinate different interests and actors, and Water Integrity, which seeks to enhance transparency, accountability and participation, have come to the forefront.

Both the recognition of access to water and sanitation as a Human Right and the Agenda 2030 clearly emphasize the need to go beyond business as usual and to work toward universal access. In many countries around the globe, this is a huge challenge, particularly for the rural remote sector but also for disenfranchised parts of society.

Governance issues:

The **policies and legal frameworks governing the water sector are very complex, and often contradictory**. Water is at the nexus of multiple uses: health, food, economic growth, environment, culture, etc. In addition, since watersheds overlap with political boundaries, the governance of water resources occurs at multiple scales: from local to global. This translates into a multiplicity of international laws and agreements on transboundary water use: there are hundreds of transboundary river agreements that have been negotiated over the last five centuries; several regional agreements; as well as codification into several international laws and treaties, each dealing with different uses of water (navigation, hydropower, wetland preservation, etc.). Similar challenges are observed at the

Governance in SDC

SDC addresses governance as an aim and domain in its own right, with targeted programming in key thematic priorities (democratization, decentralisation and local governance, peace and state building, human rights, protection, gender equality, combatting corruption, and economic governance) and as mandatory transversal theme in other thematic priorities/sectors as well as in institutions (of partners and SDC itself). This transversal dimension implies that it must be integrated in interventions of all SDC Departments. This dual approach here referred to with the term *governance approach* is sometimes defined as governance mainstreaming. For the crosscutting dimension in thematic priorities/sectors and institutions the term *governance as a transversal theme* is applied. Sector governance (governance as a transversal theme in sectors) is based on the application of the normative principles of good governance and adopts a systemic and political approach to development processes. At the same time, an explicit focus on good governance in sectors provides an important element of improving governance at the level of States. Moreover, improvements in one sector can have positive effects on other sectors.

(Source: Governance in the SDC: Conceptual Guidance. Definitions, Approach and Priorities).

national and sub-national level, where citizens' right to water is often weighed against economic imperatives. This can lead to contradictory policies and legal frameworks; and even in countries where policies are streamlined, their application can prove very difficult, given the interests and capacities of the many stakeholders involved.

Stakeholders at the **global scale** are characterized by diffuse water governance in the UN system², a plurality of donors and implementing agencies, as well as multinational businesses with a potential for magnification of impacts at the local level – both for good and for bad - in particular in the commodities and infrastructure sectors. **Nationally**, the regulation and distribution of water resources often fall under several, separate entities: ministries of agriculture, energy, planning, environment, etc. Add to this a mix of special interest groups – civil society and business – that influence national framework conditions. While national coordination bodies are often established to streamline decision-making, their effectiveness is variable. Governance at **river basin level** is sometimes coordinated through a river basin authority, which represents the interests of various municipalities and/or water users associations within the catchment area, themselves needing to balance the many needs and interests of their citizens. This **crowded stakeholder space** and **overlap of legal frameworks** makes governance of the water sector particularly complex and challenging.

Integrating water governance in **conflict, post-conflict or otherwise fragile contexts** is particularly challenging, yet all the more relevant. Weak or non-existent institutions and scarce resources and knowledge increase the difficulty of consistently providing water and sanitation services, which can lead to further migration, health problems or food scarcity. In war, water is sometimes used as a strategic lever, at the expense of civilians (e.g. Syria, Ukraine); and conflicts over water can exacerbate geopolitical tensions (e.g. Uzbekistan and Tajikistan). At the same time working sectorally on water in fragile contexts is also an opportunity: for example, improving the provision of public services such as water supply can improve capacities of local governance bodies to manage resources and involve citizens, thus building trust and supporting democratization (e.g. Moldova); water can also be used as an instrument for peace between countries (e.g. Blue Peace Initiative). This is why, even in urgency-driven interventions, particular focus on governance is essential..

Switzerland/SDC's approach in the water sector

Switzerland's water portfolio includes interventions along a wide spectrum – from humanitarian WASH projects, to global water sector dialogue – and the country built a reputation on its focus on “soft” governance components. This focus on governance is strongly reflected in SDC's global water strategy 2017-2020, and also is apparent in Switzerland's bilateral projects, whether implemented by SDC (focus mainly on WASH, governance, climate change, and food security) or SECO (focus mainly on infrastructure and commodity value chains).

