

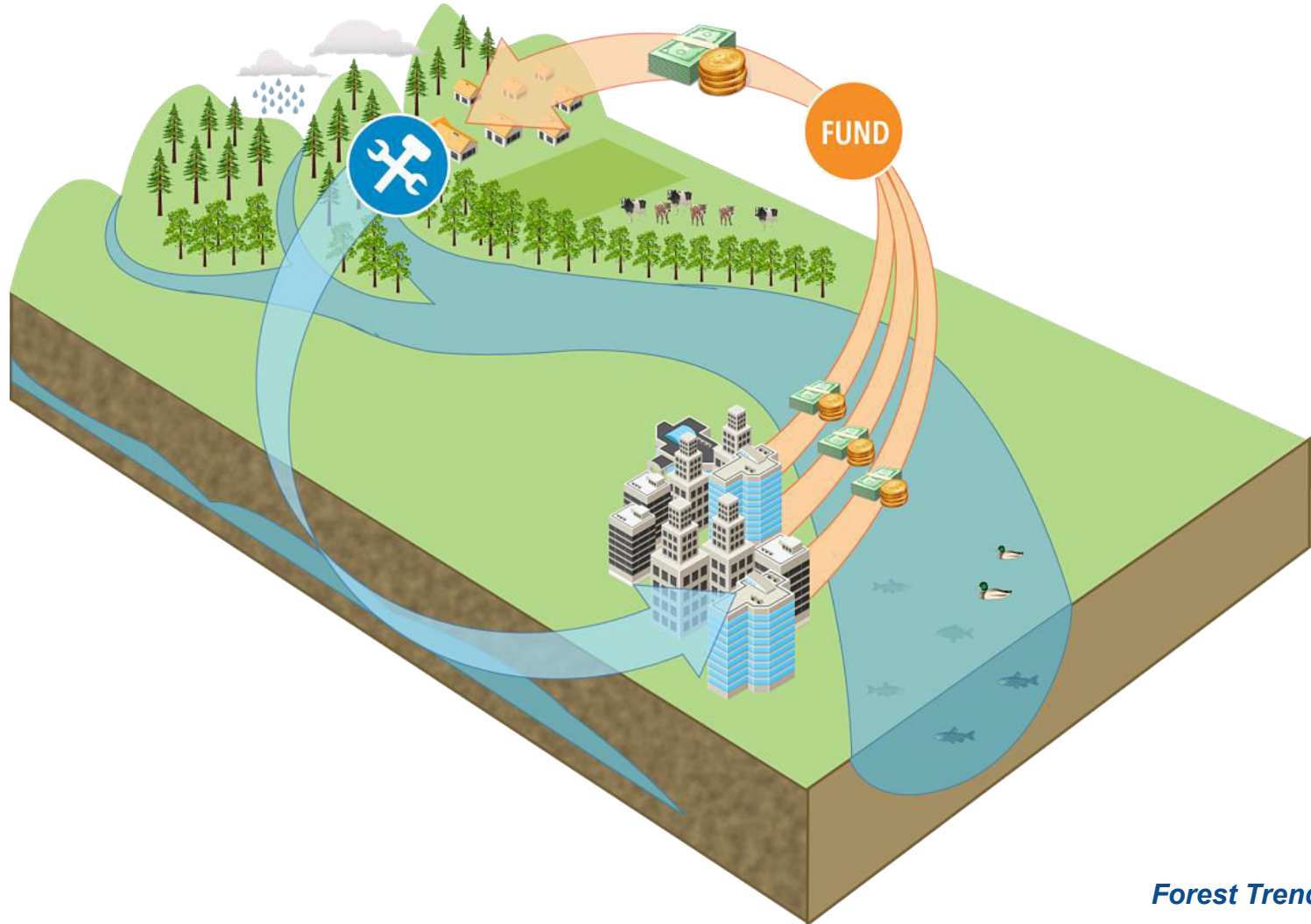
Management and Governance Support to the Water Stewardship Initiatives Water Funds

CuencaVerde, Medellín, Colombia



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What is a Water Fund?



Forest Trends, 2014

Water Funds are built on trust



- Trust and transparency are essential elements for the success of multi-stakeholder initiatives.
- Adhering to integrity principles helps ensure that efforts lead to **shared benefits**. Focusing on integrity brings advantages, such as:
 - Increasing **effectiveness** and likelihood of achieving goals
 - Generating greater **credibility** and good reputation towards investors, participants and beneficiaries
 - Fostering **long-term engagement** and cooperation
 - Supporting participants through **clear articulation** of the rules for engagement.

