



A report from the second and final global workshop of the knowledge management plan for the Democratic Economic Governance thematic area of the MDG-F Joint Programmes

WORKSHOP REPORT

Democratic and Economic Governance: Second Knowledge Management (DEG-KM) Workshop

Stockholm, Sweden – 22-25 August, 2012

*Knowledge Management – Democratic and Economic Governance
– Water Supply and Sanitation*



ENGLISH

Summary Workshop Agenda

Day 1 – Wednesday, August 22

09:30-13:00	Optional lake-side activities
13:00-14:00	Welcome lunch
14:00-15:30	Welcome and introductions
16:15-17:45	JP Achievements: The impact of water governance initiatives
19:00	Welcome dinner

Day 2 – Thursday, August 23

09:30-11:00	DEG-KM activities, achievements and plans
11:30-13:00	JP Achievements: Conclusions for JP Synthesis report
14:00-15:30	Thematic session: Sector Coordination
16:00-17:30	Thematic session: Water and wastewater management, coordination and cooperation in Stockholm (Haninge), Sweden
	Field visit to Slätmosse day-water ponds
19:00	Spontaneous movie night

Day 3 – Friday, August 24

09:30-11:00	JP Achievements: Conclusions for JP Synthesis Report (cont.)
11:30-13:00	Roadmaps for Sustainability
14:00-15:30	Thematic session: Human Rights Based Approaches
16:00-17:30	Thematic session: Interculturality

Day 4 – Saturday, August 25

09:30-11:00	Roadmaps for Sustainability (cont.)
11:30-13:00	Final Reflections on Knowledge Management
18:00	Dinner at Marianne's house

Design by Elin Ingblom, SIWI.

Cover photos by Peter Tvärberg, SIWI and Marianne Kjellén, SIWI.

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The Spanish Millennium Development Goals Achievement Fund (MDG-F) Democratic Economic Governance Knowledge Management Plan' (DEG-KM) organised its second and final global Knowledge Management workshop in Stockholm, Sweden, August 22-25, 2012. The DEG-KM Plan – hosted by the UNDP Water Governance Facility at SIWI (WGF) – supports 11 Joint Programmes (JPs) that aim to develop capacity, improve governance, enhance equality of participation and increase investments in the water supply and sanitation sectors in their respective countries.

The DEG-KM Plan strives to enhance knowledge and thus support the ongoing implementation of the JPs, to successfully produce desired results, and make these more sustainable. Since the JPs are in the process of closing their operations, to document and disseminate the findings and knowledge generated within the DEG JPs, for the benefit of future programming, is becoming an increasingly prominent part of the plan. In March 2011 the DEG JPs met for the first global KM workshop, to exchange experiences and information about their respective programmes, and generate ideas to thematically and methodologically guide the knowledge processes to be driven by the DEG-KM plan.

The present second and final global KM workshop reported on progress and findings from the implementation of JPs and the DEG-KM plan, and continued the exchange of ideas and experiences between the programmes. There were delegates from nine of the 11 DEG JPs – represented by UN agencies as well as national counterparts. To enrich the wealth of experiences and to extend the network, two national programmes from the UNDP GoAL WaSH (Governance, Advocacy and Leadership for Water, Sanitation and Hygiene programme) programme, additional SIWI and external experts also took part in the workshop.

The expected results of the workshop were:

1. To have shared (the gist of) methods, achievements and effects of programme implementation among the JPs,
2. To identify potential ways to sustain processes and results of the JPs,
3. To find strategic points for the future sharing and dissemination of the generated knowledge.

The first part of the workshop was focused on the JP achievements to-date, including plenary presentations and group discussions centred on questions such as – what has been done, with what effects, and how has it been monitored? The results were analysed with a view towards establishing the collective contribution by the DEG programmes towards the MDG7 water and sanitation target. (The JP achievements, contributions to the MDG7 and how those are monitored will be presented in the parallel "Second Synthesis" Report of the DEG JPs

A number of cross-cutting issues received particular attention during dedicated thematic sessions; 1) sector coordination, 2) Human Rights Based Approaches (HRBAs), and 3) interculturality. These three themes had been identified in consultation with the JP representatives prior to the workshop to be of interest and relevance to the majority of the water and sanitation governance programmes – either as challenges or as promising methods. Introductions and examples of work in relation to these themes were presented and discussed in the plenary.

Looking at ways to strengthen the remaining activities of the JPs, a 'Roadmap for Sustainability' was drafted by each programme – utilising the input and inspiration from the experiences of other programmes. For continued contact and sharing of knowledge between the participating programmes, common themes of concern were identified and, to the extent possible, needs for external support and input was matched with relevant experiences. To share the knowledge and lessons learned of the programmes beyond the workshop, opportunities for the MDG-F JPs and the GoAL WaSH programmes to have joint communication and dissemination activities were analysed.

Throughout, the workshop maintained a high level of participation, with a mix of shorter presentations and group discussions, which was highly appreciated by the participants.

In conjunction to the workshop all delegates were invited to take part in the World Water Week in Stockholm (WWW), August 26-31, 2012. The participation at the WWW was to give the delegates the possibility to benefit from the plethora of experiences and information presented at the Week and to network with important actors at the global water scene. In addition, the JPs from Ecuador and Mexico presented their work and insights related to gender mainstreaming in the water and sanitation sector, and the Philippine JP discussed their experience at a panel addressing the challenge of capturing the impact of governance programmes. The strongest take-home for the majority of the delegates who participated in the WWW, was the platform for networking that is provided.



Photo: Peter Tvärberg, SIWI

Acronyms and Abbreviations

B&H	Bosnia and Herzegovina	MDG	Millennium Development Goal
CLOCSAS	Confederación Latinoamericana de Organizaciones Comunitarias de Servicios de Agua y Saneamiento [Latin American Confederation of Community Water and Sanitation Organisations]	MDG-F	Millennium Development Goals Achievement Fund
CONASA	Consejo Nacional de Agua Potable y Saneamiento [National Drinking Water and Sanitation Council] (Honduras)	MSC	'Most Significant Change'
CSO	Civil Society Organisation	PIAR	Planificación Integral de Acceso Rural [Integral Planning of Rural Access]
DEG	Democratic Economic Governance (thematic window)	PPP	Public-Private Partnership
DEG-KM	Democratic Economic Governance Knowledge Management Plan	RAAN	Región Autónoma del Atlántico Norte [North Atlantic Autonomous Region] (Nicaragua)
ECC	Environment and Climate Change thematic window	RAAS	Región Autónoma del Atlántico Sur [South Atlantic Autonomous Region] (Nicaragua)
EU	European Union	SANAA	Servicio Autónomo Nacional de Acueductos y Alcantarillados [National Autonomous Aqueduct and Sewer Service] (Honduras)
FIAS	Fondo de Inversiones de Agua y Saneamiento [Water and Sanitation Investment Fund] (Nicaragua)	SDG	Sustainable Development Goal
GoAL WaSH	Governance, Advocacy and Leadership for Water, Sanitation and Hygiene programme	SEK	Svenska Enkronor [Swedish krona]
HR	Human Right	SIWI	Stockholm International Water Institute
HRBA	Human Rights Based Approach	UN	United Nations
ILO	International Labour Organisation	UNDP	United Nations Development Programme
JMP	Joint Monitoring Programme	UNICEF	United Nations Children's Fund
JP	Joint Programme	USD	United States dollar
KM	Knowledge Management	WASH	Water, Sanitation and Hygiene
LCSC	Localised Customer Service Code (Philippines)	WGF	UNDP Water Governance Facility at SIWI
		WHO	World Health Organisation
		WSP	Water Service Provider (Philippines)
		WSSC	Water Supply and Sanitation Commission (Liberia)
		WWW	World Water Week in Stockholm

Acknowledgements

The workshop was organised by the DEG-KM programme team at the WGF. Marianne Kjellén and Moa Cortobius designed the programme, with inspiration from workshops organised by other KM teams of the MDG-F. The thematic areas addressed were based on suggestions from JPs (specifically Philippines, Honduras and Panama). Coordination and workshop planning was managed by Moa Cortobius, Stefan Heilscher and Lisa Backman. Tranås Resebyrå administered air tickets. Stefan Heilscher settled financial matters.

The Quality Winn Hotel Haninge provided excellent seminar support and accommodation. We hope we didn't cause too much trouble for the kitchen staff's work schedule!

The overall facilitation of the workshop was managed by Marianne Kjellén and Moa Cortobius, with participants teaming up as session facilitators and rapporteurs (see list below). Samuel Dubois and Emilio Pallares provided simultaneous English-Spanish interpretation throughout the workshop.

All participants and resource persons are also thanked for their presentations and contributions in plenary as well as for rapidly engaging in their group sessions and contributing to the overall deliberations, orally and in writing.

The Haninge Municipality showed us their nature-emulating day water treatment ponds at Slätmosse. A background to how water resources are monitored in Sweden and Stockholm was given by the County Administrative Board of Stockholm.

Lisa Backman helped record and note down the workshop results. Photographs were shot by Peter Tvärberg. The present report, to a great extent based on the session reports, has been put together by Moa Cortobius and Marianne Kjellén. Translations of pertinent parts of the text have been made by Samuel Dubois.

Finally, the whole KM plan and the workshop were sponsored by the generous contribution to the UN System of the Government of Spain, through the Millennium Development Goals Achievement Fund (MDG-F).

Recommended Citation

Cortobius, M. and Kjellén, M., (eds.) Workshop Report. Democratic and Economic Governance: Second Knowledge Management (DEG-KM) Workshop. Stockholm, August 22-25, 2012. UNDP Water Governance Facility at SIWI, 2012.

List of Session Facilitators and Rapporteurs

Session 1	Welcome and introductions Facilitators: Marianne Kjellén and Moa Cortobius
Session 2	JP Achievements: The impact of water governance initiatives Facilitator: Marianne Kjellén Rapporteurs: Eduardo Neri and Wuillian Fuentes
Session 3	DEG-KM activities, achievements and plans Rapporteurs: Eloy Aróstico and Gregory Mora
Session 4	JP Achievements: Conclusions for JP Synthesis Report. Facilitator: Marianne Kjellén
Session 5	Thematic Session: Sector Coordination Facilitator: Jordi Sanchez Rapporteurs: Kath Mangune & Boško Kenji
Session 6	Thematic Session: Water and wastewater management, coordination and cooperation in Stockholm (Haninge), Sweden Rapporteurs: Leonel Luna & Ricardo Velásquez
Session 7	JP Achievements: Conclusions for JP Synthesis Report (cont.) Facilitator: Renato Chavarría Group Rapporteurs: Kath Mangune, Mirian Mancuello, Jordi Sanchez
Session 8	Roadmaps for Sustainability Facilitator: Moa Cortobius
Session 9	Thematic Session: Human Rights Based Approaches. Facilitator: Momo Kamara Rapporteurs: Carolina Dreikorn and Avni Dervishi
Session 10	Thematic Session: Interculturality Facilitator: Carolina Dreikorn
Session 11	Roadmaps for Sustainability (cont.) Facilitators: Inés del Socorro Hernández and Moa Cortobius Rapporteurs: Inés del Socorro Hernández and Marco Morales
Session 12	Final Reflections on Knowledge Management Facilitators: Marianne Kjellén Rapporteurs: Marco Morales and Lil Soto

[The Millennium Development Goals Achievement Fund \(MDG-F\)](#), financed through a generous contribution by Spain to the UN system, supports about 130 programmes globally with the aim to accelerate the achievement of the Millennium Development Goals (MDGs). The programmes are carried out jointly by at least two UN agencies in collaboration with government entities at national, regional and local level, as well as with civil society and research institutions – which is why they are called Joint Programmes (JPs). The MDG-F JPs fall into [eight thematic areas](#), and to assure the proper documentation and analysis of the knowledge and innovations generated within the JPs, the MDG-F has instituted a [Knowledge Management plan](#) for each of the thematic areas.

The present [‘Democratic Economic Governance Knowledge Management Plan’ \(DEG-KM\)](#), implemented by the [UNDP Water Governance Facility at SIWI](#), relates to the Democratic and Economic Governance (DEG) thematic window, whose 11 JPs aim to develop capacity, improve governance and participation, and increase investments in the areas of water supply and sanitation. The aim of the DEG-KM plan is to document, analyse and disseminate innovations and lessons learned from the JPs. The insights and experiences are to be shared for cross-learning between programmes and for the benefit of future water and sanitation development initiatives beyond the MDG-F.

The DEG-KM gathered the 11 DEG JPs for the [first Knowledge Management Workshop](#) in March 2011 in Manta, Ecuador. A range of valuable experience were identified by the programmes, and presented at the workshop. They have also been recorded and summaries are available from the [DEG-KM website](#). Certain of these experiences, mainly related to community-managed water management as well as the clarification of rights and responsibilities in the water sector, are being pursued with more in-depth documentation. Further, as a cross-cutting theme of particular interest, the programmes’ gender activities, strategies and results are being reviewed, and together with the MDG-F KM Plan ‘Gender as a Cross-cutting Issue’ three DEG JPs are conducting additional case studies of specific promising gender practices.

In this context the DEG-KM Plan organised its second and final global Knowledge Management workshop in Stockholm, Sweden, August 22-25, 2012. The expected results of the workshop were:

1. To have shared (the gist of) methods, achievements and effects of programme implementation among the JPs,
2. To identify potential ways to sustain processes and results of the JPs,
3. To find strategic points for the future sharing and dissemination of the generated knowledge.

For more details on the background and information developed as part of the preparations for the workshop, please turn to Annex 1, where the somewhat abridged information notes that were sent out to participants and JP contacts ahead of the workshop are contained.

At the workshop there were delegates from nine out of the 11 DEG JPs, generally represented by one UN agency representative and one or more representatives from national counterparts. To enrich the exchange of experiences and extend the network, two national programmes from UNDP programme ‘Governance, Advocacy and Leadership for Water, Sanitation and Hygiene programme’ (GoAL WaSH) also took part in the workshop, along with additional SIWI experts and other experts. All in all, there were 23 delegates representing governance programmes of the water and sanitation sector, along with five specially invited guests/experts who were present for parts of the workshop. Apart from the two DEG-KM organisers, the organisation and support team managing the interpretation/translation and the logistics of the workshop consisted of another four persons. The complete list of workshop participants – with photos and contact details – is contained in Annex 2.

The table on the next page indicates the titles, geographic locations and time frames of the participating programmes.

The workshop was bilingual to ensure that both Spanish- and English-speaking participants were able to participate fully. Plenary sessions were translated simultaneously and most presentations and hand-outs were produced in both languages. In order to assure meaningful participation by all participants, all present held an individual presentation, facilitated a session, or produced a summary report from sessions or group work. This way, the present report is a joint product by all who attended.

All preparatory materials, along with the full programme and powerpoint presentations, group and session reports, are uploaded on the [second KM workshop dedicated Teamworks space](#).

