



Funded by
the European Union

EU4Environment
Water and Data in Eastern Partner Countries

Human capital in water sector

Peep Mardiste
UNECE consultant
pepe@ut.ee

National Policy Dialogue on IWRM
Kyiv, Ukraine, 19 June 2024

Implementing partners

umweltbundesamt[®]
ENVIRONMENT AGENCY AUSTRIA

 Austrian
Development
Agency

 **OiEau**
International Office
for Water

 **OECD**
BETTER POLICIES FOR BETTER LIVES

 **UNECE**

Co-funded by

With funding from
 Austrian
Development
Cooperation

 **RÉPUBLIQUE
FRANÇAISE**
*Liberté
Égalité
Fraternité*
 **AGENCE DE L'EAU**
ARTOIS-RENNES



What are “water jobs”?

Jobs in water sector are typically categorised as comprising of (UN DESA):

- water resources management, including IWRM and ecosystem restoration and remediation,
- building and managing water infrastructure,
- the provision of water-related services, which includes water supply, sewerage, waste management and remediation activities



Funded by
the European Union

EU4Environment
Water and Data in Eastern Partner Countries

Lack of trained water professionals

- Lack of trained water professionals is global, existing in rich and poor countries
 - In United States, 1/3 of water utilities's staff is expected to retire during next decade
 - In a global study, 10 developing economies (population 360 million) were missing 787,000 water professionals



Funded by
the European Union

Reasons for deficit of water professionals

From a global study:

- high retirement rate of current employees
- low recruitment of youth
- gender inequality in the workforce
- limited options for career development

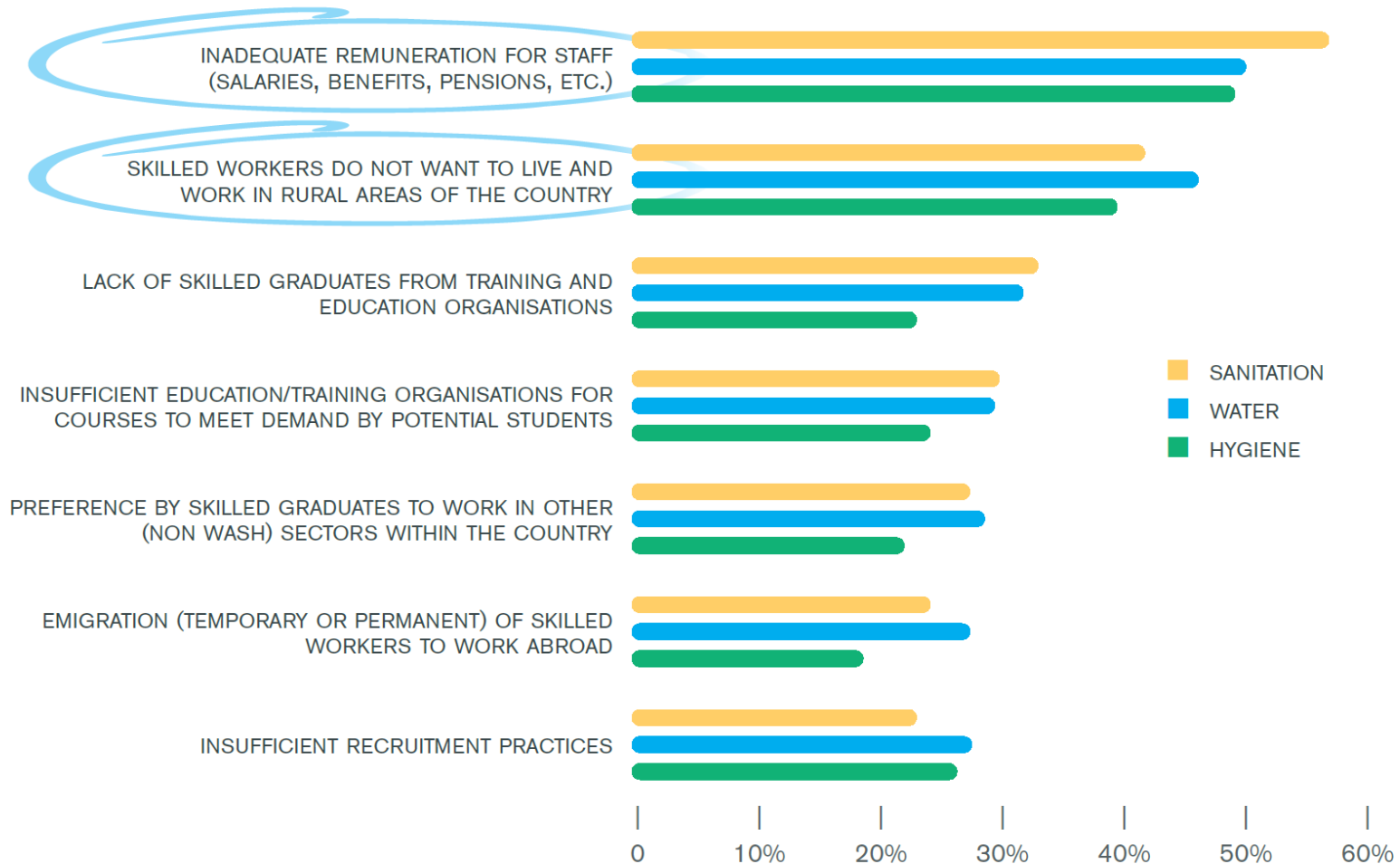
From a study about Europe:

