Plenary: Multistakeholder dialogue on tools for implementation of the water-related Sustainable Development Goals

Session: Capacity Development: Key tools and lessons learnt from implementation

Session report, 17 January 2015

Introduction

Capacity development is a conceptual approach to development that focuses on understanding the obstacles that inhibit people, governments, international organizations and non-governmental organizations from realizing their developmental goals while enhancing the abilities that will allow them to achieve measurable and sustainable results. The achievement of the MDGs related to water and sanitation is conditional on stakeholders being able to mobilise essential capacities.

The session was chaired by *Kees Leendertse*, Senior HRD Specialist, deputy director at CapNet UNDP. He started remarking the fact that the Capacity Development aspect had been present in all the discussions during the conference, reflecting its influence and importance as a baseline ingredient to implement other tools towards the achievement the SDGs.

The session panel was composed by the following distinguished participants:

- Governments: Seleshi Bekele Awulachew, Senior Water and Climate Specialist, Division for Sustainable Development, UN-DESA
- Civil Society: Alice Bouman-Dentener, President of the Women for Water Partnership
- Business: Cate Lamb, Head at CDP
- Academia: Sarantuyaa Zandaryaa, Programme Specialist at UNESCO

Discussion panel: from left to right Kees Leendertse, Alice Bouman-Dentener, Seleshi Bekele Awulachew , Cate Lamb and Sarantuyaa Zandaryaa.

Lessons on Capacity Development: Stakeholder Perspectives

1. Lessons from Business

Cate Lamb gave an overview of the most remarkable messages on capacity development from the business session.

As larger business engages, the rest of the market will follow
There is growing awareness amongst the business community of the importance of sound water resources management in supporting their ability to operate, buy and sell. Further, there is an increasing recognition that the real value of water is not adequately reflected in the price they pay but instead resides in business continuity, supply chain resilience and importantly, in their social and legal licenses to operate. On this latter point, both water suppliers and users are increasingly expected to justify and demonstrate their roles in water management within the communities they operate in, buy from or sell to. While awareness is increasing, particularly amongst larger businesses, existing and new capacity as well as accountability frameworks are needed in order to ensure a robust and meaningful response. There is some way to go, particularly within the SME community. It was anticipated however that as larger business engages, this will be passed through supply chains thereby influencing the rest of the market.

Tools for capacity development from the business sector
Tools presented to enable this change to take place included:

- Corporate water stewardship, championed by almost every panel, was felt to hold the greatest potential to not only strengthen and build capacity within the business community but to also prompt the business community to play their role in building capacity amongst other key stakeholders involved in water resources management and contribute to the achievement of the SDGs.
- Work by CDP using the power of transparency and public benchmarking to catalyze, monitor and maintain water stewardship amongst 3,000 of the world's largest water users - providing a global voluntary accountability framework at scale.
- Work by WRI, WWF, WBCSD and others to build and develop open access data platforms such as WRI's Aqueduct, to facilitate meaningful water risk assessments that go beyond the factory fence line and consider social, environmental and hydrological issues.
- Work by the CEO Water Mandate's 'Guidance for Companies on Respecting the Human Rights to Water and Sanitation' and WBCSD (WASH in the workplace pledge) to promote and support companies in their journeys to respect and support the human right to water and sanitation.
- Work by the International Council for Mining and Metals to develop practical guidance for catchment based water management for the mining and metals industry to be launched next month.
- Work by the European Water Partnership and the Alliance for Water Stewardship that have developed and are now delivering an internationally agreed Water Stewardship Standard.

Business, given the right tools and incentives, can deliver solutions at scale
Business is capable of providing solutions at scale when given the right tools and incentives. This may take some time but certain examples like the one from Nestle in Vietnam, building

sustainable agricultural capacities that ensure resiliency of supply while improving water quality, suggest that perhaps not as long as might be expected.

