



## WaterNet Strategy

WaterNet Phase IIb  
(2008-2011)

### **WaterNet - Human Capacity Building in IWRM**

*WaterNet Secretariat*

*After consultations during 1<sup>st</sup> (June 2007), 2<sup>nd</sup> (October 2007), 3<sup>rd</sup> (April 2008)  
Management Board Meetings and  
8<sup>th</sup> WaterNet Annual General Meeting (October 2007)*

16 June 2008

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# 1 Background

WaterNet is a regional programme to build and strengthen regional capacity for integrated management of water resources in Southern Africa through education, research, and training. The WaterNet operations started in November 1999, after approval of funding by the Netherlands Ministry of Development Cooperation (DGIS) of the project proposal entitled ‘WaterNet Phase I 1999 – 2004: Forging the Network; the establishment of a regional network for education, training and research on Integrated Water Resources Management in Southern Africa’. Implementation actually commenced in 2000 and a WaterNet founding workshop was held in March 2000. The project was administered through IHE Delft (which later became UNESCO-IHE Institute for Water Education) in close cooperation with the University of Zimbabwe and the Institute of Water Sanitation and Development.

After the successful completion of the project WaterNet approached in August 2004 the Swedish International Development Cooperation Agency (Sida) and the Netherlands Ministry of Development Cooperation (DGIS) for possible funding of WaterNet Phase II (2005-2009) based on the WaterNet Phase II Strategy document dated 12 August 2004. Both Sida and DGIS had expressed interests in funding WaterNet Phase II Project.

It was the desire of the Members Institutions of WaterNet, UNESCO-IHE and the Cooperation Partners (Sida and DGIS) that as part of the activities within phase II WaterNet would become an independent organisation, responsible for the network activities. Therefore, to allow DGIS and Sida to negotiate new contracts with the WaterNet Trust half way in Phase II, it was decided to split the planning and budget for WaterNet Phase II into two 2.5 year periods (WaterNet Phase IIa and IIb).

On 9 June 2005 DGIS awarded a grant to UNESCO-IHE of 2.4 Million Euro for the Project WaterNet Phase IIa scheduled for the years 2005-2007 (DGIS activity number: 11763/DMW0051164) with the intention to fund Phase IIb under the administration of the WaterNet Trust. Sida signed a contract to support WaterNet with UNESCO-IHE on 29 April 2005 making available an amount of 25 Million SEK (approximately 2.6 Million Euro) over five years i.e. 2005-2009 (Sida contribution number: 3000564). However, the contract indicated that once WaterNet Trust would be established as an independent legal entity the said contract will be re-negotiated with the WaterNet Trust. With the funding secured the project activities of Phase IIa commenced in April 2005.

On December, 29th, 2006, the WaterNet Trust was established as legal entity through the lodging of a Notarial Deed of Trust signed by the Chairperson and eight representatives of the Interim Board of Trustees (former Elected Steering Committee Members) in Gaborone, Botswana (**Annex 1**).

WaterNet and its Cooperating Partners (DGIS and Sida) and UNESCO-IHE as a supporting member held a Donors Meeting in Delft, the Netherlands, on 19 March 2007. The meeting was forward looking, and primarily focused on WaterNet as a newly incorporated independent regional non-profit organization and the implications this had for project management, the new operational modalities, the required revision of the existing contracts with UNESCO-IHE, and agreement over the period of transition and

the full operationalisation of the Trust. The meeting also elaborated on the future of WaterNet in moving from being a project (5 year stop-start mode) to a perpetual programme providing capacity building in water resources management in Southern Africa. The outcomes of the meeting are described in detail in a Phase IIb Concept Note document dated August 2007.

This document presents the strategy for WaterNet for the implementation period of Phase IIb (1 July 2008 – 31 June 2011) based on the WaterNet Phase II Strategy document and the Concept Note for Phase IIb. As most of the background information is already described in these previous documents and as the strategy for the full phase II is already elaborated in the WaterNet Phase II Strategy document the current document will mainly focus on the priorities for the Phase IIb and highlight the specific activities planned for the up-coming years based on the progress made so far. In the light of the transition in management of WaterNet from UNESCO-IHE to the WaterNet Trust this document will elaborate on the new governance structure and the adopted reporting procedures (**chapter 5**).

With the submission of this document the WaterNet Trust solicits for funding from DGIS and Sida for WaterNet Phase IIb Project planned to run from 1<sup>st</sup> of July 2008 to 31<sup>st</sup> of June 2011 (i.e. 3 years) under a new management governed by the WaterNet Trust. The document also facilitates the negotiations for the Sida subsidy to WaterNet to be managed through the WaterNet Trust. The total amount requested from **DGIS for Phase IIb is 2.86 Million Euro**. At the same time the WaterNet Trust requests Sida to open the re-negotiation with the WaterNet Trust for the transfer of the remaining budget (**circa 1.71 Million Euro**) of the WaterNet Phase II project. This brings the total requested budget for **Phase IIb to 4.57 Million Euro**. The requested budgets from DGIS is slightly higher than originally requested for Phase IIb due to the extension of the project by half a year on request of the donors, increase in operational and staff costs.

WaterNet contributed funds and expected income consist of planned membership fees to the Management Fund (0.13M Euro), Symposium Fund (0.15M Euro), Fellowship and MSc Dissertation Fund (0.59M Euro), Professorial Chair Fund (0.14M Euro), Catchment Partnership Fund (0.04 M Euro), and Professional Training Fund (0.15M Euro). The total contribution from WaterNet is **1.06 Million Euro** over the project duration).

The total budget (requested and contributed funding) for the Phase IIb project is **5.63 Million Euro** with 19% being own contribution and 81% being requested funding. The detailed budget and justification of the budget are given in **chapter 6** and **Annex 7 and 8**.

## 2 Programme objectives

The establishment of WaterNet was conceptualised as an “open-ended and phased programme”. The first phase (WaterNet Phase I 1999 – 2004: Forging the Network; the establishment of a regional network for education, training and research on Integrated Water Resources Management in Southern Africa) was conceptualised in three steps. The first step was aimed at creating ownership. Step two aimed to build and strengthen educational capacity, and step three was to operate the network. The inception of the network (step one) was a relatively prolonged process in order to cultivate the necessary ownership amongst the members. This was achieved. Step two (building and strengthening educational capacity) is still an ongoing process whilst step 3 happened concurrently with steps one and two.

The vision of WaterNet is a future in which the SADC region has the institutional and human capacity to educate its own water managers, capable to contribute to the equitable sharing and sustainable utilisation of water resources for poverty alleviation, economic development (livelihood security) and environmental security.

The mission of WaterNet (long-term development objective) as revised in the Phase II Project (2005-2009) is to enhance institutional and human capacity in Southern Africa in the field of Integrated Water Resources Management (IWRM) through training, education, and research by harnessing the complementary strengths of institutions in the region. The enhanced capacity should enable the peoples of Southern Africa to manage their water resources in a more efficient, equitable and sustainable manner.

The immediate objectives of WaterNet Phase II are defined in fivefold:

1. To forge a strong, demand driven and sustainable network of universities and research institutions in Southern Africa in the field of IWRM.
2. To deliver and strengthen the jointly owned regional Master degree programme in IWRM
3. To develop and deliver demand-driven training and education for practicing water sector professionals in Southern Africa.
4. To stimulate, regionalize and strengthen the research in the field of IWRM in Southern Africa.
5. To raise awareness and understanding of IWRM and its implementation at local, national and trans-boundary scale.

The immediate objectives are interlinked as they depend on each other and also benefit each other.

WaterNet is a strategic programme of the SADC Water Sector, and is an associated programme of the Global Water Partnership (GWP).

The SADC Water Division within the Directorate for Infrastructure and Services has organised the implementation of the Regional Strategic Action Plan (RSAP) in the form of a coherent set of projects. Each project is referred to as ‘Project Concept Note number *x*’. Project Concept Note 23 (PCN23) is the SADC Water Division project which addresses capacity building in IWRM.

The Regional Strategic Action Plan for Integrated Water Resources Development and Management in the SADC Countries describes the main objective of Project Concept Note 23 (PCN 23) as: *“strengthening water training institutions as a result of a functioning network of training institutions and a group of water professionals capable of clearly articulating IWRM issues. The outcome will be a strong regional capability to effectively address sustainable and equitable use of water resources”*.

It is generally agreed that WaterNet is the most appropriate organisation to implement PCN 23. WaterNet has members in every SADC country with the exception of Angola and Madagascar (a new member of SADC as from August 2005). WaterNet’s country-based membership ensures that the organisation is well versed with conditions within each SADC country and that all awareness, education, training and research programmes are sensitive to the specific needs of member institutions’ countries.

The role of UNESCO-IHE Institute for Water Education during Phase I was to facilitate the process of establishing the network, starting up the main activities, incorporating WaterNet as a legal entity, and ensuring that it became an efficient and transparent organisation that can stand on its own.

UNESCO-IHE has played an important role in two aspects of WaterNet. One is the scientific support in the development of the Master programme and the other in facilitating research development and linking WaterNet partners to the international research community and funding opportunities. UNESCO-IHE has continued during the Phase IIa to function as the main knowledge, administrative and financial management back-stopper for the continued consolidation of the programme.

### 3 Achievements 2000-2007

WaterNet membership has grown since being established in Victoria Falls, Zimbabwe in March 2000 by 18 institutions from 9 countries in Southern and Eastern Africa to a broad network with 56 members in 15 countries in November 2007 (see **Annex 2**). Member institutions are based in Botswana, Democratic Republic of Congo (DRC), Kenya, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Rwanda, South Africa, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe. WaterNet also has ‘supporting members’ including the SADC Water Division under the Directorate for Infrastructure and Services, Global Water Partnership-Southern Africa (GWP-SA), the Netherlands and Swedish governments (financially supporting WaterNet) and UNESCO-IHE Institute for Water Education (facilitating the establishment of WaterNet and providing educational, scientific and administrative backstopping).

At the end of Phase I (WaterNet Phase I, 1999-2004), WaterNet had clearly accomplished the task of establishing itself as a relevant and important network in Southern Africa that supports a transition to integrated approaches to water resource management. This was achieved by combining a strategy of progressively building a member driven network and adopting a delivery-based network approach.

At the end of Phase I WaterNet had become a broad network with 44 members in 14 countries in Southern and Eastern Africa. Forging the network has been conducted successfully, beyond expectations.

Since 2002 the WaterNet Regional Masters Programme in Integrated Water Resources Management is running and so far 120 students have graduated. The Master Programme has 6 specializations each hosted at a Member Institution and the modular set-up of the programme allows flexibility for the students. The modules are also offered as short courses for water sector specialists and the research part of the Masters Programme is often carried out with involvement of the regional water sector.

The programme is so popular that each year over 200 applications are received. This demonstrates that the programme is relevant and is demand-driven. The goal of the Masters Programme is to educate a new generation of water managers that are trained to address the complexities of water in nature and society.

As part of WaterNet drive to complement academic training with professional or proficiency training (the SADC/WaterNet PCN 23) the network is playing a leading role in the professional training domain. Capacity building demands and training particularly related to strengthening of river basin organisations and the development of country IWRM and Water Efficiency Plans coordinated by GWP-SA have been identified and are being targeted. In the last seven years more than 600 participants have attended short-courses in IWRM developed, organised or facilitated by WaterNet.

Eight regional symposia have been organised in IWRM on a rotational basis among SADC member states. The annual symposia, organised by WaterNet in collaboration with the Water Research Fund of Southern Africa (WARFSA) and Global Water Partnership Southern Africa (GWP-SA) has become the premier event in the region

where water professionals, practitioners and policymakers present the state-of-the-art knowledge in IWRM.

More than 700 scientific papers have been presented (220 papers were accepted at the 8<sup>th</sup> Symposium in 2007 as compared to a modest 30 at the 1<sup>st</sup> Symposium in 2000) of which about half have been reviewed and published in a prestigious special edition of the Journal of *Physics and Chemistry of the Earth*. The series of Symposia have helped to forge a regional family of water professionals concerned with the wise use of water.

WaterNet is also leading, coordinating and managing a regional research project within the global Challenge Program on Water and Food (CPW&F), Project Number 17 (PN17). The trans-institutional, trans-disciplinary project takes on the challenge of developing a framework for IWRM based approaches to water management from the field scale to the village scale up to the basin scale in the Limpopo Basin. The underlying hypothesis is that improved water management results in improved livelihoods. The research Project is funded separately via the Challenge Program for Water and Food with a grant of approximately 1.3 Million Euro.

The four year Smallholder System Innovations (SSI) research programme (2003-2007) is an associated programme of WaterNet. The regional research programme is carried out by WaterNet members, with separate funding of 1.6 Million Euro from the Netherlands Foundation for the Advancement of Tropical Research (WOTRO), Sida and DGIS and administered through the International Water Management Institute (IWMI) and UNESCO-IHE. The programme has six research components focusing on two river basins the Pangani in Tanzania and Thukela in South Africa.

The two research projects involve or have involved more than 30 Masters students, 12 PhD candidates and more than 60 researchers. The research work has contributed into the outreach activity and also enhanced the knowledge base within the region particularly on improving livelihoods and alleviating poverty through increased food production.

These figures and achievements show that the premise of the WaterNet programme, namely that there is a need and demand for capacity building in IWRM, has proven to be true. The success of the programme is a demonstration of the good collaboration between institutions of higher learning and the relevant stakeholders in the region and internationally.

The network approach employed by WaterNet has demonstrated improved synergies, facilitated up-scaling of IWRM capacity building and improved knowledge management among its members.

In the mean time WaterNet is recognised as a legitimate and authentic partner in capacity building in Integrated Water Resources Management (IWRM) within the Southern African Development Community (SADC). It is an official SADC programme and is in the process of registering as a SADC Subsidiary Institution.

WaterNet is a regional member-owned and member-driven network, making the linkages among Member Institutions the core and probably the most important linkages in WaterNet.

The Secretariat and Management Board proactively engage members to become involved in WaterNet business. Members are also encouraged to develop joint research proposals that address the knowledge needs of SADC.

WaterNet is an active partner in various regional and global networks and is referred to as an example of how to design and implement capacity building in water for sustainable development and a best practice for network projects.

In the original project the Water Research Fund for Southern Africa (WARFSA) was conceptualised as being an integral part of WaterNet. Serious thought was given on how to attain the linkage between WARFSA and WaterNet as set out in the original project document with both programmes remaining autonomous in their governance and decision making. WARFSA on one hand being a research funding organisation based on the quality and merit of the proposal submitted to it whilst WaterNet's role is to ensure that good quality proposals are submitted to WARFSA by the Member Institutions and Masters students.

WaterNet has generally developed excellent and robust partnership with Global water Partnership Southern Africa (GWP-SA) in the delivery of its objectives and vice-versa particularly with regards to increasing awareness of IWRM at national, regional and international scales and more recently through joint capacity building for country IWRM planning and implementation. GWP-SA each year facilitates a one week seminar on the IWRM ToolBox to the WaterNet Masters students.

WaterNet has managed to reach out beyond academics and researchers but also to Country Water Partnerships coordinated by GWP-SA which present a different constituency (i.e. multi-stakeholder platforms that include government ministries, private sector, NGOs, researchers and practitioners).

Through a Memorandum of Understanding, WaterNet and GWP-SA implement a joint capacity building plan for IWRM planning and implementation in southern Africa. This takes advantage of WaterNet expertise in delivering short courses for IWRM professionals and subsequently leads to the adaptation, and transfer of knowledge through Country Water Partnerships. During Phase IIa this has been realised under the umbrella of the Partnership for Africa's Water Development (PAWD) project.

WaterNet and GWP-SA have used their various activities to showcase IWRM work in the region. Notably, GWP-SA launched a Regional Water Day in 2006 and this was followed by the Regional Water Dialogue in 2007 in which both organisations among others showcased their activities and achievements through formal presentations and mini fairs.

As an associated programme, WaterNet is active in GWP-SA governance by participating in the annual Consulting Partners meetings. On the other hand, as a supporting member of WaterNet, GWP-SA is represented by the Executive Secretary in the WaterNet Management Board.

WaterNet is a founding member of the Partnership for Water Education and Research (PoWER) and is also a key partner of Cap-Net the global network on human capacity building in IWRM. WaterNet participation and collaboration with Cap-Net has ensured

stronger links with other continental networks namely WA-Net the West Africa network and the Nile Basin IWRM capacity building networks and others beyond the continent.

In September 2006, WaterNet in partnership with Cap-Net, West Africa Network (WA-Net), Nile Basin Capacity Building Network and Caribbean WaterNet, were successful in a proposal submitted to the EU-ACP Water Facility through United Nations Development Programme (UNDP) and Global Water Partnership. The project aims at up-scaling IWRM capacity building efforts within the ACP (Africa, Caribbean and Pacific countries) with a total grant of 3.3 Million Euro and WaterNet being eligible to spend up to 0.3 Million Euro in its planned activities between 1 September 2006 to 31 August 2009.

During Phase IIa WaterNet delivered on a number of activities through collaboration with new regional and international partners involved in regional capacity building initiatives namely:

- InWent, Capacity Building International, Germany
- Regional Programme Support for Environmental Assistance to the Southern Africa Region on Integrated Water Resources Management supported by the Danish International Development Agency (Danida)
- World Conservation Union (IUCN) Regional Office for Southern Africa
- The Framework Programme for Research, Education and Training in the Water Sector (FETWater) (within the Department of Water Affairs-South Africa)
- Ramboll Natura and Stockholm International Water Institute (SIWI)
- Food and Agricultural Organisation of the United Nations
- WA-Net, West Africa Network in IWRM
- Nile IWRM Network
- German Federal Institute for Geo-sciences and Natural Resources (BGR, Bundesanstalt für Geowissenschaften und Rohstoffe)

The increasing number of collaborating partners within the region and outside is a clear testimony that WaterNet is recognised as a legitimate, authentic and partner of choice in capacity building in IWRM within the Southern African Development Community (SADC).

More details on the achievements of WaterNet so far are given in the bi-yearly progress reports and the WaterNet Phase I Final Report (2005).

## 4 WaterNet Phase IIb: 2008-2011

### 4.1 Progress during WaterNet Phase IIa

As described in the **chapter 2** the main focus for the Phase II project (2005-2009) is to forge and strengthen the existing network, to further develop and deliver its demand-driven educational products and to stimulate regional research on IWRM and its implementation at local, national and trans-boundary scale. These objectives for the second phase were articulated by the WaterNet members and other regional stakeholders through a consultative process. To attain the objectives of Phase II WaterNet has formulated clear outputs divided into concrete activities as indicated the WaterNet Phase II Strategy document; these are listed in **Annex 3**.

The implementation of the activities under Phase IIa started in April 2005 and the progress will be summarised below. More detailed information on the progress during Phase IIa can be found in the bi-annual progress reports.

***Objective 1: To forge a strong, demand driven and sustainable network of universities and research institutions in Southern Africa in the field of IWRM***

A major milestone during Phase IIa was the registration of WaterNet as legal entity through the lodging of a Notarial Deed of Trust in Gaborone, Botswana on 29 December 2006. This has paved the way for WaterNet to become a regional, legal, and independent body with in-house financial management systems governed by the Trust through a Board of Trustees.

For a smooth coordination of the WaterNet activities a fully staffed WaterNet Secretariat is a must. During Phase IIa staff was recruited for the positions of Programme Officer with two key result areas *viz.* communications and monitoring. Towards the end of Phase IIa the position of WaterNet Research Leader was filled lieu of the WaterNet Professional Training Officer with two key result areas *viz.* providing leadership to the WaterNet Challenge Program on Water and Food project and providing technical and managerial assistance to the WaterNet Manager. It was agreed that the position was more critical than that of the Programme Training Officer due to the complexities involved in coordinating the Challenge Program on Water and Food (CPW&F) research Project of WaterNet (WaterNet CPW&F PN 17).

It was agreed that the position of a full-time WaterNet Advisor from UNESCO-IHE stationed in Harare with the WaterNet Secretariat was not ideal and should be replaced by that of a situation where a multiple of Advisors (based on their expertise) are requested by the Secretariat to Harare for short missions based on the specific requirements *i.e.* clearly defined and mutually agreed tasks with the WaterNet Secretariat. So far In Phase IIa there has been 9 such missions of staff from UNESCO-IHE to advise and assist the Secretariat.

During Phase IIa WaterNet has increased its cooperation with other regional and international capacity building Institutions. These activities and linkages enhance the establishment and implementation of WaterNet PCN23 and will facilitate the application for WaterNet to become a SADC Subsidiary Institution.

WaterNet is an ever growing network and currently has 56 members in 15 countries. Guidelines have been developed for corporate entities to become members and so far 3 corporate organisations have been accepted as members. Also guidelines and eligibility for associate members have been developed with one member being classified as such. WaterNet has also invested efforts to increase ownership and to encourage partners to get involved in WaterNet activities through the Annual General Meetings (AGM) and Symposium attendance, staff exchange and various training opportunities for members through the Staff Development Fund and Professional Training Fund. Members are also required to present annual reports to the Secretariat. This is intended to provide input in the thorough evaluation of the current membership, its size and effectiveness whilst at the same time providing clear indications on how the network should evolve and be steered.

For the long-term financial sustainability of WaterNet it is essential to generate own income and to raise funds from external donors and from regional and national organisations and governments. In Phase IIa partnerships were created with various networks worldwide such as Cap-Net, GWP (Global Water Partnership), West-Africa Network (WA-Net), Nile Basin Capacity Building Networks and Caribbean WaterNet.

Funds were raised for a project on “Capacity building for integrated water management in Africa and the Caribbean” from the EU-ACP Water Facility with co-financing from GWP and UNDP. It is budgeted that WaterNet would be able to access up to Euro 0.3 Million under this arrangement. The funds will be used under the Fellowship and MSC dissertation Funds and Professional Training Fund of WaterNet.

Moreover, WaterNet managed to secure about 25 fellowships in Phase IIa from other external bodies, such as the Nile Basin Initiative, the EU, World Meteorological Office (WMO) and other organisations for candidates to undertake the WaterNet Masters programme in IWRM.

During Phase IIb WaterNet intends to introduce membership fees which will contribute towards the Management Fund of WaterNet. The modalities of the cash contributions are being developed by WaterNet Secretariat and will be presented for approval and adoption at the 9<sup>th</sup> WaterNet AGM to be held in October 2008. WaterNet intends to raise 0.13 Million Euro through membership fees. The fees are expected to increase through a phased implementation programme. The new legal status of waternet has provided an opportunity to receive and account for funds and donations from members and other non-traditional funding partners like Sida and DGIS.