Table 1: Countries, Programme Titles and Start and End Dates

DEG JPs		
Albania	Economic governance, regulatory reform, public participation, and pro-poor development in Albania	August 2009 - December 2012
Angola (not represented at workshop)	Governance of Water and Sanitation in Angola's Poor Neighbourhoods	March 2009 - March 2013
Bosnia & Herzegovina	Securing Access to Water through Institutional Development and Infrastructure	November 2009 - May 2013
Ecuador	Governance in the water and sanitation sector in Ecuador within the framework of the Millennium Development Goals	June 2009 - June 2013
Guatemala	Capacity-Building amongst the Mam People in Economic Water and Sanitation Governance	September 2009 - June 2013
Honduras	Economic Governance of Water and Sanitation	August 2008 - August 2012
Mexico	Establishing effective and democratic water and sanitation (W&S) management in Mexico to support the achievement of the MDGs	December 2008 - May 2012
Nicaragua	Democratic economic governance in the Water and Sanitation sector in the RAAN and RAAS	March 2009 - November 2012
Panama (not represented at workshop)	Strengthening equity in access to safe drinking water and sanitation by empowering citizens and excluded indigenous groups in rural areas	July 2009 - December 2012
Paraguay	Strengthening the ability to define and apply water and sanitation policies	February 2009 - March 2013
Philippines	Enhancing Access to and Provision of Water Services with the Active Participation of the Poor	June 2009 - December 2012
GoAL WaSH Programmes		
El Salvador	Strengthening Governance and Sustainability of Water and Sanitation services in El Salvador	September 2010 - December 2012
Liberia	High Level Support to the Water Supply and Sanitation Commission (WSSC)	September 2010 - December 2012
KM Plan (organiser)		
Based in Stockholm, Sweden	Democratic Economic Governance Knowledge Management Plan	October 2010 - June 2013

Proceedings

This section – the proceedings – provides a chronological overview of what took place at the workshop. The text draws greatly on the session reports provided by participants. It aims to highlight the main insights made or conclusions drawn, but also to record the procedures and a record of activities undertaken.

The majority of the workshop participants arrived to Stockholm on Tuesday August 21, in the afternoon/evening, just in time to have dinner and/or an evening snack at the hotel – while also crafting their nametag at a very informal meet and greet in the lobby.

To ease the potential jetlag, the following morning was reserved for activities by the nearby lakes Upper and Lower Rudasjön, alternatively resting or reading. The lake-side activities included fishing, walk, swimming and the traditional Swedish family game 'Kubb'.

At lunch the participants were welcomed by the organising team and the workshop was officially opened.



Photo: Miriam Mancuello and Peter Tvärberg, SIWI

Day 1 – Wednesday, August 22

	09:30-13:00	Optional Lake-side activities – Fishing, walking, swimming or traditional Swedish family game ‘Kubb’ by the lake-side.
	13:00-14:00	Welcome lunch.
Session 1	14:00-15:30	<i>Welcome and introductions.</i> Håkan Tropp (UNDP Water Governance Facility at SIWI). Marianne Kjellén (DEG-KM). Alastair Morrison (GoAL WaSH). <i>‘Diversity Ice-Breaker’.</i>
Session 2	16:15-17:45	<i>JP Achievements: The impact of water governance initiatives</i> – Thematic full group exercise.
	19:00	Welcome dinner.

Day 2 – Thursday, August 23

Session 3	09:30-11:00	<i>DEG-KM activities, achievements and plans</i> – Presentation and discussion of findings and future.
Session 4	11:30-13:00	<i>JP Achievements: Conclusions for JP Synthesis Report</i> – Presentation of Report and group discussions.
Session 5	14:00-15:30	<i>Thematic Session: Sector Coordination.</i> Introduction: Håkan Tropp (SIWI). WASH Sector Coordination in Liberia. Chantal Richey (Liberia). Sectorial Development in Paraguay. Ricardo Yorg (Paraguay).
Session 6	16:00-17:30	<i>Thematic Session: Water and wastewater management, coordination and cooperation in Stockholm (Haninge), Sweden.</i> Film about Stockholm Water. Implementation of the EU Water Framework Directive in Sweden. Håkan Häggström (Stockholm County Administrative Board). Field visit to Slätmosse day-water ponds.
	19:00	Spontaneous movie night.

Day 3 – Friday, August 24

Session 7	09:30-11:00	<i>JP Achievements: Conclusions for JP Synthesis Report (cont.)</i> – Report-back from Group discussions and reflections. Joint Monitoring Programme. Renato Chevarría (Honduras). Introduction of CLOCSAS activities. Rolando Marín (CLOCSAS). Introduction of AVINA activities. Lil Soto (Fundación Avina).
Session 8	11:30-13:00	<i>Roadmaps for Sustainability</i> – Identification of activities and processes and small group discussions. Experience of JP closure. Eno Ngjela (Albania).

Session 9	14:00-15:30	<i>Thematic Session: Human Rights Based Approaches.</i> Introduction. Marianne Kjellén (SIWI). A Human Rights Based Approach in Public Policy in Ecuador. Jordi Sánchez-Cuenca (Ecuador). Human Rights Based Approach: Reflections and Lessons Learned in the Philippines. Fe Crisilla Banluta (Philippines).
Session 10	16:00-17:30	<i>Thematic Session: Interculturality.</i> Interculturality – work with indigenous communities in Paraguay. Mirian Mancuello (Paraguay). Water narratives from San Juan Cancuc, Chiapas. Sebastián de la Torre López (Mexico). Water Supply in Rural Areas in Bosnia and Herzegovina. Igor Palandzic (Bosnia and Herzegovina).

Day 4 – Saturday, August 25

Session 11	09:30-11:00	<i>Roadmaps for Sustainability (cont.)</i> – Report-back from small group discussions and linking of needs/experiences. Example of a Sustainability Plan. Marco Morales (Guatemala).
Session 12	11:30-13:00	<i>Final Reflections on Knowledge Management</i> – Wrap-up and sharing of Knowledge Products.
	18:00	Dinner at Marianne's house.



Photo: Peter Tvååberg, SIWI

Session 1 – Welcome and introductions

The manager of the DEG-KM plan, Marianne Kjellén, wished everyone welcome to Stockholm and the hotel in Haninge Handen. The programme and practicalities were introduced, followed by a short round of self-presentation of all participants. Marianne Kjellén, Håkan Tropp (Director, WGF) and Alastair Morrison (Global Coordinator of GoAL-WaSH) introduced the activities of Stockholm International Water Institute (SIWI), its collaboration with the MDG-F and its role in some of the Water, Hygiene and Sanitation (WASH) programmes of the global UNDP portfolio. According to a mapping conducted by the WGF, UNDP carries out important work in the water and sanitation sector globally – many times in fragile states and/or marginalised areas – but that it often is unknown even within the agency itself. Thus, there is a great need for networking between the WASH programmes and for increased visibility of their achievements and impacts, both internally and externally.

The ‘Diversity Ice-breaker’ (see Annex 3 – Workshop Methodology) was used to quickly learn about the different communication preferences within the group, and how persons with different preferences can come to understand each other better. Based on a self-evaluation the workshop participants were divided into three groups; task oriented, relations oriented and change oriented. The groups discussed what their specific strengths are and what they needed to consider when communicating with people with other communications preferences. The results of the group discussions (see Annex 4) were presented in the plenary.

Photo: Peter Tjärberg, SIWI



While recognising their own uniqueness, the groups agreed that all three types of communication preferences brought something important and that the best combination was a respectful balance between the three. An interesting result was that even if the delegates primarily come from the water sector – which is technically and potentially ‘task oriented’

by tradition – the majority of the workshop participants fell into the relations-oriented group. This could potentially be an effect of the governance focus of the programmes! Very few came to be predominantly ‘change oriented’ in their original evaluation scores. Nevertheless, many people scored very evenly and could potentially have joined several of the orientations (task/relations/change).

Session 2 – JP Achievements: The impact of water governance initiatives

Before the workshop the JPs had been asked to prepare a short two-page summary of their achievements to date. Sitting in a circle, the delegates told about the focus of their programme and highlighted the impacts that had been attained. The two-page summaries of the DEG JPs can be found on the [DEG-KM website’s overview of JPs](#). All summaries were printed in hard-copy and distributed at the World Water Week.

The presentations showed that human rights, gender and cultural diversity are approaches or considerations which most of the programmes have applied to strengthen governance processes and to make them more sensitive to marginalised groups.

Moreover, working closely with government entities at the national, regional and local level, many of the programmes have succeeded to facilitate the creation of new or improved sector regulation, frameworks and sometimes even revised tariff systems.

The programmes have also actively supported the implementation of the regulation and increased coordination between different actors in the sector. This has in several of the programme countries led to enhanced public participation and transparency, and to more possibilities to access, attract and manage different avenues for funding. Further, through the facilitation of spaces for stakeholder participation, tools to strengthen governance structures at the local and regional level have been created. With the aim to increase coordination, programmes have helped governments to increasingly take a leading role in the water and sanitation sector.

Finally, it was highlighted as a key element to make the programme achievements sustainable that there be continued strengthening (or establishment) of institutions and increased empowerment of service consumers/users.

Overall, the achievements of the JPs reflect the wide range of approaches and activities that have been put into practice by the programmes. The DEG JPs’ individual and joint achievements are described and analysed more in-depth in the second Synthesis Report under preparation (draft available through [Teamworks](#).)

Welcome Dinner

To round of the day a welcome dinner was held in the hotel restaurant, where the workshop participants were served a buffet of traditional Swedish summer dishes.



Photo: Peter Tvärberg, SIWI



Photo: Peter Tvärberg, SIWI

Day 2 – Thursday, August 23

Session 3 – DEG-KM activities, achievements and plans

Marianne Kjellén presented the KM activities and products developed since the first global DEG-KM workshop in Manta, Ecuador, in March 2011. During that workshop, the JP delegates formulated ideas and turned the most popular ones into ‘mini-proposals’ for how future DEG knowledge processes should be taken forward. Several ideas and mini-proposals suggested instructive videos to explain how things were done on the ground. Hence, the DEG-KM Plan has been developing two short videos about local water management – one in Honduras and one in Panama. The workshop participants were given a sneak premiere, as the final drafts of the videos were shown. Finalised videos now viewable through the [DEG-KM website](#).

Moa Cortobius introduced the findings from 1) the first DEG-KM gender mainstreaming study, which reviewed the approaches taken to gender by the JPs in Angola, Ecuador, Honduras, Mexico, Paraguay and Philippines, and 2) the global gender mainstreaming study carried out by the KM plan ‘Gender as a Cross-cutting Issue.’ The global study showed that the JPs supported by the MDG-F in more technical areas, i.e. those focused on environment, water and sanitation, were generally less gender mainstreamed than the JPs that focus on social or cultural issues. Both studies also concluded that the impacts of the JPs on gender equality were not easily identified through the regular monitoring as the overall reporting of gender-related progress and impacts was scarce even when gender specific indicators existed. The more in-depth gender study of the DEG JPs showed that gender strategies and activities were focused on women,

and that few (if any) of the JPs had gender-related activities directed to men.

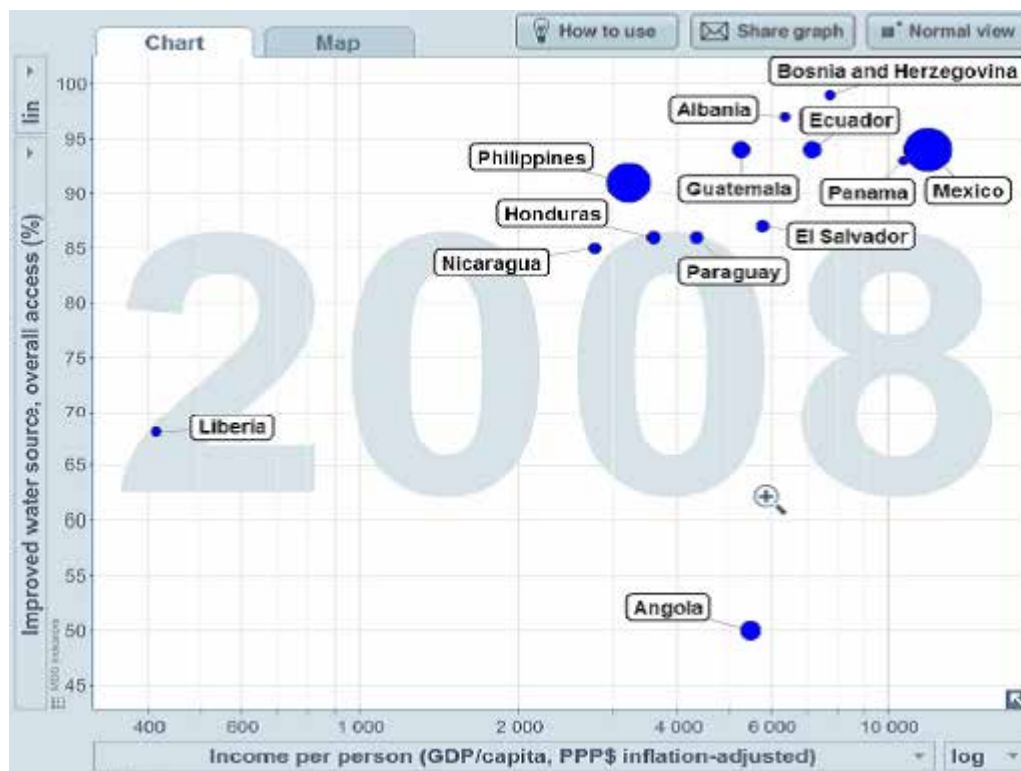
The DEG-KM reports about online sharing of water and sanitation knowledge over the internet were presented. These demonstrate a wealth of information in English, but substantially less and more scattered WASH related knowledge products in Spanish. All reports and KM products produced by the DEG-KM Plan are available both on the [DEG-KM website](#) and on the internal virtual platform [Teamworks](#).

Looking at the dissemination to external actors, the DEG JPs’ Valuable Experiences, which have been continuously collected through the DEG-KM Plan, will soon form part of the MDG-F global Wiki on Lessons Learned. The DEG-KM team also offered to support the JPs if they wanted to explore possibilities to organise ‘exchange visits’ between programmes.

