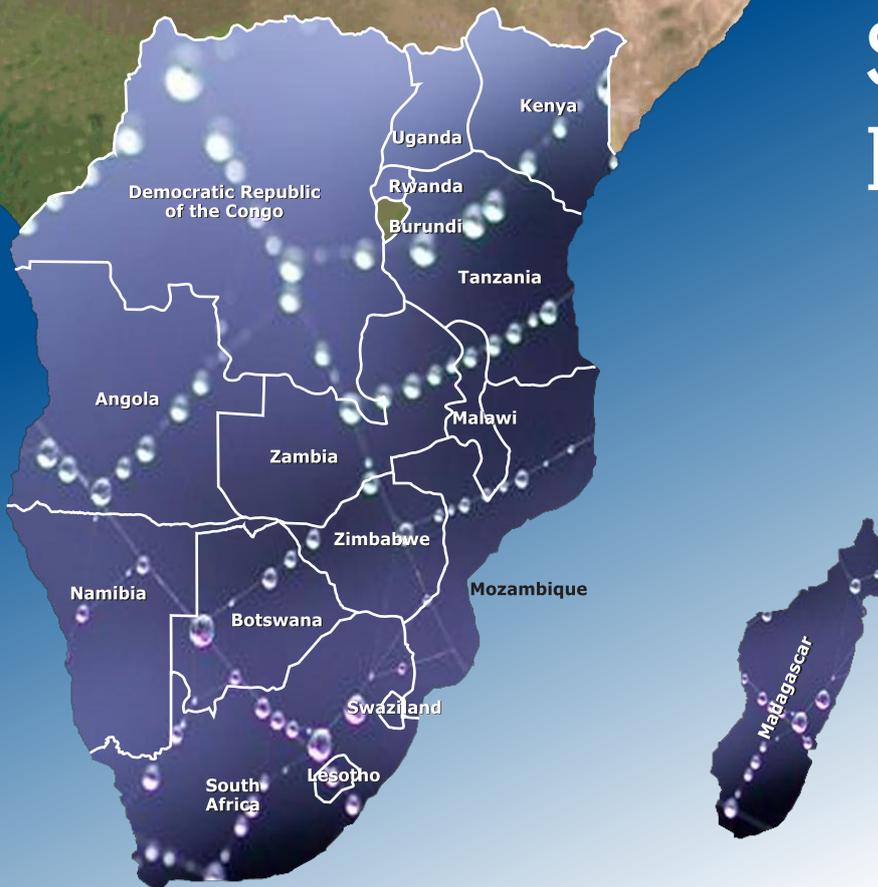


# WaterNet Phase III

# 2012 to

# 2016

Achieving  
Sustainability by  
Increasing Impact



A SADC subsidiary institution for building capacity in Integrated Water Resources Management



# Table of Contents

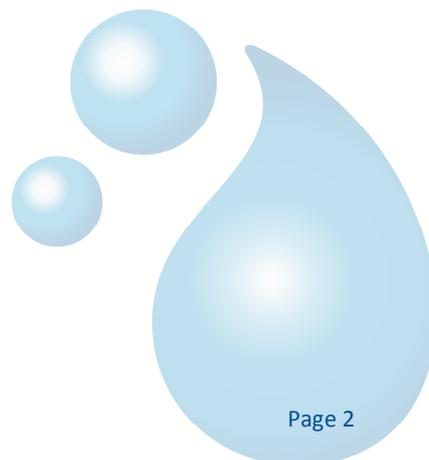
<b>FOREWORD</b> .....	<b>3</b>
<b>PREAMBLE</b> .....	<b>4</b>
<b>1. INTRODUCTION</b> .....	<b>5</b>
1.1 Context .....	5
1.2 Achievements .....	7
1.3 Goals .....	8
1.4 Informed by relevant themes and approaches .....	8
<b>2. TOWARDS A VISION FOR PHASE III</b> .....	<b>10</b>
2.1 Postgraduate education – masters and beyond .....	10
2.2 Professional training and mentoring .....	11
2.3 Research for impact .....	12
2.4 Outreach for impact .....	12
2.5 Sustaining the network .....	13
<b>3. PHASE III STRATEGY</b> .....	<b>14</b>
3.1 Sustaining the regional network – governance and ownership .....	14
3.1.1 <i>Role in SADC and Africa</i> .....	14
3.1.2 <i>Governance</i> .....	14
3.1.3 <i>Finance</i> .....	15
3.2 The regional masters programme in IWRM – decentralisation and distance learning .....	19
3.2.1 <i>Hosting and delivery</i> .....	19
3.2.2 <i>Curriculum development – relevance, impact and solutions</i> .....	19
3.2.3 <i>Financial sustainability</i> .....	20
3.2.4 <i>Quality</i> .....	20
3.2.5 <i>Language fund</i> .....	21
3.3 IWRM professional training – relevant and responsive .....	22
3.3.1 <i>Relevant and Responsive Training</i> .....	22
3.3.2 <i>Quality Control</i> .....	23
3.3.3 <i>Largely Self-financing</i> .....	23
3.3.4 <i>Catchment Partnerships and Water Utility Partnerships</i> .....	23
3.4 IWRM research – for uptake and impact .....	25
3.4.1 <i>Aim</i> .....	25
3.4.2 <i>Collaborative research projects</i> .....	25
3.4.3 <i>The SADC-WaterNet Chairs in IWRM</i> .....	25
3.4.4 <i>Capacity to carry out research</i> .....	26
3.4.5 <i>Post-Master facility – bridging the gap</i> .....	26
3.4.6 <i>WaterNet PhD programme</i> .....	26
3.4.7 <i>Water Research Commission of Southern Africa</i> .....	26
3.5 Promoting the understanding and implementation of IWRM at regional , national and local levels ..	28
3.5.1 <i>Outreach and advocacy</i> .....	28
3.5.2 <i>Online Outreach</i> .....	28
3.5.3 <i>The Symposium</i> .....	28
3.5.4 <i>Alumni</i> .....	28
3.6 Monitoring and evaluation .....	29

