

Partnerships in the Water and Sanitation Sector

Thematic Overview Paper 18

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Thematic Overview Papers



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Table of Contents

Thematic Overview Papers (TOPs): an effective way to TOP up your knowledge	2
Contents of each TOP	2
About this TOP	3
Target audience	3
1. Partnerships in theory	4
1.1 The international context of partnerships	4
1.2 What is a partnership?	5
1.3 Are partnerships just a hype?	6
1.4 Wish list for partnerships	7
1.5 An attempt at classifying partnerships	8
2. Partnerships in practice	12
2.1 The reality of partnerships	12
2.2 How to build partnerships	12
2.3 How to assess partnerships	14
2.4 What have we learnt?	16
3. Cases and examples of partnerships	20
3.1 North-South partnerships	20
3.2 Public-Private Partnerships	22
3.3 Tri-Sector Partnerships or Multi-sector partnerships	24
3.4 Public-public partnerships	26
3.5 Network organisations	28
TOP books, articles, papers	34
TOP websites	37
TOP contacts	41
TOP courses, conferences and research programmes	45
References	48
About IRC	50

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TOPs are intended as dossiers to meet the needs of water, sanitation and health professionals in the South and the North, working for national and local government, NGOs, community-based organisations, resource centres, private sector firms, UN agencies and multilateral or bilateral support agencies.

About this TOP

This TOP explores current thinking on partnerships in the water and sanitation sector. It provides an overview of what is meant by partnerships and attempts to categorise them. It describes how to build and assess partnerships and examines some existing partnerships in the case studies. Although partnerships have been used in many sectors, the focus of this TOP is on partnerships in the water and sanitation sector.

Partnerships are a very broad and a complex issue, making it difficult to do justice to the many different aspects in this short paper. This TOP is therefore an attempt to identify some of the more important issues relating to the topic. It does not provide an in-depth analysis, but much more a quick overview that helps readers to become acquainted with the issue. You can freely download and print the PDF file, read it and possibly share it with others. If you use the material, if you have comments or if you would like to contribute a case study, examples, or other information, such as relevant articles you have read (or written) on the topic, we would very much like to know. Please write to Sascha de Graaf (graaf@irc.nl).

Target audience

We wrote this TOP primarily for people working in the water and sanitation sector who want to know more about partnerships. The content is sufficiently generic however to be of use to people working in other sectors.

1. Partnerships in theory

This section looks at what partnerships are and what they are not. It briefly discusses a 'wish list' for partnerships, the characteristics that would ideally help a partnership to flourish. It concludes with an attempt to categorise partnerships.

1.1 The international context of partnerships

In September 2000 the 189 member states of the United Nations adopted the Millennium Declaration, setting a group of interconnected and mutually reinforcing development goals into a global agenda. The Millennium Development Goals (see Box 1) commit the international community to an expanded vision of development, one that vigorously promotes human development as the key to sustaining social and economic progress in all countries. The goals have been commonly accepted as a framework for measuring development progress. Global partnerships are essential aids to achieving this development and in that sense the creation of partnerships is also a Millennium Development Goal.

The principal underlying feature of the various goals is that they are all directly or indirectly water-dependent: How can we expect to reduce infant and child mortality when mothers have access only to unsafe water? How can we promote reproductive health and gender equality when girls and women have to spend hours looking for water or food? How can we expect to reduce poverty when people do not even have sufficient water to drink or to grow their food?

Box 1. Millennium Development Goals

"We will spare no effort to free our fellow men, women, and children from the abject and dehumanizing conditions of extreme poverty, to which more than a billion of them are currently subjected." (United Nations Millennium Declaration – September 2000)

1. Eradicate extreme poverty and hunger
2. Achieve universal primary education
3. Promote gender equality and empower women
4. Reduce child mortality
5. Improve maternal health
6. Combat HIV/AIDS, malaria, and other diseases
7. Ensure environmental sustainability
8. Develop a global partnership for development

Participants of the Bonn Conference (2002) recommended a target to halve the proportion of people lacking access to improved sanitation by 2015. At the World Summit on Sustainable Development in Johannesburg this target was adopted, complementing the Millennium Development Goal on sustainable access to drinking water.

In today's world co-operation is vital if we are to achieve results in the most efficient, effective and immediate way. By acting together we can achieve better results more

quickly than by acting alone. History teaches us however that successful partnerships cannot be artificially imposed; they thrive only when people have a common need to fulfil or a shared goal to achieve.

Partnerships of interested and affected parties are a viable mechanism for pulling together financial, technical, policy and human resources in order to address critical issues. Recognition of partnerships was an important outcome of the World Summit on Sustainable Development in Johannesburg in 2002, when it was stated that partnerships contribute to the implementation of internationally agreed sustainable development goals and objectives. More than 200 partnerships for sustainable development were launched during the Summit process by governments, major groups, the UN system and other relevant stakeholders.

The underlying assumption of this TOP is that partnerships will enhance water and sanitation development, which has a direct link with poverty alleviation.

1.2 What is a partnership?

The word partnership is widely heard but appears to mean different things to different people. The term has been used to describe many different types of relationship. Box 2 (below) contains a few examples of definitions of partnerships.

Box 2. Definitions of partnerships

- A partnership is 'a voluntary association of two or more persons for the purpose of managing a business enterprise and sharing its profits or losses'. (*Encyclopaedia Britannica*)
- Partnerships involve two or more organisations that enter into a collaborative arrangement based on:
 1. synergistic goals and opportunities that address particular issues or deliver specified tasks that single organisations cannot accomplish on their own as effectively, and
 2. whose individual organisations cannot purchase the appropriate resources or competencies purely through a market transaction.

(Adapted from *AccountAbility*, cited in: Caplan, K. (2006). *Creating Space for Innovation: Understanding enablers for multi-sector partnerships*. London, UK, BPD – download full article from: http://www.bpdws.org/web/d/doc_112.pdf).
- The authors define partnerships as follows:

a partnership is an agreement between two or more partners to share knowledge, skills and responsibilities in order to achieve, through synergy, a common objective, a better position and/or economies of scale.

Although partnerships may mean different things to different people, they are certainly more than:

- A cross-sector dialogue
- A service delivery contract
- A one-off activity
- A new word for a 'donor'
- A different way of fund-raising
- Another name for 'business as usual'

Source: Tennyson, R. (2005). The Partnering Initiative. Presentation made at University of Cambridge Cross-Sector Partnership Course

The general benefit of partnerships is the synergy; the combination of strengths of the different partners. By synergy more can be achieved together than by each partner acting individually. It is commonly accepted that people at the grassroots level have the best understanding of their local situation and are in the best position to identify the most appropriate solutions to their problems (being essentially demand-driven). However, local solutions have to be seen in a broader perspective. The identified solution by a local partner must fit within the regional, national or international framework. It cannot conflict with surrounding areas and their populations.

1.3 Are partnerships just a hype?

Many players in the sector will argue that partnerships are surely not a hype as they will play a key role in sustainable development and in ensuring access to safe and sufficient water for the world's poor. From now on poverty alleviation must be a matter of action and not just words and water partnerships offer the platform for action that local actors often lack.

According to Brehm (2001) partnership has become a fashionable term, adopted by all manner of government, civil society and even private sector organisations to describe all manner of organisational relationships. Not all kinds of relationship should be called a partnership. This can trouble future partnerships if it is not clear what is meant by the term. The most appropriate relationship between two or more partners depends on the objective of the partners involved. The issue is to name the relationship for what it is and ensure that it is negotiated fairly.

Partnerships are not the only approach and are not always the best option. The general benefit of a partnership is the synergy, so when there are no significant advantages to be gained from pooling competencies, skills and resources together or from outside one should not call it a partnership. Rather, be more transparent and call it, for example, a contractual relationship. Even when a partnership is formed, it is not a panacea for sustainable development but, if the foundations are solid and our expectations realistic, partnerships are a serious tool in the toolbox. Partnerships in and of themselves do not need to be sustainable; it is the activities or projects that organisations undertake together in partnerships that hopefully will be sustainable (Caplan, 2003).

1.4 Wish list for partnerships

Caplan (2003) argues that partnerships should go deeper than mere contractual relationships between different partners (http://www.bpdws.org/bpd/web/d/doc_86.pdf). They should be based on need – some end result that could not be achieved by one organisation on its own.

There is a lot of consensus among professionals about the ingredients that help partnerships to flourish. These ingredients are ideally present in a partnership – they constitute a wish list, so to speak. They are based upon a concern for the relational and institutional viability of the partnership. Examples of these ingredients are: a common objective and ownership, real communication, transparency, fairness, an enabling environment and trust and respect.

Common objective and ownership

An efficient partnership must be demand-driven; that is to say, the actors have to initiate it in the context of their specific political and social conditions. Furthermore, the stakeholders need to achieve a clear identification of the objective of the partnership at a very early stage in order to avoid misunderstandings and false expectations. Since every partner will have different things to contribute and will seek different benefits it is important that each partner recognizes some of its own needs and benefits in the common objective. Only when this happens will all partners be involved and take ownership of the partnership and its outcomes.

Communication

Partnerships have as much to do with human relationships as they have with implementing good solutions. Communication can help build respectful and trusting partnerships. Communication is not only a two-way exchange of information. Communication calls for all the stakeholders to demonstrate a considerable capacity to listen and to be open-minded in seeking to understand and accept the position of others. Willingness to reach an agreement acceptable to all is more important than reaching the best agreement.

Transparency

Exchange of correct information is needed to achieve a transparent process. Without such transparency trust between the partners will fail to develop. Clear rules are needed to define what should be included in information that is based on concise and complete data.

Fairness

A partnership needs to be fair. The balance between the relative influences of the different stakeholders has to be maintained. That balance may be affected, for example, by the availability of money. Clearly defining and agreeing on the roles can help in maintaining a balance.

Enabling environment

Citizens have ways of showing their disapproval of the behaviour of a government, company or funding agency. As an electorate they can vote the authors of bad political decisions out of office and as consumers they can boycott the products of private companies. In theory, therefore, civil society has some power to restore the balance. This means that a partnership in a non-democratic, unstable or monopoly environment has less chance of regaining its balance if the different partners fail to meet the community needs.

Trust (and respect)

In most literature trust is mentioned as one of the important principles of a partnership. Clearly this is true but it can be very difficult to accomplish. What happens, for example, if an individual leaves or if you have no choice as to whom you must partner. Maybe it is more important to have mutual respect for what each organization and each individual can offer to the project and hence the partnership (Caplan, 2003 – http://www.bpdws.org/bpd/web/d/doc_86.pdf).

These are a few of the ingredients that a partnership would ideally include. However, in practice the situation is often different (see section 2).