During Phase IIa WaterNet also improved its internal quality assurance system by reviewing existing manuals for financial management and procurement. On request of Sida WaterNet has carried out an Environmental Impact Assessment of the programme activities and developed Gender and HIV/AIDS strategy documents. The outcomes of these strategic documents are being implemented in a phased fashion and will be integrated in the long-term strategy of WaterNet.

***Objective 2: To deliver and strengthen the jointly owned regional Master degree programme in IWRM***

The WaterNet IWRM Masters Programme has been offered annually during Phase IIa with the core programme hosted at the University of Dar es Salaam and the University of Zimbabwe. Since the start of the Masters Programme 5 specialisations (3 modules each) have been developed and offered, each hosted by: in addition to the two core institutions University of Malawi, University of the Western Cape and the Polytechnic of Namibia. A sixth specialisation on Water and Land was offered for the first time in 2007 and offered by the University of Botswana.

The advertisements of the annual intakes of the WaterNet IWRM programme are electronically circulated via members and associated networks such as GWP-SA, WARFSA and Cap-Net. On average over 200 applications have been received for each intake of which about 30 participants were selected for WaterNet fellowships based on merit and taking into account qualifications, experience, choice of specialisation and balancing nationality and gender. During Phase IIa 52 students (including non-WaterNet funded) graduated of which 40% were women. In the 2007 intake there are 44 enrolled students due to graduate in 2008 of whom 20 are female.

During Phase IIa the WaterNet Fellowship Fund was established to offer fellowships to students within the Masters Programme. Fellowships were awarded from WaterNet funds (85), Nile Basin Initiative (20), EU-ACP Water Facility (2 for the intake of 2007 only). Moreover, in collaboration with WARFSA, WaterNet has established an MSc Dissertation Fund during Phase IIa to support the research projects of the students. Efforts are made to increase the Funds for dissertation from external sources.

The establishment of review procedures and quality control system for the WaterNet Masters Programme has been initiated during Phase IIa and discussions have taken place in the Management Board meeting, the Coordinators of the Masters Programme meetings and the AGM. The approach to develop the quality assurance procedures has been agreed and Prof Graham Jewitt from the University of KwaZulu-Natal in South Africa (a WaterNet Member Institution) has been appointed to lead the review process. Meetings between the Coordinators of the Masters Programme have also been organised for standard setting and to agree on monitoring, evaluation and reporting methods and procedures. The appointment of Professorial Chairs at the two core-host institutions will assist in realising this activity during Phase IIb.

***Objective 3: To develop and deliver demand-driven training and education for practicing water sector professionals in Southern Africa***

During Phase IIa WaterNet has taken up its leading role in the professional training of water specialists in the SADC region. WaterNet, through its members, has offered more than 10 short courses in Phase IIa on various subjects ranging from Tracer Hydrology and Environmental Water Requirements to courses on mainstreaming HIV/AIDS and gender in IWRM and Public-Private Partnerships in the water sector. About 40 staff members of the WaterNet Members and 12 WaterNet Masters Alumni have participated in the short courses through awards from the Professional Training Fund.

The establishment of catchment partnerships on translating IWRM principles to management practice has been initiated in collaboration with GWP-SA. It is an on-

going process and focus will be on basin where activities take place through WaterNet's involvement in research.

The English for Water Managers has been offered once during Phase IIa, which is less than expected due to limited involvement of people from the targeted countries (non-Anglophone countries e.g. Angola, Mozambique, DRC and Madagascar). Besides this course a general seminar on communication, writing and presentation skills has been offered to all Masters students in 2007.

***Objective 4: To stimulate, regionalize and strengthen the research in the field of IWRM in Southern Africa***

WaterNet has become an active partner in initiating and facilitating research on IWRM and has got involved in two collaborative research programmes: the Challenge Program on Water and Food, where WaterNet is coordinating an IWRM research programme in the Limpopo Basin with 19 partner Institutions and the Smallholder System Innovation Watershed Management Project which involves 5 partners conducting research in the Thukela River basin in South Africa and the Pangani River Basin in Tanzania. During Phase IIa 30 Masters students have been engaged in the two research projects as part of their Masters dissertations with 12 PhD's enrolled and due to complete by the end of 2009.

The researchers and students from the two projects have contributed more than 15% of the papers at the WaterNet/WARFSA/GWP-SA annual Symposia.

Through training and mentoring, WaterNet, in close cooperation with WARFSA, has encouraged and supported members to develop multi-disciplinary research proposals. This has led to an increase of WaterNet members actively involved in research initiatives such as Ecological Sanitation or sustainable sanitation.

The process to establish 5 WaterNet Professorial Chairs to support capacity building in research was initiated during Phase IIa. The Chairs at the core hosting Institutions of the Masters Programme have been advertised and interviews have been conducted. Due to administrative processes at the Institutions the process has been delayed and one Professorial Chair was appointed in December 2007 at the University of Dar es Salaam whilst that of the University of Zimbabwe it is expected to be filled by the first quarter of 2008. Plans are underway to establish the three remaining Chairs within the first year of Phase IIb.

The WaterNet Secretariat has become active to search for funding possibilities for research activities. So far WaterNet has, in cooperation with Cap-Net and WA-Net, commissioned a training needs assessment for groundwater within IWRM in collaboration with the German Federal Institute for Geo-sciences and Natural Resources (BGR). It is expected that funding for the implementation of some of the identified needs will be sourced from the German Government (BMZ).

During Phase IIa WARFSA and WaterNet proposed to form a specific ad hoc consortium to tender for component two (LGWMP 005) of the Limpopo Groundwater Management Plan. The WARFSA-WaterNet consortium, with its established expertise and its widespread network is ideally placed to effectively realise the objectives for the Groundwater and Drought Management project in The Southern African Development

Community (SADC project) under a Global Environment Facility Trust Fund Grant. The services offered by WARFSA and WaterNet will entail management and disbursement of MSc grants to conduct research on Groundwater Dependant Ecosystems and groundwater valuation in SADC Member states. The outcomes of the submission are yet to be communicated by the SADC Water Division.

***Objective 5: To raise awareness and understanding of IWRM and its implementation at local, national and trans-boundary scale***

Raising awareness of IWRM has primarily been pursued through the annual WaterNet/WARFSA/GWP-SA Symposium and participation in other regional and international fora and meetings.

During Phase IIa the annual symposia have been organised in Swaziland (2005), Malawi (2006) and Zambia (2007) in cooperation with WARFSA and GWP-SA. The average attendance of the symposia has been in excess of 200 water and other sector professionals participating and on average about 120 papers being presented orally and in poster sessions.

During Phase IIa WaterNet decided to increase the number of young scientist attending the Annual Symposia. A decision was made to support recent WaterNet Masters graduates below the age of 35 with best papers due for presentation at the Symposium. So far seven nominees have attended the Symposium in Swaziland, Malawi and Zambia. Nominations have been made by the two core host institutions (in consultation with the WaterNet Secretariat). The nominations were based on the following criteria:

- Completion of the IWRM Masters Programme
- Selection to make an oral presentation at the Symposium
- Submission of full paper by the deadline date
- Equity considerations in terms of gender and geographic spread

Some of the funded graduate students have gone on to receive the “The Best Young Researchers Award” which entails funding to participate and present a paper at the Stockholm World Water Week. Eight such awards have been made during Phase IIa and these have been funded by the three collaborating partners WARFSA, WaterNet and GWP-SA.

WaterNet has participated in several leading fora in the region and elsewhere to raise awareness of IWRM and promote capacity building in the water sector. Amongst others, WaterNet was represented at the SADC Water Day, Regional water Dialogue, the World Water Forum in Mexico, the Stockholm World Water Week, Network Managers Meeting (Cap-Net family), and Partnership for Water Education and Research to name but a few. Participation in these national, regional and international meetings has given the network increased visibility and an opportunity to disseminate and share information on its objectives, activities and outputs.

The WaterNet Secretariat revived the WaterNet newsletter (WaterNet News) during Phase IIa with the first issue having been circulated in May 2006. The Secretariat has released 6 issues during Phase IIa. It is hoped that this will continue to improve communication between the Secretariat, WaterNet members and the water and other sector professionals in the region and beyond.

In Phase IIa WaterNet participated in a Cap-Net survey to establish communication tools among capacity building networks. A report emanating from the survey was released in February 2006 by Cap-Net.

The outcomes of the report on communication strategies and tools are being used by WaterNet Secretariat to improve communication with members and with other networks, thus responding more effectively to needs and demands for capacity building in the water sector at the local level as well as providing knowledge and experience to strengthen the global initiative towards IWRM.

In **Table 4.1** an overview is given of the progress of the activities during Phase IIa, which were defined for the whole Phase II period.

**Table 4.1** Overview of achievements in Phase IIa

Outputs	Activities	Progress Phase IIa
1. To forge a strong, demand driven and sustainable network	1.1 Establish WaterNet PCN23	On-going, progress satisfactory
	1.2 Promote member ownership	On-going, progress satisfactory
	1.3 Fully staffed WaterNet Secretariat	Target achieved
	1.4 Professional financial management	On-going, progress moderate
	1.5 WaterNet legal status	Target achieved
	1.6 Financial sustainability	On-going, progress moderate
	1.7 Monitoring, Evaluation	On-going, progress moderate
2. Deliver and strengthen the jointly owned WaterNet Master programme in IWRM.	2.1 Deliver Programme at 2 host institutions	Target achieved, on-going activity
	2.2 Offer 6 specialisations	Target achieved, on-going activity
	2.3 Fellowship fund	Target achieved
	2.4 Review procedure Masters programme	On-going, progress moderate
	2.5 Dissertation Research Fund	Target achieved
3. Professional training and education.	3.1 WaterNet professional training programme	Target achieved, on-going activity
	3.2 WaterNet professional training officer	Deviated to Research Leader
	3.3 Catchment partnerships	On-going, process slow
	3.4 English for Water Managers	On-going, demand less than expected
4. Research capacity building	4.1 Research capacity building	On-going through, disruptions within WARFSA
	4.2 WaterNet partner in IWRM research	On-going, progress satisfactory
	4.3 Funding new research activities	On-going, progress moderate
	4.4 Appoint 5 WaterNet Professorial Chairs IWRM	On-going, one appointed, progress slow
5. Raise awareness and understanding of IWRM	5.1 Develop and implement WaterNet Outreach activities	On-going, progress satisfactory
	5.2 Hold WaterNet/WARFSA Symposia	Target achieved, on-going activity

## 4.2 Priorities for WaterNet Phase IIb

With the establishment of the WaterNet Trust as a legal entity the remaining activities defined for Phase II will be implemented through the Trust. The transition in management from UNESCO-IHE to the WaterNet Trust will earmark the start of WaterNet Phase IIb, which is planned to start in April 2008 and run until March 2011. The priorities for Phase IIb directly relate to the progress made in Phase IIa in order to meet the objectives defined for the full Phase II period. Therefore, the main focus of Phase IIb will be on further strengthening of on-going developments and initiating activities not yet implemented during Phase IIa. In this section the priorities for WaterNet Phase IIb will be shortly discussed.

***Objective 1: To forge a strong, demand driven and sustainable network of universities and research institutions in Southern Africa in the field of IWRM***

The main challenge for the coming years is to reinforce the new organisational structure in such a way that the WaterNet Trust becomes a sound body, which will be able to smoothly implement the WaterNet activities and govern the network in a transparent way. Especially in the first year of Phase IIb this will require extra attention as the people involved need to be trained and coached to fulfil their new roles. Priority will also be given to the development and review of administrative organisation of the Trust and internal control mechanisms for management purposes e.g. financial management and procurement manuals that will need to be elaborated and submitted to the Cooperating partners for approval.

WaterNet is an official SADC programme and is in the process of registering as a SADC Subsidiary Institution. For the long-term sustainability of the network it is of utmost importance that WaterNet should continue to be recognised as a legitimate and authentic partner in capacity building in IWRM within the Southern Africa. Therefore in Phase IIb WaterNet will strive to become a SADC Subsidiary Institution by entering into an Memorandum of Understanding with the SADC Secretariat.

The increasing number of collaborating partners within the region and outside is a clear testimony that WaterNet is recognised as a legitimate, authentic and partner of choice in capacity building in IWRM within the SADC region. In this light continuously efforts will be given to increase joint activities with collaborating partners and foster relationships with them.

Further strengthening the network and increasing the ownership of the Members is an essential activity for a network organisation and therefore the staff exchange and staff development activities will continue during Phase IIb. Special emphasis will be given to increased involvement of members from Angola, DRC, Madagascar and Mozambique. Also promotion of membership, including membership of corporate entities and associate members, will continue in Phase IIb to create a robust, resilient and extensive network.

***Objective 2: To deliver and strengthen the jointly owned regional Master degree programme in IWRM***

The WaterNet IWRM Masters Programme will be implemented and further strengthened during Phase IIb. The Masters Programme will have annual in-takes of at least 40 students and the core programme as well as the six specialisations will be hosted by the WaterNet Members. During Phase IIb the Masters Programme curriculum will be reviewed and the Programme will be go through the accreditation process of SADC thereby gaining recognition it deserves within the region and outside.

***Objective 3: To develop and deliver demand-driven training and education for practicing water sector professionals in Southern Africa***

During Phase IIa the demand for short courses has been proven to be high. During Phase IIb at least 10 short courses will be offered within the Professional Training Programme. Especially the demand for short course on: gender and HIV/AIDS, water

supply and sanitation, climate change and water resources assessment all in the context of IWRM.

The short course English for Water Managers has not been given during Phase IIa, but it is foreseen that in the coming years professionals from Angola, Democratic Republic of Congo, Madagascar, and Mozambique, will become more involved in WaterNet activities and the need for the course will be increase.

***Objective 4: To stimulate, regionalise and strengthen the research in the field of IWRM in Southern Africa***

WaterNet will continue to be an active research partner initiating applied, integrated and multi-disciplinary research amongst its Members. On-going research includes research activities within the Challenge Program on Water and Food in the Limpopo Basin and Smallholder Systems Innovation Research Project in the Pangani and Thukela Basins. These are due to come to an end in 2008, but there are indications that the projects will be extended beyond this period with new funding for the second phases.

WaterNet will also like to diversify its research portfolio and put together fundable proposals with the following themes: gender and HIV/AIDS, water supply and sanitation, climate change and water resources assessment all in the context of IWRM.

In cooperation with WARFSA WaterNet will continue mentor and train Members in developing research proposals and implementing research activities.

***Objective 5: To raise awareness and understanding of IWRM and its implementation at local, national and trans-boundary scale***

Due to administrative constraints at the hosting Universities the establishment of the WaterNet Professorial Chairs in IWRM has been delayed in Phase IIa. However, 2 positions have been advertised and interviews carried out with potential candidates for the Chairs at the core hosting institutions of the Masters Programme. The position for the Chair at the University of Dar es Salaam was concluded and the Chair occupied in December 2007 whilst that for the University of Zimbabwe was offered to the successful candidate whom it is hoped will occupy the Chair within the first quarter of 2008. During Phase IIb the establishment of the three remaining Chairs will get priority and all 5 positions are expected to be filled before March 2009.

For monitoring and planning purposes the Logical Framework and GANTT chart presented in the WaterNet Phase II document have been updated for Phase IIb (see **Annex 4 and 5**).

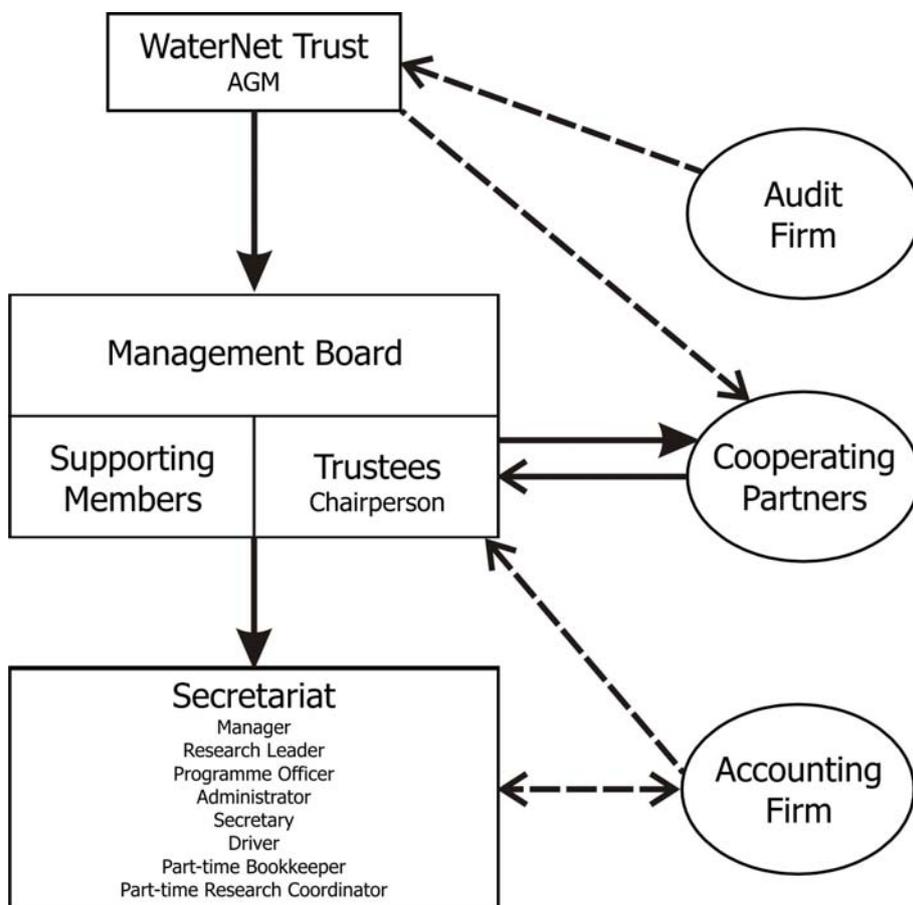
## 5 Implementation of WaterNet Phase IIb

### 5.1 Governance of WaterNet

The network which has been governed by its constitution is now a legally registered institution governed by a Trust through a Board of Trustees. The transformation process is geared to continue such that WaterNet becomes a regional independent entity with in-house financial management systems and with a capacity to negotiate directly with funding agencies by the end of Phase IIa.

The founding document of the WaterNet Trust, Notarial Deed of Trust (**Annex 1**) gives effect to WaterNet’s objectives and mission and retains its character as a multilateral not-for-profit membership based organisation. In addition, the SADC “Guidelines Governing Relations between SADC and Organisations Executing SADC Programmes and Projects under the Principles of Subsidiarity” have also been taken into account.

With the registration of WaterNet as a Trust a new governance structure has been created. The governance structure has replaced the Steering Committee by a Management Board consisting of a Board of Trustees and Supporting Members, with the latter not having fiduciary responsibilities. The structure as interpreted from the Notarial Deed of Trust is shown in **Figure 1**.



**Figure 1** WaterNet Management Structure (Accounting Firm and Audit Firm are included only to clarify financial management structures)

In summary the WaterNet governance and financial management is envisaged to function as follows:

1. The WaterNet Trust consists of members who are represented in the Annual General Meeting (AGM); which is the overall governing body of WaterNet.
2. Periodically the AGM elects the Board of Trustees in accordance with specific election procedures. The WaterNet Board of Trustees is accountable to the AGM, as specified in the Deed of Trust.
3. The Board of Trustees has fiduciary responsibilities (in short can be sued or can sue in a competent court of Law established through various grant or other agreements with for example Cooperating Partners or members).
4. Supporting members are invited by the Board of Trustees to provide an advisory and consultative role as specified in the Deed of Trust. The Board of Trustees and Supporting Members together constitute the Management Board.
5. Basket funding from multiple donors provide the financial resources for WaterNet's activities. The WaterNet Trust (represented by the Board of Trustees) is accountable to the donors as specified in the grant agreements.
6. The Board of Trustees shall nominate among themselves members to constitute the Financial Committee of the WaterNet Trust.
7. The staff of WaterNet has an employer-employee relationship with the WaterNet Trust, governed by employment contracts.
8. The Secretariat is headed by a Manager with full-time support staff which includes a Research Leader, an Administrator, Programme Officer, Secretary and Driver/Messenger. Part time- staff includes a Research Coordinator and Bookkeeper.
9. The Secretariat executes and coordinates WaterNet activities through the members.
10. Supporting members provide advice and support to the members in terms of governance and within activities.
11. The Board of Trustees appoints Accounting firm to provide and backstop financial management services. The firm is accountable to the Board of Trustees.
12. The Secretariat in liaison with the Accounting firm carries out financial management services.
13. The Trust appoints an Audit firm accountable to the Trust and the Trust in turn to the Cooperating Partners.

The detail on the roles and responsibilities in relation to financial management are described in **Annex 6**.

## **5.2 Reporting**

The transfer of financial management and some administrative functions from UNESCO-IHE to WaterNet requires the establishment of WaterNet procedures, protocols, operational rules, and financial management systems. Most of these are at various levels of development and shall be concluded and tested before the end of Phase IIa. It is the intention of WaterNet to maintain a similar reporting and financial management structure (including audits) managed from the region whilst maintaining a lean and efficient Secretariat guided by the Management Board through the WaterNet Trust.

It is also the intention of WaterNet to harmonise and synchronise narrative and financial reporting to DGIS and Sida. The WaterNet Trust envisages synchronisation of reporting (narrative and financial) for the Phase IIb Project based on the calendar year i.e. from 1 January to 31 December every year. It is proposed that the following reporting periods be considered:

- The first report (narrative and financial) for the Phase IIb to be submitted to both Sida and DGIS will cover the period 1 July to 31 December 2008 and will be submitted no later than 30 April 2009.
- The subsequent six-monthly reports (narrative and financial) will be submitted to both Sida and DGIS no later than 4 months after the reporting period.
- Audit report to be submitted to both Sida and DGIS at the end of each financial year (January to December) no later than 30 April of the following year.

The WaterNet Trust needs to be able to account effectively and transparently for all income received from funding partners and all expenditure of monies. To achieve this aim it must have a reliable system of accounting, which is supported, by an appropriate system of internal control. The Trust is bound by the requirements of funding partners when it enters into agreement with them to receive funds.

The books of accounts of the Trust need to be drawn up in such a manner that they clearly reflect the amount of un-utilised funds and provide full details of what donor funds have been expended on. In summary, the Trust must meet the objective of true and fair accounting for a non-government organisation which is recognised as contributing to enhance regional capacity in IWRM through training, education, research and outreach by sharing the complimentary expertise of its members.