Obstacles for capacity building

Some critical obstacles that were highlighted included the following:

- **Management of water at a very operational level.** In order to enhance the role of business in contributing to the SDGs water management must be viewed as a strategic priority and move from management to stewardship. This is a philosophical shift for business, many of whom are still grappling to make a business case based upon price and return on investment. As a result, the perception of water problems within business has led to fragmented, uncoordinated responses that must be replaced by integral, coordinated and planned responses. As a solution, CDP is promoting transparency on key corporate data points, such as the potential business value at risk within each river basin. This information will support the business in realizing what they stand to lose should they chose not to engage in collective action within the river basins they operate in, buy from or sell to.
- **Negative legacies and mistrust.** This must be overcome through transparency, ownership, communication and commitments, in order to build confidence amongst all actors, but particularly between business, civil society and government. AGWA reflected on some possible solutions that included peer to peer knowledge transfers, ambassadors between business sectors, and translators between sectors such as academics, civil society and business.
- **Misconceptions and miscommunications** leading to missed opportunities. An examples is the overriding concern amongst many businesses that adopting a public commitment to respecting the human right to water and sanitation may in some way harm their business by exposing them to greater liabilities. In addition, many businesses view this issue as something additional rather than something that can be achieved as part of their overall efforts to reduce their impacts, e.g. effective reductions in pollution from industrial effluent.
- **Lack of capacity**, in particular at sub-national level, which represents serious and increasingly recognized threat to business. Nestle shared an example of a reduction in business value at one particular site due to a loss of capacity within the local municipality; and the drinks company Diageo. The established a collaborative effort in Nairobi involving government, local industry and NGOs.
- **Lack of internal capacity for effective stakeholder engagement** within river basins. As a solution, they are developing relationships with local NGO's, governments, civil society and consultants to support their collective action efforts.

Conditions for success in creating capacities within the business sector

Once a business understands the value of water protection, they become willing to adopt approaches (for example water stewardship frameworks, transparency, monitoring and controlling industrial effluent or promoting sustainable agricultural practices within their supply chains) in order to protect water resources. Conditions for success in the business sector include:

- Improving business capacity and also leveraging the scale at which big business itself can also improve capacity, will be key to achieving a post-2015 development agenda and in reducing water-related risks.

- Transparency, water stewardship, collective action, training, information, learning by doing and monitoring systems, and many of the means of water management are also means to enhance capacities of all kinds.
- A proper culture of sharing within and between various stakeholders in the water community will make an important step in building trust, enhancing confidence and delivering value for all.

Capacity building is a cross cutting issue

As a final reflection, the business sectors acknowledges that capacity building is a cross cutting issue which involves building and applying abilities, adapting existing technologies, innovation, financial capacity building and institutional capacities.

2. Lessons from governments

Seleshi Bekele Awulachew highlighted capacity development as a cross-cutting issue that is essential to achieve the SDGs in all the thematic areas: Water Resources Management, Water Quality, Water Related Risks and WASH. Governments have a key role to develop capacity in all aspects, including data collection, information management, building of awareness and human skills, mobilization of funds and creation of facilitating frameworks for innovation and technological development.

Capacity development can be seen in several contexts: policy, planning, strategies and programs; governance and institutional capacity; capacity related to finance, technology and infrastructure; and human resources capacity.

Capacity deficits are the underlying factors for failures in water services provision

A combination of poor planning and design, inefficient operations and inadequate maintenance usually lead to low quality water services. All these problems converge in the underlying reality of a scarce skilled human resource unable to properly address their impending water and sanitation concerns.

Implementation challenges for Capacity Development by governments

Capacity gaps identified in relation to Water Management included:
- Governance deficits, such as inefficient regulatory capacity in form of agreements, laws and enforcements, as well as lack of essential institutions.
- Resources availability and mismatch with economic development
- Insufficient infrastructure capacity
- Inadequate data network and information capacity

Challenges related to Capacity Development in WASH included:
- Limited capacity for development and maintenance of water and sanitation services
- Limited skilled human resource
- Small revenue base, especially in small towns of developing countries

In the case of Disaster Risk Reduction, the main challenge for governments relies on the creation of capacities towards resilience through awareness building and increasing means for adaptation.