1.5 An attempt at classifying partnerships

Different forms of partnerships have been developed in the water and sanitation sector. In the water sector the main partners involved in a partnership are the public sector, the private sector, NGO's and knowledge institutions at different levels (international to local). The most common partnerships in the sector seem to be North-South partnerships, public-private partnerships, tri-sector partnerships, public-public partnerships and network organisations.

It has proven very difficult to classify partnerships, but this is evolving as clear differences begin to emerge. The key challenge is how the language of partnership is being co-opted by a wide variety of stakeholders and relationships. Whether looking at these partnerships from a geographical perspective, involved partners or flow of money, it does not do justice to the different relationships and realities. Nevertheless, we will present a few possible ways to classify partnerships by: a. objective; b. breadth and depth of the partnership; and c. a series of features such as purpose, spirit, impact on own identity and level of risk involved.

a. Classification by objective

A possible means of classification of partnerships might be by their objectives. Although the overall aim of partnerships is the same, to accomplish something together that they cannot do alone, or can do better together (see authors' definition in 1.2), the specific objectives of partnerships are different. North-South partnerships often focus on strengthening civil society through capacity building of the local partners with donor funding. Public-private, tri-sector and/or public-public partnerships actually aim for the direct implementation and/or delivery of products and services with an aim for cost-

recovery. The main objective of a network organisation is to share knowledge so that each partner can accomplish their tasks more effectively. Combinations of public-private, tri-sector and public-public partnerships within a North-South and network partnerships are also possible. Refer to section 3. *Examples of partnerships* for a description of the types of partnership mentioned here.

Partnerships may have a wide variety of objectives along a spectrum from the more specific task-oriented (like the installation of 500 water connections) to the more systemic, aimed at changing rules (i.e. the development of new regulatory standards) or behaviours (like a national/global hygiene promotion programme). (Caplan, 2006?). Figure 1 illustrates this. A crucial question that needs to be asked is whether a partnership is the most appropriate mechanism to reach the objectives.

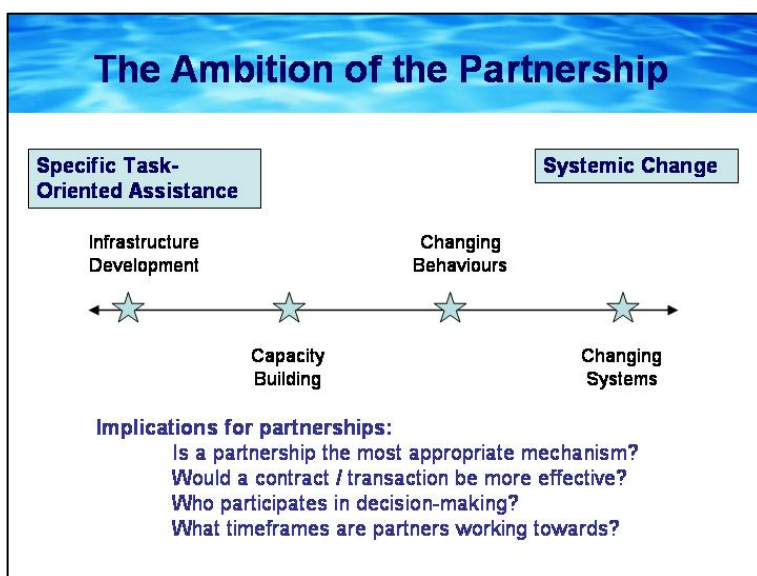


Figure 1. The ambition of the partnership

Source: BPD (2006?). *Spectrums of Engagement: Three ways of analysing partnerships* (unpublished document).

b. Classification by breadth and depth of the partnership

There are many different types of relational dimensions between partnerships, depending on the need and the purpose of the partners involved. Fowler (2000) has identified various types of partnerships between NGOs, each decreasing in organisational depth. The classification can however be applied to most partnerships. Only the first four below involve or imply financial transaction.

Partner - holistic & no limits

A true partnership exhibits full, mutual support for the identity and all aspects of the work and the well-being of each organisation. It is holistic and comprehensive, with no limits - in principle - as to what the relationship would embrace. Though not common, this type of

interaction can be found in 'natural' partnerships, exemplified by religious denominations, professional associations, etc.

Institutional supporter - financial, capacity building for whole organisation

This type of relationship is primarily concerned with overall development effectiveness and organisational viability. It can include policies, strategies, operations, management, organisational sustainability, sectoral relations and so on. In other words, transactions benefit both what organisations do and what they are. However, organisational aspects that are not directly concerned with development role, tasks and performance – such as governance and leadership selection – are seldom considered appropriate relational terrain and are not included.

Programme supporter - financial, capacity building in sector support

This type of relationship concentrates on a particular area of development work. This focus is often understood in terms of sectors, such as health or education, or water supply, credit, small-scale enterprise; or a theme such as conflict prevention, food security, gender, human rights. Support could be through financial inputs, technical expertise, facilitating access to specialist networks and so on. A programme may correspond to (one of) an organisation's strategic goals or themes, such as environment or gender.

Project funder - financial & training

As the name implies the relationship is narrow and focused. It revolves around negotiation on discrete projects. It can include the final detail of design, implementation, monitoring, evaluation and so on.

Development ally - exchange support advice, no funding

In this relationship two (or more) organisations agree on a development agenda or objective they wish to pursue together, typically for an agreed period of time. They can do this, for example, by exchanging information, sharing expertise or employing their respective positions and contacts in coordinated ways. However, while modest financial transfers may occur, they are not the basis of the relationship. A development ally is typically found in networks, coalitions, alliances (for international advocacy) and platforms.

Fowler calls this the 'breadth' of the partnership depending on how each partner interacts, from everything, through shared agenda, to discrete projects. The 'breadth' of the partnership doesn't say anything about the 'depth' of the partnership; the degree of 'right' each partner has to get involved in the organizational life of the other. Fowler considers four 'depths' of influence:

Information exchange → Consultation → Shared influence → Joint Control

Where information exchange gives the partner no power or influence at all, joint control gives each partner the possibility and responsibility to influence the strategy, activities and/or budget.

Since partnerships may change over time, this typology is again not exhaustive. This typology therefore only serves as a tool to identify general types of partnerships. One should also remember that an organisation may have different types of partnerships with various partners at the same time.

c. Classification by the nature of the relationship

Similar to section b above, partnerships could also be classified by:

- their purpose: what they are designed to do and the technical or political nature of that exercise,
- the spirit of the relationship: whether it is meant to be creative and innovative or more geared towards the "contract" and accountability,
- what is the impact of the partnership on any organisation's own identity: how blurred are the lines between the partnership and the partners, and
- the level of risk of the investment in the partnership or the sense of obligation to the partnership (how much choice do partners have to participate).

BPD sees partnerships along the continuum between networks and joint ventures (figure 2) Networks are generally looser arrangements with presumably less risk, generally looser aims and lower commitment levels, and accountabilities are between the participating organisations. In joint ventures participating organisations' identities are largely subsumed within a new institution, accountabilities between partners are high, accountabilities externally are also high and generally geared around contractual relationships with clients and customers. Partnerships, according to BPD, involve a mix of these characteristics.

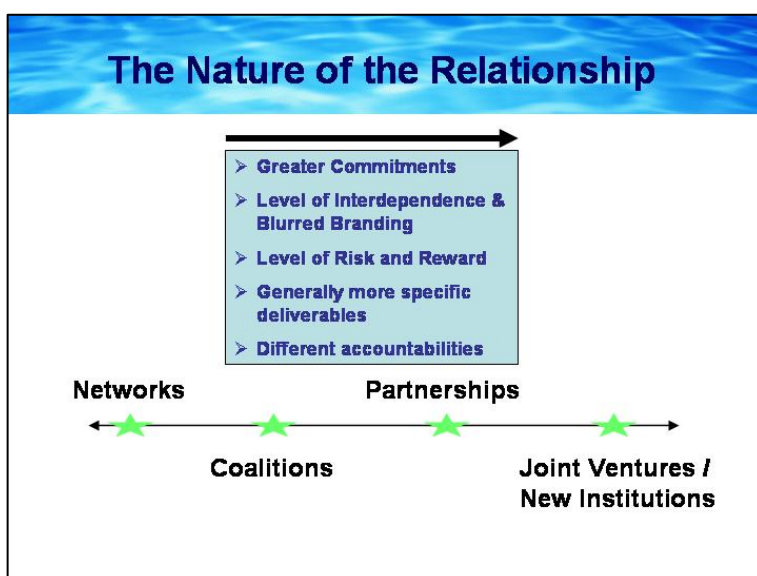


Figure 2. Spectrum of collaboration

Source: BPD (2006?). *Partnership Evaluation* (forthcoming)

2. Partnerships in practice

This section explores the practice of partnerships: when don't partnerships work? What is the nature of many partnerships compared to the 'wish list' mentioned in the previous section? This section also explores possible ways to build and to assess partnerships and some lessons learnt.

2.1 The reality of partnerships

In section 1.4 we introduced a wish list of ingredients that help a partnership to flourish. These included a common objective and ownership, real communication, transparency, fairness, an enabling environment and trust and respect.

In reality many of these ingredients are often either totally or partially missing. In *Partnership Evaluation* (Caplan, forthcoming), the authors describe some elements that are quite the opposite of those on the wish list. They mention, particularly in instances where partners have no real choice of partner, that:

- Partnerships often involve an unstated competition between partners.
- Partnerships are rarely trust-based, though they must be based on respect of partner contributions.
- Partnerships are rarely voluntary as partners must need each other to ensure meaningful collaboration.
- It is unlikely that partners will share a common vision, although they must have a common definition of the project or task.

The above shortcomings do not necessarily mean that partnerships will not work, but they do often fail for other reasons, such as:

- Costs and risks exceed benefits
- No significant complementarities to be gained
- No relationship to partner's core business
- No real buy-in/commitment at senior level
- Time frames for results are completely incompatible
- Pre-existing grievances cannot be resolved
- No flexibility allowed in working relationships
- Alternative approaches not considered

(Source: Caplan, K. (2005?). *When partnerships won't work* (slides, unpublished))

2.2 How to build partnerships

Partnerships in the first place are about people, commitment and objectives. They are about solving a 'problem' or fulfilling a need. Once it is established that a partnership is the right approach it is a matter of assessing what criteria make people and institutions the right partners, and matching different stakes and interests. Disparate groups at different levels are brought together to work together. Building a partnership will therefore require

numerous communication efforts and time. To build a partnership the following phases are commonly followed (Jones, 2001) (http://www.bpdws.org/bpd/web/d/doc_20.pdf):

Analysing the context

A first step is to establish that the given context is right; is the political, social and economic climate enabling for a partnership? One needs, for example, a relatively stable economic environment, the availability of political will and a regulatory framework. The interest and capability of potential partners should also be present, for instance if there are NGOs active and whether the local government is receptive to community or private sector participation. If this context is not favourable the partnership is unlikely to succeed.