WaterNet has engaged the services of KPMG a reputable Accounting firm domiciled in Botswana to offer supplementary financial management functions of WaterNet Funds which will be held at a Bank in Gaborone, Botswana. The Accounting firm has been appointed temporarily for a few months up to the end of Phase IIa to ensure that there is a smooth start-up of the Phase IIb Project.

WaterNet drew up Terms of Reference and approached three international accounting firms in Gaborone (KPMG, Price Waterhouse Coopers and Deloitte and Touche) by requesting them to submit expressions of interest and quotations for the envisaged services.

The selection process highlighted KPMG as preferred firm and UNESCO-IHE was requested by the Board of Trustees to contract KPMG for a two month period to establish a parallel financial administration, to assess the services required and to test the accounting procedures of the WaterNet Trust. Other start-up activities include facilitating the opening of bank accounts in Botswana, securing tax exemptions from the Government of Botswana. The firm will also assist WaterNet to further develop and/or review its financial management policies. In case of a positive assessment after the two months contract with UNESCO-IHE, KPMG shall be appointed by the WaterNet Trust through a contract for a specified period, subject to renewal or termination by both parties. The Accounting firm shall be answerable and accountable to the WaterNet Board of Trustees.

The overall financial management system is expected to ensure automatic adherence or compliance to grant agreements entered into by the Trust and Cooperating Partners. The financial management system to be established has to ensure efficient and sound procurement, whilst at the same time ensuring a strong degree of transparency, fairness and integrity in the procurement and contract management process for WaterNet activities.

The Accounting firm will serve as the locality of an independent audit(s) (i.e. all original documents/vouchers/payment requests etc will be physically located at their premises) and will be responsible for compiling half-yearly financial reports submitted to the Cooperating Partners, and the members via the Board of Trustees.

The Accounting firm will arrange and prepare for annual external audits which will be conducted by an Audit firm appointed by the WaterNet Trust and the Audit report will be submitted to the AGM and Cooperating Partners via the Trustees. The invitation of the Audit firm shall be done by the Accounting firm at such a time at the beginning of each calendar year to ensure compliance with funding agreements entered into by the Cooperating Partners and WaterNet Trust. It is expected that a senior staff member(s) of the Accounting firm will become a signatory of the foreign currency denominated (United States Dollars) and or Pula WaterNet Bank account(s) held in Gaborone, Botswana under the Trust.

The Accounting firm shall without delay make available funds to the regional programme activities as requested by the Secretariat staff (Manager and or Administrator or a representative of the Finance Committee of the Board of Trustees), provided such funds have been disbursed by the Cooperating Partners.

The financial management and reporting on WaterNet funds follows a hierarchical structure as dictated by the WaterNet Trust and its Members which meets at the Annual General Meeting (AGM). Such roles and responsibilities are described in **Annex 6** and in line with the governance structure presented in **Figure 5.1**.

### **5.3 Role of UNESCO-IHE**

The role of UNESCO-IHE during Phase I and Phase IIa was to facilitate the process of establishing the network, starting up the main activities, incorporating WaterNet as a legal entity, and ensuring that it became an efficient and transparent organisation that can stand on its own.

UNESCO-IHE has played an important role in two aspects of WaterNet. One is the scientific support in the development of the Master programme and the other in facilitating research development and linking WaterNet partners to the international research community and funding opportunities. UNESCO-IHE continued during Phase IIa to function as the main knowledge back-stopper for the continued consolidation of the programme.

UNESCO-IHE has continued its role as a strong international partner to WaterNet. The Institute has had three major roles in the network during the Phase IIa:

- Financial administration and capacity building
- Advisory role to the network
- Scientific and knowledge back-stopping, including quality control and scientific accreditation

At the WaterNet Donors Meeting (March 2007) WaterNet Management indicated a desire to maintain the important role of UNESCO-IHE as a supporting member mainly for scientific backstopping, quality control and assurance. Although the network has had 7 successful years it still remains fragile due to staff turnover within the management structures and the membership. The intimate relationship UNESCO-IHE (as a UNESCO institution) will over and above provide an important global anchoring of WaterNet activities ensuring that the science and best practices are continually updated in line with international knowledge and experiences. It is hence important for WaterNet that in renegotiating the funding agreements for WaterNet Phase IIb that the important link with UNESCO-IHE is maintained and this was acknowledged by both DGIS and Sida.

In the light of the above WaterNet will request UNESCO-IHE to provide Institutional Development support to the network on an annual basis according to the Annual Workplan of WaterNet. The support will be executed through a Memorandum of Agreement between the WaterNet Trust and UNESCO-IHE based on the Memorandum of Understanding between the Institutes. For more details on the financial implications of the cooperation between the WaterNet Trust and UNESCO-IHE refer **chapter 6**.

## 5.4 Hosting of WARFSA

### Background

Following the termination of the management agreement between Sida and IWSD regarding the Water Research Fund for Southern Africa (WARFSA) on Friday the 29<sup>th</sup> of June 2007 the WaterNet's regional twin programme consequentially became inactive. In the succeeding period WaterNet has made a number of representations with various stakeholders for a provisional hosting of WARFSA.

This section describes WaterNet's potential to host WARFSA by ensuring that WARFSA remains autonomous and transparent in terms of reviewing, awarding and disbursing research grants on one hand whilst facilitating ownership within the region through the WaterNet Trust as represented in the AGM (refer to **Figure 1** and **Annex 1**) and involving other stakeholder representatives to ensure that WaterNet members are not prejudiced or have an undue advantage in accessing WARFSA grants.

The hosting involves establishing ownership, legal and financial management. There is a possibility of a full and partial hosting depending on the circumstances and it is important to indicate that the option described here is yet to be fully investigated and clarified further. What is presented here is to a large extent the mandate given to WaterNet at the 8<sup>th</sup> AGM namely, to do whatever possible in facilitating the resuscitation of WARFSA within the shortest possible time.

With WaterNet established a legal entity, and having set-up governance structures which are truly regional it follows that WARFSA can be hosted in terms of ownership

for a short or long-term period. The sections that follow present the historical and programmatic logic of why WaterNet would be the likely host in view of the regional environment and circumstances.

### **Historical Justification**

The various regional stakeholders and Cooperating partners realise the crucial symbiotic relationship between WaterNet and WARFSA. Both programmes were mooted following a conference of ministers responsible for water resources management in SADC and EU nations, convened in Maseru to discuss the Management of Shared River Basins in May 1997.

At this conference there was consensus on the need for integrated water resources management (IWRM) in both regions and the lack of sufficient capacity to implement IWRM particularly in SADC. A strong recommendation was made for regional capacity building in the SADC region and the associated levelling of the playing field. Levelling the playing field implied that less well endowed riparians needed to be strengthened to improve their negotiating position and hence enhance opportunities for agreements to be reached.

Regional IWRM research which has been funded mainly through WARFSA feeds new knowledge into the educational programme on issues related with IWRM and it supplies society with relevant research for practical implementation. In addition, research has provided an important incentive to educational staff. It has enhanced their professional satisfaction and created a stimulating academic environment. The planning workshop held on 30-31 March 1999 at Oasis Hotel in Harare, Zimbabwe in Harare, concurred that a research fund was needed, and recognised the value of ploughing back research findings into education. In addition it was recommended to develop an outreach programme that communicates with society and the professional community. This would enhance the societal and political relevance and applicability of the research undertaken.

WaterNet and WARFSA were thus a natural and direct response to this urgent need for regional cooperation in IWRM. WaterNet's relationship with the Water Research Fund for Southern Africa (WARFSA) has thrived over the years due to the mutual recognition of the complementary roles of the two programmes. Since the first planning workshop and the various meetings which led to the launch of WARFSA it has been the general understanding by all stakeholders that within the IWRM capacity building context there would be four main activities with the SADC region *viz.* education, training through short professional courses, research and outreach. It has also been understood that WaterNet will fulfil mainly the first two, WARFSA the third and jointly on the fourth with the support of GWP-SA. Hence a non-functional WARFSA will have negative impacts on the WaterNet programme and other related IWRM initiatives in the region.

### **Programmatic Justification**

In forging WaterNet the following principles and values have become synonymous and characterise the network. It is the same values and principles that WARFSA has also pursued.

**broadness:** a broad approach to the subject matter (integrated water resources management).

<b>equality:</b>	partners in the network have equal status, independent on the relative importance of their contributions.
<b>region-based:</b>	stimulating regional cooperation in education, research and information sharing and hence contribute to building trust and understanding
<b>region-owned:</b>	full ownership of the network by regional partners.
<b>gender balance:</b>	aiming at establishing a gender balance in IWRM, both with regard to the implementation of the WaterNet programme and the involvement of women in IWRM in general.
<b>building capacity:</b>	as important as the subject matter itself is creating stimulating conditions for research and education in the region.
<b>inclusive:</b>	the initiative is not exclusive, the network can grow over time as new participants and cooperating partners join the network.
<b>transparent:</b>	openness in allocating resources; transparent and based on merit.
<b>innovative:</b>	stimulating innovative approaches and techniques and building on academic excellence.
<b>communicative:</b>	emphasis on information sharing and exchange (including access to Internet).
<b>dynamic:</b>	open ended, programme approach which allows the initiative to grow over time.

At the 2<sup>nd</sup> WaterNet Management Board Meeting and 8<sup>th</sup> WaterNet AGM held last year and most recently the 3<sup>rd</sup> WaterNet Management Board Meeting, revival of WARFSA was discussed. It was highlighted that the problems of WARFSA emanated from limited ownership and governance and that finding a new physical or financial host institution would not simply solve the problem. It was suggested that by allowing WARFSA to function through WaterNet structures the problem of ownership could be solved whilst at the same time ensuring that WARFSA remained independent particularly with regard to the functions of its ‘Scientific Research Board’.

In the last six months WaterNet Secretariat had some discussions with Sida, representatives, SADC Water Division, IWSD staff, some members of the WARFSA Scientific Research Board to find a speedy solution which involved a phased approach i.e. coming up with an interim arrangement coordinated (hosted) through WaterNet (Secretariat and Management structures) and then working out a long term solution or modalities which will ensure that the WARFSA activities are not disrupted further. At the 3<sup>rd</sup> WaterNet Management Board Meeting held on 24-25 April 2008 it was agreed that a solution resided in the hosting in terms of ownership of WARFSA by WaterNet.

### **Ownership Hosting Option**

Within the confines of this WaterNet Phase IIb Project document the following proposal is made to ensure that ownership hosting of WARFSA by WaterNet takes place. It is expected that other details will be made available after full consultation and agreement with regional stakeholders.

WARFSA like WaterNet requires regional ownership, and the region could ideally be represented by SADC through the SADC Water Division under the Directorate for Infrastructure and Services. But SADC may not be an efficient and practical owner. An effective representative of SADC could be the WaterNet AGM (WaterNet Trust), which has a very broad and inclusive representation of the region.

The option presented here is that the WaterNet AGM owns WARFSA. The WaterNet AGM would then appoint or dismiss a management agency for WARFSA, as well as the WARFSA Scientific Research Board. The management agency will handle the financial and administrative duties.

The revival of the Scientific Research Board is essential whilst maintaining the terms of reference and appointment criteria stated in the WARFSA ‘Operational Guidelines and Statutes’. The only variation being that the Scientific Research Board will be accountable to the WaterNet Trust (AGM) which would include other constituencies to avoid conflict of interest between WaterNet Trust and WARFSA.

## 6 Budget allocations for Phase IIb

### 6.1 Proposed budget

The long-term viability of WaterNet will greatly depend on whether members can fund their own activities from fees and support from international, regional, national and local organisations. WaterNet is currently developing its long-term strategy which will include the financial aspects, income generation and fundraising.

**Table 6.1** below provides a summary of the funding status of WaterNet during Phase II (2007).

**Table 6.1** Summary of funding: WaterNet Phase II (2007)

<b>Contributor</b>	<b>Amount (Million Euro)</b>
DGIS <sup>1</sup>	4.8
Sida	2.6
Challenge Program on Water and Food	1.3
EU-ACP Water Facility/GWP/UNDP	0.3
<b>Total in cash</b>	<b>9.0</b>
Members contribution <sup>2</sup>	2.0
<b>Grand Total</b>	<b>11.0</b>

For WaterNet Phase II the budget has been structured in 14 dedicated funds (see **Annex 7 and 8**), which have been disbursed in accordance with regulations and criteria established by the WaterNet Management Board and approved at the Annual General Meeting. During the implementation of Phase IIa the basket fund structure has been proven to be helpful to set priorities on activities by keeping expenditures flexible.

The revised budget for requested funds for Phase II was presented at the 13<sup>th</sup> WaterNet Steering Committee Meeting and agreed upon and finally adopted by the Members at the 6<sup>th</sup> AGM in November 2005. The highlight of the revised budget is that in order to simplify accounting and reporting procedures the Sida subsidy was dedicated to certain line items viz. the Fellowship Fund, MSc Dissertation Fund and the Professorial Chair Fund. It was anticipated that any excess expenditure over and above the Sida grant would spill over into the Fellowship Fund that would be met through the anticipated DGIS grant of Phase IIb. The readjusted budget incorporating a 2% contingency and showing the split between Sida and DGIS subsidies is shown in **Table 6.2**.

<sup>1</sup> Assuming that DGIS grants the second tranche of 2.4 Million Euro i.e. WaterNet Phase IIb.

<sup>2</sup> In kind and dispersed cash contributions.

**Table 6.2** The WaterNet revised budget for Phase II showing the split between the Sida and DGIS subsidy

WaterNet Fund	DGIS Subsidy [Euro]	Sida Subsidy [SEK]	[Euro] <sup>3</sup>	Total Subsidy [Euro]
Management Fund	1,934,000	0	0	1,934,000
International Backstopping	441,000	0	0	441,000
Nodal Strengthening Fund	150,000	0	0	150,000
Symposium Fund	352,500	0	0	352,500
Publication Fund	75,000	0	0	75,000
Fellowship Fund	238,750	12,534,000	1,303,500	1,542,250
MSc Dissertation Fund	190,000	5,504,000	572,500	762,500
Curriculum Development Fund	66,000	0	0	66,000
Staff Exchange Fund	406,000	0	0	406,000
Professorial Chair Fund	0	6,462,000	672,000	672,000
Catchment Partnership Fund	35,000	0	0	35,000
Professional Training Fund	578,000	0	0	578,000
Language Course Fund	100,000	0	0	100,000
Staff Development Fund	137,750	0	0	137,750
Challenge Program	0	0	0	0
Contingencies	96,000	500,000	52,000	148,000
<b>Total</b>	<b>4,800,000</b>	<b>25,000,000</b>	<b>2,600,000</b>	<b>7,400,000</b>

The requested funding from DGIS and Sida for WaterNet Phase IIb is based on the revised budget for Phase II presented in **Table 6.2**. At this stage it is assumed that the remaining part of the allocated Sida (as of the end of December 2007) funding will be integral transferred from UNESCO-IHE to the WaterNet Trust in last half of 2008. On request of both donors the strategy is developed for a 3-year period instead of the original proposed 2.5-year period. This has led to slight budget increases to cover the expenses during the extra 6 months as shown in **Table 6.3** below.

**Table 6.3** Summary of requested budget for Phase IIa and IIb

Funding Agency	Original budgeted Phase II document [Euro]	Proposed Requested budget [Euro]
DGIS	2.4 million	2.86 million
Sida	1.3 million <sup>4</sup>	1.71 million
<b>Total</b>	<b>3.7 million</b>	<b>4.57 million</b>

It is proposed that to maintain the same budget allocations and structure for Phase IIb as provided in the Strategy document for Phase II. This means that funding for the Fellowship Fund, the MSc dissertation Fund requested from Sida, while the other Funds will be dedicated to DGIS. The variation from the original Phase II Strategy is that the Professorial Chair Fund will be funded through both the Sida and DGIS subsidy. However, minor changes in the budget allocations are proposed. More it is suggested to establish a new fund during Phase IIb, namely the Alumni Association Fund.

The original budgeted amounts per fund and the current suggested amounts are given in **Table 6.4** indicating the contributed funds from WaterNet. The detailed budget for

<sup>3</sup> An exchange rate of 1 Euro = 9.6153484 SEK is assumed.

<sup>4</sup> Figure based on the Audit report for the year 2007 which indicated a balance of approximately 1.71 Million Euro of the Sida budget (December 2007). It is estimated that at the commencement of the Phase IIb project on 1 July 2008 a balance of 1.71 Million Euro will be available subject to approval of placing all expenditures for the first half of 2008 on the DGIS Phase IIa allocation.

Phase IIb is given in **Annex 7**. The justification for the changes in budget compared to the originally proposed budgets is given in **section 6.2**.

Cash contributions in the form of membership fees are proposed during the Phase IIb project. The contribution will be allocated to the Management Fund and these will be increased after assessment during the project duration.

**Table 6.4** Original and proposed budget for WaterNet Phase IIb

<b>WaterNet Fund</b>	<b>Original budget for Phase IIb (based on 2.5 years) [Euro]</b>	<b>Proposed requested budget for Phase IIb (based on 3 years) [Euro]</b>	<b>Proposed contributed budget for Phase IIb (based on 3 years) [Euro]</b>
Management Fund	802,000	1,242,240	130,000
International Backstopping	196,000	230,000	0
Nodal Strengthening Fund	60,000	75,000	0
Symposium Fund	112,500	270,000	150,000
Publication Fund	75,000	90,000	0
Fellowship Fund	750,000	1,020,000	360,000
MSc Dissertation Fund	550,000	300,000	90,000
Curriculum Development Fund	18,000	36,000	0
Staff Exchange Fund	174,000	200,000	0
Professorial Chair Fund	420,000	483,000	144,000
Catchment Partnership Fund	35,000	52,500	36,000
Professional Training Fund	343,000	325,000	150,000
Language Course Fund	50,000	40,000	0
Staff Development Fund	57,750	60,000	0
Alumni Association Fund	0	50,000	0
Contingencies	74,000	96,260	0
<b>Rounded Total</b>	<b>3,70 million</b>	<b>4,57 million</b>	<b>1,06 million</b>

## 6.2 Justification for requested funds

As mentioned in the previous section the requested funds for the Phase IIb involve changes in several WaterNet Funds and the creating of a new Fund. Most changes are related to extension of the project by 6 months; however, some changes also include structural changes in the budget. The justifications for those structural proposed changes in budget allocations for Phase IIb are given below.

### Management Fund

The WaterNet Management Fund covers the costs of running the network. In the Phase IIb of the Project it allows for a fulltime Manager, Research Leader, Programme Officer, Administrator, Secretary and Driver/Messenger for the WaterNet Secretariat. It also allows for the engagement of part-time Bookkeeper. The estimated fees for the different positions are based on the experience of WaterNet Phase IIa and include a provision for contribution of pay as you earn (PAYE) for the Secretariat staff, medical aid cover, pension and value added tax (VAT) for the WaterNet Trust. The details of these are currently being investigated and will only be known in due course. In the event that the WaterNet Trust is granted the immunities and privileges by the Government of Botswana, VAT and PAYE might not be applicable.

The Fund also allows for the operations of the Secretariat, based on estimates of the WaterNet Phase IIa Project. It is assumed that WaterNet will continue to be hosted free of charge by a SADC member country institution, presently and in the near future.

The Management Fund for the Phase IIb Project contains honoraria for the Board of Trustees and operational costs for the Trust including costs for meetings. The estimates for the honoraria are based on a survey of amounts paid to Trustees of not-for-profit making organisation like WaterNet. It is foreseen that the honoraria for the Trustees will be paid from the levy of the WaterNet members that will be introduced before the end of Phase IIb or other sources, however, for the time being they will be included in the budget of the donors.

Included in the Phase IIb Project are also fees for the Accounting firm and Law firm which are critical for backstopping financial management and ensuring there is adequate legal advice for the WaterNet Trust protocols and operational statutes. The financial accounting fees will be recurrent whilst legal fees will be based on specific assignments. The estimated costs for the accounting fees are based on an assumption that they would not exceed 5% of the total funds disbursed and accounted for through the Accounting firm including both the DGIS and Sida grants to WaterNet.

In the Phase IIb the Management Fund excludes the assignment of an Adviser who previously has been recruited from UNESCO-IHE. The Phase II budget had allocated an amount of Euro 547.000 over the five year period (2005-2009) i.e. Euro 273.500 for each of Phase IIa and IIb.

**Table 6.4** provides details of the requested Management Fund for Phase IIb Project.

**Table 6.4** Requested funding for the WaterNet Management Fund for Phase IIb Project

<b>WaterNet Management Fund</b>	<b>Requested funding [Euro]</b>
SECRETARIAT STAFF	
Network Manager	205,200
Network Research Leader	126,720
Network Programme Officer	87,120
Administrator	69,120
Secretary	43,200
Driver	34,560
Part-time Bookkeeper	27,720
<b>Sub-total</b>	<b>593,640</b>
SECRETARIAT OPERATIONS	
Office costs	90,000
Regional travel etc. Manager/Research Leader	83,000
Transport, Communications	45,000
Information/Documentation	60,000
Programme Evaluation	20,000
<b>Sub-total</b>	<b>298,000</b>
BOARD OF TRUSTEES	
Honoraria	60,600
Meetings and operational costs	60,000
<b>Sub-total</b>	<b>120,600</b>
ACCOUNTING AND LEGAL SERVICES	
Accounting services fees	150,000
Legal advice fees	35,000
Audits	45,000
<b>Sub-total</b>	<b>230,000</b>
<b>Grand total</b>	<b>1,242,240</b>

### Scientific Backstopping Fund

The Scientific Backstopping Fund allows the members via the WaterNet Secretariat to call upon international expertise to serve specific needs in the network. Based on experience in Phase I and Phase IIa, there is a regular demand for specific guest lecturing in support of new curriculum development and in feedback on specific Masters studies. Next to this, support is required for building research capacity, in which international expertise will be sought to co-develop research agendas and proposals. Part of the expertise requires short-term missions to the region and part can be done with distance coaching mechanisms. In the Phase II Project a budget allocation of Euro 441,000 had been made based on experience of Phase I i.e. approximately Euro 220,500 each for the Phase IIa and IIb.

It is suggested for Phase IIb budget that 230,000 Euro is reserved for the International General Scientific Backstopping Fund (e.g. for guest lecturing, short course delivery, Masters research supervision). The WaterNet Trust will decide on a case-to-case basis which organisation will deliver services to WaterNet depending on their needs. Although, in principle UNESCO-IHE is the preferred candidate in the light of the historical role of the Institute during the establishment of WaterNet, the WaterNet Trust will utilise this budget to explore and develop robust and resilient relationships with other organisation within and outside the EU.

