

LEARNING FROM EXPERIENCE

Conclusions from a Knowledge Management Initiative



WATER
GOVERNANCE
FACILITY



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DEG-KM: ENHANCING KNOWLEDGE FROM WATER AND SANITATION GOVERNANCE PRACTICES

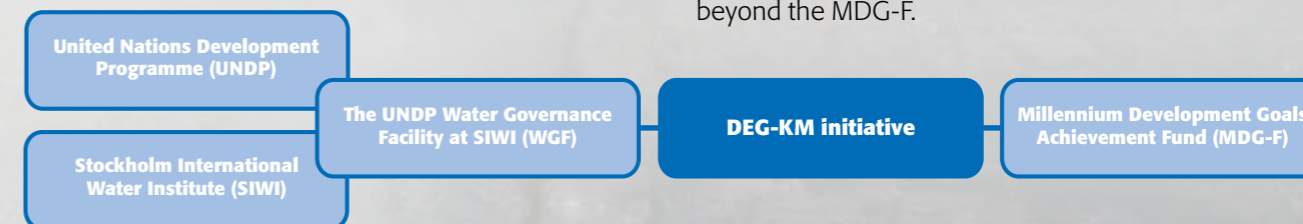
WHO WE ARE

The UNDP Water Governance Facility at SIWI (WGF) supports developing countries on a demand basis to strengthen water governance and reduce poverty through policy support and advisory services in multiple thematic areas. The WGF is a collaboration between the United Nations Development Programme (UNDP) and the Stockholm International Water Institute (SIWI).

WHAT WE DO

The WGF implements the Democratic Economic Governance Knowledge Management Initiative (DEG-KM). We document, analyse and disseminate lessons learned from 11 Joint Programmes in the thematic area of Democratic Economic Governance – Water Supply and Sanitation, financed by the Spanish Millennium Development Goals Achievement Fund (MDG-F).

The insights and experiences gained from the Joint Programmes are shared to catalyse cross-learning between the programmes and to strengthen the knowledge base for future water and sanitation development initiatives beyond the MDG-F.



ACRONYMS

DEG-KM	The Democratic Economic Governance Knowledge Management Initiative
MDG-F	Millennium Development Goals Achievement Fund
SIWI	Stockholm International Water Institute
UNDP	United Nations Development Programme
WGF	The UNDP Water Governance Facility at SIWI

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Cover photo: Marianne Kjellén, SIWI.

Photos

Introduction: Suyapa Maradiaga, Honduras.

Spread 2: Illustrated map by Elin Ingblom, SIWI.

Spread 3: Fundación Avina.

Spread 4: Suyapa Maradiaga, Honduras.

Spread 5: CapNet.

Spread 6: Eloy Aróstico, UNDP, Mexico.

Spread 7: Marianne Kjellén, SIWI.

VISIT OUR WEBSITE USING YOUR SMARTPHONE!

1. Download and install a free **QR Code Reader** app of your choice to your smartphone.
2. Hold your smartphone over the code using your app.
3. The app will recognise the code and take you directly to the website.



www.watergovernance.org/DEG-KM

MDG-F SUPPORT TO GOVERNANCE

MDG-F SUPPORT TO GOVERNANCE

MDG-F PROGRAMME AREAS

- Children, Food Security & Nutrition
- Gender Equality & Women's Empowerment
- Environment & Climate Change
- Youth, Employment & Migration

Democratic Economic Governance

- Development & the Private Sector
- Conflict Prevention & Peace-building
- Culture & Development

THE MDG ACHIEVEMENT FUND (MDG-F)

The MDG Achievement Fund (MDG-F) supports governments, citizens' organisations and local communities to implement programmes for achieving the Millennium Development Goals (MDGs). Overcoming social exclusion and inequality is put firmly at the centre of the fight against poverty.

MEXICO
Establishing Effective and Democratic Water and Sanitation (W&S) Management in Mexico to Support the Achievement of the MDGs

HONDURAS
Economic Governance of Water and Sanitation

GUATEMALA
Capacity-Building amongst the Mam People for Economic Water and Sanitation Governance

NICARAGUA
Democratic Economic Governance in the Water and Sanitation Sector in the RAAN and RAAS

PANAMA
Strengthening Equity in Access to Safe Drinking Water and Sanitation by Empowering Citizens and Excluded Indigenous Groups in Rural Areas

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

PARAGUAY
Strengthening the Ability to Define and Apply Water and Sanitation Policies

ACRONYMS

- DEG-KM** The Democratic Economic Governance Knowledge Management Initiative
- JP** Joint Programmes
- MDG-F** Millennium Development Goals Achievement Fund
- MDGs** Millennium Development Goals
- RAAN** Nicaragua's Northern Autonomous Administrative Region
- RAAS** Nicaragua's Southern Autonomous Administrative Region

JOINT PROGRAMMING FOR EQUITABLE ACCESS TO SERVICES

MDG-F has supported 130 Joint Programmes in 50 countries worldwide. The programmes were implemented jointly by UN agencies, in partnership with governments and civil society organisations. The Joint Programming strengthens the UN system's ability to deliver as one entity.