Forming

Within the right context the different parties will establish a process of getting to know each other and analysing relative strengths, weaknesses, opportunities and threats. The main focus of this phase is on understanding and assessing the competencies of each organisation and making sure the right partners are involved. It is also an important process for each organisation itself, since they need to assess whether or not the partnership can help them reach their own goals better than they can by themselves.

Planning

During this phase the common goals and objectives of the partnership as well as the strategies and the likely governance structure are formulated. It is important to know:

- each partner's roles and responsibilities
- what each partner will regard as success
- how to measure such success
- how to share the credit between parties.

Regular contact between the stakeholders at all levels is essential for creating a structure in which every partner believes and wants to work for.

Implementing and maintaining the partnership

After detailed discussion of what form the partnership will take and how it will function it is time to put all the ideas into action. This includes modifying or developing policies, developing programming guidelines and developing activities. A possible step could also be the formalisation of the partnership by drawing up an official document specifying goals, objectives, strategies, timeframe, roles and responsibilities, etc. Such a document provides a robust way of dealing with disagreements and increases transparency.

The development of a partnership is usually process oriented and organic in nature, i.e. there are cross-functional and cross-hierarchical teams, free flows of information, wide spans of control, relatively decentralised and low formalisation. The relationship may therefore take various forms.

The success of a partnership is determined by the successful completion of these initial phases. The partnership must have a clear mission, which can vary, for example, from

capacity building of an institution to efficient delivery of water. This mission, and its objectives, must be well described in order to assess the success of the partnership at a later date. It should not be forgotten that each partner has its own mission, which can interfere with the mission of another partner. Within these confines a common mission must be formulated in which every partner still can view the work as being in its own interest. An example of interfering missions in the water sector might be, for example, a private partner wanting cost recovery while an NGO aims for affordable access to the poor. A common mission might be found by expanding the coverage and implementing cost recovery with a social protection scheme to protect the poor.

Building a partnership is not a linear process. On the contrary it's a continuous learning loop whereby information from the different phases is fed back or fed forward to other phases and whereby plans, activities, policies etc. are adapted when necessary.

2.3 How to assess partnerships

Since it is useful for partners to be accountable to themselves, donors and end-users for their effectiveness in reaching goals and their efficiency in using resources, it is essential to measure and monitor performance. Monitoring will also help to identify what works well and what doesn't and to determine what needs to be adjusted. Recent trends place emphasis on managing for results and outcomes. This means clearly stating what a partnership is expected to do and then developing a method to measure progress.

Partnerships are assessed against the mutual and individual objectives of the partnership. These objectives and their indicators should have been formulated by all stakeholders while planning and initiating the partnership. Like the objectives the indicators should respond to the common goals as well as to the individual goals of the partners – demonstrating that the partnership has a value for the separate organisations. The work of partnerships in the development and water sector is usually evaluated through their impact on, for example, health, livelihoods, education or empowerment. In box 3 some indicators are given for a partnership with a mission of sustainable development. Box 4 gives some examples of indicators for forming and maintaining partnerships. These indicators are quite generic and each partnership will have to formulate its own specific indicators for measuring success.

On a regular and systematic basis data should be collected and the results evaluated. These results need to be communicated back to the stakeholders. To get their feedback it is also necessary to meet regularly with a group representing all stakeholders. During these meetings the partnership will be evaluated in terms of performance, unexpected risks, benefits identified and evolving needs.

The timing of these assessments can be difficult since the different partners have different time cycles. While the public sector has to consider its election cycle, the NGOs are pressed by time phases associated with funding and the private sector has quarterly and

year-end financial cycles. While making the project-cycle and defining milestones this has to be kept in mind.

There is another important element to assess, that of the effectiveness of the partnership itself. By evaluating the partnership itself and incorporating the feedback stronger communication is built, the partnership structure and objectives remain relevant and effective and it gives the people involved a clear idea why they are in the partnership. Some aspects of the partnership that can be measured include performance, partnership rationale (cost-benefit analysis), extent of meeting the objectives and the efficiency of using resources.

Box 3. Assessment indicators for the effectiveness of partnerships for sustainable development (The Prince of Wales Business Leaders Forum, 2000)

Indicator for success of partnership

- development of 'human capital'
- improved operational efficiency
- organisational innovation
- increased rate of coverage
- creation of stable society

Indicator for success for the private sector

- increased shareholder and societal value
- greater competitiveness and long-term success
- enhanced reputation – amongst employees and other stakeholders

Indicator for success for the public sector

- national governance and competitiveness
- less bureaucracy – in reality and perception
- cost reductions

Indicator for success for the civil society sector

- human development
- access to resources
- empowerment

Indicator for success for the network organisations

- access to information and materials
- ensured capacity of members to deliver
- developed relationships between public, private and civil society

Box 4. Examples of indicators for forming and maintaining partnerships

(adapted from Caplan and Jones, 2002)

Indicators related to the impact of context on partnerships:

- Is a participatory situation analysis conducted and regularly revisited?
- Have all relevant primary players been asked to contribute to the project itself?
- Is there a process which allows the impact of the context to be periodically reviewed?

Indicators related to the project cycle (planning, design, implementation, operations and maintenance, monitoring and evaluation):

- Has the work of all relevant players been included in the design of the project?
- Have appropriate roles for each individual actor been identified?

Indicators related to partner's definition(s) of success:

- Private sector: improved cost recovery, safeguarded inputs, reduced implementation time, fewer call outs for maintenance
- Public sector: increased numbers served, reduced complaints, increased school attendance.
- Communities: increased number of household connections, increased participation in the project cycle.

2.4 What have we learnt?

Former and current partnerships have provided lessons learned on what to do and not to do within a partnership. Most of these experiences correspond to the values and norms of partnership as previously described. Below we have focused on practical do's and don'ts. These experiences can assist new partnerships in becoming more effective and help them to fulfil their mission.

It appears that most tips focus on how to make the partnership successful. They apply to all the different partners. There are however some tips that centre on how an individual partner can get the most out of a partnership. Since partners can have different objectives there can be different do's and don'ts for the different partners. In this TOP we have given some general learned lessons and some specifically for the different partners (Fowler (1997), Voort and Bom (2004), BPD).

Do's – general

- **Have a flexible attitude**
Since society changes, insights and/or circumstances under which the partnership was formed, also change. Therefore the partnership needs to be open and dynamic. This includes, for example, anticipating by revising strategies when necessary and communicating with organisations and critics from outside the partnership; they can offer valuable insights or an interesting (new) point of view.

-
- **Be credible by being competent - show results.**
The success of the partnership will be based on whether or not the mission has been accomplished. By showing the results of the activities undertaken the partnership's credibility will increase.
 - **Have information at your fingertips.**
When each organization knows (and shows) the details of its work an effective collaboration and trust in the partnership is stimulated.
 - **Be transparent in your internal and external dealings - don't hide failure when it occurs.**
When one partner cannot deliver what was agreed, which can occur given the dynamic process in which partnerships operate, it is best to say so as soon as possible. Without honesty, trust between the partners will fail and the mission of the partnership might not be accomplished at all.
 - **Commence at your own level and pace**
Small organisations should begin by involving themselves in small, not too complex partnerships.
 - **Appoint a contact person per partner**
Each organisation should appoint one contact-person with sufficient mandate to make decisions. In order to have and maintain trust and continuity the contact-person of each partner should not change frequently.

Do's – NGO's

- **Use your own strength**
Don't change your own objectives and goals because of (funding) requirements from another partner. Mismatched objectives will threaten an NGO's credibility in the long run.

Do's – Private sector

- **Have commitment at all levels**
The private organisation should have commitment to the partnership at senior level, preferably through a board member who is available for public and social gatherings.

Do's – Public sector

- **Keep serving the public need**
After all, the public sector will always be held accountable for meeting the public needs.

Do's – Network organisations

- **De-centralise the network operation and consult with stakeholders**
National and local partnerships may serve as convenient channels for the articulation and communication of stakeholder needs and inputs. By being firmly rooted within the national contexts of the member countries strong local and national network commitment and ownership is built, and stakeholder input on local needs and priorities is facilitated.

Don't – General

- **Don't... get narrow-minded**
Partnering can create a level of mutual dependency which blinds individuals to other ideas and ways of doing things. Ensure periodic third-party inputs to create 'space' to question assumptions and choices.
- **Forget personal contact**
Information exchange is frequently reduced to narrative reports, audits and evaluations. Deeper interaction must be valued and built in through long-term dialogue.
- **Don't... forget to set and implement standards**
Reports or agreements may not always be followed up. Set standards for response time and make sure content is adhered to.
- **Don't... get too emotionally involved**
Emotional attachment is as unhealthy as clinical detachment. Team approaches can help to retain the critical balance.
- **Don't... evaluate when things go wrong**
Bringing in an evaluator when things go wrong is not the solution. Instead, an arbitrator and an arbitration process can be agreed upon before they are needed; this avoids power politics.
- **Don't... only talk**
Communication is essential for a partnership, but there are times when things have to be done. So, after the establishment of the partnership the focus needs to be on implementing the goals while keeping an open dialogue.
- **Don't... evaluate to quickly**
Assessing the benefits of the partnership is needed (see also paragraph 3.2), but only after some time has passed. A year seems to be the minimum for a partnership to flourish.

Don't – NGO's

- **Don't... be driven by only ideological considerations, strive for practical approaches**
Ultimately it is the result that counts even when the result has only partly accomplished the objective.

Don't – Private sector

- **Don't... focus only on short-term financial parameters**
Although private companies only participate when they can make a profit they must realise that, especially in the water sector, the initial costs can be high and, since revenues may be low, the pay-back period may be long.

Don't – Public sector

- **Don't... underestimate the changes that have to be made within this sector**
The public role moves away from service provision towards policy-setting and regulation (and perhaps management). This is a slow process, which requires changes in the organization and its ways of working, and different human skills.

Don't – Network organisations

- **Don't... leave the question of competition between network members unanswered for too long**

It should be addressed early on in the process because competition can break down the potentials for transparency and trust which are essential in a partnership.

3. Cases and examples of partnerships

In this chapter a number of existing partnerships are presented in terms of mission, accomplishments and challenges. Partnerships that operate on different levels (international, national and local level) with different partners (universities, private sector, NGO's, etc.) and with different number of partners (large and small) have been described.