The special position of UNESCO-IHE and the envisaged cooperation between the WaterNet Trust and the Institutes has been further defined and elaborated in a MoU which waits the signing by both parties. The WaterNet Trust assumes that in case requested services for general scientific backstopping are defined in the annual work plans under this MoU procurement through a tendering process for the services will not be required.

Additional to the budget requested for WaterNet Phase IIb UNESCO-IHE will support WaterNet with institutional development through activities such as quality control and scientific accreditation. These activities will be carried out under the UNESCO-IHE's Global Partnership for Water Education and Research. This arrangement is also elaborated in the MoU between the WaterNet Trust and UNESCO-IHE.

The International General Scientific Backstopping Fund on the WaterNet Phase IIb budget and the Institutional Development support from UNESCO-IHE are assumed together to give sufficient backstopping support to WaterNet to consolidate itself during the critical transition period.

### Symposium Fund

The budget allocation for the Symposium is proposed to be increased to 90,000 Euro per event compared to 56,250 budgeted for Phase II. This is based on higher expenditures during previous symposia than originally budgeted due to an increase on WaterNet funded participants as result of an increase in WaterNet members. Moreover, due to an extension of the project with 6 months an additional Symposium will be organised during the project period, hence, the costs have been covered in the proposed budget.

### Fellowship & MSc Dissertation Fund

Sida is mainly funding the WaterNet Fellowship and MSc Dissertation Fund, however, in the Strategy II document budget from DGIS was reserved for those funds in case Sida funding would not be sufficient. At this stage it is anticipated that the Sida funding will be sufficient to fund the costs of the two funds. Hence, the contribution of DGIS towards the Funds in the budget of Phase IIb will be reduced to zero.

It is envisaged that 10 additional fellowships each year will be obtained from other sources bringing the total enrolment each year to 50 participants on average.

### Staff Exchange Fund

The budget of the Staff Exchange Fund is proposed to be slightly higher (36,000 Euro in total) than originally proposed in Phase II Strategy document. The staff exchange is one of the main network activities and the Fund is mainly used to support guest-lecturer inputs from WaterNet members in the WaterNet Masters Programme.

### Professional Training Fund

The budget of the Professional Training Fund is proposed to be 18,000 Euro lower than originally proposed in the Phase II Strategy document. Although the professional training programme is one of the main activities of WaterNet, it is anticipated that sufficient external funding can be generated to fund part of the implementation of the short courses for water sector professionals. The development of new short courses will be fully funded by the Fund as well as limited participation of WaterNet members and Alumni in the courses.

### Language Fund

The budget of the Language Fund is proposed to be slightly lower (10,000 Euro in total) than originally proposed in Phase II Strategy document. This is mainly because the demand for the English for Water Managers course has been lower than expected during Phase IIa. During Phase IIb WaterNet will emphasise on active participation of members from non-English speaking countries (e.g. Angola, DRC, Madagascar and Mozambique), however, a reduction of the allocated budget for the Language Fund is assumed realistic.

Besides the language course this budget will also be used for workshops on presentation and writing skills for the Master Programme students.

### Alumni Association Fund

It is suggested to create a new fund for Alumni involved in the network during Phase IIb with a budget allocation of 50,000 Euro in total. During the 8<sup>th</sup> WaterNet/WARFSA Symposium in November 2007 in Lusaka, Zambia, the WaterNet Alumni Association was launched and this budget is mainly meant to facilitate an active alumni community. Start up and general operational costs for the Alumni Association will be funded by this Fund, including costs for alumni meetings, workshops and limited honorarium of the Alumni Association Board members and other members involved in drafting the constitution, statutes, rules and regulations for membership. The costs per Alumni

activity and for organising and facilitation the workshops are based on experience with similar activities.

The WaterNet Alumni Association aims to further impact society by translating lessons, knowledge, experiences and expertise of alumni into actions at all level of water resources management. Over 200 Alumni of the WaterNet Masters programme or WaterNet funded graduates have been produced since the inception of the programme and more than 600 have attended WaterNet organised or facilitated short professional training courses.

The Alumni Association will provide a platform for the members to give back to the programme that changed their lives and also for them to be organised and be able to act as front line “Ambassadors” to the region and the world in terms of IWRM. WaterNet will fervently encourage all its Alumni to partake in the network’s aims and activities so as to broaden, deepen and strengthen the IWRM cause in the region.

## 7 WaterNet Long-term strategy

WaterNet has embarked on developing its long term strategy based on its long-term development objective described in **chapter 2**. In contemplating the long term strategy WaterNet will consider not only the financial sustainability of the programme but also the human resource in terms of expertise required to continue providing such capacity building efforts. There is no doubt that the impact of WaterNet has been substantial due to external support in terms of both money and technical assistance.

A number of key issues need to be explored and incorporated into the long-term strategy document. These include the prospect of continued external support, the retention and maintenance of developed capacity. It is clear that the programme has had commendable and vital outputs but at the same time the human and institutional capacity short-comings are still apparent within the water sector in the region.

The long term strategy has to capture regional developmental trends and should be amenable to updating on a continual basis taking into account the regional challenges like the HIV/AIDS scourge, water related disasters like droughts and floods, poverty alleviation and improvement of livelihoods, environmental protection and climate change. The strategy will also provide a framework of measuring or mapping the impact of the capacity building efforts.

The subject areas or terms of reference for the long-term strategy development would entail the following:

- Facilitate a long-term strategic visioning exercise for WaterNet with partners towards ensuring WaterNet is still relevant in the next 10-15 years:
  - Consider WaterNet's current and likely future roles in the SADC region taking into cognisance the WaterNet's new status and relationship with supporting members and other organisations.
  - Comment on changes in strategic focus areas of WaterNet since inception and how the current strategy may evolve into a future strategic direction for the next 10-15 years.
- Develop Financial Plan and Strategy:
  - Develop the WaterNet Financial plan (indicating expected expenses and sources of funds and income).
  - Identify ways in which WaterNet can increase and diversify its funding (in the event of greatly reduced foreign donor support and changing trends in funding priorities). Consider financial contributions by members and ways of sourcing income from different WaterNet activities. Propose a process to create a mechanism that would generate sufficient funding for WaterNet to plan and sustain its activities to meet the overall long-term objective.
  - Suggest various marketing approaches to address the recommended financial plan and strategy above.
  - Develop a consolidated Strategy document taking into account the existing strategies and guideline papers e.g. Gender and HIV/AIDS, Impact Assessment report of the WaterNet programme and Professional courses strategy.

- Network and human resources:
  - Assess the current network and involvement of partners and Member Institutions. Identify strength and weaknesses of the network and recommend on ways of improvement for the involvement of members and the balance of the network in terms of type of members, regional spread and future potential developments.
  - Assess the organisational structure of WaterNet, how it contributes to the performance of the network and whether it effectively adds to achieving the organisational goals.
  - Identify and recommend on the essential functions and skills required for Board of Trustees and Secretariat staff members.
- Monitoring and Evaluation:
  - Develop a monitoring and evaluation framework that assesses ‘impact or change’ in the region and the network. Outcome mapping should be considered in the WaterNet context at regional level as well as national level, considering the roles of different members in the IWRM capacity building process.

The formalisation of WaterNet through becoming a legal and autonomous entity with the capacity to manage its own resources has meant that WaterNet has moved from being a project (5 year stop-start mode) to a perpetual programme providing capacity building in water resources management in Southern Africa.

As WaterNet embarks on the Phase IIb project efforts will be made to ensure that financial sustainability is given better attention. It is the intention of the network to introduce membership fees which will be used as an additional financial resource to the Management Fund. The introduction of fees is expected to be endorsed at the 9<sup>th</sup> WaterNet AGM scheduled for end of October 2009.

The long-term strategy will also reinforce the presence of a sound network which will be able to attract basket funding and also be able to account for the funds and different income streams for the network activities. The long-term Strategy will also assume that the WARFSA is operational and continues to provide funds for research in IWRM in the region.

## 8 References

1. WaterNet Strategy Phase II (2004): 2005-2009
2. WaterNet Concept Note Phase IIb (2007): 2008-2010
3. WaterNet Notarial Deed of Trust 2006
4. WaterNet gender and HIV/AIDS strategy documents 2006
5. WaterNet impact assessment of the programme discussion paper 2006
6. WaterNet bi-annual progress reports
7. SADC (2005). Regional Strategic Action Plan on Integrated Water Resources Development and Management: Annotated Strategic Plan 2005-2010.

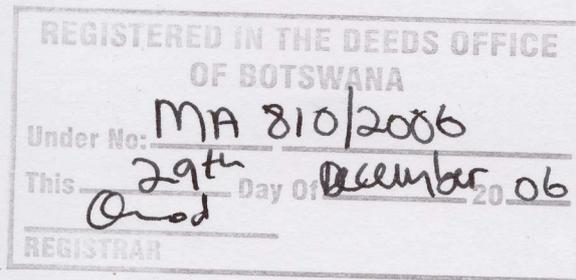


# Annexes



**Annex 1**  
**WaterNet Notarial Deed of Trust**

FLOATING COPY



Asst

## NOTARIAL DEED OF TRUST

of

## WATERNET TRUST



*Molatlhegi & Associates*

Attorneys, Notaries, Conveyancers, Regulatory & International Trade Law Consultants  
Plot 684, Unit 6, First Floor, Main Mall  
GABORONE, BOTSWANA  
Tel: 393 8793; Fax 393 87

NOTARY PUBLIC

  
PROTOCOL 14/2006

MA 816/2006  
29<sup>th</sup> December 06  
Asst  
Cred

## NOTARIAL DEED OF TRUST

### WATERNET TRUST

KNOW ALL PERSONS WHOM IT MAY CONCERN

THAT on this <sup>18<sup>th</sup></sup>.....day of December in the year of Our Lord Two Thousand and Six (2006), before me:

**BAATLHODI MOLATLHEGI**

Notary Public by lawful authority duly admitted and sworn, practising in Botswana and residing at Gaborone came and personally appeared:

**WILSON RUFARO NYEMBA** in his capacity as Interim Chairperson of the Board of Trustees for **WATERNET TRUST** he being duly authorised by virtue of a

Resolution/...

WRN  
M.T.M  
EDK

Resolution of the Interim Board of Trustees of the **WATERNET TRUST** passed at Lilongwe, Malawi on 3<sup>rd</sup> day of November, 2006 which resolution now lies in my protocol.

**WHEREAS** the continent of Africa, particularly Southern and Eastern Africa (hereinafter referred to as the "Region") suffers from many devastating droughts and floods and the shortage of water management expertise leading to a loss of life and economic stagnation.

**AND WHEREAS** consultations have been held with various organisations, entities and individuals within the Southern African Development Community (SADC) and some countries in East Africa to chart the way forward in the best interests of the nations and peoples of the Region with a view to uplifting the standard of living of all the people in the SADC and in the entire Region and its Member territories.

**AND WHEREAS:** there exists within and without the Region a number of individuals and organizations desirous of enhancing regional capacity in integrated water resources management through training, education, research and outreach by harnessing the complementary strengths of the region and related activities.

**AND WHEREAS** it was resolved to form and register a Trust as a non -profit organisation with regional and international Trustees and Members designed to bring diverse ideas and experiences to the Trust and to attract funds from

voluntary/...

WRN EDK  
M.T.M. BM

voluntary contributions from Governments, non governmental organisations, international entities, individuals and others all of which will be held in trust by the Trustees with a view to the utilisation in the fulfilment of the objects of the Trust.

**AND WHEREAS** there exists a network of collaborating institutions (Hereinafter referred to as "the Institutions") in the Region which are involved in education, training, research and outreach in integrated water resources management which network is known as WaterNet and Members of such network have resolved to register the network as a Trust in such a way that the Trust to be registered would operate in accordance with and contribute to the realization of SADC programmes in terms of SADC's Subsidiarity Principle.

**AND WHEREAS** Members of the WaterNet network appreciate moral, material, technical, financial and other support it has been receiving from individuals and entities within and without the Region including but not limited to the Government of The Netherlands, the Swedish Government, UNESCO-IHE Institute for Water Education (UNESCO-IHE) and Global Water Partnership Southern Africa (GWP-SA).

**AND WHEREAS** the registration of WaterNet as a Trust in Botswana would better facilitate the realisation of the original and emerging objectives of WaterNet.

**AND WHEREAS** it is desirable to establish a Trust to promote this

endeavour/...

WRN. Edk  
M.T.M. Bm

endeavour.

AND WHEREAS it is desirable that such a Trust be created with perpetual succession and that the objectives be set forth and the powers and the duties of the Trust be defined.

AND WHEREAS it is proper that all the funds raised and assets held shall be available for the aforesaid purpose and should be vested in the Trustees and be administered by them in terms of this deed.

AND WHEREAS it is desirable to register such a Trust according to the laws of the Republic of Botswana.

AND WHEREAS the Trust is to be run by a Board of Trustees.

AND WHEREAS it is desirable that the Trust should have a personality of its own and be administered according to the laws of the Republic of Botswana,

AND WHEREAS it is desirable to record what was agreed upon.

NOW THEREFORE THESE PRESENTS WITNESSETH:

1 ESTABLISHMENT AND NAME OF TRUST

There shall be established a Trust to be known as WaterNet Trust (hereinafter referred to as "the Trust")

2. DEFINITIONS/...

WRN EDC  
M.T.M BM

## 2 DEFINITIONS

In the interpretation of this Deed, the following words and expressions shall have the following meanings:

“**The Board**” shall mean the Board of Trustees of the Trust for the time being created in terms of this Deed;

“**Deed**” shall mean this Notarial Deed of Trust;

“**Interim Board of Trustees**” shall mean the founding Members of the Trust as listed in Article 4 hereof;

“**Financial Year**” shall mean the period of twelve months from 1<sup>st</sup> January to 31<sup>st</sup> December of each year;

“**Trust**” shall mean the WaterNet Trust as established by this Deed of Trust;

“**Members**” shall mean the Members of the Trust admitted in terms of this Deed;

“**SADC**” shall mean the Southern African Development Community;

“**SADC Subsidiarity Principle**” shall mean the principle under which SADC stakeholders other than states can participate in the furtherance of SADC’s Common Agenda as defined in the SADC Treaty from time to time;

“**Supporting Members**” shall mean the major donors and facilitators of WaterNet;

“Trustees”/...

WUN EDE  
M.J.M. BM

"Trustees" shall mean the Trustees for the time being appointed in terms of this Deed;

"Annual General Meeting" shall be composed of all Members and Supporting Members and is the overall governing body of WaterNet. Each institution that is a Member or Supporting Member of WaterNet shall nominate and send a representative to the Annual General Meeting.

### 3 HEADQUARTERS OF THE TRUST

The primary location of business operations or headquarters of the Trust shall be Gaborone, Botswana or such other place as the Board of Trustees may from time to time determine.

### 4 INTERIM BOARD OF TRUSTEES/FOUNDING MEMBERS

The Interim Board Members and or founding Members are:

Wilson Rufaro Nyemba	-	Interim Chairperson
Wapulumuka Oliver Mulwafu	-	Interim Trustee
Lucia Tuyeni-Kelao Kafidi	-	Interim Trustee
Graciana Peter	-	Interim Trustee
Dominic Mazvimavi	-	Interim Trustee
Frank Kasiime	-	Interim Trustee
Mampiti Elizabeth Matete	-	Interim Trustee
Dinis Luis Juizo	-	Interim Trustee
Damas Alfred Mashauri	-	Interim Trustee

### 5. OBJECTIVES/...

WRN EDC  
M.T.M BM

## 5 OBJECTIVES OF THE TRUST

- 5.1 To achieve a future in which the Southern African Development Community (SADC) has the institutional and human capacity to educate and train its own water managers, capable to contribute to the equitable sharing and sustainable utilisation of water resources for poverty alleviation, economic development (livelihood security) and environmental security.
- 5.2 To build the regional institutional and human capacity in Integrated Water Resources Management (IWRM) through training, education, research and outreach by harnessing the complementary strengths of Member institutions in the region and elsewhere.
- 5.3 To coin a common language to enhance the effective communication between experts such as water professionals, agronomists, resource economists, environmentalists, lawyers, planners, community representatives, scientists, health professionals, engineers and the like with the specific objective to uplifting the standard of living of all the people and families in the SADC region and thereby increasing employment and economic benefit.
- 5.4 Generally to do all such acts, matters and things as may be considered to be incidental, necessary or conducive to the achievement of all or any of the abovementioned objects and to achieve for the Trust and its assets the maximum growth in both capital and revenue terms.

## 6. NATURE/...

WRN  
M.T.M.      EDC  
Bm

## 6. NATURE OF THE TRUST

- 6.1 The Trust shall be a body corporate capable of suing and being sued in its own name and it shall have a separate and independent identity from that of its Members.
- 6.2 The Trust shall have perpetual succession despite changes in membership.
- 6.3 The Trust shall be non-partisan, but shall not discriminate against Members because of their political affiliation, sex, gender, ethnicity or religion.

## 7 BOARD OF TRUSTEES

- 7.1 There shall be a Board of Trustees which shall be charged with the duty of formulating the Trust policies, mission, vision and supervising its direction and progress.
- 7.2 The Board of Trustees shall ensure community support and participation in the activities of the Trust.
- 7.3 Upon registration of this Trust, the persons named in Article 4 hereof shall become the Interim Trustees for a maximum period of 4 years from the date of such registration or remainder of their term of office. Such persons shall in connection with the establishment of the Trust have confirmed in writing their willingness to the formation of this Trust and membership to the Board of Trustees for the aforesaid period.

7.4 The Interim/...

WRN      EDR  
M.T.M      BM

- 7.4 The Interim Trustees shall be responsible for the recruitment of Members and shall convene the first Annual General Meeting within one year after the registration of this Trust.
- 7.5 The Board shall have the power to continue functioning notwithstanding any vacancy provided that the total number of Trustees shall not fall below half the Members of the Board at any time.
- 7.6 Membership of the Board shall be such that the majority of the Members at any given time are from within SADC.

## 8. COMPOSITION OF THE BOARD OF TRUSTEES

- 8.1 The Board of Trustees shall consist of the following office bearers:
- (a) A minimum of five persons representing Members, as elected by the Annual General Meeting plus the representative from the host institution;
  - (b) Not more than two Trustees should originate from Member institutions in one country;
  - (c) WaterNet Manager who shall serve as the Secretary to the Board of Trustees.
- 8.2 All elected Members of the Board shall hold office for four (4) years and shall be eligible for re-election for one more consecutive term.
- 8.3 No Trustee shall be a full time or part time employee of the Trust unless the Trustee is an Ex- Officio Member.

8.4 The Board/...

W.N.J. EDC  
M.T.M. BM

- 8.4 The Board of Trustees shall meet at least twice a year and whenever necessary to discuss WaterNet business.
- 8.5 The Board of Trustees shall elect among them a Chairperson.

9. **POWERS AND RESPONSIBILITIES OF THE BOARD OF TRUSTEES**

9.1 Under the general guidance of the general membership to be provided at general meetings, the administration and management of the Trust shall be vested in the Board of Trustees, and it shall include:

9.1.1 Generally, to deal with the property and funds of the Trust for the objectives and purposes of the Trust and to that end to enter into all such contracts and to do all such other acts and things as may be necessary or expedient from time to time.

9.1.2 To enter into contracts, sign leases, acquire permits or insurance as may be necessary.

9.1.3 To open, operate and close banking accounts in the name of the Trust with commercial banks and to operate on such accounts as may be necessary for the proper conduct of the financial affairs of the Trust. All cheques, promissory notes, bills of exchange and other instruments or documents which may be required in the conduct and administration of the financial affairs of the Trust shall be signed by such persons as the Board may by resolution from time to time appoint.

9.1.4 To appoint/...

WRN EDK  
M.T.M BU

- 9.1.4 To appoint, hire, dismiss, and engage agents and professional advisors or experts and to set their conditions of service and remuneration.
- 9.1.5 To fix and pay allowances and any costs and charges to any person or body in furtherance of the objectives of the Trust.
- 9.1.6 To form standing or ad hoc committees in the interest of the Trust, and to determine the membership, duties, rights and obligations of such committees as it sees fit and to dissolve such standing or ad hoc committees in their discretion.
- 9.1.7 To delegate powers to such agents or committees of the Trust as it sees fit.
- 9.1.8 To institute, conduct, defend, compound or abandon any legal proceedings by or against the Trust or any of its agents, or otherwise concerning the affairs of the Trust and also to compound and allow time for payment or satisfaction of any debts due to the Trust and of any claims or demands by and/or against the Trust.
- 9.1.9 To delegate and grant powers of attorney in the interest of the Trust.
- 9.1.10 To fix and pay traveling allowances and other costs and charges to any person or body in furtherance of the objectives of the Trust.
- 9.1.11 To collect/...

WRN EDK  
M.J.M. BM

- 9.1.11 To collect dividends, rentals, subscriptions, interest and other income from time to time accruing to the Trust and to grant and issue valid receipts.
- 9.1.12 To manage the Trust on behalf of its Members for the stated objectives of the Trust.
- 9.1.13 To cause proper books of account to be kept of the Trust and to ensure that these are audited at least once in each financial year.
- 9.1.14 To review financial and operational activities of the Trust and to report regularly to its Members on those activities.
- 9.1.15 To apply for the necessary permits, licenses, leases as may be required for the purposes of the Trust.
- 9.1.16 To attend regular meetings of the Board and to endeavor to keep informed of such activities.
- 9.1.17 To protect the interests of the Trust to the best of their abilities and to at all times, disclose any interest whether it be pecuniary, financial, direct or indirect, which they may have in any company or person which or who may contract or otherwise deal with the Trust. Provided that such disclosure is in full and providing the Trustees approve of same, a Trustee shall not be disqualified thereafter for possession of such interest or in respect of profit therefrom, provided that where a Trustee has an interest in any matter he shall not be entitled to vote on any decision concerning such matter.
- 9.1.18 To co-ordinate/...

WRN  
M.T.M  
EDK  
Bm

9.1.18 To co-ordinate fund raising activities and acquire funds, donations assistance from whosoever for purposes of achieving the objectives of the Trust.

9.1.19 To undertake any other activities which the Board shall deem fit to undertake, subject to the provisions of this Deed.

## 10. TERMINATION OF MEMBERSHIP OF THE BOARD OF TRUSTEES

10.1 Any Trustee may resign from the Board by giving to the Chairperson and Secretary for the time being thirty (30) days written notice of his or her intention so to do.

