

Accounting for stakeholders' views and policy coherence

The 12 OECD principles on water governance as a framework for policy formulation

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NOBODY
would have any doubt
that water is a key factor for development

HOWEVER
there are significant differences
in what concerns:
water needs *stages of development*
water availability
and even *technological capacities*
goals and aspirations
of each specific society !

We need an integrated and holistic view:

ecosystems services

nature conservation link

irrigation

water food link

energy

water energy link

**water supply and
sewage treatment**

hygiene link

***Water is much more than
what we get from the tap!***

***Water is a common thread of
environment and development!***



**The main focus of this presentation:
GOVERNANCE**

A starting point . . .

Water management is an animal that walks on two legs:

Rhino by: Leo Reynolds <http://www.flickr.com/photos/lwr/6321351179/>



***technology & governance !
if you neglect one, the animal stumbles and falls***

... and what is governance ?

OECD 2015

Water governance refers to 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



Water management is much more than simply a technological (or infrastructural) issue !



Many problems remain unsolved not because we lack technological solutions,

We need a more comprehensive view!

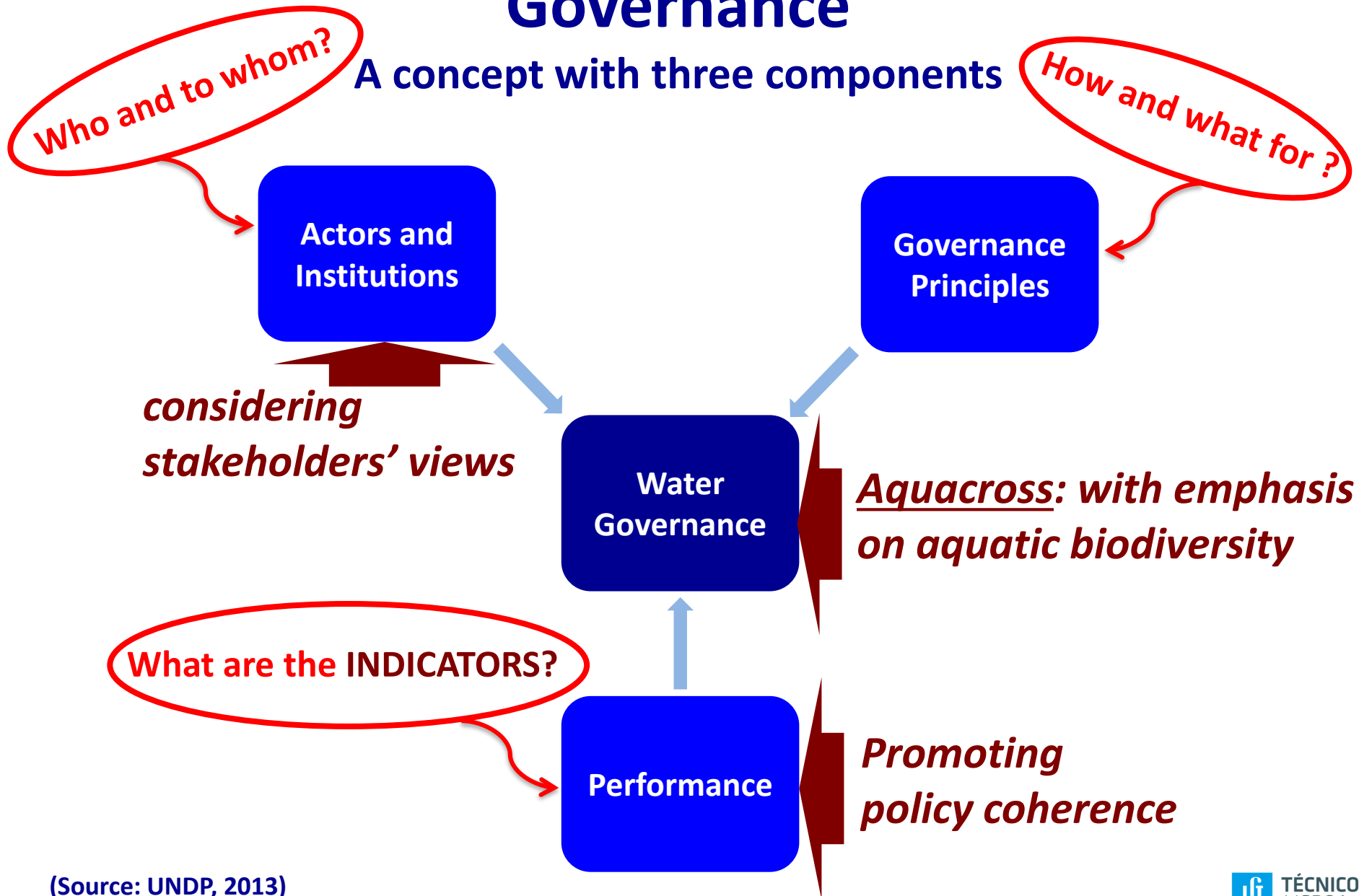
Often we have the knowledge, the technological solutions, and even the financial means, and these three elements are not sufficient to face the water challenges and solve the problems.