Session 4 – JP Achievements: Group Work on Joint Contribution towards MDG7 Water and Sanitation Target

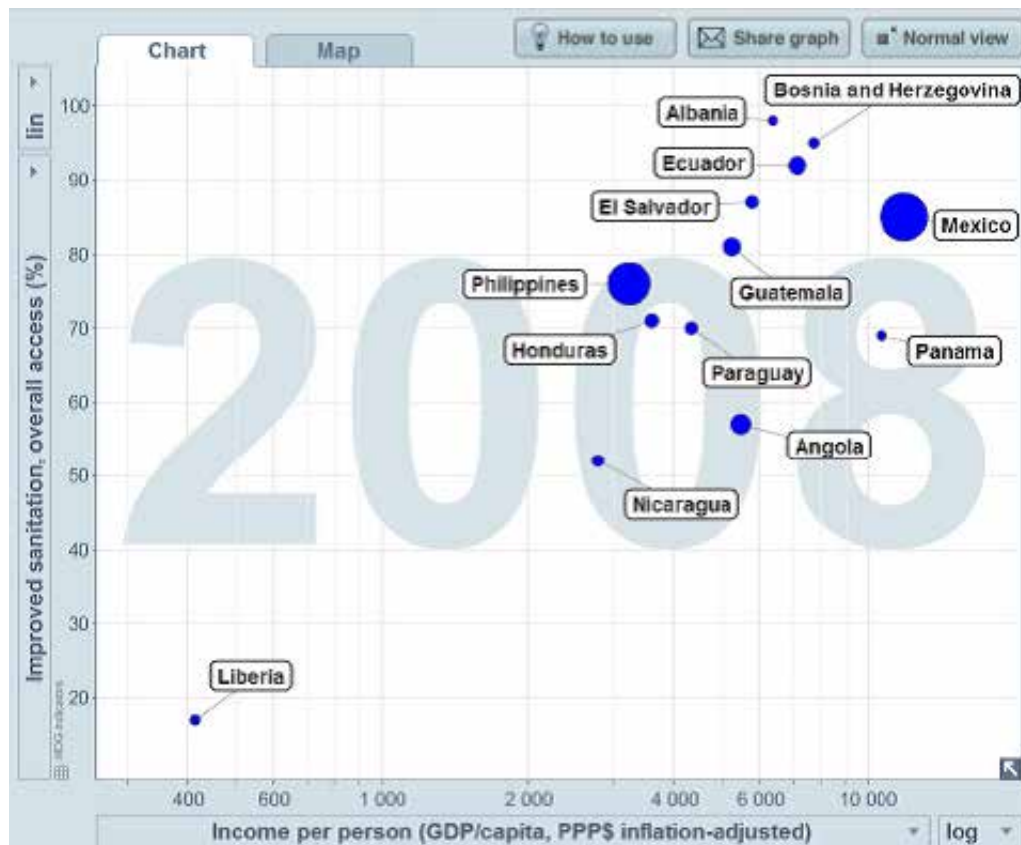
First, the draft second synthesis report, which had been circulated to all participants and JP contacts beforehand, was further introduced. Apart from collecting the two-page information on JP achievements, the draft report graphically presented data from the WHO/UNICEF Joint Monitoring Programme (JMP) regarding the national progress towards achieving the MDG7 target regarding access to safe water and basic sanitation.

Estimated Use of Improved Water Sources and Income per Person, 2008



Data source: www.gapminder.org/data (Note: Population size reflected in size of dot in the chart.)

Estimated Use of Improved Sanitation Facilities and Income per Person, 2008



Data source: www.gapminder.org/data (Note: Population size reflected in size of dot in the chart.)

There was a vivid discussion regarding the different methods for monitoring this same development by national actors and the international JMP monitoring. From the perspective of Bosnia and Herzegovina, for example, the international way of monitoring has a basic level which is set so low so that this country appears to have full coverage of water and sanitation to their whole population. However, national data shows a different picture, and it was stated that many problems remain to achieve an acceptable situation regarding access to water and sanitation. In this way, the JMP methods are very problematic. The discussion also revealed that there are different purposes for why access to water and sanitation services are monitored – to show that (maximum) progress has been achieved or show the needs for action and that much remains to be achieved (and funded).

The issue of how to monitor progress with regards to the less tangible structures and systems for managing water – the main focus of governance programmes – as opposed to the more tangible results of extending infrastructure, was briefly touched upon.

For this session the workshop participants had been divided into three groups, one predominantly English-speaking and two to communicate in Spanish. Within the boundaries of language affinity, the group composition strived to include the greatest possible mix of programmes. Each group was asked to reflect on the joint contributions of the represented programmes to the MDG7 target on water and sanitation. Due to delays in the programme, the group discussions were held during lunch and continued by parts of the groups during the evening. The conclusions from the discussions were presented and discussed the following day in plenary – see Session 7.

Session 5 – Thematic Session: Sector Coordination – Introduction and Examples from Liberia and Paraguay

This first of the three thematic sessions was opened by Håkan Tropp who introduced the theme of sector coordination, describing how governments are moving towards more polycentric governance – away from hierarchical top-down structures. With increased number of actors, there is also a greater need for coordination and communication to prevent fragmentation, and to assure that all actors are moving in the same direction.

The level of coordination can range from information exchange and consultation on the one end, to the complete integration of decision-making on the other. Even if integration is often used as a guiding principle (e.g. Integrated Water Management) complete integration is not always possible, nor desirable. Consultation is often sufficient, and is more commonly applied. The adequate level of coordination depends on the situation and institutional context. At the heart of coordination challenge is to manage groups of people and organisations that have different interests and expectations.

If that is done successfully, it enhances efficiency and the likelihood of different groups achieving what they set out to do.

Chantal Richey, from the GoAL WaSH programme in Liberia, and Ricardo Yorg, from the DEG JP in Paraguay, presented experiences and lessons learned from their sector coordination work in their respective programmes. The presenters coincided in highlighting the importance of:

- 1) Strong leadership – to attract external attention to the sector issues and to steer all stakeholders towards a common framework and joint goals,
- 2) Organisation and planning – providing actors with institutional frameworks, plans and agendas,
- 3) Sharing and dissemination of information,
- 4) Including stakeholders from different levels, disciplines and types of organisations,
- 5) Building capacities to handle conflicting interests and organisational resistance to change,
- 6) Empowering citizens to participate and influence decision making processes, and
- 7) Placing the lead on the entity that has adequate authority to drive the coordination process.

Especially for the long-term sustainability of processes and results, a strong and engaged leadership was stressed as fundamental.

Session 6 – Sector Coordination, cont.: Examples From Water and Wastewater Management, Coordination and Cooperation in Stockholm (Haninge), Sweden

This session aimed to give the workshop participants a perspective on the water governance context in Sweden. To start, a film was shown from the Stockholm Water Company, about the history of how the water supply and wastewater treatment had developed in Stockholm. Questions discussed afterwards related to the actual governance structure. It was explained that the Company is publicly owned, with political representation mirroring that of the Stockholm county on its board.

Håkan Häggström from the Stockholm County Administrative Board presented how the EU Water Framework Directive affects the water governance in Sweden and how it is implemented. One of the main effects of the Water Framework Directive was to move away from the administrative borders indicating the management unit. Hence, Europe and Sweden is delineated into River Basin Districts as the unit to manage water affairs. The Directive further demands that the planning processes for the River Basin Districts be open to public and stakeholder participation. Examples of very down-to-earth consultations with local stakeholders were presented, recognising also the importance of enthusiasm as a driving force among stakeholders.

The Framework Directive also establishes indicators for how to monitor the ecological, chemical and quantitative status of surface and ground waters in the river basins. Two thirds of the surface water bodies in the Stockholm area are deemed to have good ecological status. The main contaminants are nutrients that cause eutrophication as well as mercury and paint residuals. However, drained wetlands and physical obstacles also present risks to the ecological status of the water system.

Regarding access to information, Häggström managed to show how the ecological status of the little lake below the hotel complex could be accessed on-line. Such detailed results, however, are generally not based on actual measurements but on proxy 'expert judgements.'

Important factors for successful coordination were suggested as:

- Enthusiasm and motivation!
- Let everyone have their say, and listen to everyone!
- Try to propose a broad array of measures so that all stakeholders contribute. No one should feel that they carry the whole burden!
- Involve everyone that affects water quality in the work and discussions.
- Use data of high quality to argue for relevant measures. Avoid accusations!
- Don't wait for complete knowledge – You will never get that. Start working now!
- Identify key regions and sectors to work with.

Field Visit to the 'Slätmosse Day-water Ponds'

To get a first-hand experience of an alternative waste-water management solution the participants were guided to Slät-

mossen Day-water Ponds by Anders Folke and colleagues from Haninge Municipality Environment Department. The walk from the hotel also offered some sight-seeing through typical Swedish suburban residential areas. Slätmosse Day-water Ponds is a natural day-water treatment system into which Haninge Municipality directs storm water through the street drainage. The added value of the Day-water Pond is a recreational area and an important ecological habitat.

In the water ponds heavy metals like copper and zinc and nutrients settle in the bottom sediment, leaving the water significantly cleaner. The ponds have demonstrated to be so successful that the municipality has been able to obtain new funds to extend the project. The major challenge that remains, however, is that the ponds have now reached the time when the bottom sediments need to be dredged. This will be done during the coming year. The sediments are contaminated and will be destined for landfill.

Many of the workshop participants were enthralled by the water ponds and, even if the group was surprised by a heavy downpour on the way back to the hotel – so that good use of the rain ponchos given to participants could be made! – in the workshop evaluations the field visit was stated to be one of the highlights of the workshop!

Spontaneous Movie Night

Many workshop participants had brought videos about their work, and inspired by the Stockholm Water Company film, a spontaneous (optional) Movie Night was arranged. Videos from the programmes in Liberia, Nicaragua, Ecuador, Honduras and Mexico were shown to the delight and enthusiasm of the present. The popcorn and soft-ice cream provided by the hotel gave the evening a true cinema touch!

Day 3 – Friday, August 24

Session 7 – JP Achievements: Report from Group Work, Reflection on Joint Contribution towards MDG7 + Conclusions for JP Synthesis Report

Surging from the discussion – and discontent! – during the previous day regarding the WHO/UNICEF Joint Monitoring of access to safe water and basic sanitation, Renato Chavarría from the DEG JP in Honduras, made a presentation about the JMP's objectives, methodologies and methods.

Thereafter the three groups from Session 4 presented their conclusions regarding the programmes' joint contribution to the MDG7 water and sanitation target.

An important point from the group discussions is the widespread experience of not having adequate methods to monitor and measure governance related progress and the subsequent complexity of attribution of results. The lack of baseline data in many of the JP countries is one of the great challenges for monitoring and progress reporting. Hence, many programmes have collection of sector data as a central component. Moreover, as country governments often are focused on technical aspects they need to be supported to build governance related institutional capacities and to use monitoring tools – to ensure continuous availability of reliable data for the future.

Overall the programmes have in varying ways, and by different approaches and activities, improved the access to water and sanitation services to the population, often predominantly in areas with marginalised groups. Methods and impacts highlighted in the group reports include:

- Strengthening of institutions – through for example capacity building and actor coordination – has increased sector investment and partnerships for the improvement of infrastructure and regulation,
- Support to more adequate tariff setting and efficient tariff collection has led to enhanced economic sustainability of water and sanitation systems,
- Facilitation of increased public participation in decision-making and monitoring – especially by previously marginalised groups – has contributed to better performance by services providers and has generated trust between users and providers,
- Direct interventions in marginalised areas – institution strengthening and in some cases infrastructure investment – has increased service access for groups previously not adequately attended to by the national/regional government,
- Promotion of gender and interculturality as cross-cutting themes has empowered and put emphasis on the specific needs of women and ethnic minorities in local, regional and national governance institutions and sector regulation,
- Facilitation of strategic alliances between local/regional/national government, international agencies, private sector and civil society organisations (CSOs) has accelerated the achievement of the MDGs,
- Support to sector coordination has made international and national investments more efficient and effective, with a focus on investments in system maintenance and improvement,
- Focus on sector coordination has showed the way for coming interventions on how to join efforts to improve progress.

The written reports of the groups have been incorporated into the updated draft of the second JP Synthesis Report, available on [Teamworks](#).

The groups concluded that, in addition to their contributions to the MDG7 water and sanitation target, they have furthered the achievement of the MDGs concerned with Poverty and Hunger, Universal Education, Gender Equality and Child Health.

To link up the water governance programme delegates to other actors working with the same issues 'Latin American Confederation of Community Water and Sanitation Organisations' (CLOCSAS) and the Avina Foundation were invited to give a summary of their activities. The Director of CLOCSAS, Rolando Marín, described how the organisation was born from the need to strengthen and make the work of the community organisations more visible. These organisations provide between 30-40 per cent of the Latin American

population with water and sanitation services. Four areas of activities have been defined as CLOCSAS' focus: 1) visibility, 2) political influence, 3) capacity building, and 4) access to economic resources.

Lil Soto from Avina Foundation presented Avina's activities related to water issues and how the Foundation has been working with CLOCSAS to strengthen that network. She also gave the participants a quick look at the coming modules for the [joint capacity building programme](#) they were to launch with CARE in just a few weeks.

Session 8 – Roadmaps for Sustainability

This session was aimed to foster exchange of experiences to enhance the sustainability of processes and achievements beyond the operational closing of the programmes. As an introduction, Eno Ngjela presented the Albanian JP's closing process and the lessons they had learned during the different phases. He highlighted the importance of preparing for closure with time to make sure all assets and funds remaining are utilised to the maximum.

Inspired by a method used at the KM workshop held by the MDG-F KM programme for the thematic window Environment and Climate Change (ECC) a group exercise to develop programme-specific 'Roadmaps for Sustainability' was carried out over two sessions (number 8 and 11). The Roadmaps are not binding documents, but envisaged as a source of inspiration for the delegates to bring home concrete ideas to share with their colleagues.

The methodology can be divided into four phases (which are explained with more detail in Annex 3):

1. Identification – Each programme identified the activities and processes that needed to be strengthened to become sustainable.
 2. Inspiration – In small groups programmes exchanged experiences related to the identified processes and activities to help each other with ideas to make these sustainable.
 3. Development of Roadmap – Based on the ideas recollected from the group each programme developed a Roadmap of potential actions to implement, while analysing where and what type of external input that it needs.
 4. Matching of needs and experiences – After presenting the Roadmaps in the plenary, highlighting each programmes' needs for external support, the floor was opened up for all participants to match their experiences and knowledge with the needs expressed – create possibilities for synergies.
- The first two phases were completed during session 8, while phase three was carried out in the evening, and phase four concluded during Session 11.

The Roadmaps for Sustainability can be found in Annex 5 and on the [second KM workshop dedicated Teamworks space](#).

Session 9 – Thematic Session: Human Rights Based Approaches

The second thematic session was dedicated to Human Rights Based Approaches (HRBAs). Marianne Kjellén introduced the session by presenting the context of the Human Right to Water, with a discussion about how the majority of the HRBA research and interventions have focused either on the relationships between users and governments, or on the relationship between governments and service providers. Relatively little attention has been given to the relationships between users and service providers, and the rights-contents of this relationship. In this sense, several of the DEG JPs work which focus on the formalisation and/or the mutual understanding of the rights and obligations of both users and service providers can be seen as a novel way to further the Human Right (HR) to water.

The first programme to present its experiences of working with HRBA was the Ecuadorian JP. Jordi Sanchez described how the new Ecuadorian constitution has led the way for the integration of rights based approaches by recognising the human right to water as well as the rights of nature. The implementation of these rights is however problematic – how to satisfy all needs? And related to that – are all needs as important? For domestic, industrial, agriculture uses or ecological flow? As one tool to achieve universal access to water, the JP has collaborated with the government to develop a guide for how to formulate public policies based on a HRBA. Accountability and participation is highlighted as key components in the formulation model – the complete guide can be downloaded from the of the [Ecuadorian Government website](#).

Fe Crisilla Banluta presented how the HRBA is integrated into the work of the Philippine DEG JP. This is not new to development projects in the Philippines. In the DEG JP they focus on the government-public relationship, where the government is the primary duty bearer and the public the rights holders. As all of the DEG JPs the Philippine programme focuses its attention on poor areas – with the strong notion that the poor are not only rights holders, but also the main actors for development.

