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Bangladesh Water Development Board (BWDB)
Department of Agricultural Extension (DAE)



Training Report

Hague Academy Training Course on Multilevel Water Governance

(26 October -06 November 2015)

December, 2015



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Blue Gold Program

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Issue and revision record

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List of Abbreviations

BWDB	Bangladesh Water Development Board
CRP	Cost Recovery Principles
CBO	Community Based Organization
DAE	Department of Agriculture Extension
DoF	Department of Fisheries
G2G	Government to Government
NGO	Non-Government Organization
OECD	Organization for Economic Cooperation and Development
TA	Technical Assistance
UNESCO	United Nations Education Science Culture Organization
UP	Union Parishad

1. Introduction

1.1 Background

The Hague Academy for Local Government organized the training course on “Multilevel Water Governance” from 26 October to 6 November 2015 at The Hague, the Netherlands. Blue Gold Program selected five participants for the course (four from BWDB and one from TA Team). I, Md. Aowlad Hossain, represented the TA team of Blue Gold Program on the training course. Unfortunately, because of delays in the completion of visa formalities, none of the BWDB team was able to attend.

The course was attended by fourteen representatives of eleven countries from Asia, Africa, Europe and Latin-America - from Bangladesh, India, Nepal, Pakistan, Jordan, Ghana, Ethiopia, South Africa, Swaziland, Macedonia and Colombia.

The main topics and learning points covered by the course are summarized in Section 2.

2. The Course

2.1 Day one (26 October 2015)

The first day of the course started with introduction among the participants and facilitators, setting context and briefing about the outline of the whole course.

Session: Dutch Water Governance System and Three Layer Model for Good Water Governance.
Main learning points for the session are as follows:

Definition of Water Governance-*“A range of political, social, economic and administrative systems that are in place to develop and manage water resources and the delivery of water services, at different levels of society”*. Global Water Partnership.

Building Blocks for good water governance:

- A powerful administrative organization
- A legally embedded system of water management
- A planning system
- Adequate financing
- A participatory approach

The Three Layer Model of Water Governance:

Core element of this approach is that Good water management comprises three layers- A Content layer, an institutional layer and a relation layer.



A Content layer

While knowledge of the water system and of the nature of the problems is essential as well as experience and skills to be able to solve problems. Also it is important to dispose of the necessary data and information.

The Institutional layer

An adequate organizational framework together with necessary (legal) instruments and good financing structure are fundamental requirements for successful integrated water resources management.

Relation layer

For successfully solving persistent water problems attention to what is called the Relation layer is required. Important elements of this layer are communication and coordination between different actors and the public, stakeholder participation, transparency and trust. Water governance focuses most explicitly on the institutional and relational layer, without overlooking the importance of and relations with content layer.

Principles of Water Governance:

- Legal framework
- Institutional framework
- Structural approach (planning)
- Financial system
- Public participation

Water Governance is Multi level Governance- Worldwide water is a public matter and often there are different public authorities involved on a national, regional and local scale. So water governance is multilevel governance and coordination and cooperation between the different authorities is extremely important.

Dutch Water Governance

National Government: National water policy, legal standard, (flood protection, environmental standards), supervision and operational tasks for the national water infrastructure (Rijkswaterstaat: the national water agency)

Provinces (12): Regional water policy, licensing the major groundwater abstractions supervision on Regional Water Authorities and Municipalities

Municipalities (393): Sewage system, storm water collection and urban groundwater level

Water companies (10): Drinking water supply

Regional Water Authorities (23): Independent Government body since 1255. Have own legal power, own legal tax system, own election. Flood protection Water quality and quantity management, waste water treatment and musk rat and coypu control. So, water management in the Netherlands is a public matter. However, the private sector is involved to build and maintain the water works.