Challenges related to Water Quality included:
- The fact that to date water quality aspects have been given little attention, thus action in many cases will start from a very low baseline
- Water quality management has significant connections and implication for health, ecosystem benefits and resource availability, and actions in this field will considerably affect the others

Capacity Development is a shared effort of learning by doing

Capacity development is only possible within a shared effort to improve information systems, communication tools and public/stakeholder participation. All this enables adapting knowledge and transferring technology and skills. Meanwhile, rather than bringing technical knowledge from abroad, capacity development is a 'learning by doing' exercise. This is a pre-condition to effective technology adaptation.

The value of capacitating women and girls in developing countries

Initiatives such as the G-Win project in Nigeria show the importance and value of empowering women and girls within water management, both in terms of upgrade of human rights and living condition and in terms of improved resource management. These initiatives create opportunities for women and girls who are mostly engaged in unpaid labour, not actively involved in the management of water points or vending businesses, while saving them from facing the risk of molestation, assault, embarrassment and danger of snake bites related to open defecation and lack of close water supply services.

Capacity Tools for Risk Management

Building capacity for risk reduction long term actions for Water Resources Management, with an important infrastructure component. Modeling tools, high quality data monitoring and information systems or global frameworks like HYGO are examples of successful capacity development tools for risk management.

Obstacles to capacity development

- **Lack of integration:** The institutional silos need to be broken to allow for coordination and the effective dealing with the water, energy, food, climate change adaptation.
- **Lack of engagement:** Resistance to change is an initial barrier for innovative solutions. Cooperation agreements and small demonstration projects should be fostered to reduce uncertainty and perception of losses. Blaming is not a good way to foster collective action, building citizenship is.
- **Limited capacity at grass root level:** The lack of capacity, in particular at sub-national levels, represents an important obstacle to mobilize the infrastructure, expertise and competent staff necessary to ensure the provision of safe drinking water and sanitation.
- **Lack of underlying data and information** on the costs and benefits of WASH in many countries.
- **Context obstacles for local communities and women empowerment:** these include cultural, perceptual, religious, advocacy and sensitization factors.

Conditions for success in capacity development by governments

- **Awareness creation/sensitization:** Once the communities understand the value of water protection, they become willing to adopt technologies (for example to monitor and control the status of water resources) to protect their water resources.

- **Improving individual and institutional capacity** will be key to achieving a post-2015 development agenda and in reducing water-related disaster risks and adapt to climate change impacts.
- **Multidisciplinary integration in capacity building:** It involves building abilities to apply, adapt existing technologies and innovate, financial capacity building, and institutional capacities.
- **All round capacity development:** Training, information, learning by doing, monitoring systems, transparency, participation and all the means of water management are also means to the end on enhance capacities of all kinds. A proper culture of sharing within the water community will make an important further step.

3. Lessons from civil society

Alice Bouman-Dentener highlighted the main conclusions on capacity building and reinforcement from the Civil Society session, which gathered four of the nine major groups of the Agenda 21: women, youth, indigenous people and the large community of different NGOs.

Working demand driven, in true partnership at the as the most effective and sustainable way to capacitate local actors
Driving local action through civil society involvement was perceived as a great if not the greatest opportunity to achieve the SDGs and the universal water goal. The importance of local ownership was stressed, though being driven locally does not mean working in isolation. An essential part of capacitating local action is to build the network and connections to reinforce and support communities and connect them to the national or even international level. However, cooperation should be two-way in equality conditions, without impositions from external actors.