We have to focus on society, its actors, the way policies are formulated, how decisions are made.

We have to shift our attention from management to governance!

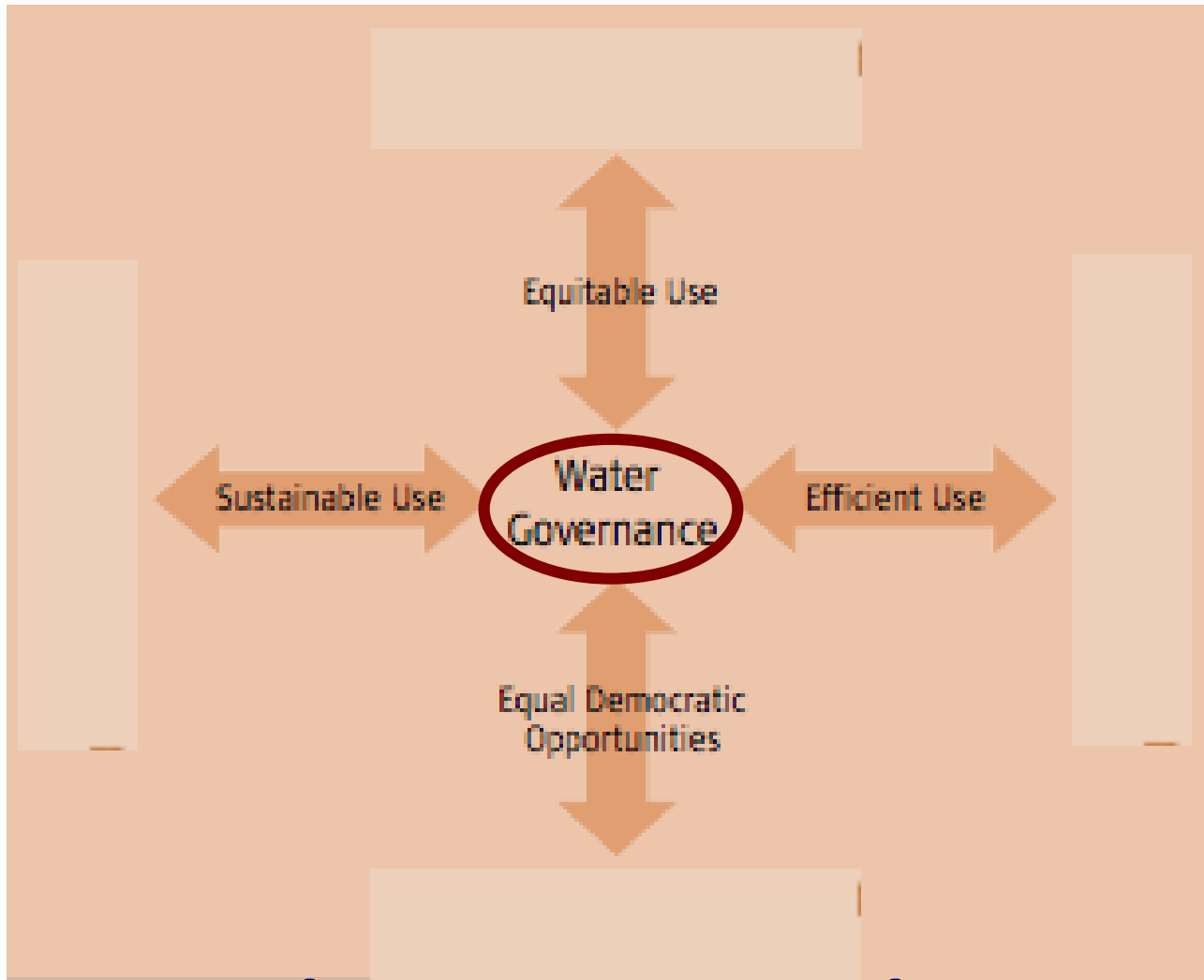
Governance

A concept with three components



(Source: UNDP, 2013)

A multi-dimensional issue!



Governance plays a central role in promoting policy coherence for all dimensions!



OECD Principles on Water Governance

Welcomed by Ministers at the OECD Ministerial
Council Meeting on 4 June 2015

Directorate for Public Governance and Territorial Development

**A benchmark and
a cornerstone
of the attention
the OECD gave to
governance!**

**Review by OECD
of water governance in
17 OECD countries &
13 Latin American countries**

3 main dimensions/goals of water governance

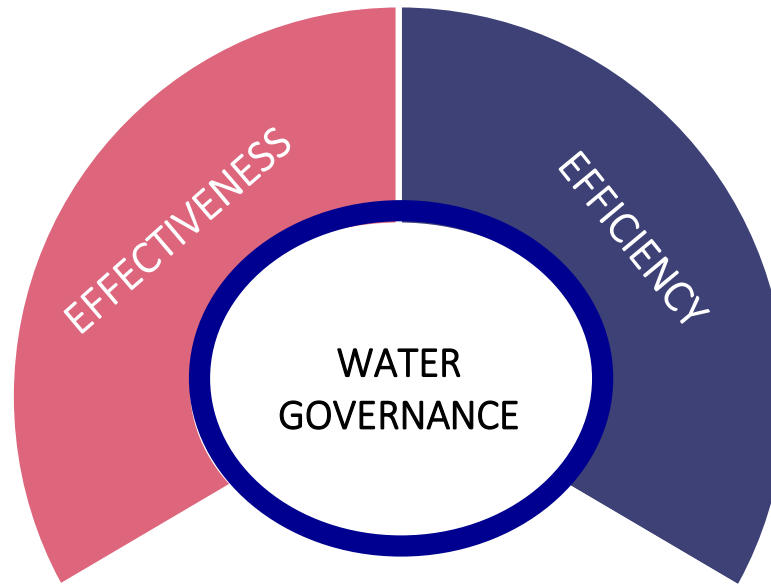


**Hit
the target !**

Effectiveness

Principles of governance that contribute to define clear sustainable water policy goals and targets and to implement them in a way that meets the expected goals and targets.