Important conclusions of experience in the Netherlands

Too often a disaster or nearly-disaster is necessary to come policy change and new investments

- Preservation or restoration of resilience is an essential element of integrated water management
- Water management and spatial planning need to be well connected (water test)
- River management should be dealt with on an integrated way
- Non-technical aspects play an important role in getting things done

Visit to Maduraidam:

Visit Maduraidam- which is called the Mini-Netherlands. Madurodam was established in 1952 as a war memorial to war hero and resistance fighter George Maduro, who died at the Dachau concentration camp on February 19 1945. The parents of George Maduro provided the initial capital for Madurodam. Madurodam was founded to support charities. Up to 1964 all proceeds were donated to the Netherlands Students Sanatorium in Laren. This enabled students suffering from Tuberculosis to continue their study while they were recovering. Madurodam annually donates its sale proceeds 600,000 – 1 million Euros to charities active in the Netherlands for children, focuses on discovering developing talent in children of primary school age. Madurodam is the destination where you can discover what makes a small country great. The park is based on true Dutch stories that are related through miniatures, which are 25 times smaller and enlarged objects, which are 25 times bigger than their real life counterparts. Discover in the Water World how the Netherlands deals with water as friend and foe. Experience the hustle and bustle of the port of Rotterdam or check out the workings of a watermill. You can even operate the locks of the Oosterschelder barrier. Innovation Island shows the international success of entrepreneurial spirit of the Netherlands.

2.2 Day Two (27 October 2015)

Session- Building Block 1 & 2: Administration organization and Legal aspects of Water Governance.

Learning points

Principles for the Administrative organizations:

- Absolute clarity on which authority is responsible for which water task
- The authorities must have sufficient staff, skill and knowledge
- The competent authority must have adequate (legal) powers
- The authority must have adequate access to sufficient financial resources (like subsidies, but in preference own income)
- The authority must foster Transparency, Participation and Accountability (information for the public, stakeholder involvement, financial reports and integrity)
- Because of the multiple character of water governance, the authorities must have the capacity and willingness to coordinate and cooperate with other involved authorities, inside and outside water management. Sometimes the solution for water problems is in the other policy fields.

Water Governance Gaps:

- Policy gap (overlapping, unclear allocation of roles and responsibilities, fragmentation across ministries and agencies)
- Administrative gap (geographical “mismatch” between hydrological and administrative boundaries)
- Information gap (asymmetries of information between central and sub-national governments, between different stakeholders)
- Capacity gap (lack of technical capacity, staff, time, knowledge and infrastructure, insufficient capacity of local actors to implement water policies as well as relevant strategies)
- Funding gap (unstable or insufficient revenues undermining effective implementation of water responsibilities at sub-national level, cross sectoral policies and investment required)
- Objective gap (intensive competition between different ministries different rationales creating obstacles for adopting convergent targets)
- Accountability gap (lack of citizen concern about water policy and low involvement of water users associations)

A powerful administrative organisation is inevitable for sound water management. There are no blueprints, but important principles have been distinguished and presented. Furthermore OECDs seven gap method, which can help to assess the water governance of countries and regions.

Legal aspects of water governance in The Netherlands:

- Waves and features of Dutch water legislation
- Water legislation countries of participants
- A legally embedded system of water management

Water Legislation Countries of Participants

<i>Armenia</i>	Water Code 2002; amended several times, last amendment 2009
<i>Bangladesh</i>	Bangladesh Water Act 2013 Draft Bangladesh Water Rules August 2015
<i>Indonesia</i>	Water Resources Act 2004 10 implementing governments regulations
<i>Pakistan</i>	Pakistan Various dated sector acts at a federal and provincial level; IWRM legislation not yet available
<i>Sri Lanka</i>	Various dated sector acts; IWRM legislation not yet available
<i>Vietnam</i>	Water Resources Act 2012 Decree detailing the implementation of some articles of the WRA; 2013 Draft Act on Hydraulic Works

2.3 Day Three (28 October 2015)

Study visit Water Governance Projects at Lehdijk KIS (kinderdijk- Schoonhovenseveer)

Participants have seen a Dutch example of water governance through a visit to the Lekdijk (Kinderdijk-Schoonhovenseveer), which falls within the Hoogwaterbeschermingsproject (protection from high water project) consists of a complex construction site in order to safeguard people in the Dutch hinterlands from excess flooding. Due to climate change, the project is continuously subject to changes and improvements within the construction. It is located close to the touristic “kinderdijk” area where a series of beautiful windmills cover the landscape. During this visit participants have seen the implications of large scale water management projects in practice, in particular measures to address high water levels, dyke management, increase flood safety and to improve overall environmental quality. The Netherlands is famous for its windmills that keep the country dry. Nowhere in the world do you find so many windmills as in the Kinderdijk. The windmills of Kinderdijk have been placed on the UNESCO World Heritage List since 1997.

Water Board officials briefed the participants about the formation and functions of the Water Board and jointly visited some dykes.