Based on the results from the Mid-term Evaluation, the JP strengthened its HRBA by bringing in experts to build capacities in the staff groups at all levels. Lessons learned include the importance of documentation for replication and continuous improvements; mobilisation of local CSOs to localise and make HRBA more effective; need for flexibility in staff teams to accommodate stakeholder requirements, and; linking of water and sanitation issues with other national priorities, such as health, gender and employment. The JP has also developed a [Local Water Governance Toolbox](#).

Session 10 – Thematic Session: Interculturality

In this session three JPs presented how they had been working with intercultural issues. First out was Mirian Mancuello from the Paraguayan DEG JP sharing experiences and strategies from working in rural indigenous communities. A key factor in their collaboration had been the respect for the communities' own organisational structures and practices. Based on agreements such as the ILO 169 about Informed Previous Consent the programme had promoted the inclusion of the affected communities throughout the different phases of the implementation – promotion, design of solutions and construction. As a tool for this, the JP implemented the Integral Planning of Rural Access (PIAR). She also mentioned the Exchange Visit that had been arranged between the Nicaraguan, Paraguayan and Panamanian JPs to learn about the intercultural activities of each programme.

Sebastián de la Torre López described how the Mexican JP had considered intercultural issues in their activities in the Chiapas province. Through the integration of local interpreters/facilitators in the programme team, activities had been adapted to the local customs and the information translated into the native language Tselal. This allowed for increased comprehension, appropriation and participation by the local population in the programme interventions, which in turn led to improved management and achievement of results. Through the JP, women's roles had also been strengthened, both in public decision-making and in actual construction of infrastructure.

From the perspective of the DEG JP in Bosnia and Herzegovina, Igor Palandzic described their work in rural communities and how one of the challenges had been to overcome the unwillingness of the local population to pay for water supply – based on the attitude that water is all abundant and should be a free resource. According to him water is often used in a non-sustainable way, but by engaging and supporting local communities the awareness has been raised about its consequences on the nature and sustainability of the supply systems.

As the plenary opened up for questions and comments, several of the delegates reported to also have struggled to convince people to pay the fees for water and sanitation services. One argument shared with the group was that – 'Yes, water is a gift from God, but he forgot to put in the pipes and to arrange with plumbing! And that is what we need to pay for.'

Session 11 – Roadmaps for Sustainability (cont.)

‘Roadmaps for Sustainability’ that had been elaborated during the previous day were presented in the plenary. The write-ups can be found in Annex 5. As the Roadmaps were presented each programme also named the areas where it was in need of input or support. Inés del Socorro from the JP in Nicaragua noted these areas on the whiteboard and – where possible – the needs were matched with relevant experiences or skills of the other programmes. The full list of matched needs and experiences/knowledge is contained in Annex 6. After the exercise of matching needs with experiences/knowledge, Marco Morales from the JP in Guatemala pointed out that many of the needs were similar to each other and that these could be boiled down to themes of common concern. Thus, to draw on the synergies between the programmes some additional time was dedicated to the mapping out of these common concerns.

The resulting main themes are:

- Information systems
- Policies, norms and institutionalisation
- Coordination mechanisms
- Resource mobilisation
- Knowledge Management
- Public participation, social welfare and partnerships
- Monitoring and indicators
- Gender and interculturality

Based on the themes the programmes listed any needs and/or experiences/knowledge they had in each area.

The resulting table—developed by Marco Morales—is shown in Annex 7. Further, it was suggested that thematic Google Groups were to be created as platforms for post-workshop exchange. The addresses to the thematic Google Groups, which were set up right after the workshop, can be found in Annex 8.

Session 12 – Final Reflections on Knowledge Management

The last session was dedicated to showing knowledge products that had been on display during the workshop, and officially handing them over to the DEG-KM programme. Participants were again seated in a circle, with a basket in the middle into which to deliver the reports, DVDs or pamphlets. Thus, while presenting their products to the group, one or more copies were placed in the joint basket. Some programmes had brought several copies of a range of reports whereas others noted the things they had done on Post-it notes and presented to the group. The exercise displayed the wealth of materials produced by the programmes and several of the participants expressed interest in knowing more about the joint collection of communication and KM products of the programmes. For this purpose it was agreed that all programmes were to compile a list of their products, which the DEG-KM Plan was to consolidate into one document. The final intervention was made by Inés del Socorro who interpreted a poem about nature and love by Franklin Brooks Vargas from Bluefields, Nicaragua.



Photo: Marianne Kjellén, SIWI

AMANTES (Lovers)

By Franklin Brooks Vargas, Bluefields Nicaragua

Cuánto deseo que vos y yo
Fuésemos libélulas
Para irnos amando en el aire,
Volando amándonos
Amándonos volando en el viento tierno
De la madrugada.

Meciéndonos en la misma onda
De la brisa cómplice,
Volando sobre el espejo del río,
Entre las plantitas que nacen de las rocas
Entre los bejucos perezosos que abrevan
En el espíritu líquido de la vida.

Libélulas vos y yo
Navegando al mismo ritmo,
Descubriendo con nuestros inmensos ojos múltiples
La complejidad de la vida en la sencillez
de las cosas:

Las ramitas, las hojas, los colores,
Los perfumes, las flores,
Los latidos del corazón de la tierra, la arena y el agua,
Los sentimientos de las mariposas,
Las garzas y los colibríes.
Amándonos volando.
Eso sería explosión de savia, de neuronas, de oxígeno.
Sería como una fiesta del Palo de Mayo
Celebrada en la copa de los árboles,
En el corazón de las orquídeas
O en la burbuja salida de la boca
De un pez sorprendido por el éxtasis.

Volando amándonos
Para que después
Vos y yo,
Cada quien, se vaya a reposar a su colgante nido
de oropéndola,
Y más tarde nos hagamos un guiño de ojos,
como señal del amor, del placer, del todo,
Para que después del reposo
Nos volvamos a amar volando.

Finally, all the participants were thanked for their contributions and for having so generously shared their knowledge, experiences and lessons learned throughout the workshop. Marianne Kjellén also welcomed everyone to her house for the closing dinner of the workshop. The invitations with the

address, map and instructions for how to reach the house was handed out in exchange for the duly filled-in workshop evaluation forms. This way, all participants delivered their evaluations!



Photo: Peter Tvärberg, SIWI

Closing dinner at Marianne's house

After some afternoon free time in Stockholm; workshop participants, organisers and a few other SIWI colleagues with families met up again for the closing dinner/garden party. In the meantime, the organisers and their families had prepared the house and garden, snacks and plenty of ingredients for Spanish paella. Guests helped to stir the paella cooking

over the open fire, while enjoying the late summer evening. A traditional Swedish apple pie was served as dessert, and to the great amusement of all present, the Paraguayan delegation showed a slideshow with very interesting photos from the workshop. All the guests felt that the warm welcoming to their home by Marianne and her family was a privilege and the evening ended in the spirit of the great camaraderie generated at the workshop.



Photo: Moa Corribus, SIWI

World Water Week in Stockholm

In conjunction to the KM workshop all participants were invited to take part in the [World Water Week in Stockholm \(WWW\)](#) which is organised by SIWI in August/September each year. Over 200 collaborating organisations and some 2,500 individuals from around the globe convene at the World Water Week to network or present findings at the workshops, seminars or side events. Each year the World Water Week addresses a particular theme and this year (2012) the theme was Water and Food Security.

This report will not try to summarise the WWW events, but instead recount some of the delegates' reflections.

Generally, the week was experienced as an opportunity to learn about the abundance of activities and actors that exist in the global water sector. The possibility to network and hold informal discussions between the official events was highlighted as one of the biggest benefits. However, some felt that they could have utilised these contacts even better had they come better prepared.

The workshop participants representing local and regional government levels noted the underrepresentation of WWW delegates from these levels.

Some participants also made presentations at official events at the week:

- Fe Crisilla Banluta (JP-Philippines) and Alastair Morrison (GoAL WaSH) on the panel of the event entitled [Tracking the Impact of Water Governance Interventions](#), introduced by Marianne Kjellén and closed by WGF Director Håkan Tropp.
- Jordi Sánchez-Cuenca (JP-Ecuador) and Eloy Aróstico (JP-Mexico) shared their experience of the complexity of working with gender mainstreaming in water programmes

at a seminar entitled [Global Practice in Promoting Gender Equality in the Water Sector](#). Their presentations were entitled [Gender Integration in Water Policies and Regulation – The Experience of Ecuador](#) and [Linking Local Water Management with Gender Focus to Public Policies in Mexico](#) respectively. Moa Cortobius made an introductory presentation about [Gender Mainstreaming in Water Governance Programmes: Review of Plans and Practice](#).

Workshop Evaluation

According to the evaluations by the participants, the overall impression of the workshop was positive. Most participants found that it had fulfilled their expectations. The relevance of the content was experienced as high, mainly at the personal and organisational level, rather than on a national level. The consolidated answers to the evaluation questionnaires are presented in Annex 9.

As with the first DEG-KM workshop in Manta, the possibility to meet with other persons with related experiences, facing similar situations and complexities, was by far the most appreciated part of the event. To hear about how the other programmes had handled and solved their difficulties – and find inspiration in that – seems to be as useful in the closing phase of the JPs, as it had been half-way in 2011!

The varied and participatory methodology, with a mix of shorter presentations and group discussions, was welcomed by the delegates and the thematic presentations were held in high regard. The field visit to Slätmosse Day Water Ponds gave inspiration to new ways of ecological water treatment, with the added value of an outdoor recreational area. And even if time keeping was highlighted as one of the things that could have been improved, several of the participants also concluded that there was not enough time for discussion – to exchange knowledge and explore how to maintain the interactions after the workshop. Many stressed the importance of maintaining communication channels open – or establish new ones – for future joint KM activities and networking. Some participants would have liked to have more balanced global participation, with higher presence from for example fragile states. To circulate presentations and JP information ahead of the workshop was suggested as ways to improve active participation and uptake of information.

The process of formulation of Roadmaps for Sustainability, matching of needs with experiences/knowledge and forming of thematic groups was described as useful and an important base for future exchanges.



Conclusions and Way Forward

Based on the evaluations it can be concluded that the expected results of the workshop have been achieved. The objectives of the workshop were:

1. To have shared (the gist of) methods, achievements and effects of programme implementation among the JPs.
2. To identify potential ways to sustain processes and results of the JPs.
3. To find strategic points for the future sharing and dissemination of the generated knowledge.

The most common expectation of the participants was to have shared and gained new knowledge – and the fulfilment of this expectation was high throughout. The sharing of methods came mainly through the thematic sessions, which had been identified in iteration with participants during the workshop preparations. Emphasis was put on the substantive issues, which should have helped to increase the depth of the discussions.

Conclusions on thematic issues, e.g. regarding sector coordination, relate to finding the right level of integration, consultation or just information-sharing with the pertinent actors. Also, to build on genuine interest, along with the importance of the clout and leadership of the coordinator as well as to ensure conflict resolution and that actors in the sector actually gain from engaging with others.

On HRBAs, it can be highlighted that rights and duties go together. The importance of agency – also among the poor – was emphasised with the idea that to be a rights holder should not be an excuse to be passive, but includes the right to actively engage in the shaping the future. There also needs to be prioritization of different types of needs, since all (water) needs cannot always be satisfied.

Regarding intercultural issues, experiences pointed towards the importance of mutual understanding and respect for indigenous cultures' own practices and organisational structures. The most conflictive area when it comes to intercultural issues in water appears to be that of payments for services, where all programmes appeared to have faced challenges!

The sharing relating to the achievements and effects of the JPs most tangibly took place via the two-page summaries of achievements, along with the programmes' analyses of their joint contribution towards the MDGs. These documents will form an important part of the heritage left behind from the Democratic Economic Governance thematic area for the benefit of future programming.

In order to make the programmes' contributions visible – and measurable – a comprehensive system to monitor the 'softer' results from governance components in water and sanitation sector, such as institutionalisation, decentralisation, HR, gender and interculturality would be needed. Indeed, such a system seems to be lacking in the majority of the programmes, although methods that already exist (to qualitatively capture change processes) could potentially be of use. A fine balance between qualitative and quantitative approaches in monitoring will be vital if the many dimen-

sions of governance are to be captured and duly appreciated. Even with the complexities of assessing the impact of governance programmes, the importance of having interventions focused on governance structures and processes has been more than validated by the results of the programmes. Strengthening of institutions, tariff setting and improved capacities to formulate and implement sector policies have proven to be vital for the long-term efficiency and sustainability of water and sanitation services. The facilitation of participatory spaces and processes has not only created more adequate solutions, but also strengthened the possibilities for socioeconomically marginalised groups – often with specific attention to women – to influence the conditions in which they live.

For sustaining processes and results of the JPs, the exercise to develop Roadmaps for Sustainability was appreciated as a way to get new input and concrete ideas for how to enhance the sustainability. Yet, the actual implementation of the ideas is up to the joint efforts of the programme teams back home. The matching of needs and experiences/knowledge for sustaining JP results and processes – further developed through the formation of thematic Google Groups – should support this process and present a route for future exchange. Yet again, the usefulness of these groups as platforms for exchange hinges on the active engagement of the group members.

As stated previously, the opportunity to interact and network with colleagues at different levels and from different countries is one of the great gains of the organisation of international workshops. Inspiration and renewed strength can be found in knowing that one is not alone in trying to find solutions to the complex governance challenges in the water and sanitation sector.

Several of the delegates also commented on how the levels of institutionalisation varied systematically between the countries represented. With the countries in Central and Eastern Europe as the most thoroughly regulated, the Latin American countries fall somewhere in between, and the African countries have the lowest level of normalised rules and regulations. In this, there is great potential for these countries to support each other – through South-South exchange of experiences and skills.

Finally, regarding strategic points for the future sharing and dissemination of the generated knowledge, the exercise of presenting and sharing of JP knowledge products gave yet another hint of the wealth of experiences generated through the programmes. A consolidated list and overview of what has been produced could be one vehicle for disseminating the jointly generated knowledge and insights on Democratic Economic Governance of water and sanitation services. Moreover, greater visibility of the WASH sector and governance programmes' activities is also needed – not only to make them more effective, but also to increase their ability to attract resources and to influence the national and international priorities for the sector.

Whilst recognising that the present global water crisis is a crisis of governance, the need to invest in infrastructure in many areas was also reiterated. The most important point

is that the infrastructure investments should always be accompanied by capacity-building, institutions-strengthening and processes for dialogue and participation.

Next steps

For the DEG-KM plan the next steps will include the consolidation of the information gathered at the workshop, and the dissemination of the insights and lessons learned generated within the DEG thematic window to external actors and international fora. The steps that are taken or remain ahead are summarised here.

All the workshop materials (e.g. presentations, Roadmaps, session reports) have been posted on the [dedicated Team-workspace](#). Since not all workshop participants have found the space, a renewed round of invitations will be sent out to encourage everyone to make use of this space to share and gather information.

The thematic Google Groups have been created and members invited. The actual use of this platform will primarily be up to the delegates forming part of each group.

The DEG JPs' achievements and contributions towards the MDG7 water and sanitation target have been collated and will be further analysed in a separate second Synthesis Report (to be launched in early 2013).