Broadening capacity development to capacity reinforcement
The term capacity development gives the impression that there is not capacity at present. Capacity development is about empowering people to take action and fostering their inherent capacities by *"reinforcing without replacing, supporting without crushing, and changing without substituting".*

Strengthening capacities as a continuous process of combining soft and hard skills
Strengthening capacity of local actors, be it civil society actors or local governments, is not a one-time thing but an ongoing process. Especially in places where officials are replaced regularly, it needs revisiting all the time, slowly building a community of practice. Meanwhile, it is a package including technology, skills, information/knowledge and, most important, particularly in the case of marginalized groups, building the confidence to speak up and to act. It requires a combination of soft and hard skills.

Implementation challenges from civil society
Challenges identified included:
- **Financial challenge:** Current funding systems do not give due consideration to social empowerment and capacity strengthening to address the local needs and to work within the local context.
- **Decentralization:** this is required when working in rural areas and under highly variable local circumstances in different cultures is a challenge. Thus tailor made approaches are

needed, as well as a process of coaching and continuous support that allows for a lasting change.

- **The upscaling challenge:** it is a package, a holistic approach including technology, skills, knowledge and information, mind-set change, confidence, cultural sensitivity: a combination of hard and soft tools that are often the domain of different institutions/organizations.

Tools for civil society capacity development and reinforcement
- **Civil society in itself is a tool** for capacitating local communities to implement water related targets. A strong example was the role of women's civil society in turning around the mindset of the entire community (Tegemeo Women Group).
- **Funds** are required to allow action of civil society in exchange economies and areas with limited resources. The positive spin-off of having seed money to catalyze action has been demonstrated, for instance by the capacitating-through-funding tool of Women Fund Tanzania.
- **South-South cooperation** in the development of river basin governance involving the local community actors from the beginning, in design as well as implementation.

Some common tool denominators
Some common denominators in tools for capacity development are long-term involvement, identification and reinforcement of local leadership, building a peer groups of motivated actors around that leadership, access to networks, access to easily understandable information, good planning and budgeting and a selection of technologies and approaches readily available for the community to use.

Main obstacles for civil society capacity development and reinforcement
- **Lack of integration**. In terms of capacitating the different internal stakeholders and external actors involved in the project. They have different approaches and cultures and it takes time to understand each other and build an effective partnership that pools its skills to support the local actors.
- **Financing**, particularly for empowerment which is a soft scale and not understood as an added value to service provision.
- **The timeframe of project funding** and hence of the project. Capacity strengthening takes time and effort over a prolonged period of time, and is an ongoing process during implementation since the roles and responsibilities of stakeholders change.

Conditions for success
- Adequate financing for the empowerment of local actors.
- Understanding the value of investing in capacity reinforcement and empowerment.
- True understanding of local cultures
- Local ownership

Understanding the role of civil society: civil society is not one group
Civil society is form by a set of different actors who share the goal of universal access and sustainable water governance. They have common but differentiated responsibilities in achieving these goals and thus partnership are key in overcoming the obstacles of implementation and to scale up the many existing successful pilot initiatives.

Investment comes before revenue: governments go for it!
Investing in strengthening civil society so that they can capacitate local communities and build the enabling environment to bring decentralized efforts to scale pays off many times. By realizing this fact and committing to reallocate (not necessarily increase but reallocate)

adequate budgets to local actors capacitating as part of the water financing schemes, governments they will make pennies into dollars. Local actors, in particular women's civil society, have a track record of preventing and curbing corruptive practices which account for over a 20% loss of investments in water.

4. Lessons from academia

Sarantuyaa Zandaryaa presented the discussions from the Academia session on how the scientific community can play an effective role to support meeting SDG water targets. She started stating that education and capacity building are essential for the use and adoption of scientific tools and knowledge by the society.

The role of academia on capacity development
Finding a way for science and research to effectively translate their potential as tracers of water challenges to support the SDGs in practical actions is academia's first main challenge. There is need for science to go out to the reality to deal with problems, what translates in the need for more applied research into multi-participation projects.