3 main dimensions/goals of water governance

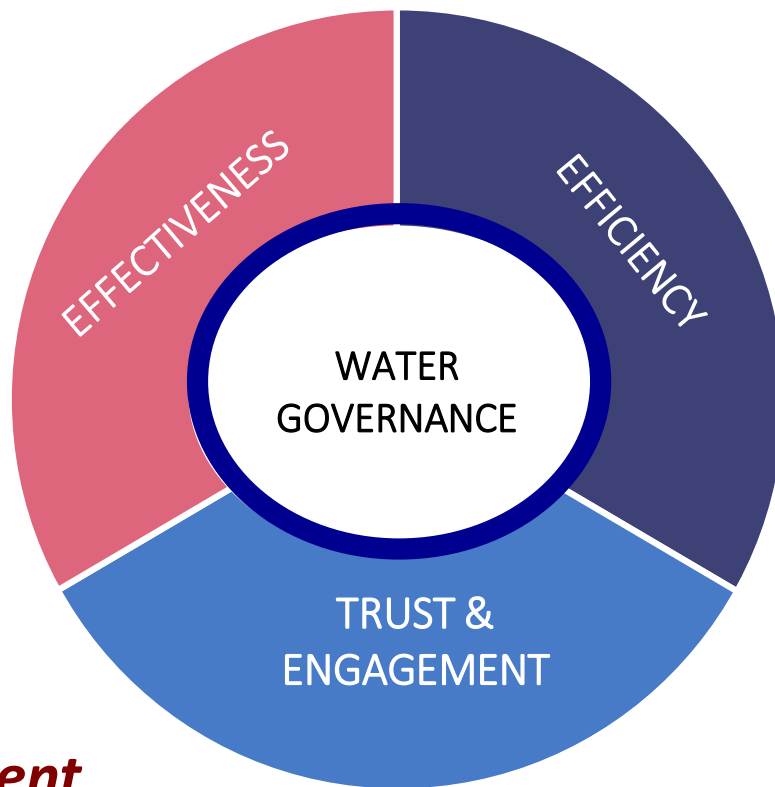


**At the
least cost !**

Efficiency

Principles of governance that contribute to maximize the benefits of sustainable water management and welfare at the least cost to society.

3 main dimensions/goals of water governance



**Being
credible !
... and
inclusive !**

Trust and Engagement

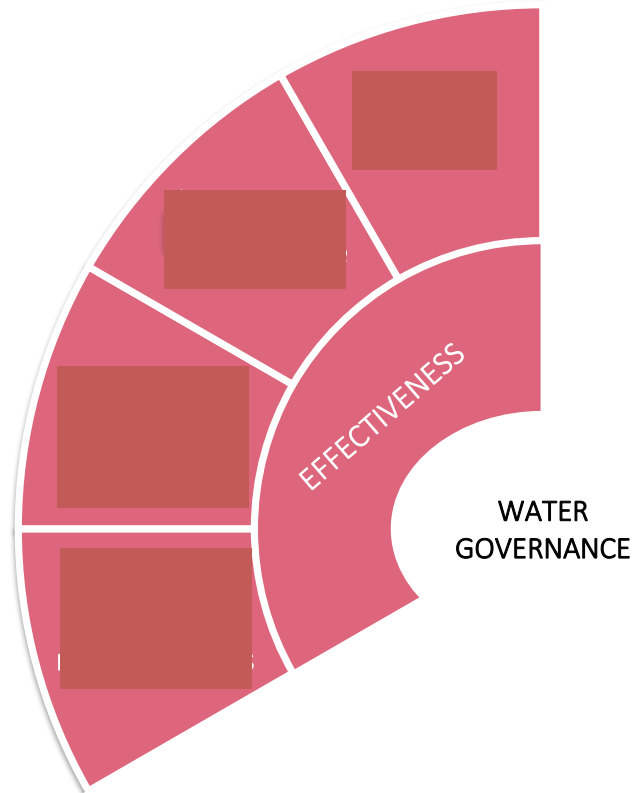
Principles of governance that contribute to build public confidence and ensure inclusiveness of stakeholders through democratic legitimacy and fairness for society at large”.