- conservative and aging workforce
- organizations are fragmented and small
- weak employer branding
- lack of competitive attributes (bureaucratic, dusty organizations which don't offer challenging careers)



Funded by
the European Union

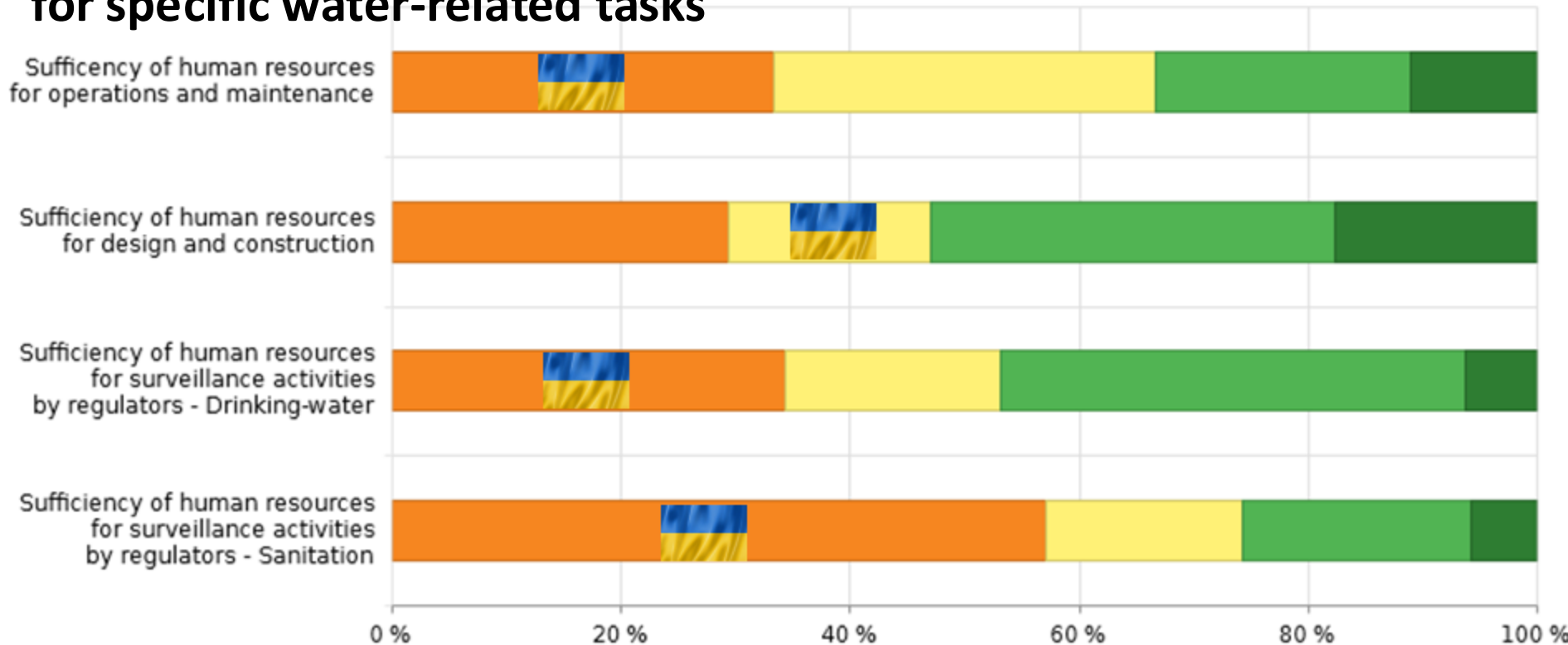
Percentage of countries facing certain human resource constrains in the WASH sector






Funded by
the European Union

Percentage of countries in European region which have lack of staff for specific water-related tasks



From needed staff for this task, country has...