Water Board is the elected Executive body of the Water Authorities as briefed. Board members are represented the residents, Land owners, Nature protection organizations, Business/Industries. Its president is nominated by the King. Now there are 23 Water Authorities, but there were 2,500 in 1950. Water Authorities are the oldest democratic institutions in the Netherlands. Water Authorities deals with surface water.

Main functions of the Water Authorities are:

- Flood control
- Water management
- Water quality
- Musk rates
- Collection of tax and levies
- Quality test of dykes conduct every six years and take initiatives for re-enforcement/strengthening of the dykes
- Now they are constructing climate dykes, which are stronger and durable.

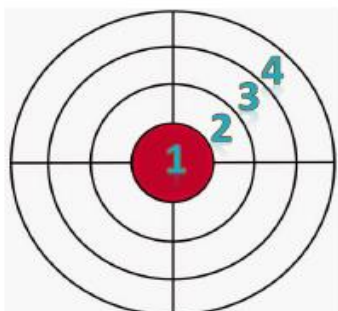
2.4 Day Four (29 October 2015)

Session: Building Block-5: Stakeholder Participation and Improving Water Governance; Challenges and Towards an Integrated Approach.

Main Learning points from the Awash River Basin Project, Etheopia

Stakeholders in Water Resources Management (institutional mapping in Awash basin):

- Main actors
- Other actors
- Advisory groups
- Interest and influential groups



Assessment of Water Governance Capacity in the Awash basin:

- A self-assessment by the local actors
- An assessment by trained experts
- An experts judgement in which experts from different disciplines reflects on the outcomes of the assessment

Outcomes gap analysis

Content gaps	Institutional gaps	Relation gaps
1. Lack of knowledge and	4. No capable organization of	5. Poor communication/

<p>skill in water resources management</p> <p>2. Lack of integrated resources development Master Plan for the basin</p> <p>3. Policy gaps in land use development, climate change to water resources management</p>	<p>implementing IWM for the basin</p> <p>a. Inappropriate and incapable institutional setup</p> <p>b. Inappropriate financial mechanism</p> <p>c. Lack of structures for incentive mechanism that can sustain well experienced professionals</p> <p>d. Lack of tools/guidelines/procedures for implementing IWM</p> <p>e. Weak information management</p>	<p>cooperation with stakeholders and public</p> <p>inadequate awareness creation</p>
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Indicators for the quality of the governance mechanism:

- **Sufficiency** - are the governance mechanisms working?
- **Stability** - are the governance mechanisms subject to changes or flexible enough?
- **Effectiveness** - are the governance mechanisms working good to meet targets?
- **Efficiency** - How much effort do the mechanisms take compared to the effect?

Conditions for success (lessons learned):

- Patience, resilience, flexibility
- Step-by-step approach
- Thorough joint preparation
- Administrative (G2G) commitment and partnership
- Resident program management
- Willingness to learn (learning alliances)
- Benchmarking

Session: OECD; the international perspective on integrated water governance and international cooperation & stakeholder participation

Main Learning points from OECD session

OECD definition of Water Governance:

The range of political, institutional and administrative rules, practices and processes (formal and informal) through which decisions are taken and implemented, stakeholders can articulate their interests and have their concerns considered, and decision-makers are held accountable for water management (OECD, 2015)

OECD Principles of Water Governance

- Effectiveness
- Efficiency
- Trust and Engagement

Rational for Stakeholders Engagement

Key features

- Governance is a means to an end (manage too much, too little, too polluted water)