To increase the visibility of the DEG JPs' Valuable Experiences—still remaining on the [DEG-KM website](#)—will also form part of the [MDG-F's global Wiki](#). Here, lessons learned from MDG-F JPs from all over the world and from all the eight thematic windows are being gathered as a knowledge data base for the benefit of other actors in the future.

For the delegates from Latin America, the participation of CLOCSAS and Avina Foundation in the workshop created opportunities to link up with new networks in the sector,

which can provide support and exchange after the closing of the JPs. The community-managed water and sanitation services providers should be able to engage in national and international networks to gain greater recognition and support, including capacity building through modules to become available via [Avina's website](#).

Visibility of existing knowledge products, and the further inspiration to others, can be enhanced by a joint presentation of the same. In order to put together a consolidated list of the same, all JPs are requested to facilitate a list of the same—along with links and electronic copies where available—of the existing (and future) products.

Finally, it is fully agreed that to grasp the wide variety of experiences and knowledge generated within each programme much more than three days is needed! And to further the exchange beyond the workshop, through new platforms or mechanisms, even more time is required. (Time seems to be the greatest challenge for meaningful knowledge management—and workshop reporting!). In the end, it will always be down to each programme what knowledge they bring home to share with their colleagues, what contacts they utilise and what new knowledge is applied. Let's keep up the spirit and engage in continued contacts, sharing and daring to put our insights into practice!

This annex contains the (somewhat summarised) information notes sent out to participants and JP contacts in advance of the workshop

Information Note 1 (Background for Nominating Participants)

SENT OUT IN APRIL, 2012

This document contains overview information about the planned DEG-KM workshop. The purpose is to provide sufficient information for Joint Programmes (JPs) to be able to nominate participants. In due time, further information will follow on Contents and Logistics.

Background and context of the MDG-F DEG-KM strategy

The purpose of the knowledge management (KM) strategy is to ensure that generated knowledge, experiences and innovations from the JPs of the Millennium Development Goals Achievement Fund (MDG-F) within the Democratic Economic Governance (DEG) thematic window are properly documented, analysed and widely disseminated for adaptation and application.

The DEG-KM programme wishes to facilitate knowledge sharing and exchange between the JPs as a way to enhance implementation and finalisation, as a contribution towards the future sustainability of achievements. (A list of the eleven JPs of the DEG thematic windows is attached at the end of this document).

Valuable experience and generated knowledge will be continuously documented and shared beyond the country programmes and the MDG-F itself. At present, a range of valuable experiences that have already been identified by the JPs have been presented and shared at the first Knowledge Management Workshop (held in Manta, Ecuador, in March 2011) and elsewhere. Some of these experiences are being pursued with more in-depth documentation. As a cross-cutting theme, the incorporation of gender is also being explored in all of the programmes, with additional in-depth documentation of the related process to be carried out.

Topics and Objectives

The upcoming second and final Knowledge Management Workshop of the DEG-KM programme aims to focus on the following issues and questions:

- 1) Achievements of the JPs – what has been done and how has it been monitored?
 - a. Summaries of reported progress and remaining challenges
 - b. Examples / narratives of impact – stories of actual changes in people's lives, and how did they come about?
- 2) Roadmaps for sustainability – what is to be nurtured for the future?
 - a. Identification of results and/or activities to be sustained – how?

b. What are the lessons learned? And how are they captured for future use?

3) Follow-up and further exploration of valuable experiences – overview and examples.

a. Conclusions from valuable experiences (including lessons learned and change stories).

The expected results of the workshop are

- To have shared (the gist of) methods, achievements and effects of programme implementation among the JPs.
- To identify potential ways to sustain processes and results of the JPs.
- To find strategic points for the future sharing and dissemination of the generated knowledge.

The workshop results will be partially reflected in

A. the second 'synthesis report' focusing on the achievements and impact of the JPs in the DEG thematic areas (elaborated in conjunction with the workshop), and

B. the workshop report – to account for workshop process and overall results, and document the identified steps for the 'roadmaps for sustainability'

More detailed information – and dialogue – about the programme contents will follow (in Workshop Programme), along with instructions for preparations and materials to bring to the workshop.

Location and Time

The workshop will be held in Stockholm, Sweden, August 22-25, 2012, at Quality Hotel Winn, Haninge. All workshop participants will be accommodated in the aforementioned hotel.

In connection to the workshop delegates are invited to participate in the World Water Week, August 26-31, 2012, held at Stockholm International Fairs.

Language Interpretation Plan

- The workshop will be bilingual in the way that both Spanish- and English-speaking participants will be able to participate fully.
- Plenary sessions with presentations are to be translated simultaneously, i.e. translation into auriculars as the speaker speaks.
- As much written material as possible will be translated prior to the workshop and handed out to the participants to facilitate the cross-lingual exchange of knowledge.

Participants

Country teams are to nominate two persons per JP. With eleven programmes, there should be about 22 JP representatives. With additional representatives from the MDG-F secretariat, the Stockholm International Water Institute and potential other resource persons, the workshop will have around 30 participants.

Guidelines for nominating participants from JPs, where programmes are still running:

JP Coordinators and/or key national/local counterparts or UN partners, preferable being persons with:

- a. technical/substantive expertise in the JP areas of activity (governance: water/sanitation).
- b. experience from/participation in the JP implementation process.
- c. concern and/or responsibility in relation to future impacts of JP activities.

Guidelines for nominating participants from JPs which have closed:

Give priority to:

- a. Persons that are to play key roles for the continuation of JP results.
- b. National/local counterparts.
- c. UN focal points who remain in place.

Nominations of workshop participants should be sent to moa.cortobius@siwi.org as soon as possible, preferably before April 16, 2012.

Official invitation letters will thereafter be sent out to participants, as confirmation and to serve as basis for visa applications.

Where alternative funding sources can be identified; programmes are encouraged to send more than two representatives. (Further information on the cost per participant will be developed, and additional representation be discussed on a case by case basis.)

Logistics, travel arrangements and per diems

The cost of travel, accommodation and incidentals will be covered for all participants (max two per JP). Air tickets will be arranged from Sweden – all in economy class – and issued by SIWI's travel agency (Tranås Resebyrå).

Accommodation is arranged at Quality Hotel Winn Haninge. Most meals will be provided for. Monetary compensation will be given to contribute towards further meal costs, limited incidentals as well as terminal costs at the country of origin. Transfers between airport and hotel in Sweden will be provided for. Monetary compensations will be paid upon arrival in Stockholm.

The additional expenses for World Water Week participation will also be covered by the DEG-KM.

The logistical arrangements will be managed by Stefan Heilscher (Stefan.heilscher@siwi.org).

Further practical information will be provided in the Logistics Note to be developed.

Preliminary Programme

Day 1 – August 22

- Arrival of participants.
- Afternoon/early evening kick-off.
- Welcome dinner at Quality Hotel Winn Haninge.

Day 2 – August 23

- Full day of workshop sessions
 - Achievements to-date.
 - Impacts on the ground.
 - Lake-side dinner (weather permitting).

Day 3 – August 24

- Full day of workshop sessions
 - Sustainability of achievements
 - Future availability of insights & experience
- Field visit (walk) to day-water cleaning ponds of Haninge

Day 4 – August 25

- Brief session: Wrap up and way forward
- Field Visit (potentially Lida Gård)
- Closing dinner at DEG-KM programme manager's house

August 26-31, 2012

- World Water Week

Information Note 2 (Logistics)

SENT OUT IN MAY, 2012

This document contains logistics information for the upcoming DEG-KM workshop. The purpose is to provide the workshop participants with an overview of the logistical arrangements related to the workshop and the World Water Week. In due time, further information will follow on workshop Contents, Preparations and Expected Outcomes.

Venues

The workshop will be held at Quality Hotel Winn Haninge in Greater Stockholm, Sweden, August 22-25, 2012. For the conference the hotel disposes of one plenary and several smaller rooms, as well as social areas and a restaurant. The plenary is equipped with projector, white board and WiFi. In connection to the workshop all delegates are invited to participate in the Stockholm World Water Week (at the expense of the DEG-KM programme), August 26-31, 2012, held at Stockholm International Fairs.

Accommodation

All participants will be accommodated at the Quality Hotel Winn Haninge during the KM workshop and the World Water Week.

The hotel holds a high standard and the rooms are comfortable and light. Participants will have their own room with private bathroom and shower. WiFi available in rooms.

Food and snacks

Breakfast is included with the room charge and served each morning at the Quality Hotel Winn Haninge.

Coffee, tea, water, fruit, cookies, popcorn and soft ice cream are available at the hotel at all hours.

The restaurant has a vast buffet always serving at least one vegetarian and one meat option, as well as soup of the day and fresh salads, bread and butter and water and juice. Alcoholic beverages are not included in the buffet.

The kitchen can accommodate cultural, medical and/or special dietary requirements when notified. Please make sure to inform Moa Cortobius (moa.cortobius@siwi.org) if you have any such food related requirements!

During the KM workshop, most meals are provided and taken jointly as part of the programme. During the World Water Week lunch vouchers are provided for use at the restaurant at the fair, as part of the participation at the week.

Participants will receive a cash contribution to cover costs of meals that are not provided as vouchers or part of the programme, see below.

Costs and per diems

The DEG-KM programme will cover the cost of travel, food, accommodation, registration and some incidentals for participation at the KM workshop at the World Water Week, for a maximum of two delegates per JP.

Specifically, the following costs will be reimbursed or provided for:

- Visa costs (reimbursed against receipt upon arrival).
- Air travel tickets issued by SIWI travel agency.
- Terminal costs in country of origin (equivalent to USD 38 each way).
- Transfers between airport and hotel in Sweden – arranged by the programme.
- Incidentals (SEK 100, approximately equivalent to USD 15, per day)
- Most meals will be provided for, either as joint arrangements, or as meal vouchers during World Water Week.

Cash compensation will be provided for remaining meals;

- a. lunches (SEK 200, approximately equivalent to USD 30);
- b. dinners (SEK 250, approximately equivalent to USD 38);
- c. breakfasts (SEK 150, approximately equivalent to USD 23).

Monetary compensations will be provided in cash upon arrival in Stockholm. Thus, it will be necessary for all participants to arrange themselves to have sufficient money to cover incidentals and food until the first day of the workshop (August 22) which is when payments will be made.

Air travel arrangements

Air tickets and travel insurance (if needed) will be arranged from Sweden and issued by SIWI's travel agency (Tranås Resebyrå).

Only economy class tickets will be provided by the DEG-KM programme – if a participant needs to travel by higher class, the additional costs have to be covered from other sources.

Visa

All non-EU citizens need a Schengen visa to enter Sweden. Participants requiring a visa should apply for this in their home country at the earliest convenience. Please contact your nearest Swedish Embassy or Consulate for more information.

Visa support letters will be provided to facilitate the visa application process. Please let us know if you need this, and ensure to provide all the requisite information. Costs for the visa application will be reimbursed upon arrival in Stockholm. If you meet any questions or problems during the visa application process – please do not hesitate to contact Moa Cortobius (moa.cortobius@siwi.org) or Stefan Heilscher (stefan.heilscher@siwi.org).

Mobility in Stockholm

The Quality Hotel Winn Haninge is located in Haninge municipality, directly connected to the inner city of Stockholm by commuter train – it takes about 20 minutes to the Central Station. The name of the commuter station is Handen, and the hotel is located just by this station.

Stockholm International Fairs is located in Älvsjö, between Stockholm inner city and the hotel, on the same commuter train line, about ten minutes from Handen. All participants of the World Water Week all participants will receive a travelcard for the whole week, which gives unlimited access to all Stockholm county transportation (buses, trains and some of the ferries).

Language and Interpretation

The KM workshop will be bilingual in order to allow Spanish- and English-speaking participants to participate fully:

- Plenary sessions with presentations will be simultaneously translated, i.e. translation into auricular as the speaker speaks.
- As much written material as possible will be translated prior to the workshop and handed out to the participants to facilitate the cross-lingual exchange of knowledge.

The official language of the World Water Week is English. There will be no translation services during the week.

Information Note 3 (Programme and Preparations)

SENT OUT IN JUNE, 2012

This information note outlines the DEG-KM workshop objectives, topics and expected results, along with a preliminary programme and instructions for Joint Programme (JP) preparations and contributions to the workshop.

Workshop objectives

The overriding purpose of the DEG-KM program is to learn from implementation experiences of JPs in the DEG thematic area, for the benefit of future water supply and sanitation

sector governance. The second and final KM Workshop of the DEG-KM programme will sum up JP achievements and how these have been monitored as well as to devise strategies for the future sustainability. Above all, the workshop will take stock of valuable experiences and lessons learned, and discuss how such knowledge can be incorporated into present and future water supply and sanitation sector programming.

Workshop topics

- 1) JP Achievements – what has been done, with what effects, and how has it been monitored?
 - a. Narratives/Examples of impact: actual changes in people's lives or how organisations operate.
 - b. Summaries of reported progress and results.
 - c. How are achievements measured? What are the implications of this?
 - d. Conclusions about joint DEG contribution towards MDG7 water and sanitation targets.
- 2) Roadmaps for Sustainability.
 - a. Issues in closing down of JP operations.
 - b. Identification of processes and activities to be continued, scaled up and/or replicated elsewhere.
 - c. How to sustain?
- 3) Valuable Experiences and Lessons Learned on Water Supply and Sanitation Sector Governance
 - a. Uptake of new knowledge and lessons learned.
 - b. Sharing of experience and lessons learned.
 - c. Past, present and future DEG-KM activities.
- 4) Thematic sessions – insights and experience on
 - Sector coordination.
 - Human rights based approaches.
 - Inter-culturality.

The expected results of the workshop are

- To have shared (the gist of) achievements from implementation among JPs.
- To develop insights into the DEG window's joint contribution towards MDG7 targets.
- To have identified potential ways to sustain, replicate and up-scale results.
- To have found strategic points for the future sharing and dissemination of the generated knowledge.
- To have created new insights into thematic topics discussed at workshop.

The workshop deliberations will be captured in

- 1a). The second JP Synthesis Report focusing on the achievements, impacts, contribution and lessons learned of the JPs in the DEG thematic window, and
- 1b). The Workshop Report – to account for workshop process and overall results, and document the identified steps for the 'roadmaps for sustainability'.