Shifting scientific excellence towards the extent of impacts on the society
Academics mainly focus on fundamental and pure research rather than in practical and applied research. This is due to the fact that the scientific careers are measured by 'scientific excellence', this is the number of publications, rather than by the actual impacts of their work. To promote applied scientific research, a shift in this way of measuring scientific excellence should be needed. However, the advantage of scientific publications is that the results are visible and provide rewards in relatively short term, whereas impacts on society or applied improvements require a longer period of time to manifest. Therefore, a method to measure those impacts would be also necessary. Meanwhile, funding for applied research is very limited, thus weakening possible incentives for it to be enhanced or upscaled.

Building the bridge between science and policy makers
The traditional limited contact and communication between science and policy needs to be overcome by fostering dialogue and conversations among them. In order to achieve this a change in scientists' mentalities is required, as they usually move in close circles where they talk to between them with the aim to impress. Meanwhile, those researchers who do interact and provide advice to policy makers are seen as 'politicised' and not well received within the scientific community.
Science can contribute reliable and evidence-based knowledge to serve as a base for policy making. Knowledge transfer through capacity building programs can serve as a catalyzer of communication that enables scientific findings to reach and guide policy makers and the rest of stakeholders.

Creating a water curriculum to train water professionals
How to create technical and professional skills is another important challenge for academia. There is need to create a mass of trained professionals and knowledge, especially within the water sector. This should require the creation of a global water curriculum to develop human skills and trained professionals that meet the current and future needs of the water sector. In order to achieve this, an additional bridge between scientific research and education should be built, incorporating the last scientific findings and innovations into the educational plans, which should be revised and updated periodically to prevent them from getting obsolete.

Training more trainers

To make the capacity building programs sustainable is also important to train more trainers, to ensure the continuity of all the professional development, to promote the mobilization of water professionals to other sectors where they can contribute the water views.

Building action at the core of the problem: creating local capacities

At the local scale is where the biggest efforts of capacitation are required, as it is where the biggest knowledge, data and capacities gaps are. Especially within the WASH sector, where deficiencies usually affect rural or isolated areas where these gaps are particularly sharp, capacities and training on how to use available knowledge and technologies are essential.

Moving towards interdisciplinary and intersectoral research

The inclusion in water research of aspects from other cross cutting fields such as economy, climate change, ecosystems or social sciences, as well as professionals from other disciplines and sectors, will allow for a more holistic and open minded research which results in more practical and not only intellectual results.

Communicating research outcomes to create public awareness

Though scientific findings may provide the tools to create real changes, if they are not properly communicated to the public they might remain in paper and never reach implementation, or be rejected by the society.

Contributions from the open discussion

How to decide on the most appropriate tools to create capacities?

The key is in differentiating the aspect of capacity to be solved in order to identify the tools needed: political capacities, financial capacities, human capacities, etc. There is need to define the problem to identify the best tools to address it.

In many parts of the world, like Latin America, capacity development is mainly focused on outputs (manuals, policies), when it should be more focused on outcomes. Capacity development for implementation is a means to reach to an end (improved access to WASH, better water management...), and thus should be focused on outcomes and impacts, that will in turn be the indicators of implementation success.

Cap Net has developed a system called MELP (Monitoring and Evaluation Learning Plan) focused on the measurement of results-outcomes and the elaboration of impact assessments that also consider the long term impacts of capacity building activities.

More funds, proper final destination

Allocation of funds for capacity development clearly needs to be increased from the present 1% of total budgets representation. Ideally, there should be one line item devoted to capacity building in each budget, but awareness that these pre-investments will return in higher revenues and societal benefits needs to be created. Meanwhile, there is need to ensure that the budgets allocated for capacity development reach local people in the field, and are not derived for municipal or civil engineers which hold more power. As an illustrative example, the Handbook for implementation of Human Rights to Water and Sanitation, though financing is recognized as one of the main barriers for participation, the chapter on budget and finance only mentions participation as having a right to participate in budgeting process, but no specific mention of the need to devote funds for those activities is done.