10.2 A Trustee shall be disqualified and his or her position as Trustee automatically terminated by:

10.2.1. Death of the Trustee;

10.2.2 Declaration by a Court of competent jurisdiction that the Trustee is insolvent;

10.2.3 Declaration by a committee of competent jurisdiction or by competent person that the Member is insane or of unsound mind or judgment;

10.2.4 Being convicted of a criminal offence or misdemeanour punishable by imprisonment without the option of a fine;

10.2.5 Upon failure to attend three consecutive Board meetings without apology or without reasonable grounds for such absence;

10.2.6 A finding/...

WRW  
M.T.M  
EBK  
BM

10.2.6 A finding by at least two-thirds of the Trustees present at a duly convened meeting that there has been gross impropriety in the conduct of the Trustee, which conduct would include but not be limited to, a failure of disclosure of interest, mis-management of Trust assets, or the engagement by the Trustee in any trade or pursuit which, in the opinion of the Board, is of such a nature as to bring the name of the Trust into disrepute.

## 11. PROCEEDINGS OF THE BOARD OF TRUSTEES

- 11.1 Meetings of the Board shall be convened at the direction of the Chairperson or on a written request from at least three Members of the Board.
- 11.2 Written notice of holding of a Board Meeting shall be sent to all Trustees at least fourteen (14) days before the proposed date of the meeting.
- 11.3 If the Chairperson and Secretary agree that a matter is urgent, a Special Meeting of the Board may be called on three days written notice. Only matters of which notice has been given may be dealt with at a Special Meeting of the Board.
- 11.4 The Chairperson shall preside at every meeting of the Board or in his or her absence; the Members present shall choose one of their number to preside at the meeting.
- 11.5 The Board shall invite persons representing Supporting Members and a representative of SADC Secretariat to provide an advisory and consultative role only and shall not have voting powers.

11.6 The Board/...

WRN  
M.T.M  
EDC  
BH

- 11.6 The Board shall, invite the supporting Members to its meetings provided that such Members shall have an advisory and consultative role only and shall have no voting rights.
- 11.7 All motions except those specified elsewhere in this Deed proposed for a decision by the Board at a meeting at which quorum constituted shall be determined by a simple majority of votes of the Members thereof present and entitled to vote.
- 11.8 Each Member present including the Chairperson shall have one vote and in the event of a tie the Chairperson or person presiding shall have in addition to an original vote a casting vote.
- 11.9 Board meetings shall be held at a place to be specified in the written notice convening the meeting.

## 12. COLLECTIVE ACTION WITHOUT MEETING

Any action that may be taken by the Board of Trustees in terms of this Deed may be taken without a formal meeting if at least 50% (fifty percent) of the voting Trustees individually or collectively consent in writing to such an action, providing that all Trustees have been informed in writing of the proposed action. Such written consent shall have the same force and effect as if it had been agreed on at a properly convened meeting of the Board of Trustees.

## 13 COMMITTEES AND SUBCOMMITTEES

- 13.1 The Board may establish such standing and ad hoc committees and or subcommittees, as it considers necessary for or desirable for the discharge of its functions and the achievement of the objectives/...

WJRN EDC  
M.T.M JBM

objectives of Trust.

- 13.2 A committee / subcommittee shall consist of such persons, whether Members of the Board or not, as the Board may appoint thereto, and the Board may appoint one of its Members to be the Chairperson thereof.
- 13.3 The Member of a committee/subcommittee shall hold office for such times as the Board may direct.
- 13.4 The Board shall determine the functions of the committee/subcommittee and may delegate to such committee/subcommittee, either absolutely or conditionally, the power to discharge any function of the Board on its behalf.
- 13.5 The Board may delegate control of such of their finances and other resources that they in their discretion shall deem suitable for use by any committees/subcommittees that they may appoint in pursuit of the Trust.
- 13.6 Without limiting the generality of the foregoing, the General Meeting of the Trust may form such committees and subcommittees as it may deem necessary and in the interest of the Trust.

#### 14. EXECUTIVE MANAGEMENT

- 14.1 There shall be an Executive Management of the Trust answerable to the Board of Trustees and responsible for the daily management of the Trust.

14.1 The Executive/...

WRN ESK  
M.T.M. BM

14.2 The Executive Management shall be headed by the Manager appointed by the Board Trustees and shall be composed of such other officers as the Board may determine.

14.3 Subject to such policies and directions as may be set by the Board, the Executive Management shall inter alia:

14.3.1 Plan, organise, manage and control the full range of activities of WaterNet Trust to facilitate the achievement of the Trust objectives;

14.3.2 accurately account for all financial transactions and report accurately on the state of the Trust's financial status;

14.3.2 Provide effective administrative support and ensure a systematic flow of communication and information within the organisation and externally.

## 15. PATRON

15.1 The Trust may have an honorary patron (s), who shall be appointed by the Board. The patron shall not be required to attend the Board's ordinary meetings but may do so either at his or her own discretion or by special invitation of the Board of Trustees.

## 16. MEMBERSHIP OF THE TRUST

16.1 Members of WaterNet are institutions based in the Region that are involved in training, and/or education, and/or research in fields

directly/...

WRN EDK  
M.T.M BM

directly related to Integrated Water Resources Management desirous of promoting the objectives of the Trust.

16.2 Every applicant for admission as a Member shall make an application in writing signed by the applicant, or in the case of a non-governmental organisation or other body, by some duly authorized person. Such application shall be in such form as may from time to time be prescribed by the Board, and the signature thereof on behalf of the applicant shall be deemed to be an agreement by him, if elected, to be bound by the provisions of the Deed of Trust, and by any regulations made from time to time by Trustees.

16.3 Prospective Members shall submit written applications for membership to the Secretariat. Upon approval by the Annual General Meeting of WaterNet, an applicant shall be a Member of WaterNet.

16.4 Each Member shall be entitled to one vote at a General Meeting, provided they are in good financial standing with the Trust.

## 17. TERMINATION OF MEMBERSHIP OF THE TRUST

17.1 Membership of the Trust shall be terminated by or on:

17.1.1 Resignation of the Member provided that a Member so resigning should pay any debts and arrears of any kind, which may be owed to the Trust. The resigning Member shall thereafter not be

eligible/...

WRI EDC  
M.T.M BM

eligible to any benefits or conveniences, which may be extended by the Trust to its Members. The Member concerned shall give one month's notice to be delivered to the Secretary of the Board of Trustees, provided that if such Member is a Trustee then he or she shall give three months notice;

17.1.2 Expulsion from membership by a resolution of the Annual General Meeting taken on at least by two thirds majority of Members present and voting.

## 18. SHAREHOLDING

- 18.1 If it becomes necessary to appoint a nominee to hold shares, stock or debentures on behalf of the Trust, that nominee shall be appointed by the Board of Trustees from amongst its Members.
- 18.2 The nominee shall sign a share transfer form, leaving blank the space for signature of the transferee.
- 18.3 The nominee shall sign a declaration, which declares that he or she is not the bona fide owner of the shares, that they are registered in his or her name for convenience only, and that he shall authorise the Secretary of the company to pay all dividends on the said shares to the Trust.
- 18.4 The share certificate, share transfer form and declaration of Trust, shall be kept in a safe place, either at the Trust's Head Office, or with the company Secretary of the relevant company.

19 QUORUM/...

WRN EDK  
M.T.M Bm

## 19. QUORUM

- 19.1 All meetings of the Board of Trustees shall be held only upon the attendance of half of all eligible Members.
- 19.2 The quorum for the General Meeting shall be half of the total membership entitled to vote at such meetings.
- 19.3 Should the requisite number of Members to comprise a quorum not be present or available within 45 minutes of the hour fixed for the start of the meeting, the meeting in question shall stand adjourned until a date to be agreed at that meeting. At the adjourned meeting the Members present, regardless of number shall constitute a quorum.
- 19.4 Should any Annual General Meeting stand adjourned, by virtue of this article or otherwise, the adjourned meeting shall be held not more than 21 days after the date of the original Annual General Meeting. Notice of the time, date and place of such adjourned meeting shall be dispatched to all Members not more than seven days after the date of the original Annual General Meeting.

## 20. FINANCIAL MANAGEMENT

- 20.1 The Trustees shall cause proper books of accounts to be kept in accordance with accepted accounting procedures.
- 20.2 All cheques issued by the Trust shall be signed by such officers and Trustees as the Board of Trustees may by resolution appoint.

20.3 The books/...

WRN EDC  
M.T.M Bm

- 20.3 The books of account shall be kept at such place or places as the Trustees may deem fit.
- 20.4 Audited accounts shall be presented to the Members at the Annual General Meeting.
- 20.5 The income and assets of the Trust, wheresoever derived, shall be applied solely towards the promotion of the objects of the Trust, provided that nothing herein shall prevent the payment in good faith of reasonable and proper remuneration to any officer or servant of the Trust in return for services rendered to the Trust, nor prevent the payment of reasonable expenses incurred by any officer, Member or Trustee incurred on behalf of the Trust or of sitting allowances for Trustees as may be determined by Members at a duly convened Annual General Meeting.
- 20.6 Membership of the Trust does not and shall not give any Member any right, title, interest, claim or demand on or to any of the monies, property, or assets of the Trust.
- 20.7 No Trustee shall be in any way liable for any loss or damage that may be suffered by the Trust as the result of any investments of any of the funds or other assets of the Trust, or through any act or omission by him or by any other Trustee in the execution of the functions, powers and duties of the Board or of a Trustee acting in good faith under this Deed or in relation thereto, unless the same happens through his or her own fraud or dishonesty.
- 20.8 The Board of Trustees may promulgate such financial, administrative and / procurement regulations as it deems fit.

20 ANNUAL/...

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EAC  
B.M

## 20. ANNUAL GENERAL MEETING

21.1 The Annual General Meeting of the Trust shall be held once every year at such time (within a period of not more than twelve months after the end of the financial year) and place as may be determined by the Board.

21.2 Notice of the date, time and place of the Annual General Meeting shall be dispatched by the Secretary to all Members at least twenty one days before the date of such a meeting.

21.3 The business of the Annual General Meeting shall be:

21.3.1 To read and confirm the minutes of the previous Annual General Meeting, and of any special general meeting, held during the year;

21.3.2 To receive statement of the financial position of the Trust, including audited financial statements and an audited balance sheet;

21.3.3 Approve strategic policy of WaterNet and its general programme of activities;

21.3.4 Approve membership of prospective Members and Supporting Members;

21.3.5 Elect the Members of the Board of Trustees;

21.3.6 Decide on the dissolution and liquidation of WaterNet;

21.3.7 Adopt/...

WRN EDC  
M.T.M. BM

21.3.7 Adopt any revisions to this Trust;

21.3.8 Deal with all matters placed on its agenda by the Board of Trustees;

21.3.9 Approve or reject the Annual Report submitted to it by the Trustees;

21.3.10 Approve or reject the Annual Plan and the Annual Budget submitted to it by the Trustees.

21.4 The rules for the conduct of the Annual General Meeting shall be as follows:

21.4.1 The Annual General Meeting shall be chaired by the Chairperson of the Board or another Trustee nominated by him;

21.4.2 At an Annual General Meeting a majority vote of those present and entitled to vote shall be by secret ballot or such other method as the Members may by consensus agree to.

## 22. SPECIAL GENERAL MEETINGS

22.1 A Special General Meeting may be called by the Board of Trustees whenever it may deem fit, but must call one within 30 days of the receipt of a request in writing signed by not less than 10% of Members of the Trust entitled to vote.

22.2 Notice/...

WRN      EDK  
M.T.M      BM

22.2 Notice of the time, date and place of such a special meeting shall be dispatched to all Members at least 7 days before the meeting.

22.3 A special general meeting shall be competent only to deal with the particular business of which due notice has been given.

22.4 The rules for the conduct of special general meetings shall be the same as in article 21.

### 23. ADJOURNMENT

23.1 When the Chairperson, Trustees or Members adjourn a General Meeting due to shortage of time, lack of a quorum or other extenuating circumstances, the adjourned meeting shall be held not more than twenty-one days after the date of the original General Meeting.

23.2 Notice of the time, date and place of the next meeting shall be announced in the same meeting and notice of the time, date, and place of such an adjourned meeting shall be dispatched to all Members not more than seven days after the date of the original meeting.

### 24. CONFLICT RESOLUTION

24.1 The following procedures shall be adopted for resolving official conflicts amongst office bearers of the Trust, between office bearers and ordinary Members and between the Trust as a legal entity and other legal persons.

24.2 Conflicts/...

WRN EDE

M.T.M BM

24.2 Conflicts between office bearers shall be resolved by a Disciplinary Committee which shall be appointed by the Board of Trustees from time to time.

24.3 Conflicts involving the Trust and other legal parties shall be resolved first by the Disciplinary Committee, followed by the Board if the conflicts remain unresolved.

## 25. REFERRAL TO THE GENERAL MEMBERSHIP

25.1 In the event of the Board failing to solve or settle any problem or matter, then such a problem or matter shall be referred to the Annual or Special General Meeting of the Trust. The Majority decision shall prevail and shall be considered as the solution to the problem, provided that the decision does not contravene the Laws of Botswana.

## 26. AMENDMENT OF THE DEED OF TRUST

26.1 The provisions of the Deed may be amended, or added to, in a manner not inconsistent with any of the other provisions of this Deed by a two-thirds majority vote at a duly convened General Meeting of the Trust.

26.2 No such amendment shall be of any force or effect until duly submitted to and registered with the Registrar of Deeds of Botswana.

27 DISSOLUTION/...

WRN      EDK  
M.T.M      Bm

**27. DISSOLUTION OF THE TRUST**

27.1 In the event that Members of the Trust decide to dissolve the Trust, and provided that they are satisfied that it is just and equitable that the activities of the Trust shall cease, any funds or assets left after the liquidation of liabilities, shall be paid, made over and distributed among such organizations, agencies or bodies as the Trustees may in their discretion deem suitable, provided that the objectives of these organizations shall be to enhance in some manner the general welfare and development of the Region.

27.2 Before any decision to dissolve the Trust can be made notice of the motion must duly be made as an agenda item, and the motion must be approved by a two-thirds majority of a duly convened General Meeting.

**28. BOTSWANA LAW TO APPLY**

28.1 This Deed of Trust, and everything herein mentioned shall be construed and have effect in all respects based on the Laws of Botswana and provisions of this Deed shall operate in accordance with such laws, and the Courts of Botswana shall have exclusive jurisdiction to determine all questions and matters relative to this Deed or arising out of it.

**29. EFFECTIVE DATE**

The Trust shall come into being upon execution of this Deed.

AND THE/...

EDK  
WRN M.T.M  
Bm

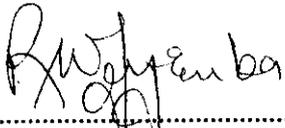


EXTRACTS FROM THE MINUTES OF THE MEETING OF THE INTERIM BOARD OF  
TRUSTEES FOR WATERNET TRUST HELD AT LILONGWE, MALAWI ON THE 3<sup>RD</sup> DAY  
OF NOVEMBER 2006.

RESOLVED THAT:

- 1 WaterNet be registered as a Trust in terms of and in accordance with the laws of Botswana.
  
- 2 **WILSON RUFARO NYEMBA**, in his capacity as the Interim Chairperson of WaterNet Trust be and is hereby authorized to appear before, **BAATLHODI MOLATLHEGI**, Notary Public duly admitted and practising in Botswana for purposes of effecting registration of WaterNet as a Trust and to authorize the said **BAATLHODI MOLATLHEGI** to do all that is necessary and lawful to effect the registration of WaterNet as a Trust in accordance with the laws of Botswana.
  
- 3 Further that **WILSON RUFARO NYEMBA**, in his capacity aforesaid, be and is hereby authorized to sign all documents and or do all such things as may be necessary and / or incidental to the proper registration of WaterNet as a Trust in terms of and in accordance with the laws of Botswana.

CERTIFIED AS A TRUE EXTRACT OF THE MINUTES OF THE AFORESAID MEETING OF  
THE INTERIM BOARD OF TRUSTEES OF WANTERNET TRUST.



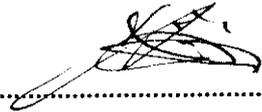
.....  
WILSON RUFARO NYEMBA

- Interim Chairperson



.....  
WAPULUMUKA OLIVER MULWAFU

- Interim Trustee



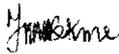
.....  
LUCIA TUYENI-KELAO KAFIDI

- Interim Trustee



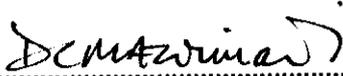
.....  
GRACIANA PETER

- Interim Trustee



.....  
FRANK KASIIME

- Interim Trustee



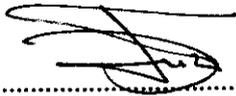
.....  
DOMINIC MAZVIMAVI

- Interim Trustee



.....  
MAMPITI ELIZABETH MATETE

- Interim Trustee



.....  
DINIS LUIS JUIZO

- Interim Trustee



.....  
DAMAS ALFRED MASHAURI

- Interim Trustee



## **Annex 2**

### **List of WaterNet Members (November 2007)**

1. Dept. of Geology, University of Botswana, Gaborone
2. Centre for Applied Research, Gaborone
3. Harry Oppenheimer Okavango Research Centre, University of Botswana, Maun
4. National Centre for Research in Natural Sciences, Bukavu, Kivu
5. Faculty of Engineering, University of Lubumbashi, Lubumbashi
6. Dept. of Biomechanical and Environmental Engineering, Jomo Kenyatta University of Agriculture and Technology, Nairobi
7. Institute for Meteorological Training and Research, Nairobi
8. Dept. of Meteorology, University of Nairobi, Nairobi
9. Dept. of Agricultural Economics and Extension, National University of Lesotho, Roma
10. Dept. of Civil Engineering, Chancellor College, University of Malawi, Zomba
11. Dept. of History, Chancellor College, University of Malawi, Zomba
12. Department of Chemistry, University of Malawi, Zomba
13. Dept. of Geography and Earth Sciences, Chancellor College, University of Malawi, Zomba
14. Geography Department, Mzuzu University, Mzuzu
15. Faculdade de Agronomia, Universidade Eduardo Mondlane, Maputo
16. Depto. de Engenharia Civil, Universidade Eduardo Mondlane, Maputo
17. Department of Scientific Services, Gorongosa National Park, Sofala Province
18. University of Mauritius, Reduit
19. Desert Research Foundation of Namibia, Windhoek
20. School of Engineering, Polytechnic of Namibia, Windhoek
21. School of Natural Resources and Tourism, Polytechnic of Namibia, Windhoek
22. Faculty of Agriculture and Natural Resources, University of Namibia, Windhoek
23. Centre for Conflict Resolution, University of Cape Town, Cape Town
24. Dept. of Earth Sciences, University of the Western Cape, Cape Town
25. Programme for Land and Agrarian Studies, University of the Western Cape, Cape Town
26. Centre for Southern Africa Studies, University of the Western Cape, Cape Town
27. International Water Management Institute, Africa Regional Office, Pretoria
28. Freshwater Research Unit, University of Cape Town, Cape Town
29. African Centre for Water Research, Cape Town
30. School of Law, University of the Witwatersrand, Johannesburg
31. School of Civil and Environmental Engineering, University of the Witwatersrand, Johannesburg
32. School of Bio-resources Engineering and Environmental Hydrology, University of Natal, Pietermaritzburg
33. Dept. of Soil, Crop and Climate Sciences, Faculty of Natural and Agricultural Sciences, University of the Free State, Bloemfontein
34. Dept. of Hydrology, University of Zululand, Kwadlangezwa
35. Training and Instructional Design Academy of South Africa, Pretoria
36. Dept. Geography, Environmental Science and Planning, University of Swaziland, Kwaluseni
37. Land-use and Mechanisation Department, Faculty of Agriculture, University of Swaziland, Luyengo

38. Dept. of Water Resources Engineering, University of Dar es Salaam, Dar es Salaam
39. Institute of Resource Assessment, University of Dar es Salaam, Dar es Salaam
40. Dept. of Geography, Faculty of Arts and Social Sciences, University of Dar es Salaam, Dar es Salaam
41. Faculty of Agriculture, Sokoine University of Agriculture, Morogoro
42. Institute of Environmental and Natural Resources, Makerere University, Kampala
43. Dept. of Civil and Environmental Engineering, University of Zambia, Lusaka
44. Dept. of Geology, School of Mines, University of Zambia, Lusaka
45. Faculty of Agriculture and Natural Resources, Africa University, Mutare
46. Institute for Water and Sanitation Development, Harare
47. Dept. of Civil and Water Engineering, National University of Science & Technology, Bulawayo
48. Centre for Applied Social Sciences, University of Zimbabwe, Harare
49. Dept. of Civil Engineering, University of Zimbabwe, Harare
50. Dept of Geography and Environmental Science, University of Zimbabwe, Harare
51. Dept. of Geology, University of Zimbabwe, Harare
52. Department of Environmental Science and Technology, Chinhoyi University of Technology, Chinhoyi
53. Dept. of Soil Science and Agricultural Engineering, University of Zimbabwe, Harare
54. Southern Africa HIV/AIDS Information Dissemination Services, Harare
55. Faculty of Humanities and Social Sciences, Africa University, Mutare

Associate Members:

1. Faculty of Applied Sciences National University of Rwanda, Butare

Supporting Members:

1. SADC Water Division, Directorate for Infrastructure and Services, Gaborone
2. Global Water Partnership-Southern Africa
3. Netherlands government
4. Swedish government
5. UNESCO-IHE Institute for Water Education, Delft

## **Annex 3**

### **Project outputs and related activities for WaterNet Phase II**

#### **Output 1: To forge a strong, demand driven and sustainable network**

##### ***Activity 1.1 Establish WaterNet PCN 23***

WaterNet to become the implementing agent for SADC's human capacity building priorities as recorded in Project Concept Note 23 (IWRM)

##### ***Activity 1.2 Promote member ownership of Network***

Involving members in the Masters, short courses and research should result in a Network of active member institutions implementing WaterNet activities. WaterNet will put a particular emphasis to invite new members from Angola and the Democratic Republic of Congo.

##### ***Activity 1.3 Fully staffed WaterNet Secretariat***

A fully staffed but lean and efficiently operated WaterNet Secretariat. Network Manager recruited from the region from end of Phase I. WaterNet Advisor initially contracted by UNESCO-IHE (2005-2007) and then recruited from the region (2008 onwards). The Secretariat is expanded with a Professional Training Officer in 2005.

##### ***Activity 1.4 Professional financial management achieved***

Manage the WaterNet Funds in a professional and transparent manner: The current funds are the Fellowship Fund, the Staff Exchange Fund (SEF), the Staff Development Fund (SDF) and the Nodal Strengthening Fund (NSF). Establish an effective financial administration by mid 2005, able to receive and disburse external funds according to international auditing requirements.