Preparations

As preparations before the DEG-KM workshop, each JP and its workshop delegates are requested to:

- 1) Formulate a Two-Page Fact Sheet on Achievements and send in by August 7 to allow for translation and printing! Instructions on contents and format, see below.
- 2) Bring along 'knowledge products' that summarise experiences and lessons learned that the JP has produced or contributed to – e.g. reports, CDs, posters, etc. – to share with DEG-KM and other JPs.
- 3) Think through and discuss with project partners – for workshop delegates to be prepared to present and/or discuss:
 - a. JP Achievements: The contents of the fact sheet and related issues of progress reporting and impact tracking.
Guiding questions: What is the durable impact of the program? How does it contribute towards the water and sanitation targets of MDG7? How accurately are achievements captured in the monitoring and evaluation reports?
 - b. Roadmaps for Sustainability
Guiding questions: Which achievements of the program can be continued, scaled up and/or replicated elsewhere? What support/inputs would be needed for that?
 - c. Valuable Experiences and Lessons Learned on Water Supply and Sanitation Sector Governance
Guiding questions: What new knowledge and lessons learned been incorporated into JP activities? Which insights from program implementation been shared with others? How? What insights should be further documented and shared with others in the future?
- 4) Prepare presentations:
 - a. Through an interactive exercise in the first plenary, all programs will be telling examples of their impact (or outcomes, recognising that impacts/outcomes are not always easy to distinguish!). No visual aids used for this story telling.
 - b. Selected/suggested JPs to make short planned presentations for more structured sharing of experiences in the three thematic sessions which are to focus on:
 - i. Sector coordination – How to deal with problems of fragmentation?
 - ii. Human Rights Based Approaches – How to translate into policy and practice?
 - iii. Interculturality – How to overcome cultural barriers in water and sanitation service planning, provision and maintenance?
 - c. Selected/suggested JP(s) to make short planned presentations about the experience of closing down operations – to introduce (small groups) discussion on Roadmaps for Sustainability.

Please come forward and suggest (short!) presentations on the topics above – and we will fit into the program. Presenters are welcome to use powerpoint slides to visually aid the presentation. In order to have slides ready in both English/Spanish, kindly send to marianne.kjellen@siwi.org by August 13.

Instructions for Two-Page Fact Sheet on Achievements

This fact sheet is meant to summarize and complement existing progress reporting. For content please draw from

monitoring and evaluation reports, and complement as necessary.

The fact sheet will be translated previous to the workshop in order to have a full set of sheets in both English and Spanish. They will be used for several purposes:

- Edited and printed double-side with plastic and used for display of DEG programme achievement and impacts during workshop and ensuing World Water Week,
- Inserted into draft JP Synthesis Report to be circulated to all participants shortly before the workshop, and elaborated upon in group work.

Contents

The two-page fact sheet should contain four areas of achievement of each JP, complemented with one or more images to make the fact sheet more attractive. The idea is to have four sections of information, as follows:

1) OUTCOMES AND OUTPUTS.

Very brief introduction to aims of JP, and presentation of progress so far in producing the outputs and achieving the expected outcomes of the program.

2) QUANTIFIABLE RESULTS.

Present some numbers! Choose out of the JP's achievements that are quantifiable. (Number of groups or organisations that

have been strengthened, communities/households provided with services, funding leveraged, etc. etc.)

3) IMPACT.

A narrative account (or two very brief accounts) of impacts –real-life/ real-world or Most Significant Change–beyond the actual scope of the project interventions. What kind of lasting contribution to society (big or small) may in some way be attributed to the JP?

4) VALUABLE EXPERIENCES & LESSONS LEARNED

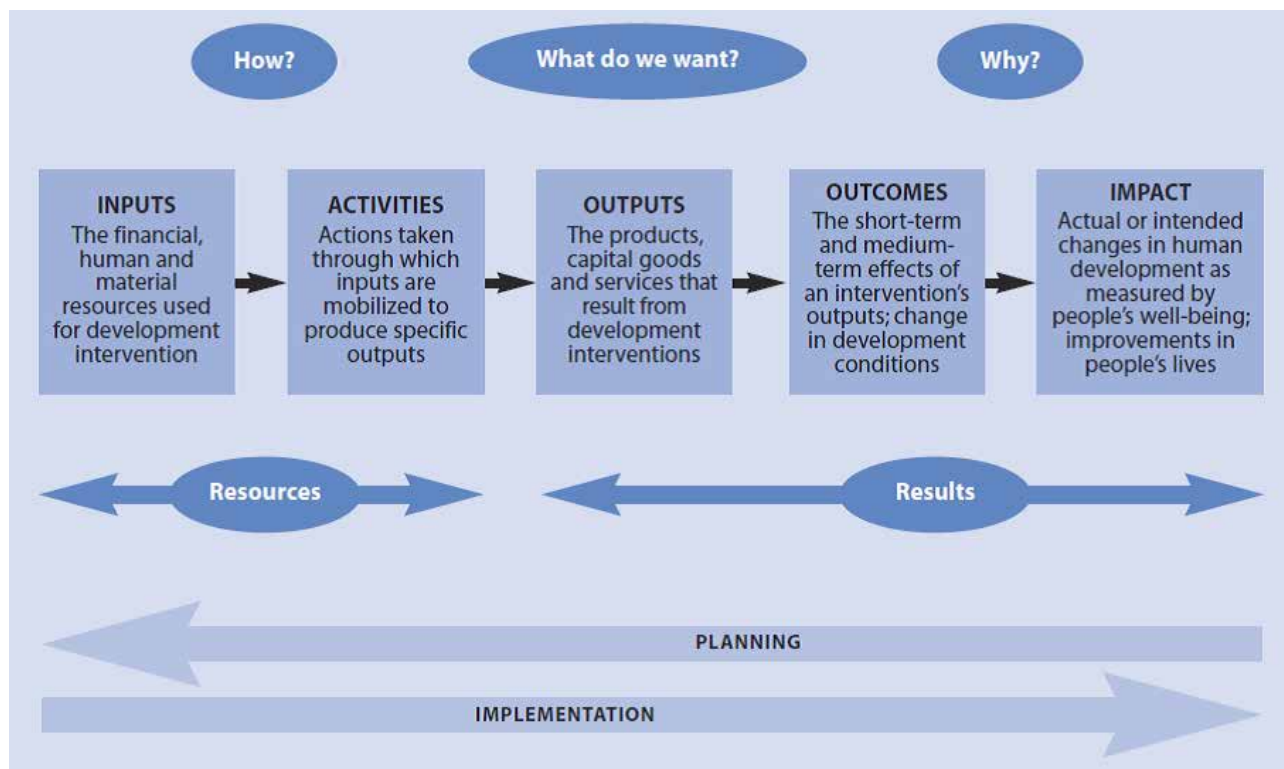
a. Highlight of new knowledge and lessons learned that have been incorporated into JP activities and/or

b. Insights from program implementation which has been shared with others, and how? Highlight 'knowledge products' and/or

c. Suggest particular aspects from JP implementation that can be scaled up or replicated elsewhere.

A general idea about the chain of results is captured by the figure below, excerpted from the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results:

Titel: The result chain



Source: UNDP Handbook on Planning, Monitoring and Evaluating for Development Results, p. 55

Information Note 4 (Practical Information)

SENT OUT IN AUGUST, 2012

This information note provides practical information for the participants of the DEG-KM second Knowledge Management workshop.

Upon arrival

The DEG-KM delegates will be met up at Arlanda airport by our assistant Lisa Backman – if no other specific arrangements have been made – who will arrange with transportation (generally a shared taxi) to the hotel.

At the hotel all participants will be given a folder with further workshop documentation and information about the hotel and its facilities, participant information, and useful general information about Haninge municipality and Stockholm. Most information will be in both English and Spanish.

With the folder a USB-memory stick will be provided containing PowerPoint presentations, fact sheets and all general information previously sent out – as well as some tourist information for the Stockholm region.

Before the workshop all participants will receive the list with participant information and arrival/departure dates and times.

Workshop tasks

To ensure active participation and share tasks between delegates and organizers, each participant has been asked to facilitate or report from one of the workshop sessions. (And others will prepare presentations.)

The session reporting will be carried out in pairs (when possible) and should ideally consist of a written half of a page which captures the essence of the discussion at the session. The session rapporteurs will be also be asked to say a few (short) words at the end of the session, to share their main impressions to be reported on. The written reports (to be handed in on USB or by email to moa.cortobius@siwi.org) will form part of the workshop report.

When divided into groups, each group will be responsible for appointing rapporteurs for their discussions. Group work on Thursday will be reported in a short oral presentation on Friday morning, and group work on Friday will be orally reported on Saturday morning – as basis for further in-depth discussions in those sessions. Written reports will be integrated into workshop report/synthesis report as appropriate.

For the documentation of the workshop it is essential that all reports are handed in to the organisation team!

Travel documents and visa information

Of the 11 DEG JP countries only citizens from Ecuador and Angola need to apply for a visa before entering the European Union – according to Schengen regulation. However, all non-

EU citizens must be able to present an insurance certificate, round trip air tickets and a hotel reservation or invitation letter with contact information when entering the EU.

All workshop participants are recommended, apart from passport(!), to carry with them the following documents during the whole travel to and from the workshop, in order to prevent complications when entering or leaving the European Union.

1. Official invitation letter.
2. Personal insurance letter.
3. Schengen regulations.
4. Raptim Certificate – for non-profit travels.
5. World Water Week Invitation Letter (for those participating in the WWW).
6. Printed copies of air tickets.
7. Coordination team contact information and addresses to venues (can be found last in this Information Note).
8. Visa documents (for Ecuadorian and Angolan citizens only).

To consider when packing

The weather in the Stockholm area in August has an average temperature of +16 Celsius – usually ranging +15 to +20 Celsius during daytime, but dropping to around +10 Celsius during night. Please make sure to bring clothes that allow you to stay comfortable during all hours.

Residents at the Quality Hotel Winn Haninge will have access to a gym on the bottom floor of the hotel free of charge. Thus, bring adequate clothing if you want to take advantage of these facilities.

The nearby lakes Upper and Lower Rudasjön provide several outdoor possibilities for a nice swim – with at least two small sand beaches just across from the hotel! Water temperatures in August are generally around +18-20 Celsius, so don't forget to bring your swimming suit if you want to experience this Swedish summer activity!

On Thursday after lunch the whole group will make a field visit to the day-water cleaning ponds of Haninge municipality. The field visit includes a short walk, but comfortable walking shoes are recommended.

Jetlag and time zones

The time zone in Sweden is during summer time UTC/GMT +2 hours. This means that many participants from Latin America may be tired during the morning sessions of the workshop but full of energy in the evening – for the delegates from the Philippines the opposite may be the case! If you have the possibility to start adapting to the up-coming time zone change before leaving for Sweden – please do! It will probably make your stay in Stockholm a lot more pleasant.

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The purpose of the workshop methodology was to stimulate an active learning atmosphere and the conscious exchange of experience at the individual and the programme levels. There was also the aim of making a varied programme in order to keep interest during four days, though still with sufficiently structured and recognisable daily routines to ensure productivity in the workshop process.

As part of the participatory approach, the formulation of contents was elaborated through an open process where participants and JP contacts were able to suggest topics and volunteer presentations. All suggestions received were taken into account, and translated into the three thematic areas delved into at the workshop.

The different exercises or methods employed and combined during the workshop were:

- Analysis of communication preferences – Diversity Ice-Breaker.
- Story-telling – Circle-seating for sharing of narratives.
- Short plenary presentations about selected themes.
- Group or small-group discussions to analyse and exchange experiences.
- Field visit (on-site activities).
- Roadmaps for Sustainability and the Matching of Needs with Experiences/Knowledge.
- Session reports.

Some of these are reflected upon below. In some areas instructions for possible replication is provided, along with pros and cons in the use of the method.

Analysis of Communication Preferences – Diversity Icebreaker

Aims

- To increase self-awareness of communication preferences.
- To increase understanding of different types of communication preferences.
- To analyse and improve communication between different types of preferences.

Material

- Diversity Icebreaker Questionnaire (Spanish and English) – one per person.
- Diversity Icebreaker Profile folder (English only) – one per person.
- 3 Flipcharts.
- Pens and markers (preferably one red, one blue and one green).

The Diversity Icebreaker Questionnaires and Profile folders can be ordered through [the website](#).

Preparations

Flipcharts were placed in three of the corners of the plenary, giving enough space for each group to gather and discuss without disturbing the others. Each of the flipcharts were marked with the name of one of the three colours – red, blue and green – and devised with markers.

Procedure

1. The purpose, aim and procedures of the exercise were explained to the participants. The characteristics of the three groups were outlined – Blue (task oriented), Red (relational oriented) and Green (change oriented).
2. The Diversity Icebreaker Questionnaires and Profile Folders were handed out to the participants (one each) in the language they preferred – English or Spanish.
3. Each participant filled in his/hers questionnaire and counted the points per colour, the colour with the most points is the dominant communication preference of that person.
4. Participants gather around the flipchart with their dominant colour to analyse:
 - a. Which are the strengths of my colour?
 - b. What do I have to think about when I communicate with the other two colours?
5. The answers to the questions are written down on the flipcharts and presented to the plenary, followed by a joint discussion about the reflections of the participants.

Results

While recognising their own uniqueness, the groups agreed that all three types of communication preferences brought something important and that the best combination was a respectful balance between the three. An interesting result was that even if the delegates primarily come from the water sector – which is technically oriented (blue) by tradition – the biggest group was the red relational oriented group. This could potentially be an effect of the governance focus of the programmes!

Pros and cons

Participants felt they understood themselves and their colleagues better. One participant liked the exercise so much he wanted to use it in his home institution!

The instruction could have been clearer, which would have given a better effect and understanding of the purpose.

To think about

In this specific situation the green group only consisted of two persons who could not communicate as neither dominated the other one's language. To make the group work the facilitator entered to translate, not giving the facilitator the possibility to support the other groups or to facilitate the exercise properly. It is recommended

that the facilitator does not take part in any of the specific groups, rather ask other participants who also are strong in that colour (even if it is not their dominant) to fill out the group.

Story-telling – Circle Seating for Sharing of Narratives

The purpose of this exercise – the first afternoon session – was to capture the qualitative ingredients into the impacts and results generated by the programmes. It was an extremely condensed and summarised (into nearly naught!) attempt to emulate the ['Most Significant Change' \(MSC\) Process Documentation methodology](#).

The purpose of sitting in a circle was to create a relaxed atmosphere and allow participants to listen to those volunteering to share their experiences – telling their stories from their hearts. Information-wise, the session built on the two-page information sheets prepared in advance of the workshop, and presumably the information gathering processes – potentially inspired by the MSC methodology, which had also been informed about along with the instructions for the preparations.

Pros and cons

Participants did share and speak from their hearts about their programmes' achievements.

Being at the beginning of the workshop, the framing of the programme activities took long time, at the expense of actually sharing the 'impact stories'.

To think about

Where do we take the stories? – A better plan is needed for further analysis, reflection and documentation!

Roadmaps for Sustainability and the Matching of Needs with Experiences/Knowledge

This exercise was inspired by a similar one carried out at the KM workshop held by the MDG-FKM programme for the thematic window Environment and Climate Change (ECC) to exchange experience focusing on increased sustainability of programme results. As previously described this exercise is carried out in four phases – 1) Identification; 2) Inspiration; 3) Development of Roadmaps, and; 4) Matching of needs and experiences. Below the process is described more in detail step by step. All Roadmaps for Sustainability can be found on the KM workshop dedicated Teamworks space.

Aims

- To identify activities and processes in need of support to become sustainable.
- To exchange experiences for inspiration on how to make the identified processes and activities sustainable.

- To develop Roadmaps for Sustainability with potential actions to implement.
- To analyse where and what type of external input that each programme needs.
- To match needs and experiences to create possibilities for synergies.

Material

- Papers and pens.
- A big whiteboard and/or flipcharts with markers.