3.1 North-South partnerships

Background on North-South partnerships

A hierarchy exists in the development sector, associated with the transfer of finance as shown in figure 3 (Thom, 1997). The chain has a flow of resources down to communities and a flow of information and accountability back up. They are both essential to the development of the community.

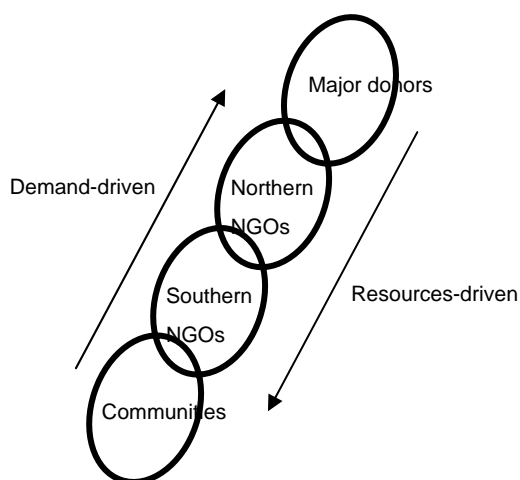


Figure 3. The Traditional Aid Chain

The demand-driven approach to development has been advocated widely in the international development sector in recent years since local people are in the best position to identify the most appropriate solution to their problems. Local solutions, however, have to be seen in a broader context; actions identified by a local partnership must fit within the regional, national or even international framework. Major donors and Northern NGOs (being essentially resources-driven) can play a vital role in the transfer of knowledge and in making resources available. So Northern NGOs, who had previously been in a direct implementation role, have become intermediary NGOs, managing funds locally and, more recently, 'adding value' by strengthening civil society through capacity building southern organizations and facilitating linkages (Adegoke, 2002).

Through the hierarchy of the aid chain an imbalance in power remains; one partner having money always seems to endanger the equality of the relationship.

It is to be seen whether or not this type of partnership should actually be called a partnership, since it is a challenge to foster no common ownership and the influence of the different partners is often not fairly distributed. According to Lister (as cited by Drew, 2002) the term 'partnership' is only used by the powerful partner to describe the relationship, whereas the weaker partner describes the more powerful partner as their donor. Some organizations have recognized this within their policy statements on partnerships. For example, in order to discourage dependence, one can only fund up to 49% of the project costs or one can define clearly the type of partnerships and negotiate the rights and obligations of each partner.

An example of a North-South partnership: IRC (Netherlands) and Resource Centre Network in Nepal

In 2002, IRC (International Water and Sanitation Centre) in the Netherlands and NEWAH (Nepal Water for Health) agreed to be partners for the Resource Centre Development (RCD) initiative in Nepal. This would initially involve NEWAH, with support from IRC, facilitating the development of a resource centre 'network' (RCN) with the intention of creating an environment for synergies and information sharing between different organisations. This is intended to improve the impact of existing or new, individual or joint, products and services, aimed at improving water and sanitation service delivery in the sector.

DGIS support to IRC's Demand Responsive role with the RCN Partners

The RCD 18 country programme is financially supported by core funding in IRC provided by DGIS (the general directorate for international cooperation, within the Netherlands Ministry of Foreign affairs). One of the main challenges faced by IRC has been to develop effective ways for joint learning and conceptual development together with the partners in the programme. Another challenge has been to find ways to foster local ownership, with locally determined vision, mission and strategic plan, whilst remaining accountable to the donor DGIS. This has been made possible by the core funding from DGIS and their openness to accepting adaptations to initial objectives formed by IRC, as the limitations of what IRC was able to manage, enable, define and deliver (whilst still fostering local ownership) within a fixed time period, became clearer in each country.

The Resource Centre Network and the communities

Early in the RCD process in Nepal, focus was placed by the most active members of the RCN (task force consisting of representatives from central and district level government, local and international NGOs) on an Information Needs Assessment. NEWAH, amongst their various activities, implements water and sanitation projects/programmes in communities in various geographic and geological locations throughout Nepal. Community representatives and NEWAH's extension workers in two of these regions were selected for this pilot assessment. The communities were asked what they felt their problems were in the community regarding water and sanitation. Together, the communities, extension staff, RCN members and IRC, analysed the responses and deduced the type of information/knowledge needed to help them to solve their problems.

The results of the Information Needs Assessment were used as the basis for the development of the RCN. The information needs expressed by the communities and extension workers in these communities, would help the newly formed RCN make informed decisions about the target group selection and the types of information products and services required to meet the needs expressed.

IRC and the Resource Centre Network

Local ownership has been fostered with a combination of approaches:

Seed funding is only provided by IRC in the first phase – the emphasis lies with the partner network to identify and secure local funds early in the process for future sustainability. Distance – Initially NEWAH, and later other committed organisations, rose to the challenge of providing the initiative and drive to make the RCN initiative an attractive and viable contribution to improving the water and sanitation services to users and communities. IRC, based in the Netherlands, has played more of a backstopping role. This proved effective in creating an environment for local ownership.

The term RCD was considered to be too vague and was replaced by the network members with RCNN (Resource Centre Network Nepal) to make the initiative sound more relevant to what they were creating in their own context.

3.2 Public-Private Partnerships

Background

Public-Private Partnerships (PPPs) refer to any form of agreement between public and private parties, where usually the agreement is in the form of a legal contract. Within a PPP the public authority remains responsible for overseeing the activity and is ultimately responsible for securing the public needs. For securing the public needs the government needs to set and enforce performance standards.

The fundamental premise underlying private sector involvement is that experienced (inter)national operators can bring skills, know-how, management practices and technologies that lead to a greater efficiency and effectiveness. The public sector can involve a private partner with different degrees of responsibility, from only design and construct to complete operation and maintenance. Private companies participate when they can make a profit. In order for private companies to make profit (and thus to enrol in a partnership), it is important that there is a considerable rate of return and that revenue streams are secure and stable.

PPP in water and sanitation originated in the high-income countries. In these countries it was simply a process of transfer – transfer of a functioning (though often inefficient) service that usually extended to most urban residents and was within a socio-economic environment that was open to a cost-recovery system. The context in low-income countries is very different: chronically weak public institutions, deteriorating infrastructure, low rates

of cost recovery and a weak regulatory context. So here the PPP is a process of develop and transfer (Plummer, 2002).

The terminology between public-private partnerships (PPP), public sector participation (PSP) and private sector involvement (PSI) is often interchanged. It depends on the user - what he or she exactly means by it. This form of partnership should however not be misunderstood as privatisation, where the management and ownership of assets are fully transferred to the private sector.

An example of public-private partnerships: PPP Buenos Aires

In the late 1980s the performance of Buenos Aires's public water utility was deteriorating. Inefficient operations and bill collection (around 80%) worsened the company's financial position. Cash flow was so low that adequate maintenance was difficult. The company repeatedly asked for loans from the federal authorities for operations and wages and had difficulty paying them back. Despite the existence of abundant and easily tapped water, service interruptions were the norm, water quality was not up to standards, and tariffs were inadequate. Service expansion to the fast-growing poorer sections of the city was not even attempted.

In May 1993 a 30-year concession contract was awarded to the Aguas Argentinas consortium as part of the privatization process in Argentina. With a concession contract there exists a balance between the roles and responsibilities of the Public and Private sector; the Private sector operates, invests and collects the bills (therefore carries the greatest financial risk) while the public sector defines the requirements, supervises and retains ownership of the assets. The objectives of the contract were framed in a Master Plan, which was approved by the public authorities and which can, when necessary, be updated after negotiation.

The objectives-oriented contract of Aguas Argentinas focused on outputs such as coverage rather than inputs such as investment, and called for 100% coverage of water supply, sewerage and waste water treatment in year 30, requiring investments of about \$4.0 billion, with \$1.2 billion in the first 5 years. The service targets for water appeared to be good news for the poor who had not been receiving water from the main public operator. However, the poor in informal housing areas, perhaps the hardest to serve, might have to wait nearly 30 years for service if the private company chooses to maximize profits.

Since the concession was awarded, the experience has been mixed. The company transformed the management and operation of existing assets, staff, and facilities into those of a modern water and sanitation provider. Water quality now meets international standards and is delivered at an appropriate pressure, customers can contact the company when they wish, and problems are solved when reported. Service coverage has increased to around 85% for water, 63% for sanitation (2003) and collection efficiency has increased to 95% - very much on target, but still leaving 2.5 million people without formal water

service and 4.5 million without networked sewerage. In the first decade the dividends paid to the shareholders have only been 2% of the total revenues of Aguas Argentinas. At the same time tariffs were increased continuously, there were frequent contract renegotiations, several projected investments were cancelled and the regulator's capacity to assume responsibility was questioned.

In late 2001 and early 2002, the Argentine economy crashed and a financial crisis followed. Since tariffs were in pesos the devaluation of the peso led to a drastic decrease in Aguas Argentinas' ability to service its mostly US dollar denominated debt and pay an reasonable profit to the shareholders. In response to the financial crisis the Government of Argentina passed legislation that includes provision to enable Aguas Argentinas to suspend repayment of its debts to multilateral finance institutions in order to redirect those funds towards ongoing operations. In addition the Argentina water regulator is considering granting Aguas Argentinas a 15% tariff increase. Despite these financial difficulties Aguas Argentinas has continued to expand the service coverage.

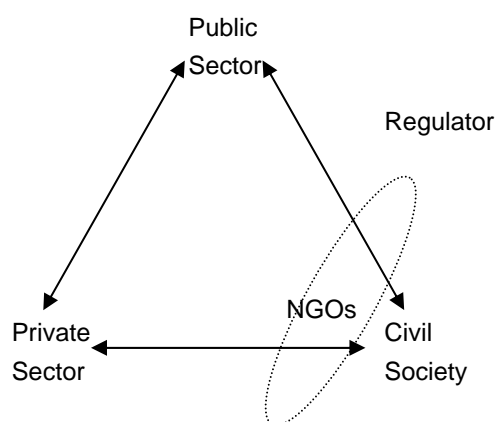
Due to the tariff increases and the higher rates of collection people are not always positive about the privatization, but they forget that privatization has brought water supply to more people, the efficiency and services are improved and that one reason for the tariff increase is to ensure cost recovery. The outcome of the financial crisis and its ultimate impact on the success of the PPP in Argentina is still unknown.

The information given is derived from the Business Partners for Development (BPD) Study Visit undertaken by R. Franceys in March 1999 and Slatterly, K. (2003).

3.3 Tri-Sector Partnerships or Multi-sector partnerships

Background on tri-sector partnerships or multi-sector partnerships (Jones, 2002)

A PPP can be strengthened with a partner from the civil society sector such as an NGO. Such a partner can strengthen a partnership through its knowledge of the local situation and understanding of the poor and/or its experience with capacity building. A partnership,



of diverse partners from the public, private and civil society sectors is called a tri-sector partnership or multi-sector partnership (see figure 4).