Integrity Management in Water Funds



Goal: better understanding the success of Water Funds in terms of integrity and effectiveness, in order to offer recommendations aimed at strengthening these initiatives and their multi-stakeholder structures.



Case study: Cuenca Verde, Medellín, Colombia

- Beneficiaries: ~2.700.000 people in Medellín and more than 35,000 inhabitants of the supplier basins





1. Pre-analysis of accumulated experience
 - Review of reports
 - Telephone interviews with key stakeholders of 3 Water Funds in Colombia
2. Additional consultations and interviews with key stakeholders of CuencaVerde in Medellín
 - Interviews with: internal staff, associated partners, land owners
 - Field trips
3. Participatory workshop on strategic planning and integrity management





Based on:



The CEO Water Mandate



Guide for Managing Integrity in Water Stewardship Initiatives:

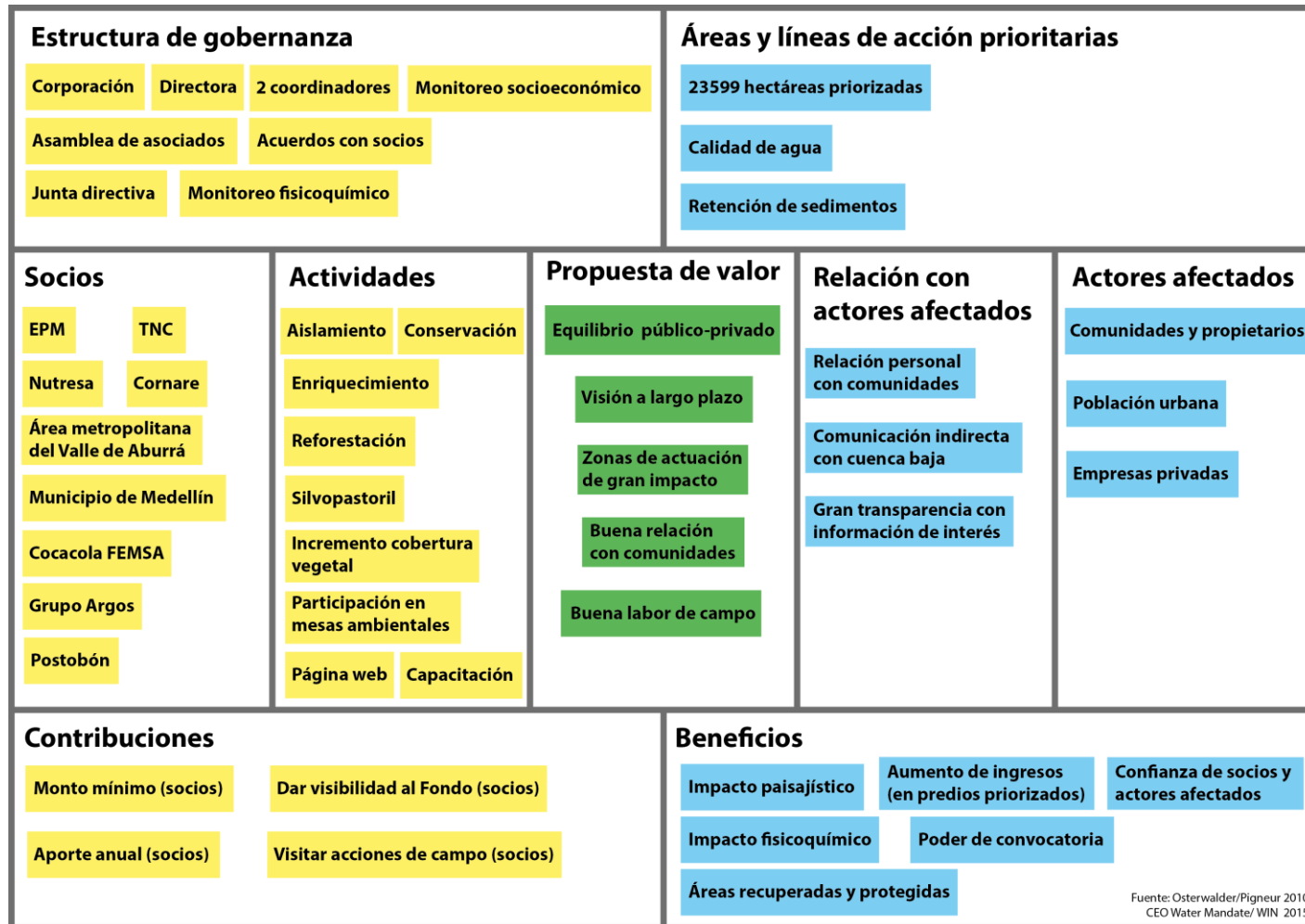
A Framework for Improving Effectiveness and Transparency