Water Sector policy for general guidance

Sector policies and strategies describe key governance issues and strategic considerations in a given sector. They provide the basis for SDC positioning and priority setting.

One example is the SDC water sector policy, where good water governance is prominently addressed.

³ It is reflected in the analysis of global trends, appears under the SDC vision for the future of the water sector and constitutes one of the five strategic fields of intervention. The emphasis is less on financing infrastructure but more on supporting domestic actors in assuming their roles.

The water sector policy emphasizes the following important governance areas:

- A clear and transparent legal frame that regulates and guarantees access and use of water for all, and legal systems that acknowledge the rights of indigenous and minority groups;
- Government authorities that are capable to assume their responsibilities in effective regulation, distribution and monitoring; Institutions, processes that are geared towards transparency, accountability, equity, efficiency;
- Public oversight and management of water resources as a common good;

² There is no dedicated UN agency mandated to address water issues, such as the WHO for health, or UNEP for the environment. Since 2003, however, there has been “UN-Water”, an inter-agency mechanism tasked with coordinating the various UN actors around water and sanitation issues. Switzerland financially contributes to UN-Water and is currently supporting a proposal to “upgrade” this mechanism to a “UN Intergovernmental Body on Water”, tasked with meeting the SDG6 targets.

³ SDC, Water 2015, Policy principles and strategic guidelines for Integrated Water Resource Management – IWRM, 2005.

- Multi-stakeholder engagement of the public and private sectors, together with civil society, to apply a policy of sustainable development and management of water resources (sharing of roles and responsibilities, dialogue, coordination and concertation).
- The principle of subsidiarity, with planning and decision making deferred to the lowest possible level (decentralization of water management systems);
- Due consideration of the disparate interests of all stakeholders – especially those of the poor and marginalized segments of society;
- Involvement of women with equal rights as individual users and partners for institutional development;
- A rights-based approach that supports on one hand authorities in their responsibility to respect, protect and fulfill the provision of sufficient, safe, accessible and affordable water for all people, and on the other hand empowers people to exercise their rights and responsibilities;
- The resolution of cross-border conflicts of interests by equitable involvement of the various parties residing in and using watersheds;
- Promotion of multi-sector cooperation between key institutions in related domains such as health, agriculture, education, environment, climate change and disaster risk reduction.

Key Governance challenges and implications

Common governance challenges across the components of water projects and programmes can be analysed along three different dimensions 1) Governance Structure, 2) Governance Processes and 3) Key Actors. The following table identifies governance challenges within the water sector and outlines some of the implications.

Dimension	Governance Challenges and implications
Governance System: policies, strategies, laws and institutional setup	<ul style="list-style-type: none"> - Fragmented global UN water governance: The global UN water governance structure is highly fragmented. While a multitude of forums, including UN agencies, deal with water, they treat it as a sub-topic and/or look at it from single-issue perspectives. There is disconnection between the water-specific processes that form the current international water policy on the one and the international political level on the other hand. Furthermore, there is no dedicated UN intergovernmental body for water endorsed by UN member states. This makes dealing with water in a comprehensive and integrated manner at the political level within the UN very difficult. - Multiple legal and policy frameworks governing water at national level often overlap and diverge, both among sectors and across government levels. Weak public policies are also characterized by poor objective-setting, unclear assignment of duties and lack of monitoring and evaluation systems. - The level of centralization/decentralization of a national government has an impact on how efficiently and effectively water resources are managed. Decentralized countries tend to struggle coordinating different local/regional bodies to manage resources at a basin level. Centralized countries, on the other hand, are more prone to capture by special interests, which can translate into corruption or inequitable distribution of water resources. - Disparities in distribution of public resources for WASH infrastructure is often observed, for example, between urban and rural regions, or between different ethnicities. The resulting inequalities to access can be further exacerbated during droughts or conflicts. E.g. in many countries investments in sewerage are funded by government, whereas investments in household latrines are considered a private household cost that cannot be subsidised. This