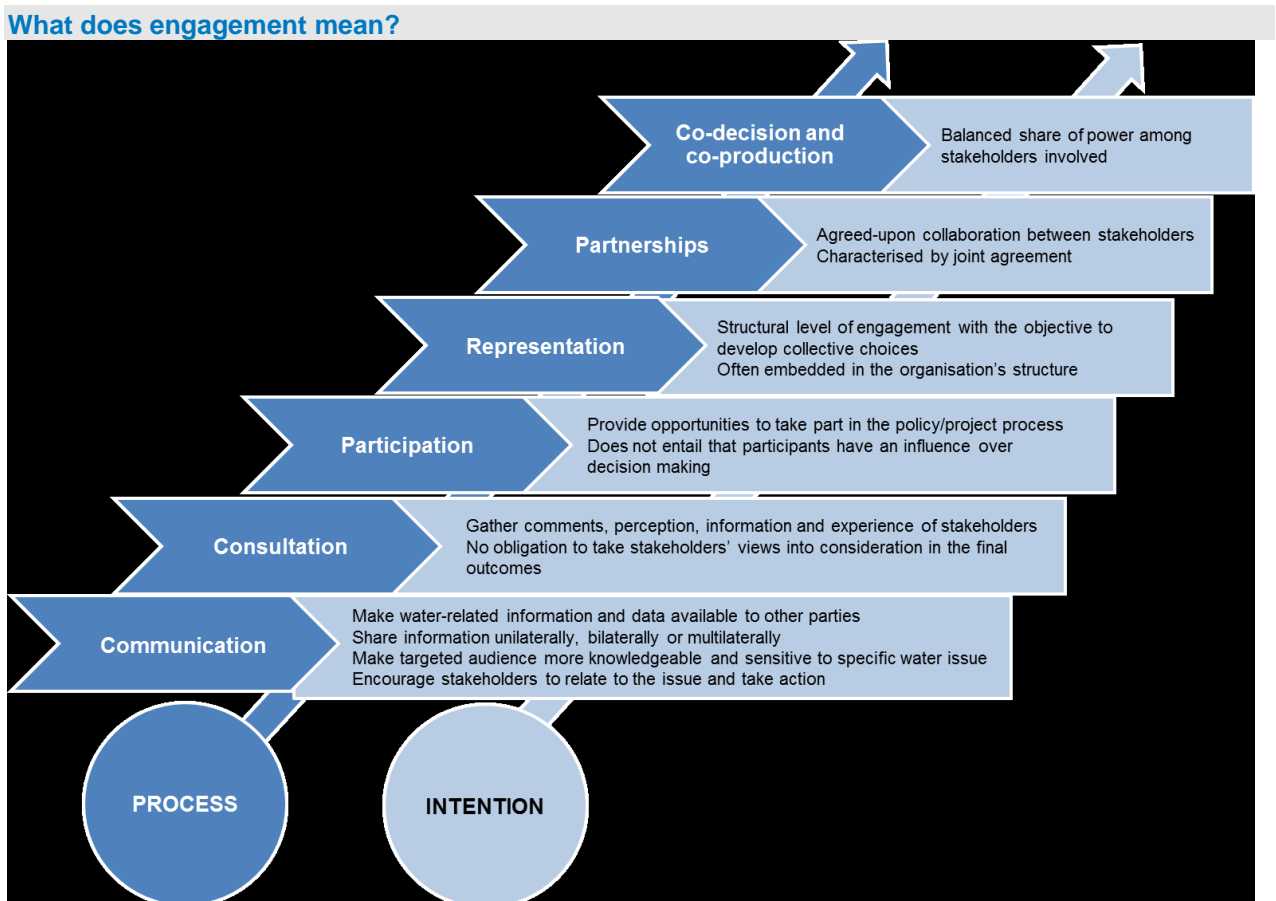
- Governance is NOT ONLY about governments
- Stakeholders have a role to play alongside policymakers: a shared responsibility
- In water: governance is complex, fragmented and highly contextual
- Governance structures need to match the level of water risks / problems to fix

Stakeholders

- Any person or group who has an interest or stake in a water-related topic, may be directly or indirectly affected by water policy, and/or have the ability to influence its outcome positively or negatively.(OECD, 2015).

Principles for inclusive, effective and efficient stakeholder engagement:

1. **Inclusiveness and equity:** Map all stakeholder who have a stake in the outcome or that are likely to be affected, as well as their responsibilities, core motivations and interactions.
2. **Clarity, transparency and accountability:** Define the ultimate line of decision-making, the objectives of stakeholder engagement and the expected use of inputs.
3. **Capacity and information:** Allocate proper financial and human resources and share needed information for result-oriented stakeholder engagement.
4. **Efficiency and effectiveness:** Regularly assess the process and outcomes of stakeholder engagement to learn, adjust and improve accordingly.
5. **Institutionalisation, structuring and integration:** Embed engagement processes in clear legal and policy frameworks, organisational structures/principles and responsible authorities.
6. **Adaptiveness:** Customise the type and level of engagement to the needs and keep the process flexible to changing circumstances.



2.5 Day 5 (30 October 2015)

Session: Gender Aspects and Water Governance

Main Learning Points:

Strategies & tools for Gender mainstreaming

- Increase women's participation in local water management
- Gender mainstreaming policy and plans
 - Sector gender budgeting
 - Applying a sound gender analysis
 - Addressing practical and strategic gender needs
 - Involving men in “women” projects
 - Continue to raise awareness!