OECD Principles on Water Governance

Endorsed at the OECD Ministerial Council Meeting on 4 June 2015

**KEY
WORDS**

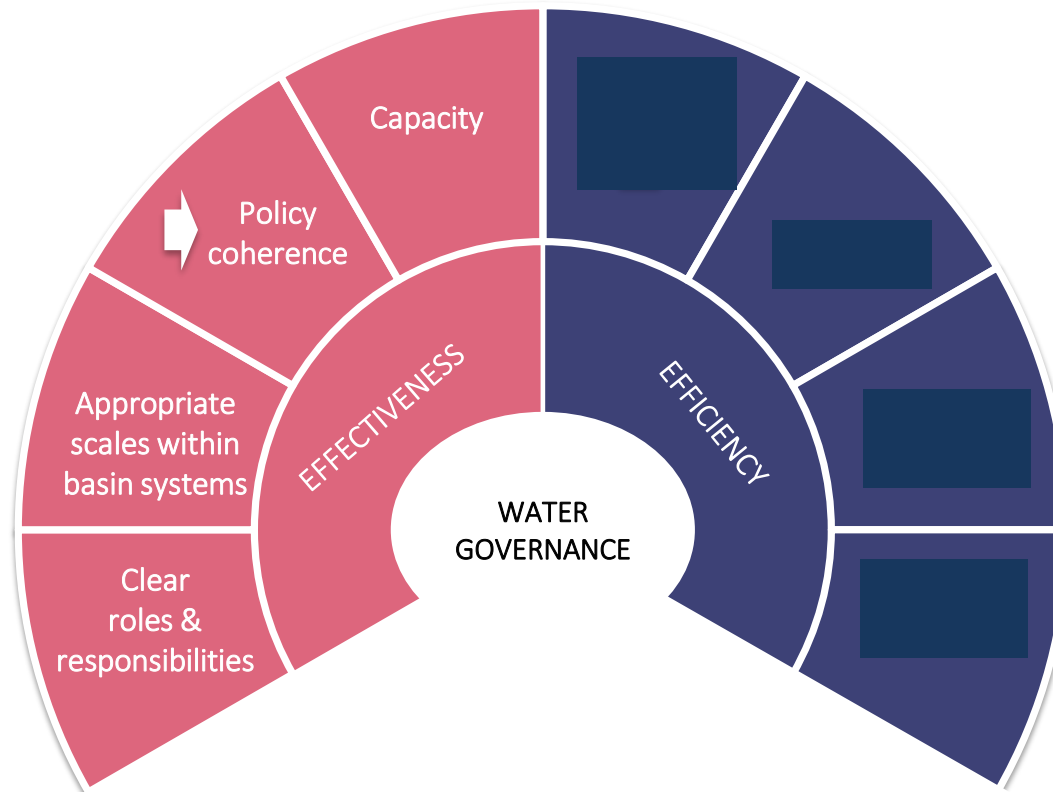




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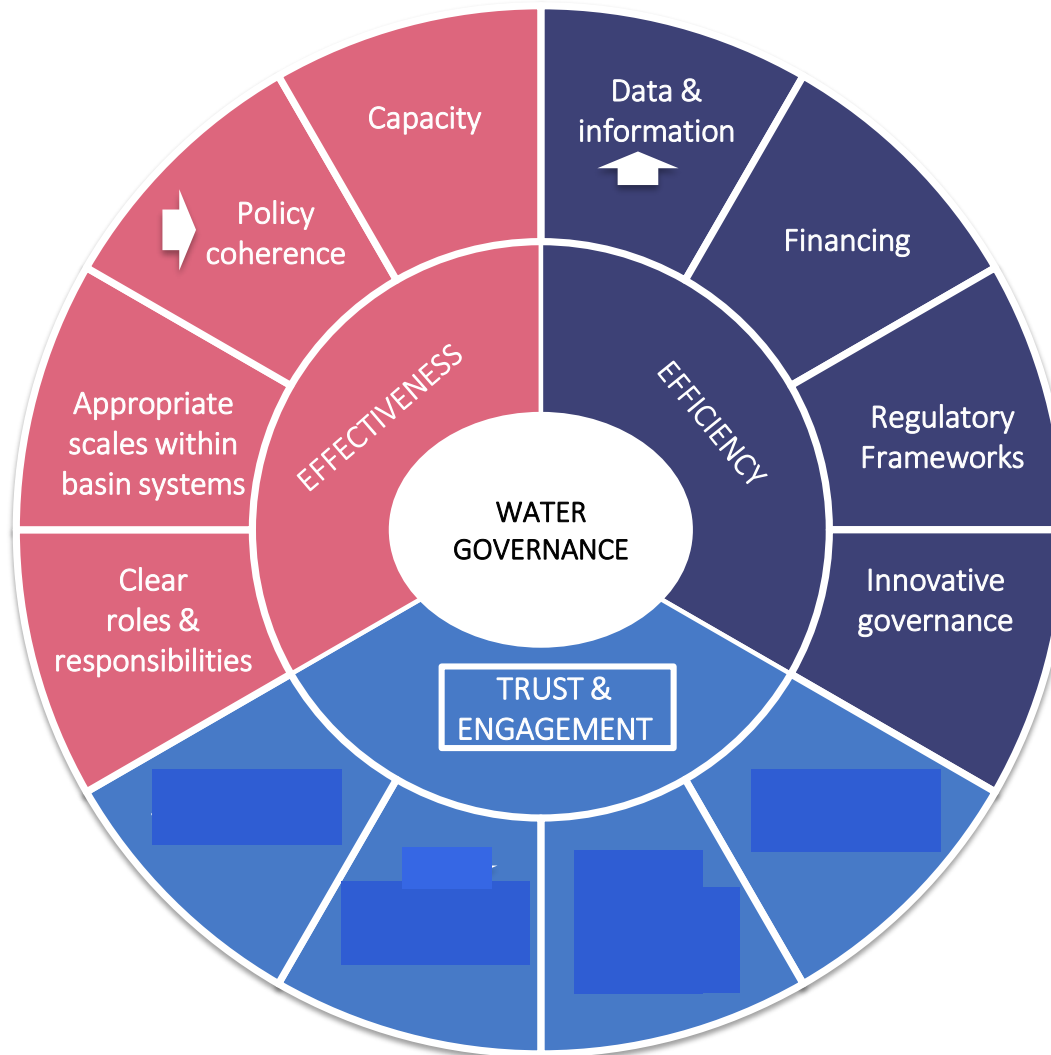