	<p>results in public funds being spent on relatively wealthy urban residents and not on their rural counterparts.</p> <ul style="list-style-type: none"> - Monopolistic nature of public services, such as water utilities can lead to low effectiveness and efficiency of public service. - Lack of financial sustainability of water supply and allocation systems: Many countries depend on external financial support for investing in WASH infrastructure. Weak planning processes further compound the problem of inefficient resource allocation and lack of sustainable finance mechanisms. - Poor maintenance of infrastructure: After initial (often externally financed) investments, financial, human and institutional capacities for maintenance of infrastructure often are insufficient, resulting in rapidly deteriorating infrastructure, or expensive rehabilitation or replacement efforts. This in turn leads to high tariffs for water, potentially excluding marginalized groups from equal access to services. - Uncontrolled informal sector: Where the state is weak/non-existent, the informal sector may provide essential water and sanitation services, especially to marginalized populations. While these actors provide vital services, the very nature of their informality makes quality, equity and effectiveness hard to control.
<p>Governance Processes: adherence to good governance principles</p>	<ul style="list-style-type: none"> - Transparency, accountability and participation are often lacking in water utilities and associated local governance structures. This can lead to capture by special interests, inefficient management of public services, and/or corruption. - Lack of transparency and problems of corruption in the planning and construction of infrastructure: The high price tag of large infrastructure projects, high public sector involvement (regulation and financing), as well as technical complexity of projects make large-scale water infrastructure particularly prone to mismanagement of funds.
<p>Key actors: Capacities and interest to shape the governance system and processes</p>	<ul style="list-style-type: none"> - Poor capacities and human resources at the local level (municipalities, water utility, citizens, businesses) can lead to poor maintenance of infrastructure and consequently unsustainable use of water. - Poor stakeholder involvement and coordination can limit benefits of investment in WASH infrastructure to specific groups. - Asymmetry of information, wealth and/or power of actors can result in unequitable or unequal distribution of water resources. Decision-makers are prone to favour economic goals (e.g. industry, large-scale agriculture), over social (e.g. right to water, religious significance) or environmental (e.g. ecosystem health) ones. - Many water resource authorities suffer from insufficient human resources and technical capacities of staff. - Incomplete decentralization processes often imply that the roles of different actors are not clearly defined and resources allocated to lower levels of government are insufficient. Water is a crowded stakeholder space: There are a multiplicity of actors (donors, UN agencies, national/ regional/ international/ multilateral organisations, NGOs, businesses, academia) active at national, regional and global level with different interests and capacities. This makes coordination difficult.

Key considerations and recommendations for integrating governance in the water sector

This section gives a brief description of how one could translate each of the governance dimensions into development programming and provides tools designed specifically for the water sector.

Governance systems	Considerations and recommendations for programming
<p>Policy framework</p>	<ul style="list-style-type: none"> • Good national policy frameworks are a necessary (but not sufficient) condition to ensuring good governance in the water sector. As a start to any intervention, sound understanding of the political economy – actors, power structures, and legislation – is essential, since your intervention will interact with that context. For the analysis of existing water policy frameworks, the following aspects should be considered: <ul style="list-style-type: none"> <i>Are the human rights to water and sanitation articulated in the legal frameworks?</i> <i>Is there coordination and clear distribution of roles between concerned ministries (e.g. Agriculture, Energy, Environment, Planning, Industry, and Health)?</i> <i>Is water managed at the appropriate scale, with coordination between scales?</i> <i>Are traditional water management practices considered in the legal framework?</i> <i>Are long-term social, environmental and economic objectives balanced in the policy frameworks governing water use, protection and clean-up?</i> <i>Are adequate country safeguard systems in place to address social and environmental issues in development projects, particularly for large-scale infrastructure (e.g. dams)?</i> • It is important to look beyond the narrow policies/actors that govern just your area of intervention, as other sectors and scales are likely to also have an impact. • In fragile contexts, keeping an eye on the quickly changing policy framework is especially important, as well as being flexible to adapt to changes. • Engaging in policy dialogue is a key element to ensuring long-term and scalable impact of projects on the ground. • Collaborative water management at decentralized levels can be used as entry point for bottom decentralisation push. This is even more powerful if linked with other related sector development initiatives at decentralized levels <p>References</p> <ul style="list-style-type: none"> • Policy and Oversight (WIN): a collection of tools and guidelines to assess policy, regulation and oversight. • Fostering Cooperation on Transboundary Waters (SDC): a collection of best practices in how to build strong transboundary water cooperation based on a coherent multi-level approach.
<p>Decentralization architecture</p>	<ul style="list-style-type: none"> • Assess how functions, financial and decision making powers are assigned at different levels (central, sub-national, local) within the Ministries responsible for water. <p><i>Are decision-making powers and processes clearly defined and functioning? Are functions shared or not across levels and across</i></p>

agencies?