Figure 4. Tri-sector Partnership (BPD)

A knowledge of one's end-user is important for many reasons: it improves strategic planning, scheme design and operational activities, whilst better outreach and consultation serve to enhance acceptance and understanding of an operator's activities and the reform process in general. When this is associated with the public sector, which has the institutional, political and legal authority to make decisions and the private sector, which has the technical and managerial skills and perhaps brings some investments, a tri-sector partnership can accomplish a lot for public society needs.

Working through partnerships offers NGOs an opportunity to institutionalize the needs of the poor by having a say in the policymaking. The civil society sector is increasingly welcomed into this debate as policymakers realize that effectiveness, sustainability and political and social acceptance all derive from such input. An advantage for all partners involved is the sharing of responsibilities and costs.

Although tri-sector partnerships are widely applied these days they are not easy to bring together because the different sectors tend to have their own habits and goals. These roles and responsibilities, as well as what each defines as success, need to be clear before one engages in such a partnership.

Example of a tri-sector partnership: Small scale partnerships (Sansom, 2003)

This case study outlines an innovative shared management solution to reduce the high charges collected by water vendors in Laini Saba village, part of the large Kibera informal settlement in Nairobi, Kenya.

A community based initiative

In response to water supply problems, a community organisation in Laini Saba called Ushirika, approached a local NGO - Maji Ufanisi - for assistance. Together they developed a proposal in collaboration with the Nairobi City Council, to provide a new supply pipeline connected to a water main outside Kibera and to install pipes and a number of water kiosks in Laini Saba. The NGO provided the materials and expertise and Ushirika arranged for the labour to construct the pipeline and kiosks in 1997. In 1998 the new water system was operating well. Ushirika, through its management committee and treasurer, regularly pays the Nairobi City Council for the water received, in accordance with bulk water meter readings.

Ushirika now owns a number of water kiosks, each of which has a water meter and outlet taps. The selling of the kiosk water to local people is let to a local individual. Ushirika manages and maintains the small local distribution network, for which it makes a small profit for each kilolitre sold to the water sellers, who in turn make a small profit for each jerry can of water they sell. From its profits Ushirika, has built an office and a shop and is looking to invest in new works such as drainage improvements. There is no formal contract between Ushirika and the city council, apart from the agreement to pay the water bills. Monitoring and regulation of Ushirika's activities is dependent on its members and the local community.

Conclusions

From the city council's perspective this arrangement with a CBO works well, because the council does not have to manage services in Kibera where there are legal constraints, but it is paid for the water it supplies. This opens the way to making the bulk supply more reliable with the increased revenue received.

From the local consumers' perspective the situation has improved because they receive a more reliable kiosk service from Ushirika and pay a fixed price that is not subject to increases during shortages. Even consumers who use other nearby kiosks benefit from Ushirika's competition with the local private vendors who are less likely to raise their charges. The members of the CBO Ushirika also benefit because their work provides a potential springboard for more beneficial work in their community.

The information in this case study is based on a field visit conducted by Kevin Sansom, on behalf of DFID in September 1998.

If we were to classify this form of partnership, it could be described as a tri-sector partnership. The CBO initiated the project and arranged for the labour, an NGO provided materials and expertise and the city council collaborated by providing the CBO with water. The CBO earns profits and hence behaves in part like a private enterprise.

3.4 Public-public partnerships¹

Background on public-public partnerships

There are also partnership arrangements whereby a public sector or company in one country helps the public sector in another country to build capacity, e.g. by consultancy, training, management services, financial redesign or joint programmes of investment. Within the partnership the management and ownership remains with the local public authority. The cooperation is sometimes part of "twinning" arrangements between local authorities in different countries. Such twinning is carried out through municipalities, and may cover many issues, including environmental services and water.

This type of support to the development of one country is based on simple redistributive and solidarity principles or can be in pursuit of environmental advantages or, less often, to economic goals.

Public-public partnerships (PUP) are beneficial because of the understanding of the public sector objectives and requirements and because of the no profit policy of the target public water company. The investment for the capacity building and reform can, for instance, come from a mixture of aid and long-term loans from development banks. Since the funding is not supplied by one of the partners and neither partner aims to profit, all the efficiencies translate into savings for consumers or investments.

¹ (Hall, 2003)

The use of public-public partnerships as a mechanism for capacity-building in the water sector was part of the development effort in the Baltic states, but has also been applied in Africa, Indonesia and Russia.

Example of public-public partnerships: Harrismith with Rand Water in South-Africa (based on Smith, 2003)

In 1999 the Harrismith Transitional Local Municipality, through years of neglect in infrastructure and maintenance - particularly in effluent controls, was in a situation where it needed to partner with an external provider in order to improve the management of water and sanitation. It first began exploring private sector options but had little to offer considering the high levels of poverty in the area and the relatively weak revenue base. Rand Water, a water board in the bulk water business, responded to the request, partly motivated by the desire to deepen its experience in the retail sector with limited risk, since the contract would be limited to operations and maintenance.

A 3-year management contract was signed between Harrismith and Rand Water in October 2000. Ownership of the assets and responsibility for capital improvements remained with the local municipality. The partnership functioned through a corporatised model whereby the water and sanitation sector has been ring-fenced financially and runs as an autonomous business unit under the name of Amanziwethu Water Services (AWS). Staff seconded from Rand Water manage the business and workers seconded from the city council operate it.

There are numerous achievements to record. On the operational side, the infrastructure improvements are numerous. They include reducing the unaccounted for water rate, putting in new sewerage connections and improving effluent standards.

The interests of the public authority have been protected through the design of the contract. Rand Water carries the commercial risk of the partnership by guaranteeing the local authority R1 million if the contract comes to a premature close. The local authority is guaranteed 5% of the business revenues to pay for non-profitable services such as community centres and libraries. Finally, the cost-recovery returns to Rand Water through management fees are capped at 5% of total revenues, to avoid increases in the price of water.

Extensive consultation with labour and with service users throughout the negotiation process led to general support for the partnership. The value of this support cannot be underestimated as it has contributed to residents generally complying with credit control measures, illustrated by very low illegal reconnection rates.

Despite these achievements, numerous obstacles remain in the partnership. The knowledge acquired through Rand Water's managerial and administrative expertise has not been sufficiently transferred to the city council in order to strengthen its own capacity in managing the sector or to better monitor a new service delivery agreement. While city

councillors are certainly part of the monitoring process, their own understanding of the detail of the contract remains limited, leading to acquiescence to those who hold technical expertise. This problem is inter-connected with the turnover of city council politicians during a period of intense municipal restructuring and is endemic to the regulatory difficulties facing local authorities across the country.

A further concern is that the value of the training provided to workers remains dependent on the sound management that has been seconded from Rand Water. To what degree will the performance benefits of this training continue when such highly skilled managers are no longer present?

Yet another great difficulty lies in trying to balance cost-recovery imperatives with the constitutional requirements to extend equity to previously disenfranchised households. Rand Water agreed to manage the public/public contract under the condition that it would be run on a cost-recovery basis. AWS has made strides in determining who can afford to pay and who cannot and has tailored its credit control measures more harshly on the former group. In its effort to do this it has been able to enumerate the indigent in order to ensure that their access to 6 kilolitres (kl) is not denied. But when indigent households, most of whom are large in number, are reduced to a trickle in order to survive, the dignity enshrined in their right to water as citizens is lost. This raises larger questions about national guidelines and the local authority implementation of the 6kl basic minimum, which is simply insufficient for a poor household to manage its needs.

While technical and managerial expertise remains an external contribution to a partnership these difficult political questions will remain unresolved. The challenge of service delivery alternatives is to ensure that the local authority capacity to govern is built up in the process of partnering. This can then put the local authority in a position of choice regarding whether it runs the sector itself or uses its stronger position to provide oversight should it decide to enter into a partnership.

3.5 Network organisations

Background on network organisations

A network can be defined as a group of actors or members (individuals or institutions) who contribute resources or time in two-way exchanges or communications, interacting to achieve common objectives. Networks can be structured in different ways and can have different functions. In table 1 an overview is given of a network ecology, the pattern of creating, establishing and maintaining relationships between organisations and their environment.

Table 1. Network Ecology (based on Fowler, 1997)

	Main Function	Nature of orgs.	Advantages	Disadvantages	Example
Network	Information exchange between organisations	Members can be dissimilar. Some give & take others take only	If webs and clusters of a decentralized network are 'orchestrated' and not 'resourced' by a focal point they can become sustainable.	Perception of N exploitation (legitimization through S experiences)	GWP (4.5.1)
Macro-micro Alliances	Synchronisation of efforts and resources, without compromising or modifying individual identity	-Shared theory. -Mutual competencies. -Shared understanding of the role of macro-micro links.	Broader more complex and deeper impact as forces and resources are brought together in a more coherent way	While increasing impact through concerted action, alliances do not necessarily give rise to anything new in organisational terms	WaterNet (4.5.2) Gender and Water Alliance (www.genderandwateralliance.org)
Coalition	Capacity provided by the membership, perhaps acting as a secretariat either permanently or on a rotational basis, Mandated by members, after consultation, to adopt and voice positions on their behalf, coalitions serve as platforms or for articulation of the member's interests, but do not exercise any formal authority over them individually.	Short or long term Continental and global associations established around specific development issues rather than the NGO sector. No joint liability for operational performance, beyond a shared loss of credibility.	Increased presence, profile and leverage. Enhanced informal access to information through trusted relations. Full-time staff not required capacity for management provided within membership	Benefits can sometimes be distant and diffuse. Meetings and consultations do not lead to any immediate changes, while the costs remain real and seldom sufficiently financed. NGDO positions are often glued together at the last moment by the few who are physically or financially able to attend meetings, which tends to exclude smaller orgs.	RCD, Resource Centre Network (4.1) Streams of Knowledge (www.streams.net)
Consortium	Organizational entity which is constituted by and is the legal responsibility of the founding organizations but does not have authority over them	Often a selection of small, separate organizations, which have a grass roots operational focus wishing for a joint approach for higher impact. Joint liability for performance	Increased access to, and better application of resources by increasing micro-level impact on a large scale.	Extra internal capacity for management seldom allocated – weak active involvement – uneven governance (Chief exec. Not board is given responsibility)	Seed Initiative (www.seedawards.org/mainpages/finalists/Agua/index.php?printit=1)
Coordination	Bodies operating along national lines Able to sanction and regulate member behaviour by applying member generated codes using moral pressure or the force of law.		Best placed to secure, protect and advance collective interest and help expand organizations space – the freedom for civic development action.	Strongest constraints on autonomy	NWP (4.5.3)

Examples of network organisations (international, regional, national)

International: Global Water Partnership (www.gwpforum.org)

The Global Water Partnership (GWP) was established in 1996 to encourage learning and sharing of global experience, in order to promote an integrated approach to water resources management. Through the development of a worldwide network financial, technical, policy and human resources can be pulled together to address the critical issues of sustainable water management. The partnership is open to all organisations involved in integrated water resources management, including government agencies, public institutions, private companies, professional organisations, research organisations, non-governmental organisations and multilateral development agencies.