##### ***Activity 1.5 WaterNet Legal Status established***

Ensure that the WaterNet Trust is fully operational (soliciting and receiving donations from external partners/investors such as: Industry, Commerce, Foundations, Governments, NGOs), investing funds professionally, awarding scholarships for IWRM studies, awarding grants for research and outreach, and judiciously overseeing the management of WaterNet assets.

##### ***Activity 1.6 Financial sustainability through income generation and contributed funds***

In its 1<sup>st</sup> phase WaterNet was entirely funded by the Dutch Government. In the 2<sup>nd</sup> phase financial sustainability will be a central quest, involving basket funding for core project activities (requested funding in this project document) and a strong emphasis on external income generation and contributed project funds in the manner of the Challenge Programme.

In its 2<sup>nd</sup> phase, the aim is to generate contributed project funding and external income of up to at least 25 % of the overall WaterNet budget.

Particular focus in this activity will be on:

- Generate at least 10 externally funded Fellowships per year (year 2 onwards)
- Generate research project funds for at least 10 MSc dissertation research projects (year 2 onwards)
- Generate external funding for short course development and delivery (2 courses in year 1, an additional 2 courses in year 2 and an additional 3 courses in years 4 and 5).

***Activity 1.7 Monitoring, evaluation and reporting procedures in place***

Ensure that the necessary review / updating of the IWRM capacity building agendas (awareness, education, training and research), and the Monitoring and Evaluation plans consistent with unfolding development in the water sector are undertaken, completed and approved on a timely basis. Also, ensure that the work plan and contracts for each WaterNet Activity is completed on a timely basis.

***Funds: WaterNet Management Fund, Nodal Strengthening Fund, International Scientific Backstopping Fund***

**Output 2: To deliver and strengthen the jointly owned regional master degree programme in IWRM**

***Activity 2.1 Deliver the masters programme at two host institutions***

Offer the WaterNet Master Programme in IWRM in the region with two host institutions of the core programme.

***Activity 2.2 Offer 5 specialisations***

Run the programme with 5 specialisation programs, offering at least 28 fully developed modules.

***Activity 2.3 Fellowship fund established***

The WaterNet Fellowship Fund to offer at least 40 annual fellowships for the Masters. Donor funding from this project document will account for 30 fellowships whereas 10 will be secured from other sources.

***Activity 2.4 Establish Review procedure and quality control system for WaterNet MSc programme***

Establish a regional review procedure for continuous evaluation and monitoring of the WaterNet Master programme. Establish the Academic Review Board. Finalise the full scientific accreditation of the Master in IWRM.

***Activity 2.5 Establish with WARFSA the WaterNet MSc Dissertation Fund***

Establish the WaterNet Master Dissertation Fund together with WARFSA for support of 30 Master dissertation research projects per year within the WaterNet Master Programme.

***Funds: Fellowship Fund, Master Dissertation Fund, Curriculum Development Fund, Staff Exchange Fund.***

**Output 3: To develop and deliver demand driven training and education for practicing water sector professionals from the southern African region.**

***Activity 3.1 Launch the WaterNet Professional training programme***

Together with SADC Water Division initiate the WaterNet professional and short courses training programme in IWRM. This programme will be offered at least two WaterNet member institutions by the end of 2005, four by the end of 2006, and thereafter on an on-going basis.

***Activity 3.2 Appoint the WaterNet Professional Training officer***

Appoint the WaterNet Professional Training Officer to coordinate the WaterNet professional training programme.

***Activity 3.3 Establish catchment partnership for demonstration and learning on translating IWRM principles to management***

IWRM principles tested in an action-learning framework at Catchment scale. Establish IWRM catchment partnership with 1 – 2 Catchment Management Agencies and facilitate the practical implementation of IWRM principles in water management on the ground. This activity will be carried out together with the GWP Southern Africa Network (GWP-SA), which is already carrying out IWRM demonstration projects in Malawi, Zambia and Zimbabwe.

WaterNet, through the IWRM capacity of its members, will carry out training, knowledge transfer, and institutional support within the demonstration catchments. These IWRM learning catchments will be used for professional, educational and research training. This work will contribute to improved policy formulation and awareness among stakeholder on IWRM issues.

***Activity 3.4 English for Water Managers***

WaterNet will continue to develop its English for Water Managers short course training targeting professionals from Democratic Republic of Congo, Mozambique, and Angola. This course is hosted by WaterNet members and carried out closely in collaboration with SADC Water Division. The training will be offered once a year for 3-4 professionals per country.

***Funds: Catchment Partnership Fund, Professional Training Fund, Language Course Fund***

**Output 4: To stimulate, regionalise and strengthen research in the field of IWRM in the Southern Africa Region**

***Activity 4.1 Research capacity building (training and mentoring) together with WARFSA***

Support WaterNet members in developing research projects and assist in mentoring research processes. This activity will include coaching of research groups in Southern Africa to develop research projects, training in research methodology, scientific article writing, and supervision. This activity will be carried out in close collaboration with WARFSA. UNESCO-IHE assistance will be drawn upon extensively for this activity.

***Activity 4.2 WaterNet a partner in integrated IWRM research***

The WaterNet Secretariat will function as a hub in the region in developing integrated research initiatives, and to support and facilitate multi-disciplinary research initiatives among WaterNet member institutions. These initiatives will be similar to the Challenge Programme on Water for Food in the Limpopo (PN 17).

***Activity 4.3 Seek funding for new research activities, WaterNet facilitating role***

Actively seek funding for major research activities from sources such as Industry, Commerce, Foundations, NGOs, International Aid Organizations, and Governments (national or foreign). Of necessity, such projects would also involve several, Masters, and Doctoral sub-projects

***Activity 4.4 Appoint the Five WaterNet-SADC Professorial Chairs in IWRM***

Ensure the establishment of five WaterNet Professorial Chairs in IWRM by the end of 2006. This will be done in consultation with SADC. It is envisaged that the Chairs will be appointed at the institutions hosting the five specialisations of the IWRN programme. The financial support would not involve a salary (which will be provided by the host institutions of each chair) but a responsibility allowance as well as a discretionary fund instead. SIDA has indicated its potential interest in supporting this initiative.

***Funds: Staff Development Fund, WaterNet/SADC Professorial Chairs in IWRM Fund***

**Output 5: To raise awareness and understanding of IWRM and its implementation at catchment and transboundary scale**

***Activity 5.1 Develop and implement WaterNet Outreach activities***

WaterNet will consolidate the knowledge base from its post-graduate education programmes, its involvement in research advancement and the strengths of its members on IWRM in an outreach programme. The WaterNet outreach activities will include several steps. Basic information and dissemination on IWRM will be carried out to institutions in the region involved in water resource management in close collaboration with **Activity 3.3** on the establishment of Catchment partnerships (with GWP).

***Activity 5.2 Hold the WaterNet/WARFSA Symposia***

Hold annual WARFSA/WaterNet Symposia providing a fora for the dissemination of IWRM related research findings and developments, and the exchange of experiences in the sector and publish the best papers in a peer reviewed journal.

***Funds: Symposium Fund, Publication Fund.***

<b>LOGICAL FRAMEWORK</b>	<b>WATERNET STRATEGY – PHASE IIb: 2008 – 2011</b>		
SUMMARY OF OBJECTIVES AND ACTIVITIES	PERFORMANCE INDICATORS	SOURCES OF VERIFICATION	IMPORTANT EXTERNAL FACTORS
<p><b>VISION:</b> WaterNet envisages a future in which the SADC region has the institutional and human capacity to educate its own water managers, capable to contribute to the equitable sharing and sustainable utilisation of water resources for poverty alleviation, economic development (livelihood security) and environmental security.</p>			
<p><b>MISSION:</b> The mission (long-term development objective) of WaterNet is to enhance institutional and human capacity in Southern Africa in the field of Integrated Water Resources Management through training, education, and research by harnessing the complementary strengths of institutions in the region. The enhanced capacity should enable peoples in Southern Africa to manage their water resources in a more efficient, equitable and sustainable manner.</p>	<p><b>PIM1:</b> At least five organisations in the region (Companies, NGOs, Governments, Catchment Councils, and Communities) annually report that education, training, and research outputs from WaterNet and its membership have had noticeable contributions to their own successes in IWRM.</p> <p><b>PIM2:</b> Positive acknowledgment from the SADC Secretariat on progress and that the programme remains supportive of the Regional Water Policy and the Regional Strategic Action Plan on Integrated Water Resources Development and Management.</p> <p><b>PIM3:</b> At least one recent graduate from each WaterNet sponsored programme obtains a senior management position in the IWRM field in the region on an annual basis.</p> <p><b>PIM4:</b> At least one major WaterNet facilitated IWRM educational product (e.g. short course) from a WaterNet member institution is implemented on a regular basis in the region within the three years of the launch of project phase IIb.</p> <p><b>PIM5:</b> At least ten WaterNet member institutions publish in peer-reviewed journals on IWRM research outcomes supported by WaterNet on an annual basis.</p> <p><b>PIM6:</b> WaterNet educational, training and research products are easily accessible, adopted and used by at least two organisations or communities in the region, annually.</p>	<p><b>SVM1:</b> Solicited written responses from selected sector organisations</p> <p><b>SVM2:</b> Official correspondence from SADC Secretariat.</p> <p><b>SVM3:</b> Tracer survey, stories from the field and testimonies via the Alumni Association.</p> <p><b>SVM4:</b> Member Annual reports, tracer survey, Mid-term independent evaluation report.</p> <p><b>SVM5:</b> Member Annual reports, survey of peer-reviewed journals.</p> <p><b>SVM6:</b> Member Annual reports, stories from the field and testimonies via the Alumni Association.</p>	<p><b>ECM1:</b> Stable economic and political conditions developed and prevailed in the region.</p> <p><b>ECM2:</b> A legal, fully functional, and autonomous WaterNet Trust is maintained and is viewed as an important and authentic regional developmental partner.</p> <p><b>ECM3:</b> Continued existence of a vibrant Alumni Association</p> <p><b>ECM4, ECM5 &amp; ECM6:</b> Supportive macro economic conditions.</p>

<b>LOGICAL FRAMEWORK</b>	<b>WATERNET STRATEGY – PHASE Iib: 2008 – 2011</b>		
<b>SUMMARY OF OBJECTIVES AND ACTIVITIES</b>	<b>PERFORMANCE INDICATORS</b>	<b>SOURCES OF VERIFICATION</b>	<b>IMPORTANT EXTERNAL FACTORS</b>
<b>OUTPUTS:</b>			
<p><b>OUTPUT 1</b> The WaterNet SADC PCN 23 established including human capacity building in Education, Research and Training – founded within a demand driven, member owned and relevant network, based on effective and transparent management. Financial sustainability, through a widened donor base and increase in external project funding, and a long term legal status, secured by the end of Phase Iib.</p>	<p><b>PIO1:</b> WaterNet Trust incorporated a SADC Subsidiary Institution for capacity building in IWRM before end 2009.</p> <p><b>PIO1:</b> WaterNet Trust is managed with a maximum of 10% negative deviations from approved annual plans (budget, human resources, and funding).</p> <p><b>PIO1:</b> Increased number (at least one per year) of WaterNet members hosting WaterNet facilitated activities.</p> <p><b>PIO1:</b> WaterNet’s long-term strategy fully developed and adopted by members incorporating broader developmental issues including gender, HIV-AIDS, poverty and governance before end of 2009.</p> <p><b>PIO1:</b> WaterNet attracts external funds corresponding to at least 10 % of its annual budget.</p> <p><b>PIO1:</b> Own contribution of members institutions in cash increased to at least 2% of the annual WaterNet budget before the end of 2010.</p>	<p><b>SVO1:</b> SADC official correspondence, progress report from the WaterNet Secretariat.</p> <p><b>SVO1:</b> Positive audit and independent M&amp;E reports.</p> <p><b>SVO1:</b> Members Annual report, progress report from the WaterNet Secretariat.</p> <p><b>SVO1:</b> Long-term strategy, progress report from the WaterNet Secretariat</p> <p><b>SVO1:</b> Annual work plans including budget, expenditure and audit reports.</p> <p><b>SVO1:</b> Annual work plans including budget, expenditure and audit reports.</p>	<p><b>ECO1:</b> Partners continue to support WaterNet’s efforts</p>
<p><b>OUTPUT 2</b> The WaterNet Master programme in IWRM fully operational with two core host institutions and six specialization host institutions, with mutual recognition of course modules established and a regional quality control mechanism in place for monitoring and improvement of the programme</p>	<p><b>PIO2:</b> Review report with recommendations on quality assurance and accreditation procedures for WaterNet Masters programme in IWRM delivered and recommendations adopted before end 2008.</p> <p><b>PIO2:</b> Established Academic Review Board and adoption of internationally acceptable quality control procedures and guidelines before mid 2009.</p> <p><b>PIO2:</b> At least 30 students graduate of which 30% are female from the WaterNet Masters Programme annually.</p> <p><b>PIO2:</b> Programme continues to be multinational and gender balanced in the student intake with increased participation of nationals from non-Anglophone countries in the region (Angola,</p>	<p><b>SVO2:</b> Review report, progress report from the WaterNet Secretariat.</p> <p><b>SVO2:</b> Quality control procedures, records of the Academic Review Board, progress report from the WaterNet Secretariat.</p> <p><b>SVO2:</b> Records from the WaterNet Secretariat showing widespread advertising with transparent application and admission criteria and</p>	<p><b>ECO2:</b> Universities willing host the WaterNet IWRM programme, WaterNet members continue to support curriculum development and delivery</p> <p><b>ECO2:</b> At least 50 applications from highly qualified regional graduates are received each year with geographical, gender and specialisation balance.</p>

<b>LOGICAL FRAMEWORK</b>	<b>WATERNET STRATEGY – PHASE IIb: 2008 – 2011</b>		
<b>SUMMARY OF OBJECTIVES AND ACTIVITIES</b>	<b>PERFORMANCE INDICATORS</b>	<b>SOURCES OF VERIFICATION</b>	<b>IMPORTANT EXTERNAL FACTORS</b>
<b>OUTPUTS:</b>			
	DRC, Madagascar and Mozambique) with at least an annual intake of 4 Masters students from these countries.	procedures.  <b>SVO2:</b> Records from the WaterNet Secretariat and independent M&E reports.	
<b>OUTPUT 3</b> WaterNet responds to the demand in the region for competency training, by developing a professional short course training capacity on IWRM together with the SADC Water Division. IWRM principles applied, demonstrated and tested in the real world through comprehensive action research in selected river basins in Southern Africa, carried out closely with GWP-SA.	<b>PIO3:</b> At least 4 professional demand driven short courses are developed and facilitated by WaterNet and partners each year.  <b>PIO3:</b> At least 25 participants of which at least 30% will be female.  <b>PIO3:</b> A minimum of one third of the short course participants being funded from elsewhere.	<b>SVO3:</b> Member Annual reports, records from WaterNet Secretariat, tracer survey at member institutions.  <b>SVO3:</b> High quality training material available online or WaterNet Secretariat and member institutions.	<b>ECO3:</b> Collaboration with SADC, GWP-SA, Cap-Net and other regional and international partners continues as planned  <b>ECO3:</b> Water sector organisations formally express demand and support for short professional courses.
<b>OUTPUT 4:</b> WaterNet is a partner in facilitating research on IWRM in the region, links research to the other WaterNet capacity building pillars (education and training), facilitates together with WARFSA research capacity building, and functions as a hub for formulating and facilitating new research projects with members	<b>PIO4:</b> By the end of 2008 two Professorial Chairs established at the host institutions of the Masters programme, the three remaining chairs established by the end of 2009. The Professorial Chairs established become part of the Academic Review Board.  <b>PIO4:</b> At least six WaterNet Masters students carry out their dissertation research within a WaterNet associated research project (e.g. CPW&F, SSI, new project) annually.  <b>PIO4:</b> At least four researchers within an WaterNet associated research project (e.g. CPW&F, SSI, new project) participates in a regional meeting to present a case-study or outcomes of the research, annually.  <b>PIO4:</b> Continued funding for the CPW&F and SSI and developing one major research proposal, funded and implemented before end of Phase IIb.	<b>SVO4:</b> Progress report from the WaterNet Secretariat, tracer survey at member institutions.  <b>SVO4:</b> Masters dissertations, records from WaterNet Secretariat.  <b>SVO4:</b> Records from WaterNet Secretariat and copies of research papers available.  <b>SVO4:</b> Progress report from the WaterNet Secretariat, tracer survey at member institutions.	<b>ECO4:</b> Collaboration with SADC, WARFSA and GWP-SA continues as planned. Partners get increasingly interested in carrying out research in addition to delivering education and training.

<b>LOGICAL FRAMEWORK</b>	<b>WATERNET STRATEGY – PHASE IIb: 2008 – 2011</b>		
<b>SUMMARY OF OBJECTIVES AND ACTIVITIES</b>	<b>PERFORMANCE INDICATORS</b>	<b>SOURCES OF VERIFICATION</b>	<b>IMPORTANT EXTERNAL FACTORS</b>
<b>OUTPUTS:</b>			
<p><b>OUTPUT 5</b> Increased numbers in all SADC countries of qualified water management professionals (at both the graduate and technicians levels) and political decision makers who are well informed about IWRM issues. Knowledge transferred on IWRM practices from WaterNet members to river basin and catchment management institutions, and WaterNet involved in policy development on IWRM in the region.</p>	<p><b>PIO5:</b> The annual WaterNet/WARFSA/GWP-SA Symposium continues to attract at least 200 high quality papers that are peer reviewed before hand and presented at the Symposium.</p> <p><b>PIO5:</b> At least 50 papers presented at the Symposium are peer-reviewed and published in an international journal within one year after the Symposium date.</p> <p><b>PIO5:</b> The Symposium continues to include at least 2 workshop sessions annually where the scientific findings are further dissected and analysed into policy briefings for IWRM implementation.</p>	<p><b>SVO4:</b> Papers, records from the WaterNet Secretariat</p> <p><b>SVO4:</b> Peer-reviewed journals, records from the WaterNet Secretariat and Member institutions.</p> <p><b>SVO4:</b> Policy briefings, Symposium programme, participation and records from the WaterNet Secretariat</p>	<p><b>ECO4:</b> Collaboration with SADC, WARFSA and GWP-SA and other partners continues as planned supporting WaterNet's efforts.</p>

<b>LOGICAL FRAMEWORK</b>	<b>WATERNET STRATEGY – PHASE Iib: 2008 – 2011</b>		
<b>SUMMARY OF ACTIVITIES</b>	<b>PERFORMANCE INDICATORS/MILESTONES</b>	<b>LEADER/INITIATOR</b>	<b>EXTERNAL FACTORS</b>
<b>Activity 1.1</b> Establish WaterNet PCN 23	<p><b>PIO1-1.1:</b> WaterNet Trust incorporated as a SADC Subsidiary Institution for capacity building in IWRM before end 2009.</p> <p><b>PIO1-1.1:</b> Bi-annual WaterNet Progress Reports submitted to SADC and receiving written positive feedback.</p>	<b>LAO1-1.1:</b> WaterNet Management Board WaterNet Secretariat, and SADC Secretariat.	<p><b>ECAO1-1.1:</b> Continued SADC support and recognition of Subsidiarity Principles.</p> <p><b>ECAO1-1.1:</b> A legal, fully functional, and autonomous WaterNet Trust is maintained and is viewed as an important and authentic regional developmental partner.</p>
<b>Activity 1.2</b> Promote member ownership of Network	<p><b>PIO1-1.2:</b> Member institutions report annually with at least three quarters indicating active participation in network activities.</p> <p><b>PIO1-1.2:</b> Increased number (at least one per year) of WaterNet members hosting WaterNet facilitated activities.</p> <p><b>PIO1-1.2:</b> Increase participation of members from non-Anglophone countries in the region (Angola, DRC, Madagascar and Mozambique) with at least one new member from these countries per year.</p> <p><b>PIO1-1.2:</b> Long-term strategy developed and adopted by members by the end of 2009.</p>	<b>LAO1-1.2:</b> WaterNet Management Board and Secretariat.	<p><b>ECAO1-1.2:</b> Partners continue to support WaterNet's efforts</p> <p><b>ECAO1-1.2:</b> A legal, fully functional, and autonomous WaterNet Trust is maintained and is viewed as an important and authentic regional developmental partner.</p>
<b>Activity 1.3</b> Fully staffed WaterNet Secretariat	<b>PIO1-1.3:</b> WaterNet Secretariat maintains their current staff positions and offers a comprehensive staff appraisal and development programme.	<b>LAO1-1.3:</b> WaterNet Board of Trustees.	<b>ECAO1-1.3:</b> WaterNet Trust continues to be able to attract qualified staff to its Secretariat.

<b>LOGICAL FRAMEWORK</b>	<b>WATERNET STRATEGY – PHASE IIb: 2008 – 2011</b>		
<b>SUMMARY OF ACTIVITIES</b>	<b>PERFORMANCE INDICATORS/MILESTONES</b>	<b>LEADER/INITIATOR</b>	<b>EXTERNAL FACTORS</b>
<b>Activity 1.4</b> Professional financial management achieved	<p><b>PIO1-1.4:</b> WaterNet carrying out transparent decision making on procurement and expenditures within the framework of the WaterNet Notarial Deed of the Trust financial and procurement procedures.</p> <p><b>PIO1-1.4:</b> WaterNet operating auditable accounts by the inception of the Phase IIb project with positive feedback on the audit reports.</p>	<b>LAO1-1.4:</b> WaterNet Board of Trustees, Manager and Accounting firm.	<b>ECAO1-1.4:</b> WaterNet Trust continues to be able to attract an Accounting firm with international reputation for providing financial management backstopping activities.
<b>Activity 1.5</b> WaterNet Legal Status established	<b>PIO1-1.5:</b> WaterNet registration as a legal entity was achieved in Phase IIa and Management Board and Board of Trustees became operational. Recognition as a SADC Subsidiary Institution to be in place by the end of 2009.	<b>LAO1-1.5:</b> WaterNet Board of Trustees, and Manager.	<b>ECAO1-1.5:</b> Continued support from SADC.
<b>Activity 1.6</b> Financial sustainability through income generation and contributed fund	<p><b>PIO1-1.6:</b> WaterNet attracts external funds in cash corresponding to at least 10% of its annual budget.</p> <p><b>PIO1-1.6:</b> Own contributions in cash of member institutions increased to at least 2% of the annual WaterNet budget before the end of 2010.</p> <p><b>PIO1-1.6:</b> WaterNet establishes comprehensive framework for reporting on contributed funds by member institutions and incorporated in financial reporting by mid 2009.</p>	<b>LAO1-1.6:</b> WaterNet Board of Trustees, Member institutions and Manager.	<b>ECAO1-1.6:</b> Active involvement and reporting from WaterNet members.