Will water performance get to mobilize investors as much as carbon performance?
It already is. A lot of pressure is currently being put by investors on companies to proof good water performance, as evidenced by the large number companies that are progressively joining the CDP program. There is increasing awareness about the issue of water scarcity, fostered by examples of companies who have lost their operating licences due to malpractice related to water management or water quality aspects, together with the perspective of uncertainty about the future evolution of water supplies. Even certain big companies such are demanding those traditionally no-disclosing ones to join the CDP program and disclose their water performance, and even to report actions for improvements on their water management strategies. Discouraging of investments in non-disclosing water companies is not being promoted, but the focus is rather being put on reinforcing the efforts and support for companies in the realization of the importance of water stewardship and the transition towards more efficient water management.

Regulation for pollution prevention as a driver for behaviour change in business
Regulation from governments conditioning licensing to water quality compliance or mandating disclosure of water performance or information on other environmental variables is a driver for behaviour change in business. There is a worldwide movement within governments to mandate disclosure of corporate water information and other social and non financial variables, like in the European Commission for instance. The expansion of this trend can represent a great opportunity for big market behaviour changes.

Promoting the potential of the water sector to create quality jobs
There is need to make the potential of the water sector to create quality jobs opportunities visible, as well as the benefits that these additional jobs would contribute to an enhanced provision of quality water services.

Setting a consensual concept and standard of good water stewardship
The original concept of Water Stewardship and the standard allowing for its assessment was developed by AWS. With the emergence of a number of side initiatives and standards to report on corporate water performance, there is a concern that the standard of good water stewardship has got diluted, leading to an atmosphere of saturation and confusion for investments. From the point of CDP, they are in contact and coordination with AWS to ensure all the initiatives are aligned and avoid possible confusions or overlaps.

How to integrate academia, youth and policy making to meet SDGs within a time framework?
Youth is a stakeholder group that represents the future generations of scientists and policy makers so they definitely need to be trained and given the chance to integrate in the system. One example of an initiative to integrate educated youth into the water and policy making system are the UNESCO and World Water Council joint work to create the Youth Water Parliament, which actively participates with UNESCO in the creation of water and education programs. Meanwhile, in the preparation of the next World Water Forum participation of Youth in the organization process as well as in water meetings and programs has been facilitated to ensure their voice is heard and taken into account by scientists and policy makers.

Water academics are also stakeholders and water consumers

Water academics are also stakeholders and water consumers, so the views on their engagement with the reality of the water sector and business may be less pessimistic than expressed.

Challenges of capacity building sustainability in the water sector

A speaker form the audience observed that training programs for water management are not sustainable for two main reasons:

First, training is given through short term programs that do not provide follow up or support during the next phases, when junior professionals face the need to apply the acquired skills to solve real problems for the first time.

Second, professionals usually do not stay at the institutions where they have been trained, especially within public institutions as usually the private sector offers better remunerated jobs. This flight of trained professionals to sectors outside water management impedes efforts in capacity building to revert in improved human capacities and better performance on water management.

The panelists' answers pointed out that making capacity building sustainable is a matter of participation and seeing how capacities will be used in each context. There is need to create opportunities for trained professionals to stay in the water sector. Meanwhile, it is important to have a legacy within the water sector, with senior professionals passing not only the knowledge but also the knowhow and experience on to young professionals, making a continuous cycle that enables that sustainability.

Final messages emerging...

Capacity development is a major challenge facing the sector and must be tackled to achieve the set goals for the next 15 years. It may be the key to achieving the post-2015 Sustainable Development Goals (SDGs). It entails much more than building schools and training people. It is a long-term problem that must be sustained. Capacity Development can be the engine and driver to achieving the SDGs. There is indeed this major need for improved capacity not only in the water sector but also out of the water box, and particularly in supply chains. Similarly, there is a strong risk in not sharing information - developing capacity through synergies in learning.