- Support the clear definition and assignment of roles and responsibilities with corresponding human and financial resources at different government levels.

Are adequate responsibilities and financing devolved to basin/regional/local authorities in order to provide well-functioning public services? Do the available resources match the assigned functions and needs at all levels? What is the potential for own source revenue generation?

- Support the establishment of clear communication and information channels, both vertically and horizontally

Do sub-national platforms exist where water stakeholders can agree on priorities and allocation of resources? How are the roles of professional associations, NGOs, community groups and private sector providers defined and how do they play out in reality?

References

- [Guidebook for decentralized water supply in Moldova](#). (SDC) Chapter 1.2: How to set-up Water Consumer Associations (WCAs), community-based organizations tasked with the management of local water supply.

Governance processes

Considerations and recommendations for programming

Effectiveness and efficiency

Water scarcity and human pressures on water resources are growing in most parts of the world. This makes the effective and efficient management of this precious resource all the more important. At the utility level, this would likely require the development of **institutional capacities and operations**. At a river-basin or national level, this would translate into **a better distribution of resources** according to needs of diverse users and an enhanced ability of nature to provide ecosystem services.

Furthermore, effectiveness and efficiency can both be enhanced by supporting the use and proliferation of locally adapted technologies (e.g., drip irrigation, water saving devices). In order to analyse these aspects, the following questions may be used:

- *How effective is the decentralisation architecture working in reality? E.g. is the transfer of resources to subnational state institutions happening on time and according to the rules? Do they receive important information, guidance from next higher levels and are they capable to take decisions? Are the vertical and horizontal coordination and cooperation arrangements working?*
- *What is the performance of responsible actors in fulfilling their duties in given sector compared to defined targets and budgets, and compared to acknowledged standards?*
- *What is the performance of responsible actors in public sector management (see above)? How inclusive are they?*

References

- [Integrity Management in Water Sector Organizations](#) (WIN): toolbox to identify integrity risks in day-to-day operations of water sector organizations, a first step towards improving effectiveness and efficiency.
- [How to establish full cost recovery in water supply systems?](#) (SDC): case study and lessons learned on how to ensure long-

term management of water utilities through the establishment of a full cost recovery system.

Accountability architecture

Elected officials and water managers should be held accountable for their actions and answer to those they serve. Citizens, civil society organizations and the private sector must be able to scrutinize actions and decisions by leaders, public institutions and governments and hold them accountable for what they have, or have not, done.⁴

Accountability architecture refers to the structures in place (or not) to enable processes for actors to be held accountable for. The domestic accountability architecture includes the practices and measures of state authorities and other responsible actors to explain and justify their actions towards the public; the ability of civic and public oversight bodies to demand accountability, monitor performance and denounce corruption; measures by state institutions to sanction and correct non-compliant practices (e.g. combat corruption). In order to analyze this aspect the following questions may be asked:

What state institutions are involved in ensuring accountability in the Water Sector? What are the roles of parliaments, watchdog institutions, auditor general? What non-state institutions are present? And where could measures to increase accountability of the system be anchored? Examples are more transparent budget information, participatory planning and evaluation, budget oversight, redress mechanisms and sanctions against corruption.

- [Social Accountability Tool](#) (WIN): how to build accountability through civic engagement, empowerment and participation.
- [Hydropower Sustainability Assessment Protocol](#) : assesses the sustainability of hydropower projects in twenty areas including governance, health, economic activity, etc.

Participation

One key challenge is to ensure that access to water reflects the needs all stakeholders, particularly the most marginalized. Good project design therefore integrates participatory processes through the whole project cycle, and seeks to institutionalize participation in the long-term management and accountability of water authorities at all scales.