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Endorsed at the OECD Ministerial Council Meeting on 4 June 2015

**KEY
WORDS**



Enhancing the *effectiveness* of water governance

- 1 Clearly allocate and distinguish *roles and responsibilities* for water policymaking, policy implementation, operational management and regulation, and foster co-ordination across these responsible authorities
- 2 Manage water at the *appropriate scale(s)* within integrated basin governance systems to reflect local conditions, and foster co-ordination between the different scales
- 3 Encourage policy coherence through effective *cross-sectoral co-ordination*, especially between policies for water and the environment, health, energy, agriculture, industry, spatial planning and land use
- 4 Adapt the level of *capacity* of responsible authorities to the complexity of water challenges to be met, and to the set of competencies required to carry out their duties

Enhancing the *efficiency* of water governance

5 Produce, update, and share timely, consistent, comparable and policy-relevant water and water-related *data and information*, and use it to guide, assess and improve water policy

6 Ensure that governance arrangements help mobilise water finance and allocate *financial resources* in an efficient, transparent and timely manner

7 Ensure that sound water management *regulatory frameworks* are effectively implemented and enforced in pursuit of the public interest

8 Promote the adoption and implementation of *innovative water governance practices* across responsible authorities, levels of government and relevant stakeholders

Enhancing the *trust* and *engagement* of water governance

9 Mainstream *integrity and transparency* practices across water policies, water institutions and water governance frameworks for greater accountability and trust in decision-making

10 *Promote stakeholder engagement* for informed and outcome-oriented contributions to water policy design and implementation

11 Encourage water governance frameworks that help manage *trade-offs* across water users, rural and urban areas, and generations

12 Promote regular *monitoring and evaluation* of water policy and governance where appropriate, share the results with the public and make adjustments when needed

Download the Principles!



Translation in 15
languages



English



French



German



Spanish



Portuguese



Italian



Dutch



Greek



Korean



Turkish



Hebrew



Japanese



*Chinese
(Mandarin)*

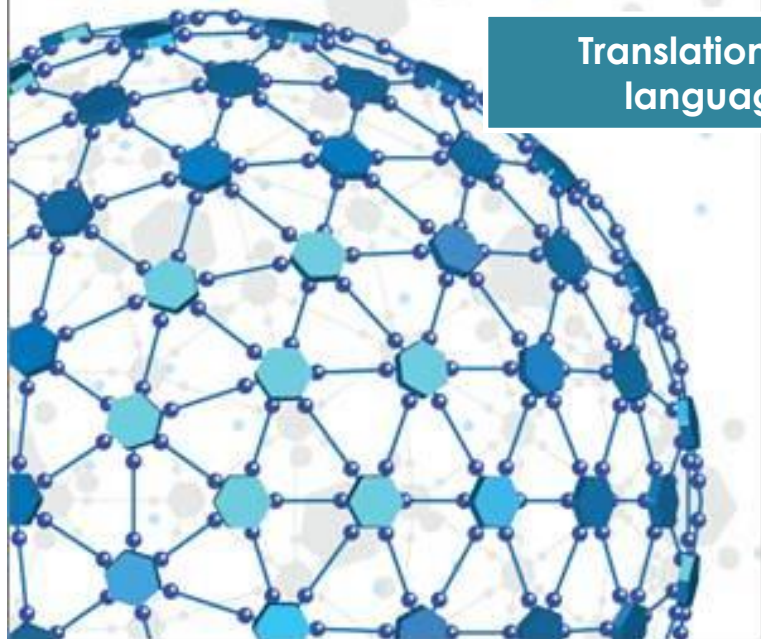


Russian



Hindi

+ **Arabic**



**The 12 OECD Principles
can be used not only as guidelines
for formulating policies, but also
as a framework for assessing
the evolution in each country !**