The 11 programmes that form part of the Democratic Economic Governance theme aim to democratise access to utility services and to enhance the governance in the water and sanitation sector.

The programmes work with regulatory reforms and capacity development for improved services and more investments towards disadvantaged regions, fostering citizen participation, gender equity and the involvement of marginalised populations.

BOSNIA AND HERZEGOVINA
Securing Access to Water through Institutional Development and Infrastructure

ALBANIA
Economic Governance, Regulatory Reform, Public Participation, and Pro-Poor Development in Albania

ANGOLA
Governance of Water and Sanitation in Angola's Poor Neighbourhoods

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

"MDG-F's support to Democratic and Economic Governance in water supply and sanitation is a great step towards achieving a greater balance between physical investments in infrastructure and governance interventions."


Marianne Kjellén, DEG-KM Manager

JOINT PROGRAMME RESOURCES

JP SYNTHESIS: REVIEW OF GOALS, STRATEGIES AND CROSS-CUTTING THEMES



JP SYNTHESIS: REVIEW OF ACHIEVEMENTS, LESSONS LEARNED AND THE CONTRIBUTION TOWARDS THE MDG TARGETS



WORKSHOP REPORTS




www.watgovernance.org/DEG-KM/joint_programmes

HOW WE WORK WITH KNOWLEDGE MANAGEMENT

Sharing insights and experiences is critical for Knowledge Management. With the support of DEG-KM, the Joint Programmes have captured and documented innovative practices and lessons learned from programme implementation in water and sanitation governance. DEG-KM has enabled the sharing of this knowledge as valuable experiences at workshops, through our website and through the MDG-F Wiki.

DEG-KM has also reviewed how knowledge on water, sanitation and hygiene is shared over the Internet, in both Spanish and English.

OUR APPROACH TO KNOWLEDGE MANAGEMENT

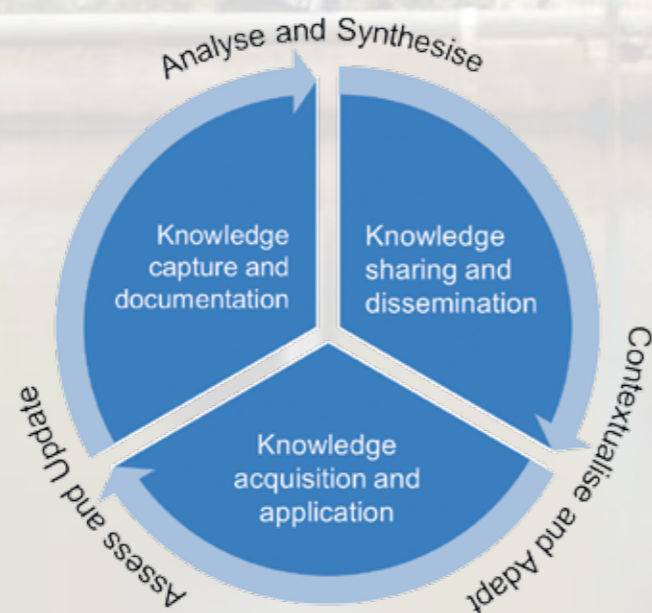
Most knowledge is gained through experience, i.e. 'learning by doing'. As we learn by doing, the 'know-what,' 'know-how' and 'know-why' is often embodied in individuals, organisations and the practices they engage in. Knowledge management is the process of capturing and documenting those valuable experiences so that knowledge can be shared and absorbed by others.

In applying the Knowledge Management Cycle we aim not only to capture and share experiences, but also to focus on the contextualisation and adaptation of findings. This enables the application of lessons learned from one setting to another.

FROM OUR EXPERIENCE

- Knowledge Management must be planned, structured and provided with sufficient resources so that it can be integrated throughout the project cycle.
- Knowledge management takes time and can easily be overlooked but when it is applied it brings great returns.
- To effectively share knowledge a secure learning environment with space for questioning and reflection is required.

THE KNOWLEDGE MANAGEMENT CYCLE



"To learn from others, you have to consciously develop your understanding. What have they done? How does this apply to my context? And process this information into actionable knowledge."