Participation implies that all stakeholders, including marginalized and resource-poor groups, are meaningfully involved in deciding how water is used, protected, managed and allocated. Initiatives such as river basin associations, water stewardship initiatives, water users' groups and participatory budgeting broaden the base of decision-making. Participation involves obligations as well as rights: it also implies that all stakeholders have to adhere to and comply with legal rules and regulations.⁵

E.g. for a water utility:

Are there guidelines on consumer engagement (e.g. stakeholder representation on boards of directors)?

Is there institutionalized consultation with consumers by the regulator and utilities (e.g. with the assistance of local committees composed of volunteers)?

Are there public consultations of stakeholders as part of tariff adjustment processes?

- Strengthen and establish spaces for inclusive participation and improve the quality of participation

⁴ Source: WIGO 2016 (www.waterintegritynetwork.net/?docs=4959)

⁵ Source: WIGO 2016 (www.waterintegritynetwork.net/?docs=4959)

- Aspire for systemic changes in participation, and not only within the project.

How to establish sustainable participation of citizens at local level in decision making? What is the role of professional CSOs?

- [Integrity in Multi-Stakeholder Partnerships](#) (WIN)
- [Sub-Sector Participatory Assessments](#) (WIN): participatory tool to quickly assess and raise awareness about where to improve water integrity.

Equality and non-discrimination

Equality and non-discrimination are the bedrock principles of human rights law. The Universal Declaration of Human Rights states in article 1 that “*All human beings are born free and equal in dignity and rights,*” and in article 2 that “*Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind. [...]*”⁶

The principles of equality and non-discrimination imply that all people have the same right to water and sanitation, independent of gender, wealth, age, ethnicity or other criteria.

- Address power relations in the water sector that lead to inequality and discrimination of certain stakeholders (and the non-fulfillment of their right to water!). E.g. business interests of big companies that rely on water vs. needs of subsistence farmers etc.

Who are those excluded from benefiting in given sector (e.g. based on poverty, gender, ethnic/religious affiliation, sexual orientation, other)? What are the reasons and patterns of exclusion, and the expressions of multiple discrimination? What are issues of poverty in given sector? What are the particular needs and preferences of these population groups? Do mechanisms exist that ensure equal benefits for all, and inclusive participation and decision making?

- [Gender & Water](#) (SDC): a guidebook to mainstreaming gender equality into water, hygiene and sanitation interventions

Transparency

Transparency is about openness and public access to information. Citizens need to be familiar with decision-making processes and the standards expected from public officials. They must be able to anticipate when significant decisions are to be made and how to make their voices heard. Maximizing transparency in the water sector entails the capacity to generate and make freely accessible high-quality data and information that are understandable and usable.

- Promote platforms for information sharing and management information systems

How is data on water (both as natural resource and as public good) collected and managed by the responsible government bodies? How is information across different sectors and government levels shared? How is information exchanged across different stakeholders, private and public? Is the public informed about rules, responsibilities, available resources and distribution of resources?

References:

- [Water Footprint](#): allows companies, regions, and even individuals

⁶ Source: <http://www.rural-water-supply.net/en/equity-and-inclusion>

	to calculate the amount of water they use; can help businesses or sectors to increase their efficiency.
Rule of law	<p>The rule of law is the legal principle that law should govern a nation, as opposed to being governed by arbitrary decisions of individual government officials. It primarily refers to the influence and authority of law within society, particularly as a constraint upon behaviour, including behaviour of government officials.⁷</p> <ul style="list-style-type: none"> Address weaknesses in the legal and regulatory system and build capacities within the judiciary on water sector specific issues <p><i>Do responsible sector stakeholders adhere to rules and regulations and are mechanisms in place to guarantee their enforcement? What is the role of the legal and regulatory system related to water? What is the role of the judiciary in water related disputes and enforcement of the right to water?</i></p>
Key actors	Considerations for programming
Power, incentives and motivations	<p>The water economics lens helps stakeholders understand the value of water resources and align incentives for better management. Examples of this approach are water stewardship initiatives or payment for watershed services. In this context particular attention needs to be paid to actors of the private sector who have the potential to strongly influence management of water resources, for the better or the worse.</p> <ul style="list-style-type: none"> Identify incentives that can trigger policy and practice/behavioural changes and for enhanced water governance. And Identify disincentives that impact negatively on performance (e.g. working conditions) and propose remedial action Identify drivers for policy and practice/behavioural changes and obstacles, and empower/capacitate actual/potential drivers . <p><i>Are relations between key stakeholders defined by domination or collaboration and alliance, strong, weak or conflict relations? Which actors/key institutions enjoy most trust and legitimacy? (e.g. local operators, private/public utilities, etc.). Which actors are the most powerful (e.g. in terms of financial resources, but also position, force or networks)?</i></p> <p>The tools listed below provide a lens to help stakeholders make better-informed decisions.</p> <ul style="list-style-type: none"> → Water Risk Filter (WWF/DEG): assesses current and future water-related risks (quality and quantity) at the river basin level. Helps to better plan industrial and large-scale agriculture use. → Budgeting and Procurement Tools (WIN): this is a collection of tools to help mitigate integrity risks in public finance, budgeting and procurement.
Human Resources, capacities	<p>Human resources and their adequate management are at the core of the challenges of institutional development in the public and the private sector, and also in civil society institutions. The water sector offers many opportunities for capacity development in this regard.</p> <ul style="list-style-type: none"> Strengthen the capacities of water stakeholders (utilities, training

⁷ Source: https://en.wikipedia.org/wiki/Rule_of_law

institutes, academia, professional association bodies, etc.) to perform their duties.

Are skills (knowledge, competences and ethics) of service providers sufficient to fulfil assigned duties? What qualification systems are in place for (continuous) education and training? Are training curricula for different career options standardized and comply with international standards? Is the professional staff management system fair and motivating?

→ [Capacity Development](#) (WIN): a set of training and knowledge-sharing tools that can be implemented at the relevant level.

Advocacy

Advocacy is an activity by an individual or [group](#) which aims to influence [decisions](#) within political, economic, and social systems and institutions.⁸ In the water context this is often related to resource allocation (both natural and financial resources) and the power struggles involved in this process. Identify agenda setting processes for national and global advocacy, actors to advocate for these issues (E.g. Human Right to Water) and needs in order to do so (capacities, platforms).

- Strengthen the role of advocacy work in promoting water-related platforms for multi-stakeholder and multi-level exchange.

Is sufficient information available to key stakeholders to advocate for specific water issues, including the right to water and sanitation for all? Does the administrative and political set up promote effective, inclusive and affordable service provision, does it protect the most vulnerable and empower the disadvantaged and is it responsive to feedback and complaints?

→ [Communication and Awareness-Raising](#) (WIN): a collection of guidance documents for various communication and advocacy activities in the water sector.

⁸ Source : <https://en.wikipedia.org/wiki/Advocacy>

SDC Good Practices: Implementing governance in projects

Addressing water governance at the global level

Global Water architecture for the Agenda 2030: The UN Secretary-General's Advisory Board on Water and Sanitation (UNSGAB) highlighted the current mismatch between the Agenda 2030 vision and the international political structures available in the UN system to contribute to the implementation of the water-related goals and targets. The reason is the highly fragmented global water governance structure. For this reason, Switzerland, together with Finland, France, Germany, Hungary, and the Netherlands, supports the initiative for a UN intergovernmental body on water. Such a body would enable dialogues at the global level and support exchange. It should be endorsed as part of the UN system to promote policy coherence in the water sector and engage in an inclusive and regular dialogue allowing for coordination, knowledge exchange, and efficiency. It should strengthen UN water, which could serve as secretariat and support entity. A UN intergovernmental body on water would safeguard a comprehensive and integrated water perspective in the implementation of the 2030 Agenda.

Addressing water governance at national and global level

Working towards more integrity in the water sector: The Water Integrity Network (WIN) is a network of organizations and individuals promoting water integrity to reduce corruption and improve water sector performance worldwide. Integrity with its four main pillars - transparency, accountability, participation and anti-corruption - is at the centre of WIN's activities. At the international level, WIN works with advocacy to focus on developing strategic partnerships. Through its work, the secretariat of WIN contributed to OECD principles on water governance and released own publications such as the Water Integrity Global Outlook. Another aspect is the testing of tools and methodologies for water integrity, which are then published.