Gender mainstreaming – A strategy

Strategy to ensure women's and men's concerns and experiences are included in the design, implementation and evaluation of policies and programs

Goal: achieving gender equality

Objectives:

- Make gender more visible
- Transform institutions
- Ensure that power and resources are deployed equitably

Project design

- Involve women and men in consultations
- Include sex-disaggregated data for justification
- Formulate gender-sensitive and/or specific objectives, indicators and activities

Project implementation & evaluation

- Strive for gender balance in staff/experts
- Enable women and men to participate equally and benefit equally
- Include gender in evaluations

Gender mainstreaming tool: gender analysis

- Can be undertaken at any stage but most effective if included in design
- Systematic way of analysing different roles and impacts
- Asks the “who” questions
- How will this affect women and men?

Gender Analysis in Water Management

Analysis of activities around water: *who does what?*

- Farming, Domestic, Other paid jobs, politics
- Analysis of water resources: *who owns what?*
- Access, ownership; Control: the power to decide whether and how a resource is used

Analysis of benefits and incentives

- who controls/has access to the benefits outputs of production
- Analysis of who decides the rules- power structures

Conclusion

- Gender is not equal to sex and gender does not mean women

- Gender mainstreaming is an established tool to address gender inequality
- Everyone can do a gender analysis
- Project outcomes should also address strategic gender needs
- Working with gender equality approach (gender glasses) means your work is efficient, sustainable and fair!

2.6 Day Six (2 November 2015)

Session: Building Block 3: Financial arrangement and Water Governance

Main Learning points:

Definition of Financing System

- The financing system refers to the various fundraising tools governments and private organisations rely on to pay for the costs of water management.
- The process of collecting resources and allocating these resources to pay for water management activities

Source of Financing: Tax, Tariff, Transfer and Trade

Importance of the financing system:

- Funding GAP is the main governance gap, OECD report 2012
- The setup of a financing system influences the effectiveness and efficiency of water management
- The setup of the 'financing system' results in incentives to stimulate or discourage behaviour of businesses and households.
- Awareness of these mechanisms is key for successful architecture of the financing system
- Many examples of ineffective set ups

Guiding principles of financing:

- **The Polluter (B) Pays Principle** creates conditions to make pollution a costly activity, to alleviate pollution, and compensate for welfare loss;
- **Cost Recovery Principle:** this principle strives for recovering the costs that were made by the supplier of water service through the user of this water service (Article 9, Water framework directive).
- **Equity** is often invoked to address affordability or competitiveness issues, when water bills are disproportionate with users' capacity to pay;
- **Coherence** between policies that affect water resources is essential to ensure that policies are mutually supportive and do not work against each other.

Financing Assessment Tools

1. Define scope:
 - Geographic: National, Regional, local
 - Issues: Water quality, safety, drinking water, sanitation
2. Inventories current financing structure:
 - Targets
 - Activities
 - Financing structure
3. Assess current financial structure:
 - Sufficiency
 - Stability
 - Cost Recovery Principles (CRP)
 - Effectiveness
 - Efficiency
4. Advice
 - Report and discuss

- Taylor made advice

2.7 Day Seven (3 November 2015)

Session: Building Block 4: Planning and Trans-boundary Water Management

Learning points:

Integrated (water) management

Integrated (water) management and planning is a process which promotes the co-ordinated development and management of water, land and related resources, in order to maximize the resultant economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems.

Situation–“A set of circumstances in which one finds oneself; a state of affairs”

Situation analysis:

- Background
- Socio-economic situation
- Water quantity situation
- Water quality situation
- Environment, natural resources management
- Sector analysis
- Policy legislation
- Institutional arrangements
- Financing arrangements
- Monitoring and evaluation
- Stakeholders analysis
- Scenarios (positive situation)

Problem:

A problem can be described as the difference (discrepancy) between the **desired situation** (criteria, norms, values, goals) and the **perception** of the **existing or expected situation**

What is a problem?

- Criteria, norms, and values
- Perception (of whom?)
- Real or symbolic
- Now or expected in the future
- Personal or societal

Root causes of the problem?

- Biophysical
- Management
- Institutional arrangements
- Socio-economic
- Actors/stakeholders’ perceptions and behavior

Designing of a policy plan

Criteria for a ‘good’ policy plan:

–*Rational*: Is the argumentation valid?