<b>LOGICAL FRAMEWORK</b>	<b>WATERNET STRATEGY – PHASE Iib: 2008 – 2011</b>		
<b>SUMMARY OF ACTIVITIES</b>	<b>PERFORMANCE INDICATORS/MILESTONES</b>	<b>LEADER/INITIATOR</b>	<b>EXTERNAL FACTORS</b>
<b>Activity 1.7</b> Monitoring and Evaluation procedures in place	<p><b>PIO1-1.7:</b> WaterNet progress reports are produced timely at within 4 months of each reporting period including quantifiable indicators of impact, efforts in mainstreaming gender, poverty alleviation and HIV-AIDS within its activities.</p> <p><b>PIO1-1.7:</b> Monitoring and Evaluation plan completed and adopted by the end of October each year for the following year, with necessary revisions done when required.</p> <p><b>PIO1-1.7:</b> Mid-term independent evaluation conducted by mid 2010.</p>	<b>LAO1-1.7:</b> WaterNet Manager and Member Institutions	<b>ECAO1-1.7:</b> None
<b>Activity 2.1</b> Two host institutions of the WaterNet Masters Programme in IWRM	<b>PIAO2-2.1:</b> A total of at least two WaterNet member departments to host the WaterNet Masters programme in IWRM each year.	<b>LAO2-2.1:</b> WaterNet Member institutions and WaterNet Manager.	<b>ECAO2-2.1:</b> Partners continue to support WaterNet's efforts.
<b>Activity 2.2</b> Offer WaterNet specialisations	<b>PIAO2-2.2:</b> Six specialisations are offered each year.	<b>LAO2-2.2:</b> WaterNet Member institutions and WaterNet Manager.	<b>ECAO2-2.2:</b> Fellowships continue to be available.
<b>Activity 2.3</b> Fellowship Fund established	<b>PIAO2-2.3:</b> The WaterNet Fellowship Fund offers at least 40 Fellowships per year in the region.	<b>LAO2-2.3:</b> WaterNet Board of Trustees and Manager	<b>ECAO2-2.3:</b> Partners continue to support WaterNet's efforts.
<b>Activity 2.4</b> Establish Review procedure for WaterNet Masters programme	<b>PIAO2-2.4:</b> Comprehensive review carried out by mid 2008 and regional Academic Review Board including Professorial Chairs established by end of 2008.	<b>LAO2-2.4:</b> WaterNet Manager and Professorial Chair holders.	<b>ECAO2-2.4:</b> None
<b>Activity 2.5</b> Establish the WaterNet MSc Dissertation Research Fund	<b>PIAO2-2.5:</b> 40 MSc dissertation project grants awarded annually.	<b>LAO2-2.5:</b> WaterNet Board of Trustees and Manager	<b>ECAO2-2.5:</b> Continued interest by WARFSA to support the initiative.

<b>LOGICAL FRAMEWORK</b>	<b>WATERNET STRATEGY – PHASE Iib: 2008 – 2011</b>		
<b>SUMMARY OF ACTIVITIES</b>	<b>PERFORMANCE INDICATORS/MILESTONES</b>	<b>LEADER/INITIATOR</b>	<b>EXTERNAL FACTORS</b>
<b>Activity 3.1</b> Launch the WaterNet Professional training programme.	<b>PIAO3-3.1:</b> The draft WaterNet Professional Training Strategy is reviewed and adopted by end of 2008 and least four WaterNet member institutions host a short course each year in the SADC region according to approved work plans.	<b>LAO3-3.1:</b> WaterNet Member institutions and WaterNet Manager.	<b>ECAO3-3.1:</b> Partners continue to support WaterNet efforts
<b>Activity 3.2</b> Establish catchment partnership for demonstration and learning on translating IWRM principles to management.	<b>PIAO3-3.2:</b> Two catchment partnerships for exchange of lessons learnt and capacity building established by end 2008.	<b>LAO3-3.2:</b> WaterNet Manager, and WaterNet Research Leader.	<b>ECAO3-3.2:</b> Partners particularly GWP-SA continue to support WaterNet.
<b>Activity 3.3</b> Offer the English for Water Managers as a SADC course for French and Portuguese speaking water managers in the region.	<b>PIAO3-3.3:</b> The WaterNet English for Water Managers course offered annually.	<b>LAO3-3.3:</b> WaterNet Manager, and SADC Water Division	<b>ECAO3-3.3:</b> Continued support from Angola, DRC, Madagascar and Mozambique to WaterNet activities.
<b>Activity 4.1</b> Research capacity building (training and mentoring) together with WARFSA.	<b>PIAO4-4.1:</b> One training course on research methodology and proposal/project preparation held in the region per year and hosted by a WaterNet member institution.	<b>LAO4-4.1:</b> WaterNet Research Leader and WARFSA.	<b>ECO4-4.1:</b> Partners continue to support WaterNet's efforts.
<b>Activity 4.2</b> WaterNet a partner in integrated IWRM research, with particular focus on CPW&F PN 17.	<b>PIAO4-4.2:</b> WaterNet members actively involved in IWRM related research facilitated by WaterNet	<b>LAO4-4.2:</b> WaterNet Member institutions and WaterNet Research Leader.	<b>ECO4-4.2:</b> Partners continue to support WaterNet's efforts
<b>Activity 4.3</b> Seek funding for new research activities, WaterNet facilitating role	<b>PIAO4-4.3:</b> One WaterNet facilitated research initiative submitted for external funding each year with particular emphasis to WASH (Water Supply, Sanitation and Hygiene) and achieving the Millennium Development Goals (MDG's).	<b>LAO4-4.3:</b> WaterNet Member institutions and WaterNet Research Leader	<b>ECO4-4.3:</b> Partners continue to support WaterNet's efforts. <b>ECO4-4.3:</b> Funding agencies continue to support research in IWRM.

LOGICAL FRAMEWORK	WATERNET STRATEGY – PHASE Iib: 2008 – 2011		
SUMMARY OF ACTIVITIES	PERFORMANCE INDICATORS/MILESTONES	LEADER/INITIATOR	EXTERNAL FACTORS
<p><b>Activity 4.4</b> Appoint three WaterNet-SADC Professorial Chairs in IWRM</p>	<p><b>PIAO4-4.4:</b> Two Professorial Chairs recruited by the end of 2008, and one by mid 2009, host institutions of the Masters programme report the recruitment of WaterNet Professorial Chairs.</p> <p><b>PIAO4-4.4:</b> Knowledge and capacity building outputs on IWRM research, education and training, generated through WaterNet Professorial Chairs. At least 2 PhD candidates, 10 Masters students and one regional research project being managed and coordinated through the Professorial Chairs annually.</p> <p><b>PIAO4-4.4:</b> Comprehensive knowledge management maps and re-packaging of research results in at least 2 policy briefs annually.</p>	<p><b>LAO4-4.4:</b> WaterNet Members, Professorial Chairs, Secretariat and SADC Water Division.</p>	<p><b>ECAO4-4.4:</b> Positions offered able to attract qualified academic for Professorial Chair positions.</p>
<p><b>Activity 5.1</b> Develop and implement WaterNet Outreach Activities and initiate a dialogue on policy and implementation of IWRM with key stakeholders in the SADC region</p>	<p><b>PIAO5-5.1:</b> WaterNet Outreach work plan for 2008 – 2010 developed and approved by the WaterNet Management Board by 1 July 2008</p> <p><b>PIAO5-5.1:</b> WaterNet Outreach activities being carried out in partnership with WaterNet members, in at least 2 SADC countries per year.</p> <p><b>PIAO5-5.1:</b> WaterNet information products (brochures, fact sheets, modules, reports, posters).</p> <p><b>PIAO5-5.1:</b> WaterNet active in regional, continental and international capacity building and policy initiatives on IWRM.</p>	<p><b>LAO5-5.1:</b> Professorial Chairs and WaterNet Manager.</p>	<p><b>ECAO5-5.1:</b> Partners continue to support WaterNet's efforts.</p>

<b>LOGICAL FRAMEWORK</b>	<b>WATERNET STRATEGY – PHASE IIb: 2008 – 2011</b>		
<b>SUMMARY OF ACTIVITIES</b>	<b>PERFORMANCE INDICATORS/MILESTONES</b>	<b>LEADER/INITIATOR</b>	<b>EXTERNAL FACTORS</b>
<p><b>Activity 5.2</b> Hold the WaterNet/WARFSA/GWP-SA Symposium</p>	<p><b>PIAO5-5.2</b> Annual symposia to be held in different countries in the region, hosted by one or more WaterNet member institutions in October/November each year.</p> <p><b>PIAO5-5.2</b> Annual symposia attract at least 200 submitted and peer-reviewed abstracts and papers in six sub-themes.</p> <p><b>PIAO5-5.2</b> Annual symposia attract at least 250 participants from the region and beyond each year with WaterNet providing 70 awards from the Symposium Fund each year to support attendance of the symposium and AGM.</p>	<p><b>LAO5-5.2:</b> WaterNet Member institutions, WaterNet Secretariat, WARFSA and GWP-SA</p>	<p><b>ECAO5-5.2:</b> Partners continue to support WaterNet's efforts.</p>



# Annex 5

## Gantt chart for WaterNet Phase IIb

1 July 2008 to 31 June 2011

OUTPUTS/ACTIVITIES/TASKS			Year 1		Year 2		Year 3	
OUTPUTS	ACTIVITIES/DETAIL	Collab. Inst	Jun-Dec	Jan-Jun	Jly-Dec	Jan-Jun	Jly-Dec	Jan-Jun
Output 1	<b>Forging the Network</b>							
	Activity 1.1 Establish WaterNet PCN 23	SADC						
	Activity 1.2 Promote Member ownership of Network							
	Activity 1.3 Fully Staffed Waternet Secretariat		Achieved					
	Activity 1.4 Establish professional financial							
	Activity 1.5 WaterNet Legal status established							
	Activity 1.6 Financial sustainability income and contributed funds							
	Activity 1.7 Monitoring and Evaluation procedures in place							
Output 2	<b>Regional Master degree Programme</b>							
	Activity 2.1. Two host institutions of the WaterNet Masters Programme in IWRM							
	Activity 2.2 Offer five specializations							
	Activity 2.3 Fellowship fund established							
	40 fellowships per year							
	10 externally sponsored fellowships/year							
	Activity 2.4 Establish Review procedure for WaterNet MSc programme							
	Activity 2.5 Establish the WaterNet MSc Dissertation Research fund together with WARFSA	WARFSA						
	40 fellowships per year							
	10 externally sponsored fellowships/year							
Output 3	<b>Develop and deliver training for water professional</b>							
	Activity 3.1 Launch the WaterNet Professional training programme							
	Activity 3.2 Establish catchment partnership for demonstration and learning on translating IWRM principles to management	GWP-SA						
	Activity 3.3 Offer the English for Water managers once a year							
Output 4	<b>Stimulate research in IWRM</b>							
	Activity 4.1 Research capacity building (training and mentoring) together with WARFSA	WARFSA						
	Activity 4.2 WaterNet a partner in integrated IWRM research, with particular focus on CP PN 17 and the programmes.	CPW&F						
	Activity 4.3 Seek funding for new research activities, WaterNet facilitating role							



## **Annex 6**

### **Roles and responsibilities in financial management for WaterNet Phase IIb**

The financial management and reporting on WaterNet Funds in Phase IIb is envisaged to follow a hierarchical structure as dictated by the WaterNet Trust (the legal document registering WaterNet in Botswana) and its Membership which meets at the Annual General Meeting (AGM). Such roles and responsibilities are listed below and are illustrated diagrammatically in the figure.

#### **WaterNet Trust**

- Attends the Annual General Meeting
- Approves annual budgets and work-plans
- Approves financial statement and progress reports
- Approves appointment of external auditor

#### **Board of Trustees**

- Enters into funding agreements through the Chairperson with Cooperating Partners
- Submits to the Cooperating Partners and AGM a half yearly narrative report
- Submits half-yearly expenditure statements to the Cooperating Partners
- Submits annual audited statements to the Cooperating Partners
- Requests for disbursement of funds from the Cooperating Partners
- Appoints and accounting firm to provide supplementary financial management services
- Accountable to the WaterNet Trust

#### **Finance Committee of the Board of Trustees**

- Reviews Annual budgets before being tabled at the AGM
- Reviews financial management manual
- Develops authorisation table (levels of authority)
- Reviews the procurement guidelines
- Approves two monthly rolling budget including large disbursements to third parties
- Monitors the primary WaterNet Trust bank account and disbursements
- Reviews submitted financial reports from the Accounting Firm before submission to the Board of Trustees
- Identifies training needs in financial management

#### **Audit Firm**

- Performs annual audit of WaterNet Funds
- Submit audit report to the Trust and Cooperating Partners via the Board of Trustees
- Performs follow-up work if necessary and makes recommendations to the Board of Trustees on sound financial management

## **Accounting Firm**

- Disburses funds to Members or other WaterNet bank accounts held elsewhere upon request from the WaterNet Manager and or Administrator
- Updates WaterNet financial report every two-month with disbursements done directly to Members or other WaterNet bank accounts.
- Prepares and submits to the Board of Trustees half yearly consolidated WaterNet financial reports i.e. incomes and expenses or advances made in compliance with general Cooperating Partners requirements
- Monitors the overall WaterNet budget
- Advises the WaterNet Manager on the budget status at any one time
- Checks on financial reports submitted by the WaterNet Secretariat
- Prepares for annual audit – consolidated
- Invites the external Audit Firm
- Prepares and maintains financial and management accounting records
- Develops, reviews as per request by the Board of Trustees and where necessary maintains WaterNet's internal control systems (procurement and financial management manuals)
- Accountable to the Board of Trustees

## **Manager**

- Approves payments by signing on invoices (for payment) and signing on payment vouchers before payment is effected
- Confirms on accuracy of charge codes before payment is effected
- Approves through signature on letters to the bank i.e. allowing withdrawal of cash
- Prepares the organisation's budget, management of cash flows and expenditures
- Produces two-month or periodic financial reports as required and submits them to the Accounting Firm
- Facilitates financial audits of WaterNet operations and contracts in consultation with the Accounting Firm
- Approves recommendations on procurement
- Approves purchase orders to suppliers
- Checks compliancy to donor requirements in terms of spending money according to approved budget line items, procurement etc
- Approves financial reports before they are forwarded to the Accounting Firm
- Checks on correct coding of expenses as per approved budget line items
- Prepares and signs contracts of WaterNet Funds to Members and other service providers
- Approves disbursement request letters to Accounting Firm
- Makes follow-ups with Members on accounting for Funds received
- Ensures overall budget implementation
- Accounts to the WaterNet Board of Trustees

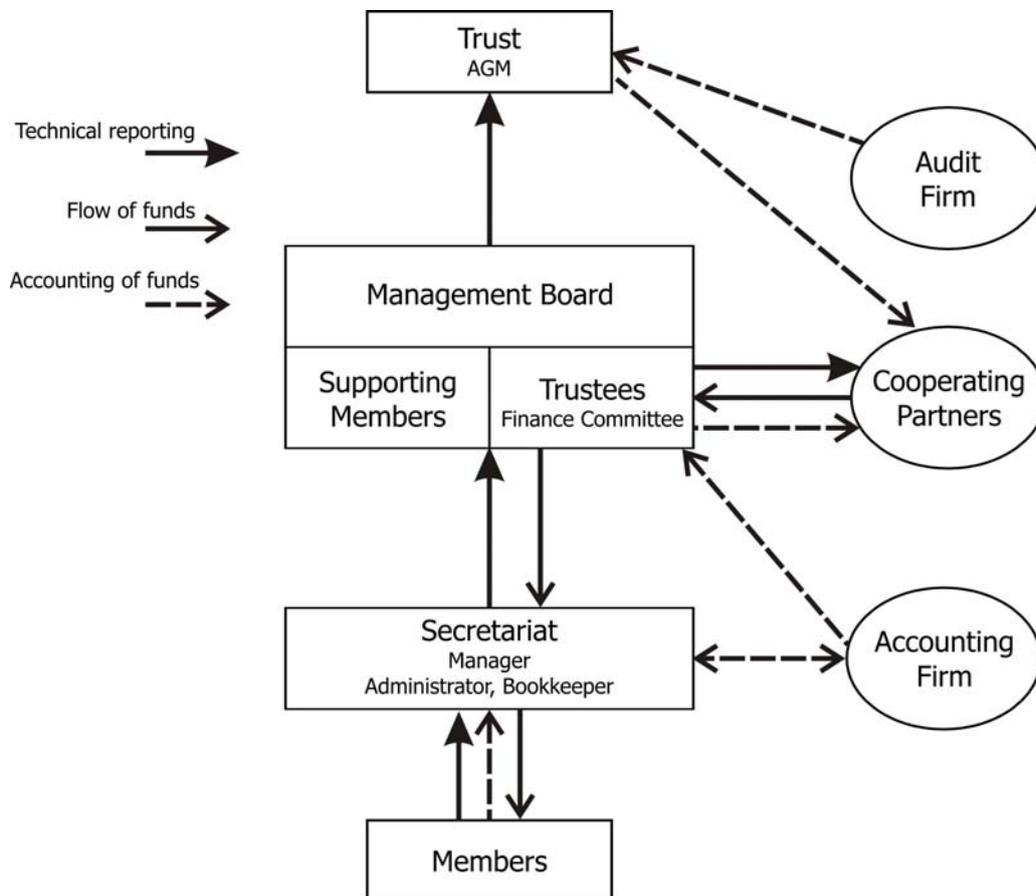
## **Administrator**

- Handles the procurement process i.e. preparation of purchase orders
- Prepares payment vouchers

- Writes up cheques for payment
- Prepares requests for transfer of funds in and out of the WaterNet account(s)
- Communicates with the bank on all WaterNet transactions
- Handles petty cash
- Maintains cash-flow statement(s) of the programme for local expenditures
- Maintains the fixed asset register of the WaterNet programmes
- Keeps the security items for the programme (e.g. cheque books)
- A signatory to the WaterNet account(s) (co-signing with the WaterNet Manager and/or the Chairperson of the Board of Trustees)
- Accountable to the WaterNet Manager

### Part-time Bookkeeper

- Checks on petty cash transactions, documents and actual cash balances
- Checks on vouchers i.e. coding, adequacy, accuracy of supporting vouchers and their appropriateness
- Checks on compliancy to donor requirements
- Checks on liquidated/expensed advances – supporting documents, adequacy and accuracy
- Prepares for the 1<sup>st</sup> stage of audit preparation
- Makes sure that all documents are auditable before submission to the Accounting Firm for the 2<sup>nd</sup> stage audit preparation
- Accountable to the WaterNet Manager





# Annex 7

## WaterNet Budget for Phase IIb

WaterNet Phase IIb Tentative Budget (Euros)	July 2008 - June 2011				Year 1		Year 2		Year 3	
	Requested Funding DGIS	Requested Funding Sida	Contributed/ Expected Income	Total	Requested Funding	Contributed/ Expected Income	Requested Funding	Contributed/ Expected Income	Requested Funding	Contributed/ Expected Income
<b>To forge a strong, demand driven and sustainable network</b>										
WaterNet Management Fund	1 242 240	0	130 000	1 372 240	438 080	30 000	433 080	50 000	423 080	50 000
International Scientific Backstopping	230 000	0	0	230 000	100 000	0	80 000	0	50 000	0
Nodal Strengthening Fund	75 000	0	0	75 000	25 000	0	25 000	0	25 000	0
<b>Subtotal</b>	<b>1 547 240</b>	<b>0</b>	<b>130 000</b>	<b>1 602 240</b>	<b>563 080</b>	<b>30 000</b>	<b>538 080</b>	<b>50 000</b>	<b>498 080</b>	<b>50 000</b>
<b>To raise awareness and understanding on IWRM at catchment, basin and transboundary scales</b>										
Symposium Fund	270 000	0	150 000	420 000	90 000	50 000	90 000	50 000	90 000	50 000
Publication Fund	90 000	0	0	90 000	30 000	0	30 000	0	30 000	0
<b>Subtotal</b>	<b>360 000</b>	<b>0</b>	<b>150 000</b>	<b>510 000</b>	<b>120 000</b>	<b>50 000</b>	<b>120 000</b>	<b>50 000</b>	<b>120 000</b>	<b>50 000</b>
<b>To support higher education in IWRM, by delivering and strengthening the jointly owned WaterNet Master programme in IWRM</b>										
Fellowship Fund	0	1 020 000	360 000	1 380 000	240 000	120 000	480 000	120 000	300 000	120 000
MSc Dissertation Fund	0	300 000	90 000	390 000	60 000	30 000	120 000	30 000	120 000	30 000
Curriculum Development Fund	36 000	0	0	36 000	12 000	0	12 000	0	12 000	0
Staff Exchange Fund	200 000	0	0	200 000	72 500	0	72 500	0	55 000	0
Professorial Chair Fund	130 000	353 000	144 000	497 000	105 000	48 000	168 000	48 000	80 000	48 000
<b>Subtotal</b>	<b>366 000</b>	<b>1 673 000</b>	<b>594 000</b>	<b>2 503 000</b>	<b>489 500</b>	<b>198 000</b>	<b>852 500</b>	<b>198 000</b>	<b>567 000</b>	<b>198 000</b>
<b>To increase the accessibility to professional training and education in IWRM for staff in water related businesses in Southern Africa.</b>										
Catchment Partnership Fund	52 500	0	36 000	88 500	17 500	12 000	17 500	12 000	17 500	12 000
Professional Training Fund	325 000	0	150 000	475 000	115 000	50 000	115 000	50 000	95 000	50 000
Language Course Fund	40 000	0	0	40 000	20 000	0	20 000	0	0	0
<b>Subtotal</b>	<b>417 500</b>	<b>0</b>	<b>186 000</b>	<b>603 500</b>	<b>152 500</b>	<b>62 000</b>	<b>152 500</b>	<b>62 000</b>	<b>112 500</b>	<b>62 000</b>
<b>To stimulate, regionalise and strengthen research in the field of IWRM in the Southern Africa Region by offering opportunities to perform joint research</b>										
Staff Development Fund	60 000	0	0	60 000	30 000	0	20 000	0	10 000	0
Alumni Association Fund	50 000	0	0	50 000	22 000	0	14 000	0	14 000	0
<b>Subtotal</b>	<b>110 000</b>	<b>0</b>	<b>0</b>	<b>110 000</b>	<b>52 000</b>	<b>0</b>	<b>34 000</b>	<b>0</b>	<b>24 000</b>	<b>0</b>
<b>Total</b>	<b>2 800 740</b>	<b>1 673 000</b>	<b>1 060 000</b>	<b>5 533 740</b>	<b>1 377 080</b>	<b>340 000</b>	<b>1 697 080</b>	<b>360 000</b>	<b>1 321 580</b>	<b>360 000</b>
Contingencies	59 260	37 000		96 260						
<b>Total</b>	<b>2 860 000</b>	<b>1 710 000</b>	<b>1 060 000</b>	<b>5 630 000</b>						
<b>Rounded</b>	<b>2 860 000</b>	<b>1 710 000</b>	<b>1 060 000</b>	<b>5 630 000</b>						
<b>Annual Total</b>	<b>953 333</b>	<b>570 000</b>	<b>353 333</b>	<b>1 876 667</b>						

<b>Grand Total</b>	<b>5 630 000</b>	
<b>Requested Funding</b>	<b>4 570 000</b>	<b>81 % of total WaterNet budget</b>
<b>Contributed Funding/Expected Income</b>	<b>1 060 000</b>	<b>19 % of total WaterNet budget</b>



## Annex 8

### Detailed breakdown of the WaterNet budget for Phase IIb

Annex 8 explains the level of funds requested in more detail. The rationale for the activities is given in the main text, mainly in **chapter 5 and 6**.