Procedure

1. All programmes were asked to internally identify what activities and processes they needed to strengthen in order to make them sustainable. These were written down and each delegate got a copy of the notes. This step of the exercise was given about 20 minutes.
2. With each delegate bringing the identified activities and processes of his/her programmes, one delegate from about three to four programmes sat down to inspire and support each other through the exchange of ideas and experiences. The five groups had been predetermined to make sure the programmes were mixed as much as possible, but taking into account that all members shared a language they could communicate comfortably in. The delegates were given about 40 minutes to discuss.
3. During the night, the delegates from each programme sat down together to consolidate the ideas and experiences gathered between them into a programme specific Roadmap for Sustainability. Here they also reflected upon which parts of their Roadmap was in need of external support.
4. In the morning session the next day all roadmaps were presented one by one in the plenary. While presented all activities or processes that needed external support were noted on the big whiteboard up front.
5. When all Roadmaps had been presented the needs on the whiteboard were read out loud and the programmes with responding experiences or skills announced so and the name of the programme country was noted next to it. The complete needs and experience/skill matching was documented in an excel file and the results can be found in Annex 6.
6. Thanks to an observant participant, it was identified that the needs and experiences/skills often fell into themes of common interest. Thus, while the rest of the group took a break two people revisited the whiteboard to distil the main themes. The themes were written on flipchart papers and displayed on the wall.
7. The summoning of members to the Thematic Google Groups was done through hand rising. As the themes were read out each participant that had an interest in forming part of that group raised his/her hand. For simplification only the country of the participants interested was documented. For that reason, when one delegate of a programme raised their hand, all delegates present from that country were included as members.

Results

The main results – and the most tangible – are of course the Roadmaps, which can be read in their totality in Annex 5. But, hopefully the process has generated new knowledge and ideas through the exchange and also a better understanding of where support can be found if it is needed in the future.

Pros and cons

The exercise was highly appreciated by several of the participants and they felt that it presented a good framework for exchange, and for the formalisation of those ideas into more concrete plans.

Since the content of each Roadmap was defined solely by the needs of the programme it was experienced to be of relevance to the programme specific context.

More time could have been given to the formalisation of mechanisms and platforms for exchange. One possibility could have been to develop mini-proposals for how to continue – letting each programme focus on perhaps one or two commitments. As it was conducted here, the risk is that the initiatives taken during the workshop will fizzle out once the delegates get back to the hectic reality of programme implementation.

To think about

- Be flexible with time! As it became at this workshop, the last steps were carried out without having been previously planned, which was possible thanks to the flexibility of the agenda and the organisers.

Session reports

As a way to engage all participants present, to build a common thread through the workshop, and to help in the documentation of the whole exercise, selected participants were asked to summarise the main conclusions of each session. Initially, the plan was for each following session to be initiated with a summary of the previous. However, overall time constraints and the very detailed session reports made this strategy unviable. Still, session rapporteurs did a great job in recording what happened of importance in each of the sessions!

Pros and cons

Excellent way of engaging! Now EVERYONE has tangibly contributed to our joint result.

Great help in putting this very workshop report together!

Oral reporting too time consuming to pursue.

To think about

- Do we need more training in quickly summarising the gist of a conversation/event?



Photo: Miriam Mancuello

Annex 4: Results from Group Discussion in Diversity Icebreaker

BLUE GROUP	RED GROUP	GREEN GROUP
Task Oriented	Relational Oriented	Change Oriented
We are/somos: <ul style="list-style-type: none"> • Practical/prácticos • Creative/creativos • Rational/racionales • Result-oriented/orientados hacia los resultados • Proactive/proactivos • Logical/lógicos 	We are/somos: <ul style="list-style-type: none"> • The majority/Somos mayoría • Capacity to understand others/Capacidad para entender a otros • Identify with others/Nos identificamos con otros • Understand and capture the emotion of others/Sensibles para comprender y captar sentimientos y de mas de otros • Open and inclusive to diversity/Abiertos e incluyentes a diversidad • Positive energy/Energía positiva • Dynamic, driving/Dinámicos, empujamos • Consensus-agreement/Consenso – acuerdos • Practical/Prácticos • Patience to understand/Paciencia para entender • We know to listen/Escuchamos – lo sabemos hacer • We solve problems/Resolvemos problemas • Passionate/Apasionados 	We are/somos: <ul style="list-style-type: none"> • Imagination – think outside the box/Imaginación – pensar fuera del marco • Creativity/Creatividad • Motivation/Motivación • Inspiration/Inspiración • Passion/Passión • Link vision – implementation/Conectar vision-implementation • Humanitarian/Humanitarios • Empowering/Empoderando
To think about/Tenemos que pensar en: <ul style="list-style-type: none"> • Respect others (their ideas)/respetar a los demás (sus ideas) • Ready for discussion/listos para el debate • Look for empathy/buscar la empatía 	To think about/Tenemos que pensar en: <ul style="list-style-type: none"> • Sometimes we need patience/Algunas veces necesitamos paciencia • Be open to change/Abrirnos al cambio • Accept risk to make change/Arriesgar por el cambio • Speak with less technical terminology/Hablar con menos tecnicismo • More objective/Mas objetivos • Less emotional/Menos emocionales • Both feet on the ground ► more precise/Mas con pies en la tierra ► mas precisos • Listen better/Saber escuchar • Promote team work/Fomentar trabajo en equipo • Humility/iHumildad! 	We need to think about/Tenemos que pensar en: <ul style="list-style-type: none"> • Blue/Azul <ul style="list-style-type: none"> – Clearly articulating an idea/Articular claramente las ideas – Planning and disaggregation/Planificación y desagregación • Red/Rojo <ul style="list-style-type: none"> – Listen to them talk – express their feelings Escuchar cuando describen/expresan sus emociones – Give space to allow them to verbally process an idea Dar espacio para verbalmente procesar una idea – Listen to their perspectives/Escuchar sus perspectivas

ALBANIA

Follow up and sustainable actions for Joint Programme in Albania:

- A customer services manual for all utility providers.
- Establishing regional water consumer councils.
- Measuring the consumers' perception on the performance of water utilities through the Citizen Scorecard Survey.
- Implementation of the model contract water to be completed by 2014.
- Coordination quarterly government-donor meeting on water and sanitation discusses harmonised priorities and future plans.
- Informal study to be expanded on other informal areas of the country.
- Licensing of utility providers in informal areas.
- Measuring the consumers' perception on the performance of water utilities through the Citizen Scorecard Survey.

BOSNIA AND HERZEGOVINA

1. Finish remaining infrastructure projects
 - March-April 2013
 - No particular assistance for external support
2. Finish establishment of Municipal Management Boards, and ensure its long term existence and effective operation
 - April 2013 and further on
3. Ensure long term usage and updates of strategic documents (Water Supplied Studies, Master plans)
4. Advocate continuation of the water sector reform (state and entity level),
 - June 2013;
 - External assistance might be helpful
5. Support governments to develop feasibility study for the regulatory reform of the water sector.

ECUADOR

The five commandments of sustainability.

These are the requirements that Gregory and I have considered indispensable to ensure that all Program outcomes and outputs have sustainable impact – infrastructure works, training plans and public policies:

1. Participation and communication before, during and after each process. Stakeholders, including communities and authorities, must be well informed, sensitized and actively involved so they feel like the authors, co-responsible for the results.
2. Institutionalization. All documents, whether guidelines, about community service providers, a plan or a

policy, must be official or legal to withstand political changes and changes in leadership.

3. Capacity-building. To be able to apply a law, implement a plan, administer services or apply a policy, it is necessary for the persons responsible to have sufficient capacities.

4. Alliances and associations. This sector comprises multiple stakeholders responsible for different components and managed from different territorial settings. For management to be sustainable, all stakeholders must be working for the common good, as allies. When dealing with the same stakeholders in different territories, it is very advantageous to be associated, to achieve economies of scale, join forces and create synergies, and demand rights unitedly.

5. Monitoring and backstopping to ensure that positive dynamics are maintained.

HONDURAS

1) Backstopping with technical assistance and regulation of projects implemented in peri-urban areas, since they are unique cases and not always financed, such as a settlement along the edge of La Ceiba on the Atlantic coast of Honduras.

2) Backstopping communities for promotion and application by the government municipal plans, policies and security plans with interventions by CONASA and el SANAA as the sector's technical regulator. Therefore, it is fundamental to locate the funds within the structure of the governmental budget.

3) Smoothen the approval and implementation of National Policy, which was broadly publicized, but it is imperative to get it approved at least by an Executive Resolution.

4) Consolidate a model of social support for community empowerment, establishing roles and competencies of the different stakeholders. (Exchange with Nicaragua)

5) Generate a genuine policy of subsidy, enabling effectiveness under a procedure of transparency, to define competencies and actual involvement by local governments. (Exchange with Paraguay and Albania)

6) As part of the national policy for the sector, we need to open and foster dialogue with community operators, identifying mechanisms to enable these actions, such as taking advantage of existing water boards and municipalities.

7) Systematize existing experiences regarding all initiatives and take them to the National Water and Sanitation Council (CONASA). Training manuals on the different topics and in general on toolboxes. (Exchange with Guatemala)

8) Seek mechanisms to address those zones that have different characteristics because of their geographical

position and under a cultural and technological approach and participation models especially in excluded sectors such as scattered rural households, indigenous and Afro-descendant sectors. Before offering anything, it is very important to get to know them and speak with them about their priority needs, through dialogue and alliances with institutions involved in the cultural sector (Women's Institute, the Secretariat of Culture, Arts and Sports, Secretariat of Indigenous and Afro-descendant Peoples, the Human Rights Commissioner, etc.) (Exchange with Paraguay, Mexico and Nicaragua)

9) We have to learn about and emphasise more about human development issues, including greater empowerment of communities, and the gender approach, which is fundamental for sustainability and local performance. What we do, we do out of conviction and not because of external requirements.

Finally, we highlight the support that SIWI could provide for us in these areas, where there are clear weaknesses that are shared throughout the region, as well as the contribution that AVINA and CLOCSA could provide for the Region to improve results and local empowerment.

LIBERIA

Continue to systematically and methodically support the establishment of the water supply and sanitation commission:

2013

- Secure resources for WSSC central staff (proposal writing, etc for government and donors)
- Recruitment of WSSC staff (Finance and Admin, PPP, Decentralisation process)
- Develop regulation documents (Standards and Norms, Licenses and Tariffs, Water Laws & Policy)
- Develop work plan for WSSC (2013-2016)

2014

- Secure resources for decentralisation
- Recruit decentralised staff
- Develop county level regulation processes
- Develop county level WSSC work plan

2015

- Implementation of WSSC work plan at county level
- Develop monitoring and evaluation framework for WSSC

2016

- Review of WSSC activities (2013-2014 and give feedback)
- Support county level planning (2017-2021, align with nation development plan)

Need support

- Resource mobilisation from donors
- Exchange visits to other water agencies and water boards etc.
- Regulation documents to use to as a base to develop Liberia
- Standards and Norms
- Licenses and Tariffs
- Water Laws
- Policy

NICARAGUA

Actions for Sustainability	Tasks	Resource Needs
Institutionalising and strengthening the Regional (URASH) and Municipal (UMASH) Water, Sanitation and Hygiene Units.	<ul style="list-style-type: none"> • Advocacy with Territorial and Municipal Governments to get the Water and Sanitation Units set up officially. • Develop Operational Manuals for the Technical Units. • Develop a Training Plan for Regional, Municipal and Territorial Technical Teams. 	<ul style="list-style-type: none"> • Political will of the CDN and the CC of the JP for an advocacy visit. • Technical support and experience exchange with countries such as Honduras and Guatemala regarding municipal work. • Technical team of Agencies and Governments.
Capitalise and operationalise the instruments of the Water and Sanitation Investment Fund (FIAS) as a unique mechanism for sectoral investments on the Caribbean Coast.	<ul style="list-style-type: none"> • Consolidate and operate managerial and administrative structures of the Water and Sanitation Investment Fund. • Lobbying and policy advocacy for funding and capitalisation of the Water and Sanitation Investment Fund. • Prepare the fund raising strategy to capitalise the Water and Sanitation Investment Fund. 	External support by cooperation agencies to prepare the fund raising strategy. Honduras' experience for fund-raising.
Consolidate a model of social support for community empowerment, establishing roles and competencies of the different stakeholders.	<ul style="list-style-type: none"> • Systematise experiences and knowledge regarding processes of intervention in communities. • Prepare a consensus-based proposal for the social support model including the cross-cutting themes of gender and inter-cultural relations. 	<ul style="list-style-type: none"> • Support from Guatemala and SIWI to conduct this systematization. • Support and experience exchange with Paraguay and Mexico.
Strengthen consensus-building and associations among community water and sanitation organisations, to ensure self-capacity-building and enhance system management.	<ul style="list-style-type: none"> • Conduct an assessment of the current situation of the community organisations providing Water and Sanitation services. • Develop a plan to strengthen grassroots community organisations. • Help create and strengthen consensus-building and associations among community organisations. 	<ul style="list-style-type: none"> • Technical assistance by AVINA • Technical assistance by AVINA. • Technical assistance by AVINA and experience exchange with CLOCSAS. • Policy advocacy.
Consolidate coordination and consensus-building mechanisms among regional governments and sectoral stakeholders (W/S Group) and Cooperation Agencies (Cooperation Group).	<ul style="list-style-type: none"> • Institutionalise sectoral consensus-building through the Water and Sanitation Group and with the W/S donors group. • Establish a Work Agenda for Sectoral Consensus-building. 	

PARAGUAY

Actions and processes

- Institutionalise sectoral coordination, such as backing the Steering Committee for ongoing coordination and planning of issues involving this sector, legitimized through formal documents.
- Establish specific institutional goals and objectives, in coordination with sector policy.
- Define involvement of local governments in water and sanitation management, to develop the capacities of local institutions to use and apply management tools and methodologies in water and sanitation projects and programs.
- Ensure that organized rural and indigenous communities participate effectively in construction and maintenance of water and sanitation systems, through formal procedures.
- Implement a SINGLE Sectoral Information System, that all stakeholders can input into, to unify data, indicators and relevant information, generating ongoing monitoring.
- Design a categorisation of Sanitation Boards, including a mechanism of incentives for each category to contribute to their efficiency and sustainability.
- Define a mechanism for effective association of Sanitation Boards to promote their integration to tap economies of scale.

PHILIPPINES

Activities/processes to be strengthened

On the basis of having shown promising results in terms of contributing to the attainment of the MDG target on water supply, we find the sustainability/upscaling/replication of the following activities initiated under the program of high priority:

1. Adoption of the Localized Customer Service Code (LCSC) in communities served by small water service providers (WSPs);

2. Application of the human rights-based approach (HRBA) to local water and sanitation planning and to community organising in all municipalities and cities; and
3. Implementation of the Godparent mentoring mechanism in capacitating small WSPs.