The GWP's objectives are to:

- Clearly establish the principles of sustainable water resources management
- Identify gaps and stimulate partners to meet critical needs within their available human and financial resources
- Support action at the local, national, regional or river basin level that follows principles of sustainable water resources management
- Help match needs to available resources

Since its inception the GWP has established a neutral multi-stakeholder platform at both international and local level which has facilitated policy reform and legislation change in the governance and management of water in different countries. Eleven Regional Partnerships as well as many country partnerships and strategic alliances with relevant multilateral, bilateral and international organisations have been built. These partnerships are designed as autonomous, representative, self-regulating and basically self-financing bodies for development and implementation of IWRM action programmes. They should however comply with the GWP's basic principles of engagement. These partnerships actively identify critical knowledge needs at global, regional and national levels, help design programmes for meeting these needs and serve as mechanisms for alliance building and information exchange on integrated water resources management. A practical example of alliance building and information exchange was the Third South Asia Water Forum, organized by GWP South Asia in July 2004 and held in Bangladesh. The main focus of this Forum was on how to achieve the targets set by the World Summit on Sustainable Development and meeting the water related Millennium Development Goals. It also examined the role of GWP South Asia in these processes.

Fundamental to the success of implementing IWRM strategies is the GWP's worldwide network of Regional and Country Water Partnerships – right down to the more local partnerships such as the Area Water Partnerships in South Asia and the Provincial Partnerships in China. The difficulty for the GWP network lies in ensuring a sense of unity, shared understanding of responsibilities and quality control in such a diverse network. The GWP however believes that its decentralized network model is the most efficient way to access and share the rapidly evolving body of knowledge and experience in IWRM and promote effective communication among its stakeholders.

Regional: WaterNet² (www.waternetonline.ihe.nl)

WaterNet is a regional network currently consisting of 38 university departments and research and training institutes from 13 countries in Southern and Eastern Africa. The members endorse the Southern Africa Vision for Water, namely, the 'Equitable and sustainable utilisation of water for social, environmental justice, regional integration and economic benefit for present and future generations in Southern Africa'. Membership of WaterNet is open to institutions in Southern and Eastern Africa that are involved in training, education and research in fields directly related to Integrated Water Resources Management, preferably at graduate and post-graduate level.

The mission of WaterNet is to enhance regional capacity in Integrated Water Resources Management through training, education, research and outreach by sharing the complementary expertise of its members.

Since its establishment in 2000 WaterNet has been concentrating its efforts on development of a Regional Master's Degree Programme in IWRM, which was officially launched at the University of Zimbabwe in early 2003. The resulting curriculum consists of a number of core, specialisation, and optional course modules that stand on their own and which are developed and offered by various member institutions. By pooling expertise among universities in the region a much broader programme, with specialisations tailored to a wide spectrum of postgraduate students, including lawyers, economists and social scientists, can be established than each university in the region could establish on its own. The development of courses by small teams of two or three countries encourages regional collaboration and network interaction.

With the establishment of the Master's Degree Programme WaterNet gets to be more involved in research related activities. At the moment they are involved in the 'Challenge Program on Water for Food' and 'Smallholder system innovations in integrated watershed management (SSI)'. Both programmes focus on innovative IWRM management strategies in river basins, respectively the Limpopo and Tanzania and South Africa. These research programmes offer excellent opportunities for staff to enhance their professional competence, for students to conduct research and for WaterNet to engage in regional and local IWRM issues.

Besides the development of the educational programme WaterNet holds Annual Water Symposia, jointly organised with the Water Research Fund of Southern Africa (WARFSA). These Symposia are meant to be a platform for water professionals in Southern Africa, where advances in research and education related to Integrated Water Resources Management are presented. It is the place to discuss new opportunities and developments towards the integrated management of our scarce fresh water resources. It is also the place where we should attempt to cross boundaries, look over disciplinary fences and think across national borders. These symposia help to forge a regional family of water professionals concerned with the wise use of water.

² Cap-Net, 2002 and Wright, 2001

WaterNet has made substantial progress in the development of the network amongst universities (participation, commitment, respect). The development of a regional IWRM MSc programme collectively by sharing expertise and resources is a complex, challenging, time and energy consuming process. Its efficiency might appear to be low, but in the end the effectiveness of the strategy chosen is possibly high. However, such a strategy requires proper management, strict monitoring and tailor-made financial and professional incentives. The management aspect of this process needs to be strengthened within WaterNet.

National network: NWP (www.nwp.nl)

The Netherlands Water Partnership (NWP) is an independent body set up jointly by the Dutch private and public sectors to act as a national coordination and information point for water activities overseas. Since the private and public sector set up the partnership it can be called a resources driven partnership. The activities of NWP include joint participation in international fora and conferences as well as business oriented activities such as participation in fairs and exhibitions and in international tenders. The members of NWP include: ministries, water boards, universities and research institutes, consulting firms and manufacturers, financing institutions and NGO's in the Netherlands.

The main aims of the NWP are to harmonize the activities and initiatives of the Dutch water sector overseas and to undertake worldwide promotion of Dutch expertise related to activities and services of governmental and non-governmental bodies, knowledge and research institutes and businesses involved in the water sector. By establishing cooperation and harmonisation of the Dutch stakeholders a more valuable and sustainable contribution can be made to the water-related problems of the world.

To fulfil its mission the NWP focuses on three main activities:

- *Strengthen and sustain the partnership:* The basis of good partnership is knowing and trusting each other. Getting to know and to trust is not as easy as it may seem. It is continuous and hard work and demands openness and frequent exchange of ideas. To realise that, organising meetings and participating in member's meetings and national and international platforms is essential. NWP organises a number of meetings itself, but also co-ordinates participation under its name in external (national and international) activities. These platforms and meetings allow the various partners to get acquainted on neutral ground.
- *Provide information:* To effectively work together the partners have to be informed about the latest news, developments and knowledge. If the members do not know from each other what they do, cooperation will not happen, nor will the strengthening of each other's capacities be engaged. NWP makes it its task to gather the latest news and interesting developments from its members and the sector in general. This information is shared through NWP's website and frequent newsletters.
- *Marketing:* For NWP and its members it is important to market Dutch expertise. For this purpose NWP has conducted a number of studies entitled 'Strategic Water Cards' and has set up clusters of so-called Product Market Combinations (PMCs), in which the Dutch water sector participates. Members of various backgrounds such as

manufacturers, consultants, researchers and NGO's are working together to develop tailor made products based on a demand driven approach.

So far, the NWP has managed to establish a respected partnership in which most Dutch stakeholders are engaged. There are some examples of collaboration, like P3SW (cooperation of the public and private sector in the Netherlands to finance water related projects in developing countries). However, that is not enough. NWP's targets remain: to make sure the partnership is sustainable and to add to its list a number of new overseas activities in which collaboration and therefore partnership-building is an aim.

TOP books, articles, papers

Building Partnerships for Development in Water and Sanitation

<http://www.bpd-waterandsanitation.org/english/lessons/pppractice.asp>

BPD is an informal network of partners who seek to demonstrate that strategic partnerships involving business, government and civil society can achieve more at the local level to improve access to safe water and effective sanitation for the poor than any of the groups acting individually. BPD provides non-financial support to nascent or existing partnership projects. The Water and Sanitation Cluster has been working with eight partnerships around the world to determine the efficacy of the partnership approach in providing water and sanitation to the poor. Their findings are presented on their web site in practitioner notes.

Brehm, V.M. (2001). Promoting Effective North-South NGO Partnerships – A Comparative Study of 10 European NGOs. INTRAC Occasional Papers Series Number 35.

This paper presents the research findings, illustrating the complex and varied nature of partnerships between NGOs by comparing and analysing the views and practices of ten European NGOs in Denmark, Ireland, the Netherlands, Norway, Sweden and the UK. It suggests ways in which Northern NGOs can develop more systematic approaches to good practice in partnerships.

Cap-Net (no date). Guidelines for Establishing & Managing a Network

http://www.cap-net.org/FileSave/10_Guidelines_for_establishing_&_managing.pdf

Guidelines for Establishing & Managing a Network consist of accumulated experience on how to make networks more effective. The report addresses starting up a network, how to establish and run it. There are specific lessons and examples, which draw specifically on capacity building networks, but many of these are also applicable to other networks and partnerships formed for a different purpose.

Commission on Sustainable Development (2004). Partnerships for Sustainable Development – Report of the Secretary General

<http://www.un.org/esa/sustdev/partnerships/partnerships.htm>

This report provides a general summary of information on 266 partnerships for sustainable development registered with the secretariat of the Commission on Sustainable Development as well as a more detailed summary of partnerships focusing on water, sanitation and human settlements. The report points out that while these initiatives vary considerable in terms of size, scope and duration, there are certain common themes that resonate through all of them.

Fowler, A. (1997). Striking a Balance – A Guide to Enhancing the Effectiveness of Non-Governmental Organisations in International Development. London, UK Earthscan Publications Ltd.

This book provides a reference of current and future practices which will help NGOs fulfill their goals. It describes the objectives of sustainable people-centred development and the processes required to achieve it, focusing on the five factors which determine effectiveness: suitable organisational design; competent leadership and human resources; appropriate external relationships; mobilisation of high quality finance; and the measurement of performance coupled to 'learning for leverage'. In each area, the book explains the capacities needed and how they can be assessed and improved.

Fowler, A. (2000). Partnerships: Negotiating Relationships – A Resource for Non-Governmental Development Organisations, INTRAC Occasional Papers Series No. 32. Relationships within and beyond institutions in the aid system are dominated by the notion of 'partnership' between everyone, for everything, everywhere. Unfortunately, the reality is that the balance and mutuality that partnership implies are very seldom to be found. The approach in this paper concentrates on the organisational dimensions of NGOs' external relations. Two key suggestions for improvement are made. First, is to unpack relationships into five (illustrative) types. They are differentiated by the depth and breadth of organisational engagement that both parties can agree on. Second, and from this new starting point, an approach of identifying reciprocal rights and obligations is put forward as a practical basis for a negotiation process. Pre-conditions for success are described and a step-by-step guide is provided.

Sansom, K., et al. (2003). Contracting Out Water and Sanitation Services.

