Top ten lessons from the Water Futures Partnership
Robin Farrington, GIZ – 04/09/2013
1. Mind the global-local gap

- Avoid arranged marriages
- Local business cases are king - beware of acting without them
- Be sensitive to the local relevance of global ideas
- Build flexibility into partnership approach - avoid pre-cooked solutions
2. Capacity counts!

- Assess capacity needs, opportunities & constraints before starting
- Do not try to run partnerships on a shoestring
- If capacity is weak, what can be done to strengthen it?
3. Clarify motivations and expectations in advance

- Take time to understand each other’s motives and constraints before partnering
- Establish a common understanding of what a partnership means
4. Get help from honest brokers & advisors

- Mistrust is your biggest barrier - who is trusted by all parties?
- Look for good understanding of:
  - Water & related institutions
  - Personalities in government
  - Other key players
  - Partnerships & participatory processes
  - Capacity building
- Get strategic advice early, on:
  - Key sensitivities and stakeholders
  - Feasibility of ideas
  - Role of partnership in public policy & landscape of other activities
5. Take care where you first choose to work

- Even if there is the most compelling business case to act, take care where you start
- Partnerships alone are difficult enough
- Demonstrating quick wins and impacts are normally critical to maintain enthusiasm
6. Be strategic - what change are you trying to leverage?

- Start with the larger change objective in mind
- Partnerships are usually small fish in very big oceans - what will really reduce risk?
- Build in actions to leverage
  - More support
  - Larger investments
  - Institutional change
7. Carefully define roles and responsibilities

- Respect mandates
- Ensure there is a competent partnership coordinator in place
- Ensure private sector is not a just funder
- Redundant partners can impede progress
8. Take a participatory & credible approach

- Identify key stakeholders
- Appropriately integrate government and civil society
- Jointly agree on governance structure, goals & participatory partnership process
- Help support implementation of public policy
- Build trust through small but concrete deliverables
9. Conduct participatory water risk & sustainability assessments

- Conduct participatory risk & sustainability assessment - focusing on shared risks
- Develop multi-stakeholder risk management plans
- Don’t forget institutional factors!
10. Use monitoring as a management tool & evaluate impacts

- Jointly set partnership goals
- Jointly monitor partnership progress
- Jointly evaluate partnership impacts
- Jointly celebrate partnership successes 😊

<table>
<thead>
<tr>
<th>Project title:</th>
<th>Term:</th>
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<tbody>
<tr>
<td>Partnership manager:</td>
<td>Reporting period:</td>
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### 1. Objectives & strategy

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<tr>
<th>Question</th>
<th>GREEN</th>
<th>YELLOW</th>
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<tbody>
<tr>
<td>Is the partnership geared to contributing to sustainable development?</td>
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<td>Are the objectives of the partnership defined in writing, and are they being communicated transparently to internal and external stakeholders?</td>
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<td>Is adequate account taken of the interests of the various actors in the (ongoing) formulation of objectives?</td>
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<td>Was the strategy described for achieving the goals using results chains which define the most important intervention areas for the partnership?</td>
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<td>Were clear impact indicators agreed (at least level use of output)?</td>
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Bonus lesson: be open!

DAD, I'M CONSIDERING A CAREER IN ORGANISED CRIME.

GOVERNMENT OR PRIVATE SECTOR?
Get involved!

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