- Causal rationality (cause-effect relations)
- Goal rationality (goals-means relations)
- Normative rationality (societal norms and value systems)

–Legitimacy: is the policy plan acceptable? (are the means justifiable in relation to the goals?)

- For the policy implementing agency / government
- For the target group
- For society at large

Steps:

- Vision development
- Scenario setting
- Strategy development

Criteria to evaluate strategies:

- **Effectiveness:** to what extent does the measure address the problem (from not at all to very much)
- **Economic effects:** what are the investment/ operational/transaction/social costs (as a function of GDP?, from very high to very low)
- **Side-effects:** which other positive or negative effects other than reduced the problem and economic impacts does the measure have? (from primarily very negative to primarily very positive)
- **Flexibility:** to what extent can the measure be adjusted/complemented/reversed when resulting to be inadequate or inappropriate (from very rigid to very flexible)
- **Acceptance:** how feasible is the implementation of the measure taking into account issues such as public acceptance? (from not to very acceptable)

Statements to understand cross-border cooperation:

- Differences between countries not all determining
- Don't do it unless you unless you have to
- Context too important not to explore continuously
- No real cooperation without stimuli
- Being ready for windows of opportunity
- Role of administrators important, but not always rational
- Unilateral control of goals does not work
- Planning, facilitating, inspiring...it may all work or not work
- Expectations are to be managed
- Capable pioneers are worth gold

2.8 Day Eight (4 November 2015)

Study visit Water Management projects

Participants visited Mega structures: Maeslantkering and Waste Water Treatment Plan AWZI "Nieuwe Water Weg".

The Dutch water management is a clear piece of technology. The Oosterschelde barrier door is a good example of this. The Maeslantkering is a storm surge barrier on the imaginary dividing line between the Nieuwe Waterweg water way located at Hoek van Holland and the river the scheur located along the cities of Maassluis and Vlaardingen up to the confluence of the rivers Oude Mass and Nieuwe Mass, Netherlands, which automatically closes when needed. It is part of Delta Works and it is one of the largest moving structures on earth, rivalling the Green Bank telescope in the USA and the Bagger 288 excavator in Germany. The construction of the barrier started in 1991. Standing upright, its arms would be as high as the Eiffel Tower, but each one weights twice as much as the Eiffel Tower. On May 10 1997, after six years of construction, the Maeslantkering was opened by Queen Beatrix of The Netherlands.

A waste water treatment plant (AWZI) ‘Nieuwe Waterweg’ is a water treatment plant where domestic and industrial waste water is purified so that it can be discharge into the surface water. In fact, the waste water treatment plan imitates the natural decomposition process that takes place in the surface, but does so at an accelerated pace. The microbiological purification that takes place in a so-called oxidization ditch, either in a carousel or in a trickling filter. The waste water treatment plant is discharging water to the river after treatment up to 99% and they have to pay tax to the central government for the remaining 1% pollution, which they cannot treat as briefed by the official.

2.9 Day Nine (5 November 2015)

Session: Improving Transparency, Integrity and Accountability in water sector and change management and implementing the Back Home Action Plan

Main Learning points

Why is the water sector susceptible for corruption?

- Large-scale construction and monopolies
- High level of public sector involvement
- Technical complexity, which decreases public transparency and leads to an asymmetry of information
- High demand for water services, which reinforces the power position of suppliers and encourages bribery
- A high frequency of interrelations between suppliers and consumers, which fosters an atmosphere of discretionary action

Definition of Corruption:

“Corruption is the abuse of public office for personal gain.” (World Bank, 1998)

“Corruption is the abuse of entrusted power for private gain.” (Transparency International)

Types of corruption:

- Petty & grand corruption
- Individual and systemic corruption

Common types of corruption:

- Bribery
- Collusion
- Embezzlement & theft
- Fraud
- Extortion
- Abuse of discretion
- Favouritism, nepotism & clientelism

Driving forces of Corruption

- Individual choice: Need, greed, opportunity
- Institutions: Klitgaards Corruption Formula

C = M + D – A

Corruption equals Monopoly of power plus Discretion by officials minus Accountability

- Norms: intrinsic part of social system
- Lack of transparency and accountability

Impacts of corruption:

- Slow down economic growth
- Reduction local and foreign investment
- Increased inefficiency
- Increased income inequalities
- Increased cost of service delivery;
- increased construction, operation and maintenance costs

(20-35% of the value of the service in Asia; 66% of operating cost of water companies in Africa)

- Social cost

How to fight corruption?