- First describes the logic and structure of the Water Fund in an organizational model
- Subsequently, the challenges and possible mitigation measures and strategies to improve transparency, accountability and participation in the Water Fund

Methodology – Structural analysis



Organizational Model of CuencaVerde



Fuente: Osterwalder/Pigneur 2010
CEO Water Mandate/ WIN 2015

Methodology – Participatory workshop



1. Description of the organizational model for CuencaVerde

Participants reflect on and discuss how the Fund is structured, functions, and generates benefits

Trust



Methodology – Participatory workshop



2. Identification of risks and prioritization

Participants discuss integrity risks that can potentially affect the Water Fund and prioritize 3 - 4 key risks

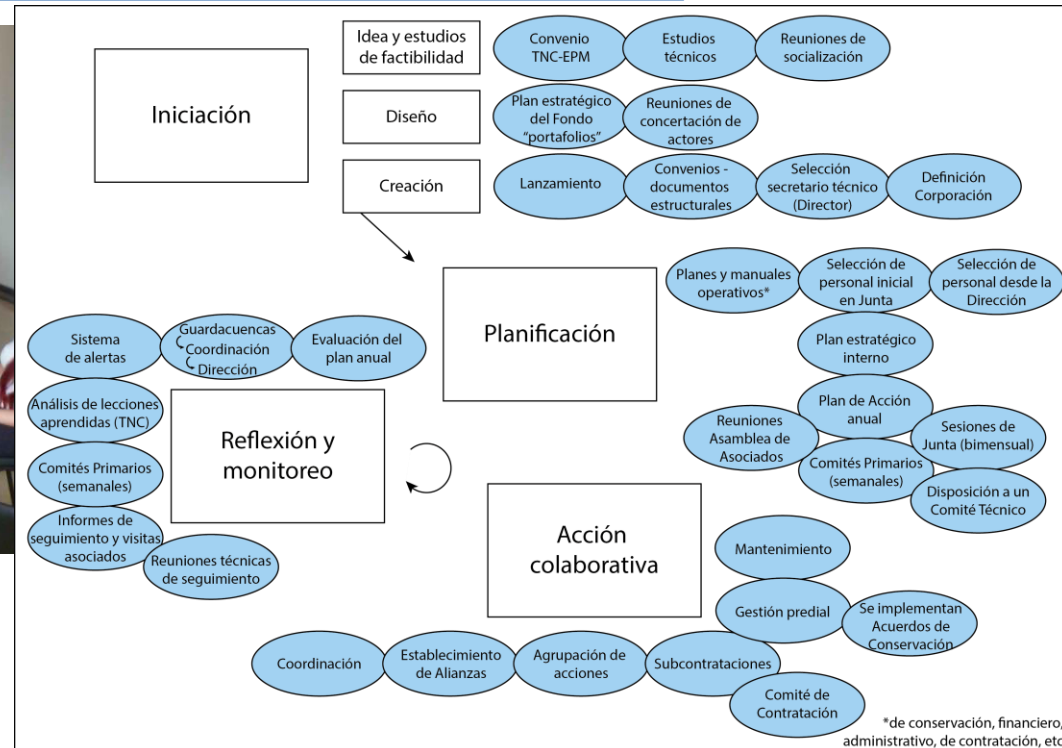


Methodology – Participatory workshop



3. Identification of the management measures already established according to the phases of the Water Fund

Participants get an overview of the management measures already established at the Fund



*de conservación, financiero, administrativo, de contratación, etc.

Methodology – Participatory workshop



4. Identification of structures and activities of the Fund to be analysed to mitigate the prioritized risks

Participants identify existing management measures that can act as entry points to mitigate prioritized risks.

| Risk | Entry point |
|-----------------------|---|
| Staff rotation | <ul style="list-style-type: none"> • Staff selection from the Direction • Annual action plan • Evaluation of annual plan |



Outcomes of the analysis



1. Awareness-raising on the importance of integrity for the Fund
2. Generation of a climate of trust to talk about integrity management within CuencaVerde
3. Identification of key areas for improvement (risks)
4. Generation of commitment for the design and implementation of improvement measures
5. Testing of the methodology

Future plans



2nd phase of the project – 3 key activities:

- Completion of the analysis with CuencaVerde and establishment of the change process
- Development of the complete analysis and establishment of the change process with a second Water Fund
- Development of a guide for the application of the methodology and description of risks and key tools for the Water Funds

Future plans



Approach:

- Implementing the second phase of the project together with the TNC staff in Colombia
- Include the methodology in the monitoring plans for each Water Fund

Thank you!



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