Example:

***Brief analysis of the impact of the
financial crisis and bailout in Portugal
(2011-2015)***

Evolution of Water Governance in Portugal

based on the OECD principles of water governance (2011 to 2015)

Table 9.6 – Evolution of water governance in Portugal in the period 2011-2015 with respect to the 12 principles proposed by OECD (from Correia, 2016)

		Principles of Governance (abbreviated)	Recent Evolution	Comments
Effectiveness	1	Clear allocation of roles and responsibilities	--	Fading of the concept and presence of a "National Water Authority" (INAG); Poorly defined interfaces with user sectors, namely water services.
	2	Appropriate scales within basin systems	--	Fading of the River Basin Organizations as entities responsible for interfacing with users; Centralist drift and equivocal interfaces with municipalities and regional administrations.
	3	Coherence of policies and coordination among sectors	-	Some fading of the water resources policy as a transversal policy and some fading of structures relevant to the inter-sectorial articulation at the national and basin levels.
	4	Capacities for performing the allocated responsibilities	-	Decrease in human resources allocated to the management of water resources at the central and regional levels and some deterioration of the know-how of the country in several areas.
Legend Recent evolution: ++ very positive, + positive, + - no significant change, - negative, -- very negative				

Evolution of Water Governance in Portugal

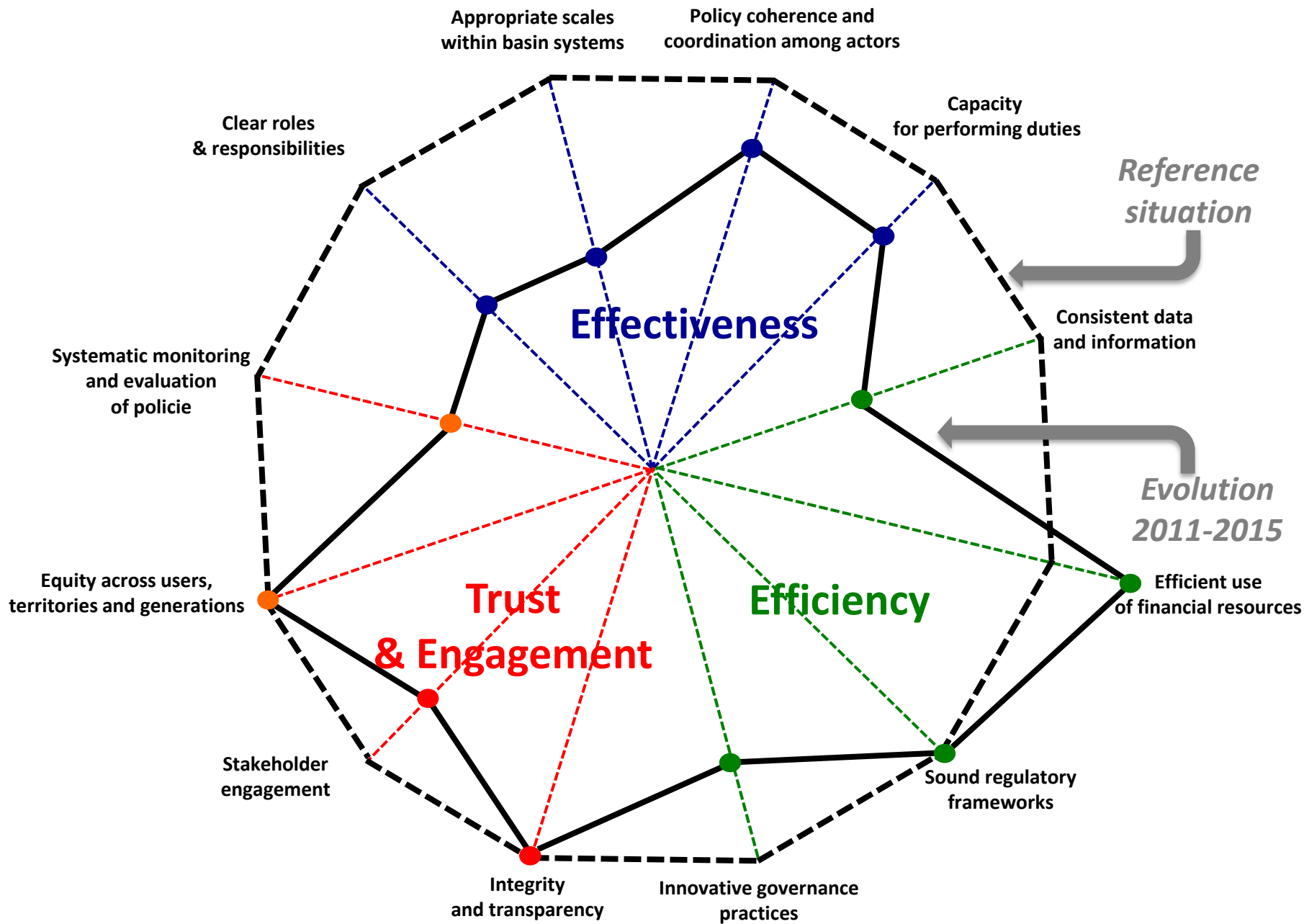
based on the OECD principles of water governance (2011 to 2015)