Leicestershire, UK, WEDC, Loughborough University of Technology.

This book considers how contracting out can be further enhanced to deliver improved water and sanitation service provision in low- and middle-income countries. Using example contract clauses, typical processes and case studies from around the world, it provides lessons both for the local and international reader. The book contains two volumes:

- Volume 1 'Guidance Notes for Service and Management Contracts in Developing Countries' (<http://wedc.lboro.ac.uk/publications/pdfs/co1/CO1.pdf>)
- Volume 2 'Case Studies and Analysis of Service and Management Contracts in Developing Countries' (<http://wedc.lboro.ac.uk/publications/pdfs/co2/CO2.pdf>)

Sohail, M. (2003). Public private partnerships and the poor : pro-poor longer term (concession and lease) contracts', Loughborough, UK, WEDC, Loughborough University of Technology.

<http://wedc.lboro.ac.uk/publications/pdfs/ppp/ppp-ltc.pdf>

This paper provides guidelines on the design of concession contracts that provide pro-poor water services, and in doing so use experiences of private sector involvement in the water sector. One of the key objectives is to fill some of the gaps which exist in evidence-based reporting of the facts and issues around the impacts of public-private partnerships (PPP) on poor consumers. The authors do not attribute findings to any specific project, and they highlight particular contractual features only in the interests of sharing knowledge and improving services to all consumers, including the poor. The discussions in this paper generally refer to the water sector, but are equally applicable to the sanitation sector. The

paper shows how a PPP contract can be structured so that poor consumers are not disadvantaged, and may even be given some preference.

Water Partnership Council (2003). Establishing public-private partnerships for water and wastewater systems : a blueprint for success, Washington, DC, USA, Water Partnership Council.

<http://www.waterpartnership.org/handbook.htm>

This guide reflects the collective experience of the members of the Water Partnership Council and the communities they serve. It is based on interviews with 30 community leaders and industry experts. It offers guidance to communities considering whether to partner with the private sector, and how to manage public-private partnerships to meet their water and wastewater needs. Chapter 1 describes what we mean by a public-private partnership. Chapters 2 through 4 document the benefits of public private partnerships. Chapters 5 through 9 provide details on how a community can achieve the benefits and avoid the potential pitfalls.

TOP websites

In this section a number of interesting web sites are listed in alphabetical order with a brief description. These web sites change quickly so you will have to visit them to get the latest information.

Building Partnerships for Development in Water and Sanitation

www.bpdws.org

BPD Water and Sanitation is an international cross-sector learning network focused on improving access to safe water and effective sanitation in poor communities. Their website contains practitioner notes and other reports and documents on partnerships.

Cap-Net (Capacity Building Network for Integrated Water Resources Management)

www.Cap-Net.org

Cap-Net is an International network addressing capacity building in Integrated Water Resources Management. It links hundreds of capacity building institutions and individuals across the world and offers the opportunity for coordinated and sustained capacity development. After establishing a network of capacity building institutions across the world they now give greater emphasis to the delivery of capacity building.

CSD Partnerships Database

<http://webapps01.un.org/dsd/partnerships/search/browse.do>

An interactive database of the UN Commission on Sustainable Development (CSD) with information on partnerships which contribute to sustainable development.

Development FORUM 'Partnering with Civil Society'

www.worldbank.org/devforum/forum_civsoc.html

The Development Forum is an electronic venue for dialogue and knowledge-sharing on key issues and challenges facing the development community and the world's poor. Particular emphasis is placed on learning from the experience of those who face these challenges in their daily lives. With the Forum 'Partnering with Civil Society' communication between NGOs/Civil Society and other stakeholders interested in improving the quality of development partnerships around the world is facilitated by sharing knowledge, experiences and lessons from practice and promoting e.g. discussions on mechanisms, structures, tools, and instruments for building development partnerships.

Gender and Water Alliance (GWA)

www.genderandwateralliance.org

The Gender and Water Alliance is a network of 300 organisations and individuals from around the world with an independent steering committee. Research and practical experience from the Gender and Water Alliance (GWA) have demonstrated that effective, efficient and equitable water resources management is only achieved when both women and men are involved in integrated water resource management.

The GWA offers a mix of information and knowledge sharing activities such as electronic conferencing, a web site, advocacy leaflets and video, annual reports, capacity building and pilot programs.

Global Action Network Net

www.gan-net.net

GAN-Net's mission is to strengthen the capacity of multi-sector, global networks to address urgent sustainability issues – social, economic, and environmental.

Our strategy is to do this by coordinating events that connect leaders in the field and promote learning, innovation, and attention to what GANs are accomplishing worldwide on a range of crucial issues.

Global Water Partnership, GWP

www.gwpforum.org

The Global Water Partnership is a working partnership among all those involved in water management: government agencies, public institutions, private companies, professional organizations, multilateral development agencies and others committed to the Dublin-Rio principles.

IRC International Water and Sanitation Centre

www.irc.nl/content/view/full/7979

IRC facilitates the sharing, promotion and use of knowledge so that governments, professionals and organisations can better support poor men, women and children in developing countries to obtain water and sanitation services they will use and maintain.

INTRAC NGO Partnerships

http://www.intrac.org/Intrac/NGOPartnerships_en.html

INTRAC has carried out research into the concept and practice of NGO partnerships. The research analysed and compared the views and operational practices of European and Southern NGO's separately. The website gives a summary of the recent research outcomes and links to relevant publications.

Netherlands Water Partnership, NWP

www.nwp.org

NWP is an independent body set up jointly by the Dutch private and public sectors to act as a national coordination and information point in relation to water activities overseas. The main aims of the NWP are to harmonize the activities and initiatives of the Dutch water sector overseas and to undertake worldwide promotion of Dutch expertise related to activities and services of government bodies, knowledge and research institutes and businesses involved in the water sector.

The Partnering Initiative

www.thepartneringinitiative.org

Established in January 2004, The Partnering Initiative is a global programme of the Prince of Wales International Business Leaders Forum (IBLF) in association with The University

of Cambridge Programme for Industry. It focuses on developing and disseminating and methodologies for developing effective cross sector partnerships for sustainable development' and provide tailored learning programmes, professional skills development, partner review and evaluation, action research. The Partnering Initiative also provides support and advisory services that help to build capacity for effective collaboration for sustainable development.

Partnerships Online

www.partnerships.org.uk/part/index.htm

This website covers the processes of community participation, and building partnerships between different interests, both 'real world' and online.

Public Private Partnerships for Water and Sanitation

www.partnershipsforwater.net/

Two Swiss government agencies, [SDC](#) and [seco](#), and the global reinsurer [Swiss Re](#) have established a joint initiative "Public-Private Partnerships for Water Supply and Sanitation" to assist improving the performance of the water sector (especially in developing countries and countries in transition) by proposing formal approaches for Public-Private Partnerships (PPP). The website contains [background information on the initiative](#) and the [development process of the instruments](#), [references to other supportive materials](#) and [contact information](#).

The Seed Initiative

www.seedinit.org

The Seed Initiative (Supporting Entrepreneurs in Environment and Development) aims to inspire, support and build the capacity of locally-driven entrepreneurial partnerships to contribute to the delivery of the Millennium Development Goals and the Johannesburg Plan of Implementation.

Streams of Knowledge (SOK)

www.streamsofknowledge.net

Global coalition of resource centres in the water and sanitation sector. Organisations that work on water and sanitation issues and wish to broaden their approach will be supported to become resource centres. (Regional) Networks are being developed to help resource centres to validate the quality of their work, improve the relevance of their output and create conditions to exchange good practice.

UNDP Public-Private Partnerships for the Urban Environment (PPPUE)

<http://www.undp.org/ppp/>

UNDPs Public-Private Partnerships for the Urban Environment (PPPUE) facility supports the development of innovative partnerships between public and private actors at the local level. Focusing on assisting small and medium-sized cities, PPPUE works with all potential stakeholders, including investors, providers, regulators, users, and experts to meet the challenge of providing basic urban environmental services. Its services include:

-
- Innovative Partnership Grants (IPG): IPGs are awarded on a competitive basis to reward innovative projects in support of PPPs at the local level.
 - Global Learning Network (GLN): The GLN provides an international forum for institutions and individuals involved in the design of PPP policies and projects.

UNESCO-IHE Partnership for Water Education & Research (PoWER)

www.unesco-ihe.org/power

The Partnership for Water Education & Research (PoWER) strives to create a pre-eminent network of autonomous collaborating centres in all regions of the developing world, for the research into and the dissemination of all aspects of integrated and sustainable management of water and environmental resources and services. The Partnership will provide demand-responsive and duly accredited postgraduate education, research and capacity building services to individuals and organisations throughout the developing world. One of the major goals of the Partnership is to empower local and regional capacities in the developing world. The shaping of an appropriate technical information and communication infrastructure to reach that goal is part of the Partnership project.

Water Partnership Council

www.waterpartnership.org

The Water Partnership Council seeks to promote sustainable water quality in the United States. Its members are water and wastewater services experts. The Council seeks to partner with those citizens, local governments, and organizations committed to strengthening the national water and wastewater infrastructure. The Council is focusing on public-private partnerships.

Waternet

www.waternetonline.ihe.nl

WaterNet is a regional network in Southern Africa of university departments and research and training institutes specialising in water. The Mission of WaterNet is to enhance regional capacity in Integrated Water Resources Management through training, education, research and outreach by sharing the complementary expertise of its members.

TOP contacts

In alphabetical order:

Building Partnerships for Development in Water and Sanitation (BPD)

BPD Water and Sanitation
2nd Floor, 47-49 Durham Street
London SE11 5JD
United Kingdom
Tel: +44 (0)20 7793 4557
Fax: +44 (0)20 7582 0962
Web: <http://www.bpdws.org>

Mr. Ken Caplan (kenc@bpdws.org)

Ken Caplan is the Director of BPD. Through BPD, Ken has authored and co-authored a number of pieces on partnership process. He has also served for four years as a tutor on the University of Cambridge Cross-Sector Partnership Course and a mentor on the Partnership Brokers Accreditation Scheme (run by the Overseas Development Institute and the International Business Leaders Forum). Prior to moving to the UK in 1998, Ken worked in Southeast Asia for 8 years with both donors and NGOs on issues including urban infrastructure, social inclusion, and partnerships around labour standards.