The Multi Country Water Integrity Programme (MCWIP) is part of WINs approach to promote integrity and is active in several countries. The MCWIP aims to build capacities of local authorities and public/private service providers to set up water management systems and improving water service delivery while influencing national government policies. For the different implementation countries, locally adopted water integrity concepts, approaches and tools are developed and applied. The country component comprises in each country four lines of action: use of water integrity and social accountability tools (focus: local level); alliance building (across level); advocacy and lobbying for policy changes (focus: national level); and capacity development and knowledge management (across level).

SABA+: The Integral Basic Sanitation Model (SABA) is a successful experience that has been used for over 20 years of public-private coordination for sustainable management of water and sanitation services in rural areas. It is an innovating management model validated with the active participation and involvement of local water and sanitation stakeholders (Regional Governments, Local Governments, communities, private companies and organizations of the civil society). This model integrates infrastructure-related aspects with the social component. The model consists of installing household water and sanitation services; community capacity building; sanitary education; institutional capacity building; and liaising between all players. Good governance is promoted through strengthening capacities of the actors at all levels of the state, but also by increasing the transparency and strengthening the role of civil society and NGOs in holding Local, Regional and National Governments accountable for the implementation of the National or Regional investment plan in water and sanitation.

At the national and international level, the SABA+ model is internationally disseminated mobilising the SABA+ model. Through this new initiative, and by finalizing a unique scaling-up process in Peru and adapting it to the reality of rural areas post-conflict Colombia, SDC will also enrich the global debate on the fulfilment of the SDGs and the gradual exercise of the human right to water with a new model of intervention and a new financing strategy.

One of SABA's principles is the cross cutting governance promoting the liaison of the actors of the different levels of government as well as the intersectoral commitment, institutional strengthening for

the desired sustainability goal. SABA has developed several strategies on policy dialogue in order to leverage public funds for infrastructure as well as human resources that would allow better investment, good management, focusing on the key fiscal budgets in order to contribute to the rural water and sanitation gaps under a focus on the best allocation of public resources, transparency and accountability. One of the great challenges for 2030 is to mobilize financial funds from private sector in alliance with the academy in Latin America.

Approaches to address governance at a national level

An integrated approach to water in the Cooperation Kosovo: The Swiss Cooperation with Kosovo provides a good example of an approach to water in which governance plays a central role. Switzerland has supported preparatory work the construction of wastewater treatment plans in two cities. Switzerland has also significantly contributed to institutional development by the establishment of the Inter-Ministerial Water Council, the elaboration of sector policies and investment plans, the integration of rural water systems, and maintaining the position of Regional Water Companies (RWCs). This has enabled Kosovo to establish a future-oriented water sector with relevant policies and legal requirements in place. By playing a leading role in the water sector Switzerland has been contributing to the policy dialogue (improving laws, setting priorities and standards, coordination among the various stakeholders, etc.) and coordinating sector activities.⁹

Support to rural water and sanitation in Kosovo: The Rural Water and Sanitation Support Program (RWSSP) Phase V contributes towards improving the health and well-being of communities through sustainable water and sanitation services in line with the Kosovo national sector strategies and legislation. The main objective of phase V (2013 – 2017) is to contribute to increased access of Kosovo's population to proper water supply and sanitation and to a sustainable country-wide water and sanitation services management. Regional Water Companies (RWCs) are supported with capacity building at various levels (establishing project implementation units, customer strategies, reduction of non-revenue water; trainings on O&M; water source protection). Accurate data are supported as well, meaning that water management is possible.

A case of addressing governance form the Humanitarian Aid perspective in Lebanon

Contribution to managing drinking water with Humanitarian Aid in Lebanon: In Lebanon's Bekaa-Valley, stakeholder assessments and CSPM in the WASH sector highlighted among others the underlying tensions between local authorities, host communities and the Syrian refugee population living in this area. In this context, the very weak capacity of the regional public water authorities to manage water, measure its flows and charge for it makes access to it a very conflict sensitive issue. Besides technical expertise and hardware components for better water management, the project will provide capacity building in water management and billing. The objectives are to strengthen an equitable provision of public water services and to improve trust and good governance between the populations and the regional authorities.