Efficiency	5	Consistent data and information	--	Serious situation in terms of basic information, namely the national data bank and the network feeding it. Persistent announcements of improvement still awaiting implementation.
	6	Efficient use of financial resources	+	Crisis and bail out have brought greater awareness of the need to use resources more effectively. However, the crisis was an excuse for restrictions that had nothing to do with it.
	7	Solid regulatory frameworks	+-	The regulatory framework for water services has been improved. Other regulatory frameworks relevant for water resources remain basically unchanged.
	8	Innovative governance practices	-	Some e-government practices were lost, and the only innovations consisted in regressing the advances of the Water Law and other legislation using the false pretext of the crisis.
Legend Recent evolution: ++ very positive, + positive, +- no significant change, - negative, -- very negative				

Evolution of Water Governance in Portugal

based on the OECD principles of water governance
(2011 to 2015)

Trust and Engagement	9	Integrity and transparency	+ -	There were no significant changes.
	10	Stakeholder engagement and commitment	-	The fading of entities responsible for the management of water resources, namely at the basin level, did not contribute to a greater commitment or involvement of the stakeholders.
	11	Fair balance between rural and urban areas, users, and generations	+ -	The issues of inter-sectorial, regional and intergenerational equity are rarely made explicit in policy formulation, but there have been no significant changes.
	12	Regular monitoring and evaluation of water policies	- -	Water resources policies and governance models in Portugal tend to be changed and discarded without any a careful evaluation of their performance and relevance.
Legend Recent evolution: == very positive, + positive, + - no significant change, - negative, - - very negative				



The “water crisis” is largely a “governance crisis”
(OECD, 2011)

but still . . . water governance
is **NOT** an **END IN ITSELF**
and should never be considered as such

Water governance must be purposeful
and help us overcoming problems in a socially
acceptable, and accepted way

Five conclusions and final remarks:

- 1** Water management is an “animal” that walks on two legs: **technology** and **governance**. If you neglect one of them the animal stumbles and falls
- 2** **Effectiveness** and **efficiency** are important dimensions of water management, but they are meaningless if we are unable to build **trust and engagement** on the part of the stakeholders
- 3** **Aquatic ecosystems** must be protected certainly for the sake of itself but, above all, because good quality of aquatic environments is the best **guarantee** of water **availability** in the **long term** for **all uses**
- 4** The reduction of pollution is an important prerequisite of ecosystem management, but it is not enough to guarantee the **improvement** and the **protection** of the **biodiversity** of aquatic ecosystems
- 5** Good **governance** is crucial to promote **policy coherence**, but it is not feasible, and it will lag **behind our expectations**, if it is dissociated from the **views** and the **needs** of stakeholders !

Thank you !

Francisco Nunes Correia