Alice Jaraiseh, DEG-KM team

KNOWLEDGE MANAGEMENT RESOURCES

MDG-F WIKI:
[HTTP://WIKI.MDGFUND.NET/
 DEMOCRATIC_ECONOMIC_GOVERNANCE](http://wiki.mdgfund.net/democratic_economic_governance)



ONLINE SHARING OF WATER AND SANITATION KNOWLEDGE: INFORMATION IN ENGLISH



www.watervgovernance.org/DEG-KM/knowledge_management

LOCAL WATER MANAGEMENT IN PRACTICE




“And you? How do you do it?”

Tacit knowledge is hidden within everyday activities. Documenting, analysing and understanding these everyday practices can make the knowledge explicit and possible to share with others.

This process does not need to be complicated. For example, the winning entry of a DEG-KM idea competition showed how much can be learned from simply asking, ‘And you? How do you do it?’ whilst filming the results. This winning idea inspired the production of two short films – one in Honduras and one in Panama – which highlight how communities manage their local water resources and water supply services. The films were produced through dialogue with local water committees and were facilitated by local consultants.



WATCH THE VIDEO TRAILERS DIRECTLY ON YOUR SMARTPHONE!

1. Download the free app **Aurasma** from the App Store or Google Play.
2. Open the Aurasma app and select the symbol  at the bottom.
3. Go to the magnifying glass and search “SIWI”.
4. Click the SIWI logo  and then select “Follow”.
5. Select the  icon.
6. Hold your phone steadily over the image, and the video will come to life.

VIDEO TRAILER: LA PANDURA, HONDURAS – A COMMUNITY DEVELOPMENT EFFORT

Doña Blanca and Don Miguel, the secretary and president of one of three local water committees that share a scheme in San Juan Guarita, Honduras, tell the story of their community development effort in the ‘La Pandura’ watershed.

After failed attempts to engage local farmers to reduce agricultural pollution into their primary drinking water source, three local communities came together and purchased a part of the ‘La Pandura’ watershed. Supported by the mayor, community colleges and the Honduran Joint Programme the communities were able to improve the quality of the drinking water in the villages, as the new owners of the land surrounding the water source.



BRING THIS IMAGE TO LIFE

VIDEO TRAILER: SIKABI, PANAMA – UNITED THROUGH WATER MANAGEMENT

This video explores the rights and obligations of three local water committees and users in indigenous communities on the Panamanian Caribbean coast.

In the process of producing the video, the committees came together and decided to support each other in several ways. They agreed to jointly purchase spare parts, store them locally and coordinate better with the operators in managing their shared resources.

View full videos online at: www.watgovernance.org/DEG-KM/videos

OVERCOMING SOCIO-CULTURAL BARRIERS

Many of the Joint Programmes have directed specific attention to ethnic minorities and dispersed populations, who often face cultural and political barriers that perpetuate inequities in the provision of safe water and sanitation. In this work, effective intercultural approaches can help overcome cultural challenges at the local, regional and national level.

In order to support this, DEG-KM has enabled the Joint Programmes to share their strategies and experiences of working with indigenous populations.

The need for further knowledge on inter-cultural challenges in relation to water and sanitation services has generated a new research partnership between WGF and MDG-F: the Transcultural Transparency project. This project aims to help overcome socio-cultural barriers between communities, service providers, local authorities and development cooperation actors.

SHARED EXPERIENCES AT MUTUAL LEARNING VISITS

In the context of South-South Cooperation, the International Labour Organization (ILO) facilitated several meetings between the Joint Programmes in Paraguay, Panama and Nicaragua to learn from each other's experience in working with indigenous communities and gender relations. The importance of respecting and building upon indigenous customs and structures while supporting gender equality was highlighted by the participants.

These programmes have further enabled community members to participate in management processes and training schemes to become skilled labour practioners. The training has permitted women and men in the communities to be contracted and paid for their work, leading to empowered communities.

FROM OUR EXPERIENCE

- Most conflicts during implementation of water and sanitation projects relate to the nature of community leadership and decision-making structures, why it is critical to link up with existing ones.
- The perspectives of ethnic minorities on domestic water use, sanitation and hygiene are often unknown and poorly documented. Likewise, the perspectives of external actors are rarely clarified. This obstructs mutual understanding.
- Understanding of socio-cultural beliefs and perceptions is crucial to assure that interventions meet the needs of communities and are not in conflict with local customs. Culturally appropriate services are essential for sustainability of investments.

"Many of those who remain without sustainable access to water and sanitation are ethnic minorities and indigenous populations. This inequality cannot be explained only by lower income levels and geographical remoteness; there are prevailing cultural and political barriers that allow inequities in service provision to remain."