- less than 50%
- 50%...75%
- 75%...95%
- over 95%

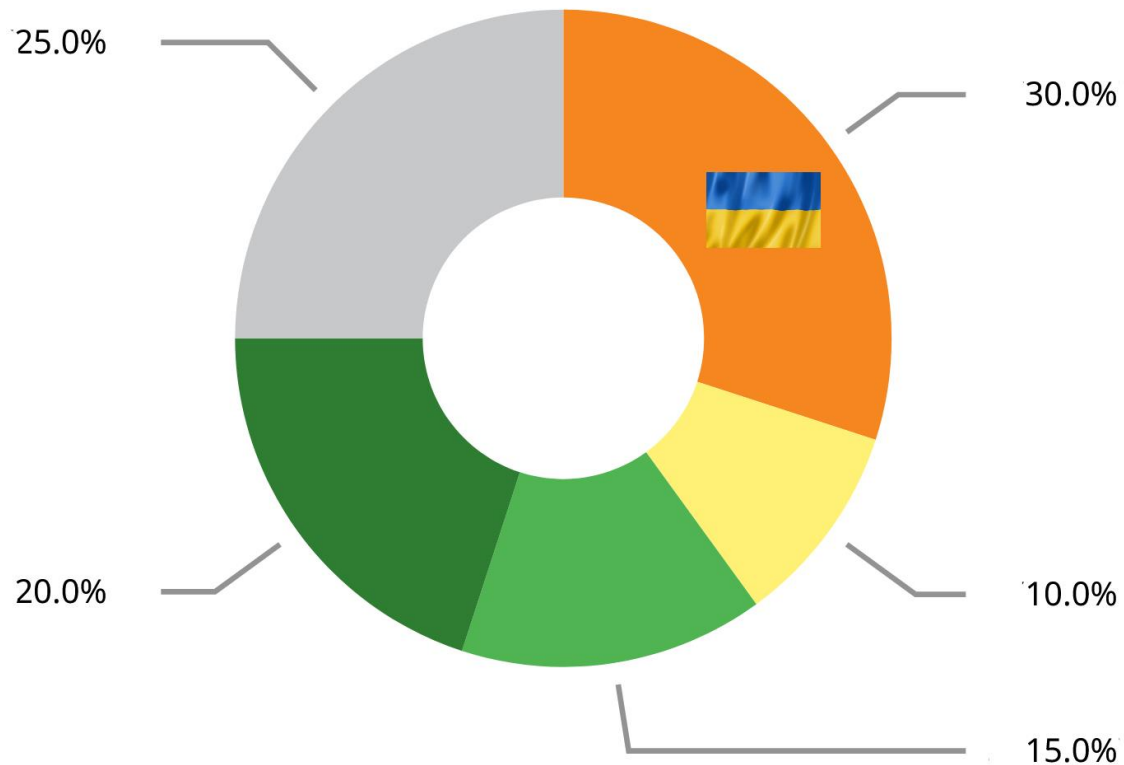
 reported situation in Ukraine

WHO 2021, GLAAS report data
(<https://glaas.who.int/glaas/key-findings/human-resources>)




Funded by
the European Union

Percentage of countries in European region which get enough new water professionals trained



From needed amount of water professionals, country gets annually...

- less than 50%
- 50%...75%
- 75%...95%
- over 95%
- no information

 reported situation in Ukraine

WHO 2021, GLAAS report data
(<https://glaas.who.int/glaas/key-findings/human-resources>)

Human resources situation in water departments of ministries

- For how many years long specialists/main specialists stay in ministry in average

	Armenia	Georgia	Moldova	Ukraine
less than 1 year				
1-3 years				
4-10 years				

NOTE: draft results of questionnaire

Human resources situation in water departments of ministries

- Main reasons for leaving of specialists/main specialists

	Armenia	Georgia	Moldova	Ukraine
Low salary				
High workload				
Lack of perspectives				

NOTE: draft results of questionnaire

Human resources situation in water departments of ministries

- Where specialists/main specialists typically go?

	Armenia	Georgia	Moldova	Ukraine
Other state institution in water sector				
Other state institution				
Private sector				
International donor or project				

NOTE: draft results of questionnaire



Funded by
the European Union

Potential ways to keep and attract staff

- Simply raising of salaries to attractive level (probably very difficult in Ukraine currently)
- Some funds for raising of salaries might be found from "within" existing structures by:
 - automatization/mechanization can reduce some staff, their salary fund can be used to raise others' salaries
 - some institutions (Water Agency) can generate money from provision of services and use these "profits" to raise salaries



Funded by
the European Union

Potential ways to keep and attract staff

Non-financial aspects of motivation:

- different trainings/capacity building for personal development of staff
- options for international cooperation, travel
- working culture which is open, trusting, empowering (also for young staff)
- clear promotion rules
- freedom to (re-)organise teams according to tasks
- clear division of tasks
- renovated, modern offices / equipment

... more options to be proposed within next months