PLANS FOR SUSTAINABILITY/UPSCALING/REPLICATION INCLUDING REQUIREMENTS FOR EXTERNAL SUPPORT

Activity	Plans	External Support Needed
LCSC	DOCUMENTATION:	
HRBA to Planning and Community Organising	<ul style="list-style-type: none"> The processes have been documented and included in the Local WATSAN Toolbox, which will be available in hard copy and in the web. Results documentation will also be undertaken both through narrative reports and videos. The video documentation will include citizens' reporting, where JP partners are currently being trained on under the Focus Country Initiative (FCI). 	<ul style="list-style-type: none"> Link up with as many water-related web-sites as possible. Model systems, particularly the Public-Private Partnership model, from Honduras would be useful in enhancing our Toolbox as well as the implementation of SALINTUBIG.
Godparent mentoring	CAPACITY BUILDING: <ul style="list-style-type: none"> JP partners have been trained to undertake the processes themselves. But given the number of municipalities/communities that are expected to require assistance, additional partners (preferably locally-based government, academic, civil society and private sector partners) are being trained to augment the trainers' pool of the JP partners. 	<ul style="list-style-type: none"> Dissemination of Menu-book and conduct of survey to potential external support providers. Promotion for external assistance for Phase 2.

PLANS FOR SUSTAINABILITY/UPSCALING/REPLICATION INCLUDING REQUIREMENTS FOR EXTERNAL SUPPORT (CONT.)

Activity	Plans	External Support Needed
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PROMOTION:

- A partnership with the implementers of SALINTUBIG, a program of government providing about US\$34.8 million annually for water supply infrastructure, to adopt and implement the tools and processes for its capacity building component.
- Mayors and other local stakeholders (IP leaders, planning officers, women) from JP areas invited in various fora to champion the sound practices. Inspired by Mexico, we plan to also ask IP leaders from one JP area to talk to other IP leaders from other JP areas where adoption is more challenging.
- Menu-book of sound practices/tools to be developed – includes brief description, proven results, cost – with survey for interested municipalities and potential donors/supporters (the municipalities themselves, members of Congress, donor agencies, private partners, civil society) with the ultimate intention of at the minimum linking demand/need with supply/support.
- Similar to Bosnia and Herzegovina, we are looking at having “market-place” where potential donors and mayors and JP champions will be invited and where the knowledge products and the sound practices/tools will be showcased.
- We also plan to do an “exposure trip” to potential donors in one showcase area to let them see firsthand the results of the activities so they may be encouraged to support replication/upscaling in other areas.
- The JP partners designed a concept note for a possible Phase 2 of the JP, incorporating improvements in the design based on lessons learned, for possible replication in a number of municipalities and communities. Support for this phase 2 will be solicited from other donor agencies.

OTHERS

- Provide “aftercare” for community organizing – make sure they are still functioning and provide advice for whatever problems they may be encountering. Funds will be from DILG funds and will be carried out at the regional, provincial and municipal levels.

Annex 6: Matched Needs and Experiences/Knowledge

COUNTRY	NEEDS	EXPERIENCES/KNOWLEDGE
Bosnia	Institutionalisation of the sector. Regulatory instruments (plans, regulations, strategies)	Ecuador
Albania	Support for elaboration of regulations of customer services.	
Philippines	Public, private, partnership system.	Honduras
Ecuador	Capacity building for community organisations. Information systems. Institutionalisation of coordination mechanisms. Exchange between municipal technical teams. Elaboration of Concept Note for Phase II. Legislative framework for associativity.	Paraguay Honduras Paraguay Philippines
Guatemala	Alliances for international communication and publications. Capacity building for children and youth.	SIWI Paraguay, Philippines, Honduras, Mexico, Ecuador
Honduras	Consolidation of social care model. Definition of policies of subsidies. Systematisation of experiences.	
El Salvador	Exchange for inclusion of Human Rights. Frameworks for networking (institutional, private and communities) CLOCSAS, Avina, SIWI Establishment of Indicators for water and development.	Ecuador
Mexico	Strategy for communication and transition in Government. Operation and consolidation of community committees. Strengthening of citizen's monitoring structures. Establishment of monitoring indicators. Impulse of public policies.	Ecuador
Nicaragua	Institutionalisation of technical structures for sector support (operation manuals, financing instruments) Capitalisation and operativisation of the Investment Fund (Resource Capitalisation Strategy) Consolidation of social care model. Model for Intercultural focus. Strengthening of associativity. Consolidation of mechanisms for agreement and coordination.	Honduras, Costa Rica Honduras CLOCSAS, Avina, SIWI, Guatemala Mexico, Paraguay, Ecuador CLOCSAS, Avina
Paraguay	Institutionalisation of inter-institutional and sector coordination. Sector policies. Sector Information system. Management and systematization of experiences. Definition of roles and competences. Design, categorisation and associativity of water boards.	Ecuador Honduras CLOCSAS, Avina
Liberia	Resource mobilisation. Exchange visits agencies a water board. Regulation Document.	Paraguay

Annex 7: Thematic Groups and Members

COUNTRY	Albania	Bosnia & Herzegovina	Costa Rica	Ecuador	El Salvador	Guatemala	Honduras	Liberia	México	Nicaragua	Paraguay	Philippines	SIWI	Albania	Bosnia & Herzegovina	Costa Rica	Ecuador	El Salvador	Guatemala	Honduras	Liberia	México	Nicaragua	Paraguay	Philippines	SIWI
THEME	Countries interested in experiences/knowledge													Countries with experiences/knowledge to share												
Information systems				●		●			●	●	●		●						●	●						
Policies, norms and institutionalisation		●					●	●			●	●	●	●			●	●	●		●	●	●			
Coordination mechanisms				●				●	●	●			●		●			●	●		●	●			●	
Resource mobilisation	●	●	●	●	●	●	●	●	●	●	●	●	●					●	●	●		●	●		●	
Knowledge Management	●	●	●	●	●	●	●	●	●	●	●	●	●				●	●			●		●	●		
Public participation, social welfare and partnerships					●	●	●	●	●	●	●		●		●	●	●		●		●	●		●	●	
Monitoring and indicators		●			●	●	●		●	●	●	●	●	●					●							
Gender and interculturality						●	●			●		●	●		●		●		●			●	●	●		

● = Have interest in or hold experiences/knowledge related to the specific theme

1. Information systems/Sistema de información

<https://groups.google.com/forum/#!forum/watsan-info-systems>

2. Policies, regulations and institutionalisation/Política, normativa e institucionalización

<https://groups.google.com/forum/#!forum/watsan-policy-institutionalization>

3. Coordination mechanisms/Mecanismo de coordinación

<https://groups.google.com/forum/#!forum/watsan-coordinacion-mechanisms>

4. Resource mobilisation/Movilización de recursos

<https://groups.google.com/forum/#!forum/watsan-resource-mobilization>

5. Knowledge Management/Gestión del conocimiento

<https://groups.google.com/forum/#!forum/watsan-knowledge-management>

6. Citizen participation, social welfare/care and partnerships/Participación ciudadana, atención social y asociatividad

<https://groups.google.com/forum/#!forum/participation-welfare-partnerships>




































7. Monitoring and indicators/Monitoreo e indicadores

<https://groups.google.com/forum/#!forum/watsan-monitoring-indicators>






8. Gender and interculturality/Género e interculturalidad






<https://groups.google.com/forum/#!forum/watsan-gender-interculturality>

Annex 9: Consolidated Workshop Evaluation by Participants






1. EXPECTATIONS: Please indicate to what extent your expectations have been fulfilled?	
Learn from others	 
Share	
To learn success storied from other JPs for replication	
Opportunities to meet other JPs	
Share/Exchange experiences	     
Get a sustainability guide	
Learn new knowledge	
Identify sources of financing for sustainability	
Learn about other experiences	 
Learn	
Impacts in other regions	
Methodologies	
Multiculturality	
Learn together	
Information exchange	
Establish contacts	
Not Specified	           






-  25 of the participants' expectations had been **Fully fulfilled at the workshop**
-  8 of the participants' expectations had been **Almost fully fulfilled at the workshop**
-  2 of the participants' expectations had been **Moderately fulfilled at the workshop**
-  0 of the participants' expectations had been **Little fulfilled at the workshop**
-  0 of the participants' expectations had been **Not at all fulfilled at the workshop**

2. RELEVANCE: Please indicate whether this workshop has been relevant and helpful for your work					
					
On the personal level	18	3	1		
On the organisational level	16	4	1		
On the national level	9	9	2		
Total	43	16	4	0	0






-  Just right
-  Right
-  Enough
-  Too little
-  Insufficient






3. PERFORMANCE: Please indicate how you perceived the performance of the different stakeholders at the workshop

					
Organisers	20	3			
Group session facilitators	9	10	3		
Group session rapporteurs	10	8	2		
Workshop participants	12	10			
Your own contribution	6	12	4		
Total	57	43	9	0	0






 Very good
  Good
  Moderately
  Bad
  Very bad






4. VENUE: Please indicate what you think about the venue

					
Meeting hall	19	4			– A bit cold
Coffee breaks	15	5	2		
Meals	12	7	2		
Accommodation	15	5	2		– Too far from the city
Networking opportunities	16	3	3		
Social events	6	12	4		
Total	83	36	13	0	0

 Very good
  Good
  Moderately
  Bad
  Very bad

5. PREPARATION: Please indicate whether the information received prior to the workshop was sufficient

					
Practical information	18	2	3		
Technical information (programme)	16	4	2		
Total	34	6	5	0	0

 Just right
  Right
  Enough
  Too little
  Insufficient

6. Please describe what you found the most interesting

Governance and coordination discussion.

Different approach between countries in w/s regulations.

I found the information about community empowerment interesting and the materials developed to work with that.

I am more aware of the importance of Knowledge Management.

Learn about sector experiences from the region.

Intercultural networking.

Learn that the problems and opportunities in other countries are similar.

Don't lose hope!... Even Sweden has room for improvements.

... Thankful we don't have transboundary issues.

Have shared experiences and relationships and find synergies with other countries where JPs with the same themes are developed.

Share materials, manuals to improve those elaborated in our country.

Meeting stakeholders from other JPs.

Discover commonalities with other JPs.

The interaction, exchange between actors from different countries that has the same interests or worries, but each one has something to offer.

The most interesting is learning from the others and share experiences from the different work that is/has been/ will be carried out in the other JPs.

Sharing achievements and experiences from all JPs.

Exchange of experiences between the different JPs.

Opportunities for "South-South".

I liked the methodology.

The systematisation and plans for sustainability.

Impacts and sustainability foreseen in each country.

The general interest to continue the learning and exchange of experiences.

The organisation and logistics.

Basically the whole workshop.

The previous communication, and the programme, very in line with the priorities of the JP and in my country in general.

The progress of the agenda permitted us to get to know both each other and the substance, until finally achieving more knowledge, information and results. Congratulations.

7. Please describe what you found the most useful to bring home

The Knowledge Management process.

The governance vision. The concept as such.

The necessity to systematise all processes.

Some of the work methodologies.

The methodologies.

Diversity ice-breaker.

The tools for community development.

The evaluation of the commitment, the indicators that I can apply to my country, to the Sanitation Organisations.

PPP (public-private partnership) arrangements/models from Honduras.

The forms of association of the community operators in the different countries.

The videos to discuss the JPs' achievements and effects on peoples' lives.

Mexican interculturality relations experience.

The themes learned about communication, multiculturalism, and systematisation.

Intercultural approach.

Intercultural linkages amongst the various country programs for me is something to bring home.

The normative aspect.

Need it for stakeholder communications.

Participatory approach.

Different ideas and solutions that can be applied in my country.

Regulatory board and agency connections for exchange visits.

Improve the coordination, association and communication.

Inventory of communication products.

Possibility to exchange KPs either physical or virtual.

Knowledge products – ideas for enhancing ours.

The dissemination of the programme and relevant material.

Roadmaps for sustainability.

Sustainability strategies.

The feedback received.

The exchange.

The contacts.

The opportunities for exchange.

The application of the experiences of the other countries in the social, intercultural and community association aspects.

The experiences of the JPs.

The evolution of the JPs, the achievements made since Manta, the amount of valuable work, experiences and lessons learned.

New colleagues that share the big challenges that remains in our countries to promote development.

The management of the processes and resources to secure sustainability in the application and elaboration of a work plan based on the Roadmaps we developed and the search for collaboration and exchange with other programmes.

To work in an organised way with the people taking care of the water.

Raise awareness that the water is a source of life and that we need to take good care of it.

The different experiences from each country, review and share with counterparts all the themes, methods, material etc. also the contacts and relationships we have established. Would like to thank for the invitation and possibility to be here to learn and share. It will definitely enrich the WASH work and other in my country. The personal and technical contact with Marianne, Moa, Alastair, Lisa. And the contact and networking with other participants. Thank you.

8. Please provide your thoughts, and do suggest things that could have been done better

To me it seems that the time, 4 working days, was not enough to share, I think we still have a lot more valuable experiences to share. I would also have liked to discuss the implementation of the programmes, related to the internal to the inter-agency work, with less focus on the external.

Visit to JP areas and learned success stories and unsuccessful ones.

3 days is not enough for sharing good practices.

More time to discuss evaluation processes and monitoring.

I think it is not necessary to fill the agenda to the extent that it exceeds the normal working time.

More participants from different governmental agencies.

The time keeping, both in the presentations as in the discussions.

Better timekeeping.

Translation/interpretation.

Interpretation could be better. At some pointer there was not possible to get main points of the discussion.

To be a bit closer to Stockholm centre would have been fabulous.

There is a need to reflect on how to deepen the knowledge transfers to the countries.

The whole workshop was very organised, systematic and achieved the goals set up, without cutting time.

I'm happy with the progress of the event.

It was excellent to get to know CLOCSAS and Avina.

I think the workshop was sufficiently good. I have nothing to add.

Everything excellent! Congratulations!

What a great team from SIWI they are very efficient, very organised and of course professional. Keep it up!

Circulation of exchange country programs information resourced documentation far ahead of the workshop would have been helpful.

The preparation of the materials to share, the way to make this information and material available.

Groups with specific tasks to hand in the last day could have been formed. Also a virtual consultation on general themes. One could also see an overall thematic support via virtual consulting on certain areas.

Maintain the virtual communication, to improve the processes created within the framework of the JPs.

To programme next events to share on-going experiences.

9. Please indicate the absolute highlight of the workshop!

Very good way of organisation.

Moa exercise excellent.

The group.

All was marvellous, both on the personal and on the professional level!

The interaction, the synergies in the group and the commitment by all participants.

The final part: linking the needs with the available experience, and the sustainability plans.

Roadmaps for sustainability.

The participative methodology. Good combination of short presentations with substance and group discussions.

The Swedish hospitality! We have felt like at home! Also the rich knowledge and exchange.

Compare documents and experience.

Water ponds visit

Share the intercultural theme.

The elaboration of Roadmaps for Sustainability and to find support in the other countries based on their experiences.

The coexistence and sharing of experiences with other countries and places was excellent.

The best was that each country shared their experience and their ways to overcome difficulties to reach the MDGs.

The sharing of the experiences from the JPs.

Presentations were really superb and hope that continue in the future.

The integration of experiences from the different JPs and the establishment of contacts with the other countries.

The pre-preparation of the Information notes, the Exchange of experiences.

Identification of sustainability processes.

The general joy of sharing the experiences.

The organisation of logistics and the support from the organisers.



Photo: Moa Corrobis, SIWI



Photo: Peter Tvärberg, SIWI

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WGF – UNDP Water Governance Facility at SIWI*

www.watergovernance.org/DEG-KM