- Going back to Klitgaard's definition, it suggests the following to fight corruption:
- Reduce monopoly, clarify discretion and enhance accountability and transparency

How to reduce corruption? The 6 building blocks of PACTIV

- Political Leadership
- Accountability
- Capacity
- Transparency
- Implementation
- Voice

1. Political Leadership

Mobilise support from political leaders and engage them as constructive anti-corruption partners.

Actions:

- Illuminate the potential political advantage from decreased corruption in the water sector.
- Include political leaders in discussions at all stages of water projects.
- Record and publicly display commitments of support made by politicians.

2. Accountability

Reform political and judicial institutions to reduce discretion and increase integrity

Actions:

- Increase competition in elections to catchment boards.
- Expose public officials to the hardships of the poor water users they are entrusted to serve.
- Check contractors' support of political election campaigns.
- Strengthen independent auditing.

3. Capacity

Strengthening public institutions and civil society

Actions

- Increase technical competence of regulators and procurement officials.
- Create professional working environments with reasonable wages.
- Support independent data collection and diagnostics by civil society.

4. Transparency

Encourage openness and freedom of information to allow for advocacy and disclosure of illicit behaviour.

Actions

- Train media in investigative journalism on corruption in water.
- Publicly display (in newspapers and in villages) information on water contracts and accounts.
- Disclose water authorities' decision-making procedures and protocols.

5. Implementation

Put existing reforms and anti-corruption tools into action.

Actions

- Make use of existing technical equipment for monitoring.
- Execute on-the-shelf policies.

- Impose stiff judicial and economic sanctions on culprits.

6. Voice

Strengthen channels for water users, public officials and private employees to voice discontent and report corruption.

Actions

- Introduce whistleblower programs in utilities and public agencies.
- Expand voting rights in elections for catchment and sub-catchment boards.

How to reduce corruption?

Measures to combat corruption:

- i. Legal and financial reform
- ii. Reform on public service delivery systems
- iii. Reform in the private sector
- iv. Public awareness and capacity building

Key Recommendations

- Careful design of anti-corruption strategies - Diagnosis is essential!
- The impact & effectiveness of any tools and actions must be monitored
- Corruption is the symptom: target the system.
- Be preventive rather than reactive
- Don't stand alone, build comprehensive networks
- Recognise that no one is immune to corruption
- Anticipate unexpected consequences
- It's a continuous process!

Integrity

- Corruption is a violation of integrity
- Preventing corruption means strengthening integrity

But what is integrity?

- Application of values, principles and norms
- Complying in an exemplary way with specific moral standards
- In case of corruption, these values, norms and moral standards have been violated.

Integrity Tools

- Code of conduct
- Investigation new employees
- Vulnerabilities in tasks
- Taking the oath of office
- Side-jobs
- Financial interests
- Rules about gifts: code of conduct
- Rules about purchase and contracting
- Confidential integrity officers
- Procedure reporting breach of law / internal rules

Code of conduct

- Some key elements:
- Use of government services or property for personal interests is not allowed
- Receipt of gifts: maximum of 50 Euros
- Bribes not allowed
- Side jobs or activities should be reported to employer

- Whistleblower protection
- Clear rules on the duties and responsibilities of employees

How to report a breach of Integrity?

- Online system for employees
“Examples of dishonest behaviour that you could report:
- Bribes, expensive gifts and the “calling in sick: Facebook example”
- Role of manager
- Confidential integrity officer

Diagnosing corruption

Diagnostic tools:

External:

- **Corruption Survey** (catches perceptions)
- **Citizen report card** (perceptions on quality, efficiency, and adequacy of public services paid by tax payers)
- **Participatory Corruption Appraisal** (focus on the poor)

Internal:

- **Utility checklist** (identifies specific vulnerabilities)
- Vulnerability Assessment
- Performance Benchmarking
- PROOF: Public Record of Operations and Finances