Towards Transcultural Transparency Research Partnership



www.watergovernance.org/TTT/en

GENDER EQUITY AND WOMEN'S LEADERSHIP

Gender is a cross-cutting theme for the eleven Joint Programmes, pointing to the practical importance of reliable and safe drinking water and sanitation facilities for the well-being of women and girls in their everyday lives. Strategically, the programmes have supported women's leadership and influence in decision-making.

DEG-KM has cooperated with UN Women to strengthen the knowledge on how to integrate gender issues better in water and sanitation governance. This work has included global studies, mapping exercises and specific case studies to analyse and showcase gender practices and strategies of the Joint Programmes.

STRENGTHENING WOMEN'S INFLUENCE

Facilitation of spaces for women to discuss common needs has been essential for the successful practices of these programmes. However, solely promoting increased representation of women without linking to the fostering of cohesion is not inherently empowering. Involvement needs to be active, have tangible outcomes and vouch for women's joint interests.

In Panama and Ecuador, capacity building to strengthen women's leadership has been carried out. This has engendered several women-led water committees, election of the first women cacicas (traditional leaders), and a strong increase in women's active participation in water-related decision-making at the local and regional level.

To promote women's active participation in decision-making at the local level the Mexican JP encouraged women to find their joint voice by facilitating discussions in gender disaggregated groups. In Mexico the formulation of three municipal agendas on water and gender equity was also promoted through the programme.

“Organisation and strengthened cohesion among women as a group is key to create leverage for women to defend and promote their joint interests”

Moa Cortobius, DEG-KM team

FROM OUR EXPERIENCE

- Active commitment from top management and gender expertise in programme design and implementation is vital to overcome historical male bias and engineering dominance in the water sector.
- To increase the easily measurable number of women in water related decision-making, while overlooking the quality of their participation, risks hiding underlying power inequalities.
- Gender strategies need to involve men and to take into consideration how they may react to changes in gender roles – or progress towards gender equity may be hampered and unintended conflicts generated.



STRENGTHENING THE CAPACITIES OF DUTY-BEARERS AND RIGHTS-HOLDERS

The MDG-F, through its work in the area of Democratic Economic Governance, has focused on rights, obligations and inequalities. Several Joint Programmes have supported awareness-raising campaigns regarding citizens' rights to services, tied to their obligations to pay for them.

To share the important work of the Joint Programmes on Human Rights-Based Approaches, the DEG-KM has facilitated the exchange of experiences at its workshops, organised presentations at international conferences and documented innovative strategies, with a specific attention to some programmes' work to improve user-provider relationships.

WHAT IS A HUMAN RIGHTS-BASED APPROACH?

The Human Rights-Based Approach aims to ensure that all development activities further the realisation of human rights, which involves strengthening the capacities of right-holders and duty bearers. In the area of water services, the rights-holders are the citizens that use water and the duty-bearers the states, represented by their governments.

MUTUAL UNDERSTANDING OF RIGHTS AND OBLIGATIONS

With support from the Joint Programme, the Water Regulatory Authority of Albania initiated a consultative process to enhance the fairness and legality of the relationship between water consumers and water utilities. Through negotiations between Consumer Protection Associations and producer organisations; a model service contract for water supply and sewerage was developed.

In the Philippines, a Human Rights-Based Local Water Governance Toolbox has been produced to strengthen the capacities of Local Government Units, water service providers and communities to address water development gaps, using a governance and human rights lens.

The programme in Bosnia and Herzegovina helped municipalities apply a Human Rights-Based Approach to social protection assessments, action planning, as well as monitoring and evaluation.

The Ecuadorian programme has supported the integration of a Human Rights-Based perspective throughout the policy cycle, as part of the government's guide to how to develop sector policies.

FROM OUR EXPERIENCE

- The Human Right to Water and Sanitation give moral weight to ensuring of sufficient, safe, acceptable, accessible, and affordable services for each and every citizen.
- The fostering of a mutual understanding of rights and obligations between providers and users is one way of furthering the realisation of the Human Right to Water and Sanitation.
- Whereas the Human Right to Water and Sanitation do not entitle citizens to free services, the issues of affordability and sustainability of services are not easily resolved.
- Monetary contributions from users can be highly contentious but is often needed to ensure regular service delivery, particularly for "modern" water and sanitation systems.
- Many Joint Programmes emphasise that "You pay for services – not for water!" as a way to motivate payments to sustain services.

"The interest of poor people as water consumers has been grossly neglected. Strengthening their position towards water service providers can go a long way to improve their water services situation."

Håkan Tropp, Director Water Governance Facility





**Democratic and Economic Governance – Knowledge Management (DEG-KM)
WGF – UNDP Water Governance Facility at SIWI**

www.watergovernance.org/DEG-KM



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