#### 1. The WaterNet Management Fund

The WaterNet Management Fund covers the costs of running the network. It allows for a full-time Manager for the WaterNet Secretariat, Research Leader and Programme Officer. These positions represent the new formal tasks which WaterNet is asked to address in the light of the SADC PCN 23. The budget also allows for three administrative officers: an Administrator, Secretary and a Driver/Messenger and the engagement of a part-time Bookkeeper. The estimated fees for the different positions are based on the experience of WaterNet Phase IIa and include a provision for contribution of pay as you earn (PAYE) for the Secretariat staff, medical aid cover, pension and value added tax (VAT) for the WaterNet Trust.

##### WaterNet Management Fund

	Year 1 (Euro)	Year 2 (Euro)	Year 3 (Euro)	Sub-totals requested
<b>SECRETARIAT STAFF</b>				
Network Manager	68400	68400	68400	205200
Network Research Leader	42240	42240	42240	126720
Network Programme Officer	29040	29040	29040	87120
Administrator	23040	23040	23040	69120
Secretary	14400	14400	14400	43200
Driver	11520	11520	11520	34560
Part-time Bookkeeper	9240	9240	9240	27720
<b>Sub-total</b>	<b>197880</b>	<b>197880</b>	<b>197880</b>	<b>593640</b>
<b>SECRETARIAT OPERATIONS</b>				
Office costs	35000	35000	35000	90000
Regional travel etc. Manager/Research Leader	30000	30000	30000	83000
Transport, Communications	15000	15000	15000	45000
Information/Documentation	25000	25000	25000	60000
Programme Evaluation	10000	10000	0	20000
<b>Sub-total</b>	<b>115000</b>	<b>115000</b>	<b>105000</b>	<b>298000</b>
<b>BOARD OF TRUSTEES</b>				
Honoraria	25200	25200	25200	60600
Meetings and operational costs	20000	20000	20000	60000
<b>Sub-total</b>	<b>45200</b>	<b>45200</b>	<b>45200</b>	<b>120600</b>
<b>ACCOUNTING AND LEGAL SERVICES</b>				
Accounting services fees	50000	50000	50000	150000
Legal advice fees	15000	10000	10000	35000
Audits	15000	15000	15000	45000
<b>Sub-total</b>	<b>80000</b>	<b>75000</b>	<b>75000</b>	<b>230000</b>
<b>Totals</b>	<b>438080</b>	<b>433080</b>	<b>423080</b>	<b>1242240</b>

The Fund also allows for the operations of the Secretariat, based on estimates of the WaterNet Phase IIa including regional travel for staff of the Secretariat, publication costs of reports and programme evaluation. It is assumed that WaterNet will continue to be hosted free of charge by a SADC member country institution, presently and in the near future the University of Zimbabwe. Transport and communications are due to the current economic situation in Zimbabwe.

The Management Fund for the Phase IIb Project contains honoraria for the Board of Trustees and operational costs for the Trust including costs for meetings. The estimates for the honoraria are based on a survey of amounts paid to Trustees of not-for-profit making organisation like WaterNet. It is foreseen that the honoraria for the Trustees will be paid from a levy of the WaterNet members that will be introduced before the end of Phase IIb or other sources, however, for the time being they will be included in the budget of the donors.

Included in the Phase IIb Project are also fees for the Accounting firm and Law firm which are critical for backstopping financial management and ensuring there is adequate legal advice for the WaterNet Trust protocols and operational statutes. The financial accounting fees will be recurrent whilst legal fees will be based on specific assignments. The costs for the accounting services are based on the offer of KPMG, while the costs for Legal advice are based on estimations from the Law firm which produced and registered the Notarial Deed of Trust for WaterNet namely, Molatlhegi and Associates. For Audit costs the same amounts are reserved as has been in the previous phase.

It is planned that WaterNet will introduce membership fees during the implementation of Phase IIb and it budgeted that 130,000 Euro will be raised as cash funds and these will be used as part of the requested Management Fund. It is aimed that at least 2% of the requested funding will be matched by WaterNet through the membership fees.

## **2. The Scientific Backstopping Fund**

The Scientific Backstopping Fund allows the members via the WaterNet Secretariat to call upon international expertise to serve specific needs in the network. Based on experience in Phase 1, there is a regular demand for specific guest-lecturing in support of new curriculum development and in feed-back on specific MSc studies. Next to this, support is required for building research capacity, in which international expertise will be sought to co-develop research agendas and proposals.

Part of the expertise requires short-term missions to the region and part can be done with distance coaching mechanisms. In total 230,000 Euro is reserved for Phase IIb, which comes down to 80,000 Euro per year on average. The WaterNet Trust will decide on a case-to-case basis which organization will deliver services to WaterNet depending on their needs. Besides calling in the support from UNESCO-IHE, the WaterNet Trust will also utilise this budget to explore and develop robust and resilient relationships with other organisation within and outside the EU.

Additional to the budget requested for WaterNet Phase IIb UNESCO-IHE will support WaterNet with Institutional Development through activities such as quality control and scientific accreditation. These activities will be carried out under the UNESCO-IHE's Global Partnership for Water Education and Research. This arrangement is also elaborated in the MoU between the WaterNet Trust and UNESCO-IHE. The International Scientific Backstopping Fund on the WaterNet Phase IIb budget and the Institutional Development

support from UNESCO-IHE are assumed together to give sufficient backstopping support to WaterNet to consolidate itself during the critical transition period.

<b>International Scientific Backstopping Fund</b>				
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Sub-totals</b>
	(Euro)	(Euro)	(Euro)	<b>requested</b>
<b>Requested funding:</b>				
Support services	10	8	5	
services (@ 10,000 each)	100,000	80,000	50,000	230,000
<b>Sub-total</b>	<b>100,000</b>	<b>80,000</b>	<b>50,000</b>	<b>230,000</b>
<b>Totals</b>	<b>100,000</b>	<b>80,000</b>	<b>50,000</b>	<b>230,000</b>

### 3. Nodal Strengthening Fund

The Nodal Strengthening Fund supports the investments in communications, computer laboratories for student facilities, research equipment and software. It targets smaller members wishing to participate better in the network, and members which are taking up a more pronounced role in the network or a specific task such as the delivery. In Phase IIa the average cost per award was about 5,000 Euro, which is also the estimate for Phase IIb. It is estimated that about 4-5 awards can be handled per year in accordance with the rules and regulations of the fund. Together with the staff development fund the fund will also support administrative strengthening in the context of the sub-contracts for course delivery as practiced by WaterNet and the organisation of the educational programme.

<b>Nodal Strengthening Fund</b>				
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Sub-totals</b>
	(Euro)	(Euro)	(Euro)	<b>requested</b>
<b>Requested funding:</b>				
Awards for upgrading	5	5	5	
facilities (@ 5000 each)	25 000	25 000	25 000	75 000
<b>Sub-total</b>	<b>25 000</b>	<b>25 000</b>	<b>25 000</b>	<b>75 000</b>
<b>Totals</b>	<b>25 000</b>	<b>25 000</b>	<b>25 000</b>	<b>75 000</b>

### 4. Symposium Fund

The Fund supports staff of Member Institutions to attend the annual WaterNet/WARFSA/GWP-SA Symposium and the AGM, on average one staff member per institution. Condition is the submission of an annual report by the Member Institution and in addition preference is given to a staff member with an accepted paper to the Symposium or who will be facilitating or convening a session. The cost allows for some preparation and covers travel and Symposium registration fees, which help to cover the organisational costs of the Symposium. The Fund also covers the attendance of the Symposium by WaterNet Secretariat staff for logistic support and a limited amount of other participants fulfilling a specific role at the symposium. Two students selected by the core-host institutions each year who have completed the WaterNet Masters programme and have accepted papers are also sponsored to attend. The average costs are in line with the experience of WaterNet Phase IIa, at about 1250 Euros per award, however, due to an increase of WaterNet members the amount of awards has increased to about 70.

**WaterNet Symposium Fund**

	Year 1 (Euro)	Year 2 (Euro)	Year 3 (Euro)	Sub-Totals	
				Requested	Other
<b>Requested funding:</b>					
Awards (@ 1250 each)	70	70	70		
Sub-Totals	90 000	90 000	90 000	270 000	
<b>Other Income:</b>					
WARFSA	50 000	50 000	50 000		150 000
Sub-Totals	50 000	50 000	50 000		<b>150 000</b>
<b>Totals</b>	<b>140 000</b>	<b>140 000</b>	<b>140 000</b>	<b>420 000</b>	

**5. Publication Fund**

The Publication Fund is mainly used to review papers submitted to the WaterNet/WARFSA/GWP-SA symposia and to publish the best papers in Physics and Chemistry of the Earth, an Elsevier international peer reviewed science journal. Annually 30,000 is allocated for this purpose. It also allows for publication of the peer reviewed educational and training material from WaterNet Masters programme modules or short courses programme.

**6. Fellowship and MSc Dissertation Fund**

The Fellowship and the MSc Dissertation Funds are two of the core funds of WaterNet and facilitate the enrolment of students in the 18 months Masters Programme. These funds are assumed to be funded during Phase IIb by Sida and other donors. Hence, the budget allocation from DGIS funding will be reduced to zero. The phasing of the fellowships over the year is due to the start of Phase IIb in relation to the enrolment of the students in the Master Programme and the start of the dissertation phase within the Master Programme.

**WaterNet Fellowship Fund**

	Year 1 (Euro)	Year 2 (Euro)	Year 3 (Euro)	Sub-Totals	
				Requested	Other
<b>Requested funding:</b>					
MSc Fellowships (@ 12,000 Euro/fellowship)	20	40	25		
<b>Sub-total</b>	<b>240 000</b>	<b>480 000</b>	<b>300 000</b>	<b>1,020,000</b>	
<b>Other Income:</b>					
MSc Fellowships (@ 12,000 Euro/fellowship)	10	10	10		
Subtotal	120,000	120,000	120,000		360,000
	120,000	120,000	120,000		<b>360,000</b>
<b>Totals</b>	<b>360,000</b>	<b>600,000</b>	<b>420,000</b>	<b>1,380,000</b>	

<b>MSc Dissertation Fund</b>					
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Sub-Totals</b>	
	(Euro)	(Euro)	(Euro)	<b>Requested</b>	<b>Other</b>
<b>Requested funding:</b>					
MSc Research Fellowships (@ 3000 Euro/fellowship)	20	40	40		
<b>Sub-total</b>	<b>60,000</b>	<b>120,000</b>	<b>120,000</b>	<b>300,000</b>	
<b>Other Income:</b>					
MSc Research Fellowships (@ 3000 Euro/fellowship)	10	10	10		
<b>Sub-total</b>	<b>30 000</b>	<b>30 000</b>	<b>30 000</b>		<b>90,000</b>
<b>Totals</b>	<b>90,000</b>	<b>150,000</b>	<b>150,000</b>	<b>390,000</b>	

## 7. Curriculum Development Fund

The cost for curriculum development of new courses within the WaterNet Masters Programme are based on the approach chosen in WaterNet Phase 1, where courses are developed by integrated teams of different WaterNet member institutions, supported by an expert workshop. As most courses with the Masters Programme have been developed during the previous phases, this fund will be limited during Phase IIb. The Fund may also help to restructure existing modules where needed.

<b>Curriculum Development Fund</b>					
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Sub-totals requested</b>	
	(Euro)	(Euro)	(Euro)		
<b>Requested funding:</b>					
Module dev. honoraria (Modules @ 5000 Euro)	1	1	1		
Workshops (Workshops @ 3000 Euro)	5,000	5,000	5,000		15,000
Editing, Layout, Printing (Modules @ 4000 Euro)	1	1	1		9 000
<b>Sub-total</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>36,000</b>	
<b>Totals</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>36,000</b>	

## 8. Staff Exchange Fund

The staff exchange fund basically supports the regional guest-lecturers in the WaterNet Masters Programme. The number of required exchange visits and the amount in Euro per exchange visit are based on previous experience. The staff exchange will also support curriculum development, which is a specific part of the terms or reference of the guest-lecturer.

### Staff Exchange Fund

	Year 1 (Euro)	Year 2 (Euro)	Year 3 (Euro)	Sub-totals requested
<b>Requested Funds:</b>				
Guest-lecturers @ 2500 Euro/exchange	25	25	20	70
Workshops @ 2500 Euro/workshop	62,500	62,500	50,000	175,000
<b>Sub-total</b>	<b>10,000</b>	<b>10,000</b>	<b>5,000</b>	<b>25,000</b>
<b>Totals</b>	<b>72,500</b>	<b>72,500</b>	<b>55,000</b>	<b>200,000</b>

## 9. Professorial Chair Fund

The fund allows for supporting the salaries of the professional chairs with specific allowances. Reason is that the Professors are recruited regionally and often will be stationed in another country than their home country. Current University remuneration and employment conditions do not allow for such.

### Professional Chair Fund

	Year 1 (Euro)	Year 2 (Euro)	Year 3 (Euro)	Sub-Totals	
				Requested	Other
<b>Requested funding:</b>					
Professorial Chair Fee (@ 2500 Euro/month)	30	48	60		
Discretionary Fund (@ 12000 Euro/chair)	75,000	120,000	150,000	345,000	
<b>Sub-Total</b>	<b>30,000</b>	<b>48,000</b>	<b>60,000</b>	<b>138,000</b>	
<b>Other Income:</b>					
Consumables	48,000	48,000	48,000		144,000
<b>Sub-total</b>	<b>48,000</b>	<b>48,000</b>	<b>48,000</b>		<b>144,000</b>
<b>Totals</b>	<b>153,000</b>	<b>216,000</b>	<b>258,000</b>	<b>627,000</b>	

The Fund will be sponsored by both Sida and DGIS budget with Sida providing 353,000 Euro and DGIS the balance of 130,000 Euro of the requested funding. WaterNet contributed funds will be in the form of salaries and in-kind contributions for the hosting of the Chairs at the member institutions.

## 10. Catchment Partnership Fund

The catchment partnership supports activities carried out jointly with GWP-SA. The fund supports WaterNet academic activities, MSc research, curriculum development, professional training, and outreach and is an important mechanism to study and draw lessons learnt for putting integrated water management in practice. WaterNet intends to intensively be involved in and contribute to these activities in two catchment management agencies per year.

**Catchment Partnership Fund**

	Year 1	Year 2	Year 3	Sub-Totals	
	(Euro)	(Euro)	(Euro)	Requested:	Other Income:
<b>Requested funding:</b>					
Stakeholder consultations (Workshops @ 7500 E)	1 7 500	1 7 500	1 7 500	22 500	
Outreach products (outputs @ 5000 E)	1 5 000	1 5 000	1 5 000	15 000	
Resource persons (2 persons @ 5000 E)	1 5 000	1 5 000	1 5 000	15 000	
<b>Sub-total:</b>	<b>17 500</b>	<b>17 500</b>	<b>17 500</b>	<b>52 500</b>	
<b>Other Income:</b>					
Stakeholder consultations	5 000	5 000	5 000		15 000
Outreach products	3 000	3 000	3 000		
Resource persons	4 000	4 000	4 000		
<b>Sub-total:</b>	<b>12 000</b>	<b>12 000</b>	<b>12 000</b>		<b>36 000</b>
<b>Totals</b>	<b>29 500</b>	<b>29 500</b>	<b>29 500</b>	<b>88 500</b>	

**11. Professional Training Fund**

The professional training fund is mainly used for the development and delivery of short courses for water sector professionals. On average 4 courses per year will be developed and 5-6 courses will be offered, however, as external funding is anticipated only the running of 4 courses is requested. WaterNet members can apply for grants from this fund and grants will be awarded in accordance with the rules and regulations of the fund. The cost estimates for development and running of the courses is made on basis of previous experience.

In addition to the development and delivery of the courses, the Fund also will be utilised for the participation of limited numbers of WaterNet Alumni in the short courses. The participation of Alumni will refresh their knowledge and hence sustain the impact of their previous training programme. Moreover, it will increase the involvement of Alumni in the network activities, which will encourage a strong WaterNet Alumni community.

**Professional Training Fund**

	Year 1	Year 2	Year 3	Sub-Totals	
	(Euro)	(Euro)	(Euro)	Requested	Other
<b>Requested funding:</b>					
Short course development (@ 10000 Euro)	4 40,000	4 40,000	2 20,000	100,000	
Course Delivery (@ 10000 Euro)	4 60,000	4 60,000	4 60,000	180,000	
Alumni participation (@ 3000 Euro)	5 15,000	5 15,000	5 15,000	45,000	
<b>Sub-total</b>	<b>115,000</b>	<b>115,000</b>	<b>95,000</b>	<b>325,000</b>	
<b>Other Income:</b>					
Course Delivery	50,000	50,000	50,000		
<b>Sub-total</b>	<b>50 000</b>	<b>50 000</b>	<b>50 000</b>		<b>150,000</b>
<b>Totals</b>	<b>165,000</b>	<b>165,000</b>	<b>145,000</b>	<b>475,000</b>	

## 12. Language Course Fund

The Language Course Fund is used to deliver the 3 –week English for Water Managers course targeted at professionals from non-English speaking countries in Southern Africa (e.g. Angola, DRC, Mozambique and Madagascar). The cost estimate is based on the experiences during previous phases and a course for about 10 participants’ costs about 15,000 Euro. It is expected that the course will draw more participants, but it is also expected that participants will increasingly be sponsored by their respective institutions.

The Fund will also be used to offer a workshop on presentation and writing skills to the students of the WaterNet Masters Programme to enhance their skills and prepare them for their dissertations.

### Language Course Fund

	Year 1 (Euro)	Year 2 (Euro)	Year 3 (Euro)	Sub-totals requested
<b>Requested funding:</b>				
English for Water Managers	15,000	15,000	0	30,000
Writing & presentation skills	5,000	5,000		
Curriculum Development				0
<b>Sub-total</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>40,000</b>
<b>Totals</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>40,000</b>

## 13. Staff Development Fund

The fund allows for staff to follow a specific training programme or to produce a specific product, such as fundable research and project proposals and a PhD proposal. The costs per staff development activity vary, however, based on previous experience the average cost will be 5,000 Euro per case. WaterNet members can apply for grants from this fund and grants will be awarded in accordance with the rules and regulations of the fund. About 4 grants will be awarded per year.

In addition the fund will support two dedicated workshops on research capacity building per year, one which will coincide with the WARFSA/WaterNet/GWP-SA Symposium. The estimated cost based on previous experience is 5,000 Euro per training session. Together with the nodal strengthening fund, the fund may support the strengthening of skills on administrative arrangements in the context of WaterNet sub-contracts and the implementation of educational programmes with quality control mechanisms and training of trainers.

### Staff Development Fund

	Year 1 (Euro)	Year 2 (Euro)	Year 3 (Euro)	Sub-totals requested
<b>Requested funding:</b>				
Staff Development (@ 5000 Euro/case)	4	2	2	
Research Training (@ 5000 Euro/case)	20,000	10,000	10,000	40,000
	2	2	0	
	10,000	10,000	0	
<b>Sub-total</b>	<b>30,000</b>	<b>20,000</b>	<b>10,000</b>	<b>60,000</b>
<b>Totals</b>	<b>30,000</b>	<b>20,000</b>	<b>10,000</b>	<b>60,000</b>

## 14. Alumni Association Fund

The new Alumni Association Fund will mainly be used to facilitate an active WaterNet Alumni community by supporting Alumni activities and Alumni workshops, which will coincide with the WARFSA/WaterNet/GWP-SA Symposium. Start up and general operational costs for the Alumni Association will be funded by this Fund, including costs travel costs and limited honorarium of the Alumni Association Board members and other members involved in drafting the constitution, statutes, rules and regulations for membership. The costs per Alumni activity and for organising and facilitation the workshops are based on experience with similar activities.

The WaterNet Alumni Association aims to further impact society by translating lessons, knowledge, experiences and expertise of alumni into actions at all level of water resources management. Over 200 Alumni of the WaterNet Masters programme or WaterNet funded graduates have been produced since the inception of the programme and more than 600 have attended WaterNet organised or facilitated short professional training courses.

The Alumni Association will provide a platform for the members to give back to the programme that changed your lives and also for them to be organised and be able to act as front line “Ambassadors” to the region and the world in terms of IWRM. WaterNet will fervently encourage all its Alumni to partake in the network’s aims and activities so as to broaden, deepen and strengthen the IWRM cause in the region.

<b>Alumni Association Fund</b>				
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Sub-totals</b>
	(Euro)	(Euro)	(Euro)	<b>requested</b>
<b>Requested funding:</b>				
Alumni activity	4	3	3	
(@ 3000 Euro/case)	12,000	9,000	9,000	30,000
Alumni workshop	2	1	1	
(@ 5000 Euro/case)	10,000	5,000	5,000	
<b>Sub-total</b>	<b>22,000</b>	<b>14,000</b>	<b>14,000</b>	<b>50,000</b>
<b>Totals</b>	<b>22,000</b>	<b>14,000</b>	<b>14,000</b>	<b>50,000</b>

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