CAP-NET

P.O. Box 3015
2601 DA Delft
The Netherlands
Tel: + 31 15 215 18 08
Fax: + 31 15 213 95 98
Web: <http://www.cap-net.org>

Mr. Paul Taylor (paul.taylor@cap-net.org)

Paul Taylor is a Zimbabwean who trained as a biologist in England and Zimbabwe. After many years carrying out health research with the Government of Zimbabwe, much of it on water and sanitation related disease, he joined the World Bank as project manager for one of the projects under the International Training Network for Water Supply and Waste Management. This was an international capacity building network established during the water and sanitation decade. He was responsible for the transformation of the project into the Institute of Water and Sanitation Development, an institute in Zimbabwe, southern Africa with a strong regional reputation and programme. Capacity building and networking have been significant features of his work and provides valuable experience. He currently is the Director of Cap-Net, a capacity building network for Integrated Water resources Management.

IRC International Water and Sanitation Centre

P.O. Box 2869
2601 CW Delft
The Netherlands
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Fax: +31 (0)15 2190955
Web: <http://www.irc.nl>

***Rene van Lieshout* (lieshout@irc.nl)**

Rene van Lieshout is a Senior Programme Officer in the Resource Centre Development Section of IRC. He holds a MSc in Sanitary Engineering (Delft), with additional studies in Sociology of Planning at the University of Agriculture in Wageningen and has more than 21 years of experience, about 14 of which are in the development sector. His total management experience amounts to ten years, five of which were gained abroad as Team Leader for urban and rural water supply and sanitation projects in Cambodia and India. He has carried out a range of short assignments in Asia, Africa and Latin America. Specialises in institutional and organisational development issues in the water and sanitation sector and has worked for both government organisations and NGOs and is an experienced facilitator of complex processes.

Unesco-IHE Institute for Water Education

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Fax: +31(0)15 2122 921
Web: <http://www.unesco-ihe.org>

***Ms. Annette Bos* (a.bos@unesco-ihe.org)**

Annette Bos is scientific staff member at UNESCO-IHE in the field of Water Services Management. She has particular interests in the management of urban and rural water and sanitation services, utility management, and change processes within the sector. Through numerous missions in developing countries she gained insight into the international water and sanitation sector. Before joining UNESCO-IHE she worked as a water engineer in the NGO and private sector in South Africa and Kenya.

***Ms. Caroline Fiquères* (c.fiqueres@unesco-ihe.org)**

Caroline Fiquères has worked for several French and Dutch consulting companies as a water and environmental engineer. Through numerous short missions in developing countries (Guinea, Mali, Tunisia, Burkina Faso, Egypt, Burundi, Indonesia, Morocco, Togo), and in Europe, she got insight into the international water and environmental problems. She has broad project experiences, ranging from identification to evaluation (project formulation and preparation, monitoring and evaluation, project development and financing, feasibility studies, supervision of works and institutional strengthening). She is

used to manage large water projects involving several expatriates and local staff members. She has also a good knowledge of the financing organisations (World Bank, African Development Bank, European Commission, etc.), local administrations and private sector in numerous countries (Northern, Western and Central Africa, Eastern Europe and Middle-East and Asia). Since April 2002 Mrs. Figuères works at the UNESCO-IHE Institute for Water Education, as head of the department of Municipal Infrastructure.

Ms. Susan Graas (s.graas@unesco-ihe.org)

Susan Graas is Water Resources Modelling and Management expert at the UNESCO-IHE Institute for Water Education in Delft. She is currently coordinating the Water Management Educational Programme at this institute. She has finished her Master of Science-degree in Civil Engineering at TU Delft in 2001, specialising in hydrology. Before she started working at UNESCO-IHE she worked for a consultancy firm in the Netherlands as a water engineer. There she was responsible for modelling local water systems and advising water boards and city councils on problems, trends, causes and effects.

Water, Engineering and Development Centre

WEDC

Loughborough University

Leicestershire LE11 3TU

United Kingdom

Tel: + 44 (0) 1509 222885

Fax: + 44 (0) 1509 211079

Web : <http://www.wedc.lboro.ac.uk>

Kevin Sansom (k.r.sansom@lboro.ac.uk)

Kevin Sansom is a Programme Manager at WEDC, specialising in management and institutional development with particular interests in: urban and rural water and sanitation services, utilities management, policy formulation, public private partnerships, services for the poor, facilitating change, and participatory training and research. Other research projects he is coordinating include 'Strategic marketing for *all* urban water consumers' and 'Optimised management of small town watsan services'. He has also taken a key role on capacity building programmes in India and Africa. Previously he was a Project Coordination Manager for a large DFID funded integrated rural water supply project in Maharashtra, India.

Water and Environmental Sanitation for West Africa (WESWA)

Tunde Adegoke (adegoke@weswa.com)

Tunde Adegoke was a project Officer for the Resource Centre Development (RCD) programme at IRC, focusing on developing best practices and contributing to the development of the concepts and methodology based on organisational and institutional development, combined with a partnership approach for strengthening information networks. She is a civil engineer specialising in partnerships and capacity building between Northern and Southern organisations. She holds a BEng in Civil Engineering (UK) and a MSc in Water and Environmental Management (Water Education and Development

Centre, Loughborough University). She has six years of experience with engineering consultants in the UK and has developed skills in community participatory approaches and training, developed through working as a water engineer/trainer with NGOs in Nigeria and the UK. She is currently working in Senegal supporting the development of a new NGO, WESWA (Water and Environmental Sanitation for West Africa).

TOP courses, conferences and research programmes

Distance Learning Programme of Public-Private Partnerships for the Urban Environment

<http://www.undp.org/ppp/gln/learning.htm>

The PPPUE/Yale Collaborative Programme is a partnership between Public-Private Partnerships for the Urban Environment (PPPUE) and Yale University's School of Forestry & Environmental Studies. The course links students, researchers and those working in public policy, with the main goal of helping developing countries build local capacity and expertise on ways that public-private partnerships can address urban environmental problems. The course is not a conventional "distance learning" course, where students from remote places will receive materials and submit their papers to one University or a professor, but it is a system where registered universities around the world will have their own classes in their respective countries in parallel with reference to documents and topics distributed by Yale University in the United States.

E-mail conference 'Partnering with Civil Society'

http://www.worldbank.org/devforum/forum_civsoc.html

The Development Forum is an electronic venue for dialogue and knowledge-sharing among members of the development community. Its focal point is an ongoing and expanding series of electronic Discussions and Consultations on key issues and challenges facing the development community and the world's poor. Particular emphasis is placed on learning from the experience of those who face these challenges in their daily lives. At the end of 1999 and the beginning of 2000 a dialogue was organized on Partnering with Civil Society. The overall goal of this dialogue is to promote and improve the quality of involvement, participation, and ownership of civil society as a key stakeholder, in shaping, implementing, and monitoring development policies and actions around the world.

International Forum on Partnerships for Sustainable Development

www.minambiente.it/Sito/settori_azione/pia/att/forum_svs_eng.asp

This Forum was held from March 4 –6, 2004 in Rome, Italy. The purpose of the Forum was to enhance the contribution of partnerships towards the implementation of sustainable development goals and objectives, particularly those related to the Johannesburg Plan of Implementation and other international agreements related to sustainable development.

Institute for Public-Private Partnerships

www.ip3.org

The Institute for Public-Private Partnerships, Inc. (IP3) is an international training and consulting firm that focuses on advancing public-private partnership programs and opportunities, regulation operations, management initiatives, and competitive utility management reform. They provide several courses in the environmental (water/sanitation and solid waste), energy, transportation, technology, municipal service, health, and education sectors.

e.g. the course 'Public- Private Partnerships, Policies and Strategies: Promoting Efficient and Cost-Effective Public Service Delivery', which addresses a number of critical issues to creating and managing effective PPP programs.

Public-Private Partnerships

http://www.ihe.nl/vmp/articles/Short-Courses/SHO-MAI_PPP.html

The UNESCO-IHE Institute for Water Education provides a short course on Public-Private Partnerships in the Drinking Water and Sanitation sector. The contents of the course include the taxonomy of models of water organisation (municipal, regional, parastatal, and various private modes), their strengths and weaknesses, and their adaptability to particular needs and circumstances. Critical preconditions (legal change, economic regulation, benchmarking, facilitation) for successful private sector participation in the water sector will be addressed as well as the fundamental differences between community oriented and customer oriented approaches to utility management.

By 2005 this course will also be offered as a Joint I-learning module where participants can study in their own time and country, but still engage in interactions with other participants and the UNESCO-IHE staff (part of PoWER). After completion participants will receive a 'certificate of attendance' issued by UNESCO-IHE.

Loughborough University – Public-private partnerships and the poor in water and sanitation.

<http://wedc.ac.uk/projects/ppp-poor/index.htm>

A project funded by the Department for International Development (DFID) Infrastructure and Urban Development Department. The purpose of the project is to determine workable processes and strategies, which encourage public-private partnerships in the provision of water and sanitation services for the urban poor.

Post-Graduate Certificate in Cross-sector Partnering

<http://thepartneringinitiative.org/mainpages/co/pccp/>

Run by the University of Cambridge Programme for Industry in conjunction with the International Business Leaders Forum. This is a year long course with two one-week residentials that takes a broad cross-section of public, private and civil society partnership practitioners through the theory and practice of partnerships.

Partnership Brokers Accreditation Scheme

<http://www.odi.org.uk/pppg/pbas/>

Run by the International Business Leaders Forum and the Overseas Development Institute, this week-long course focuses on skills needed by internal and external brokers of partnerships. The intensive course is accompanied by a three month distance mentoring programme.

Tools for pro-poor municipal PPP

<http://www.margraf-publishers.com/UNDP/PPPUE/>

This web-site is an online toolkit, which has been produced by the PPPUE programme, aiming to develop capacity for pro poor PPP at the municipal level. The tools at the local level are aimed at members of local level government, business and community organisations interested in an innovative approach to the problems of service delivery, especially to the poor by building tripartite partnerships. The tools have been developed through a participatory process involving PPPUE's programmes and projects in 14 countries and more than 50 municipalities around the world ensuring that they are applicable and useful globally but able to be localised rapidly.

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About IRC

IRC facilitates the sharing, promotion and use of knowledge so that governments, professionals and organisations can better support poor men, women and children in developing countries to obtain water and sanitation services they will use and maintain. It does this by improving the information and knowledge base of the sector and by strengthening sector resource centres in the South.

As a gateway to quality information, the IRC maintains a Documentation Unit and a web site with a weekly news service, and produces publications in English, French, Spanish and Portuguese both in print and electronically. It also offers training and experience-based learning activities, advisory and evaluation services, applied research and learning projects in Asia, Africa and Latin America; and conducts advocacy activities for the sector as a whole. Topics include community management, gender and equity, institutional development, integrated water resources management, school sanitation, and hygiene promotion.

IRC staff work as facilitators in helping people make their own decisions; are equal partners with sector professionals from the South; stimulate dialogue among all parties to create trust and promote change; and create a learning environment to develop better alternatives.

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