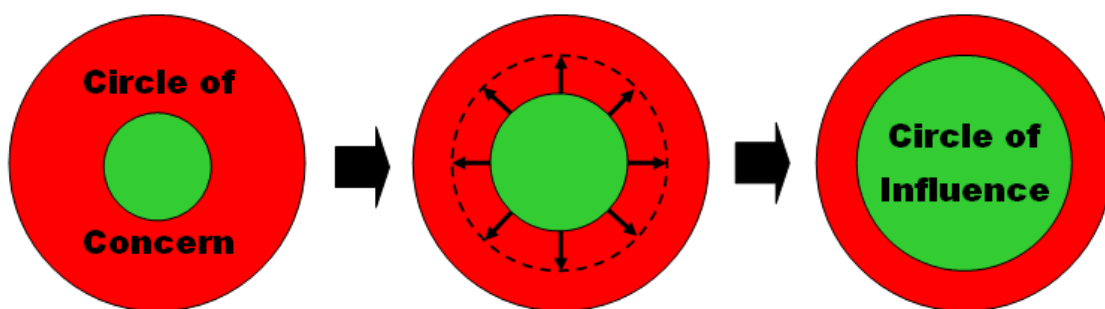
Change Management

What is meant by “change management”?

A structural process and comprehensive set of tools for leading the people-side of change to achieve the desired results.

Increasing the circle of influence

Adopting a Proactive Focus



Reactive Focus

You focus the majority of your time and energy on your concerns and problems. You don't take responsibility for your own situation.

Changing Your Focus

You choose to redirect your time and energy. You begin focusing on those things within your control, and you start making a difference.

Proactive Focus

You devote the majority of your time and energy to changing what is in your control. Your life improves and you stop blaming others.

Success factors in managing change:

- i. Active and visible role of leadership/champions
- ii. Frequent and open communications
- iii. Dedicated resources for change management
- iv. Structured change management approach
- v. Stakeholder participation and engagement

Motivation: Some need to be pushed more than others...

Participants were briefed about the change management and implementing the Back Home Action Plan

2.10 Day Ten (6 November 2015)

Session: Presentation of Back Home Action Plan and Closing

Participants presented their Back Home Action Plans.

3. Action Plan

3.1 Expected Change

The expected change to be achieved is to establish stakeholders' participation in water management, agriculture and the productive sector.

3.1.1 Objectives

- Involve stakeholders in water management
- Utilization of local resources
- Sustainability of water management activities, infrastructures and Water Management Organizations

3.1.2 Stakeholders

- Bangladesh Water Development Board (BWDB)
- Department of Agriculture Extension (DAE)
- Department of Fisheries (DoF)
- Local Government Institutions (UP, UZP)
- Water Management Organizations (WMOs)
- Others (Govt. NGOs, CBOs at local level)

Activity	Anticipated Challenges	Mitigation options	Milestone			
			3 Months	6 Months	9 Months	12 Months
Relation building among the Stakeholders	Lack of willingness	Relation and confidence building among Stakeholders	Advisory Group formation and activation	Preparation of Joint cooperation plan	Participation in joint initiatives	Successful implementation of some joint initiatives
Signing MoU/Agreed minutes	Lack of coordination	Develop and activate cooperation mechanism				
Frequent contact	Lack of confidence in Resource sharing	Create win-win situation				
Formation and activation of joint Advisory Group	Shortage of BWDB staff	Convince BWDB to re-allocate existing staff and extend setup at local level				
Joint Planning meeting	Shortage of staff in related Govt. Departments	Convince to extend cooperation with existing staff and strengthen services through developing Service Providers and linkage with LGIs				
Preparation of joint plan	Activation of Standing Committees of LGIs	Awareness raising at community and LGI level and coordination with				

		actors working for Governance				
Implementation of Joint plan						
Joint review and Updating/adjustment						
Utilization of local resources						
Capacity Building						
Networking						
Experience Sharing						

3.2 Evaluation of the course by the participants, distribution of certificate and Closing

Accommodation, food and logistical arrangement were well organized and fine. The organizers and facilitators were very cooperative and serious and cordial. The course held in very good environment. The Institute awarded certificate to the participants for successful completion of the training course. Recommended to further extend the sessions on Water Governance and Integrity in the future courses.

4. Conclusions

4.1 Findings

- The training course on “Multilevel Water Governance” indeed a useful course to know about the important steps, strategies and issues regarding water governance at different levels;
- To know about the history, background and development of water management and water governance of The Netherlands;
- To learn about the status of water management and water governance of different participating countries;
- To acquire idea and knowledge about the Dutch water management projects through visiting different projects and activities of water authorities, discussion with the water boards officials;
- To learn and share different case studies/ good practices on water management and water governance of participating countries;