The areas where CD may be required include the use of technologies and new financing instruments as well as water resources management, and especially in water cooperation and stakeholder engagement. In this respect there is a plea to trust the universities in the south more as key partners for improving capacity and to improve the incentives systems in Universities so Research and Teaching are more tailored to resolve and deal with practical problems.

Capacity Development cannot be approached solely as an adjustment variable. An alternative approach claims that policies and tools should reflect existing capacities (instead of assuming that capacities can be adjusted to meet the requirements of policies). Capacities are not set in stones and need to improve and evolve - and they must be shared by stakeholders-; but on the other hand, policies should reflect current capacities. This is the approach of the Pegasys Institute in South Africa.

Achieving the WASH targets require changes in behavior and there is a need to "create the demand" for basic services in communities used to open defecation, for instance. UNICEF, the World Bank and WHO have mobilized and developed different tools in this regard.

Finally, investing in strengthening civil society so that they can capacitate local communities and build the enabling environment to bring decentralized efforts to scale pays off many times. But this is something governments still need to realize.

Annex: Overview on lessons learnt from capacity building

Implementation challenges

- The different, and sometimes isolated capacities, perceptions and approaches of the different stakeholders to water problems have led to fragmented, uncoordinated responses. The **lack of integration** is one of the main obstacles.

- The **timeframe** of project funding is an issue. Capacity strengthening takes time and effort over a prolonged period of time, and is an ongoing process since the roles and responsibilities of stakeholders change.

- Many sectors are struggling with negative legacies and the **mistrust** that has been allowed to settle. Social instruments and Capacity Development have an important role in this regard

- **Misconceptions and miscommunications** are leading to missed opportunities. For example, an overriding concern amongst many businesses that adopting the commitment to respecting the human right to water and sanitation may in some way harm their business by exposing them to greater liabilities, instead of thinking that it will improve their resilience.

Facilitating implementation

- Capacity building is **cross cutting**. It involves building abilities to apply, adapt existing technologies and innovate, financial capacity building, and developing institutional/Governance capacities, not only in water but in almost all the other sectors, including the environment, agriculture, energy and trade.

- Capacity development is only possible within a shared effort to **improve information systems, accountability frameworks, communication tools and public participation**. All this enables adapting knowledge, collective action, transferring technology and skills and improving trust between actors.

- Promoting **transparency**, **water stewardship and collective action,** learning by doing and monitoring systems, and many of the means of water management are the focus of many CD activities but they are also means in themselves to enhance capacities of all kinds.

- A mind-set change from management in silos to **integral, coordinated and planned responses** is a priority. Capacity Development to facilitate a proper culture of sharing within and between various stakeholders in the water community will make an important step in building trust, enhancing confidence and delivering value for all.

- Investment often comes before the revenue. **Political will** is necessary to allocate appropriate budget to capacity development, not necessarily increasing the budget.

Roles in implementing capacity development and social instruments

- Given the right tools and frameworks, businesses can deliver solutions at scale. Business and industry can provide the adequate tools to enhance the **capacity to address risks in supply chains** to contribute to resilience of supply, find opportunities and contribute to the achievement of the SDGs.

- The media in general, and the **social media** in particular, is a critical partner on the dissemination on water and sustainable development. These kind of web-based tools, such as blogs, with a simple language are being used by civil society for sharing information in every country.

- **Local ownership** is central. Driving local action through the involvement of civil society and academia is a great opportunity. An essential part of capacitating local action is to build the network and connections to reinforce and support them.

- Working in true **horizontal and vertical partnerships** is the most effective and sustainable way to capacitate the different actors overcoming the implementation obstacles to scale up successful pilots and will contribute substantially to achieving the Human Rights to Water and Sanitation.

- International cooperation, and particularly **South-South cooperation,** offers viable opportunities for developing countries and countries with economies in transition in the development of appropriate river basin governance capacity.