Important aspects for M&E

✓ Anchor Water Governance at Cooperation Strategy level:

- Design domain outcomes that include governance considerations (legal framework, state of decentralization, performance and interaction of responsible actors in public sector management processes compared to good governance principles, power dimensions, personal interests, incentives/disincentives and available capacities of key stakeholders) **both at the level of people and institutions.**
- Include a specific field of observation/indicator in the water domain to measure progress in improving governance in the water sector. Key outcome indicators are the Aggregated Reference Indicators (ARI) that allow to asses to assess outcomes and

⁹ Source: Kosovo Cooperation Strategy 2017-2017.

outputs achieved with SDC support, which contribute to the 10 Effectiveness goals in conjunction to the Swiss thematic priorities defined in the dispatch on Switzerland's International Cooperation 2017–2020. The ARI for water are available on the RésEAU Shareweb. For governance, indicator W1 (Global challenges – Water policies); and indicator W2 (Access to resources – Water) are the most relevant of the four indicators.

- Include changes in aspect of governance in the Risks and Assumptions part of the Cooperation Strategy
 - Include governance relevant **Country Development Indicators** (e.g. linked to accountability, transparency and oversight mechanisms and equity concerns) in the water sector.
- ✓ **Anchor Water Governance at project level:**
- Include key questions on health sector governance in Terms of Reference for Water Sector Assessments and Reviews
 - Identify vulnerable and/ or groups facing obstacles in accessing water services, in order to establish targets for specific groups in project LogFrame
 - Establish individual Outputs and Outcomes at Project level for pertinent governance issues, linked to water governance systems (e.g. improved policies for water governance), processes (e.g. clear functional assignment of roles and responsibilities) and key actors in water (e.g. individual/group behaviour changes)
 - Address persistent social determinants within other sectors through specific interventions (e.g. in water and sanitation) and monitor and evaluate their relevance for health governance systems and processes
 - Keep in mind to not only include line ministry actors in M&E but also communities, unions, (formal and informal), professional associations, , umbrella organizations, other sector actors and international partners' performance.
 - Keep in mind that indicators need a reliable source of information, either based on national statistics or certified surveys

Governance related tools

- [Budgeting and Procurement Tools](#) (WIN): this is a collection of tools to help mitigate integrity risks in public finance, budgeting and procurement.
- [Capacity Development](#) (WIN): a set of training and knowledge-sharing tools that can be implemented at the relevant level.
- [Communication and Awareness-Raising](#) (WIN): a collection of guidance documents for various communication and advocacy activities in the water sector.
- [Fostering Cooperation on Transboundary Waters](#) (SDC): a collection of best practices in how to build strong transboundary water cooperation based on a coherent multi-level approach.
- [Gender & Water](#) (SDC): a guidebook to mainstreaming gender equality into water, hygiene and sanitation interventions
- [How to establish full cost recovery in water supply systems?](#) (SDC): case study and lessons learned on how to ensure long-term management of water utilities through the establishment of a full cost recovery system.
- [Hydropower Sustainability Assessment Protocol](#) : assesses the sustainability of hydropower projects in twenty areas including governance, health, economic activity, etc.
- [Integrity in Multi-Stakeholder Partnerships](#) (WIN)
- [Integrity Management in Water Sector Organizations](#) (WIN): toolbox to identify integrity risks in day-to-day operations of water sector organizations, a first step towards improving effectiveness and efficiency.
- [Policy and Oversight](#) (WIN): a collection of tools and guidelines to assess policy, regulation and oversight.
- [Social Accountability Tool](#) (WIN): how to build accountability through civic engagement, empowerment and participation.
- [Sub-Sector Participatory Assessments](#) (WIN): participatory tool to quickly assess and raise awareness about where to improve water integrity.
- [Water Footprint](#): allows companies, regions, and even individuals to calculate the amount of water they use; can help businesses or sectors to increase their efficiency.
- [Water Risk Filter](#) (WWF/DEG): assesses current and future water-related risks (quality and quantity) at the river basin level. Helps to better plan industrial and large-scale agriculture use.