## Annexures

<b>Annexure 1: Impact framework</b> .....	<b>30</b>
<b>Annexure 2: Budget and financing matrix</b> .....	<b>37</b>
<b>Annexure 3: Overview tariff for staff time charging</b> .....	<b>44</b>
<b>Annexure 4: WaterNet notarial Deed of Trust</b> .....	<b>45</b>
<b>Annexure 5: SADC approval of WaterNet subsidiary status application</b> .....	<b>46</b>
<b>Annexure 6: Agreement for WaterNet to roll out SADC/EAC capacity building programme on strategic water infrastructure</b> .....	<b>50</b>
<b>Annexure 7: Tracer survey of alumni of the WaterNet master programme</b> .....	<b>55</b>
<b>Annexure 8: Internally commissioned external review</b> .....	<b>56</b>

## List of Figures

Figure 1: WaterNet's regional and Pan-African Links .....	6
Figure 2: WaterNet's governance structure .....	15
Figure 3: Distribution of secured sources of WaterNet funding, Phase III .....	16
Figure 4: Breakdown of WaterNet Phase III budget, secured funding .....	18
Figure 5: Structure of the regional Master programme in IWRM .....	20



## FOREWORD

WaterNet is a result of over eleven years of collaboration between the universities of the SADC states, UNESCO-IHE and other international partners and the governments of the Netherlands and Sweden.

In February 2012, the relationship between WaterNet and SADC and its member states will be formalised when SADC head of states consider WaterNet's application to become a SADC Subsidiary Institution. The SADC's Meeting of Ministers Responsible for Water approved the application at their meeting in Maseru, Lesotho, in September 2011, based upon the recommendation of the SADC Executive Secretary.

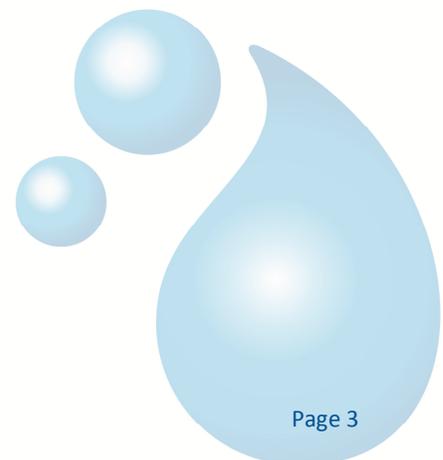
With much satisfaction, I note that the flagship of the WaterNet programme, the Master in Integrated Water Resources Management programme, has now been running for nine consecutive years. To date, the Programme has produced 378 Master graduates. Each year we have been able to admit less than 10% of applicants, based upon the availability of fellowships. These figures show that the premise of the water programme, namely that there is a demand for post-graduate training in water resources management, has proven to be true. The success of the Master programme is a demonstration of the good collaboration between the seven SADC universities that collaborate in the programme and our international partners, and the more than 70 WaterNet members, whose staff contribute to the teaching and curriculum development.

Our research and professional training programmes have grown stronger and more responsive and WaterNet is now responsible for three specific training programmes within the Third Regional Strategic Action Plan on Integrated Water Resources Development and Management (RSAP3). As new projects come in to SADC water, SADC shall assign the capacity building components to WaterNet.

With the growing threat of climate change, which is likely to strike our region with increased droughts and floods, and decreased availability of water resources, WaterNet has moved with the Global Water Partnership Southern Africa and the Southern African Climate Change Network to establish initiatives to build the region's capacity to respond to climate change and to share climate change knowledge at all levels. The flagship will be an AMCOW initiative, funded by the Africa Water Facility.

As we move into Phase III, it is an exciting time for WaterNet, with a deeper role in responding to the changing regional context. This Phase III strategy document guides the implementation of WaterNet activities and the development of the network for the 5 year period, 2012 to 2016.

**Eng. Wilson Rufaro Nyemba**  
**Chairman of the Management Board**



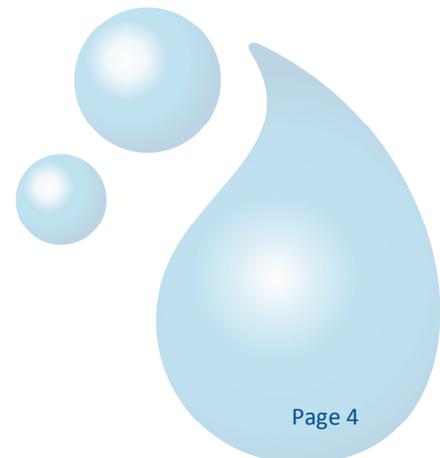
## PREAMBLE

This Phase III strategy is a revision of the strategy that was developed by the Phase III Strategy Committee as established by the WaterNet Board, with the support of the WaterNet manager. Consultations with the membership during the last WaterNet Symposium, discussions during the AGM of 28 October 2010 in Victoria Falls and country inputs, have all informed this strategy. In this strategy, WaterNet sets out the ambitions as well as the commitments in terms of human and financial resources that the WaterNet Trust and the membership will make for the next five year period. This strategy will be used as a basis to discuss the priorities of Phase III with the member institutions and other partners involved as well as inform initial discussions on funding opportunities with potential Cooperating Partners.

Just as the Phase IIb strategy document is grounded in the SADC Regional Strategy Action Plan on Integrated Water Resources Development and Management 2005 – 2010 (RSAP 2) as one of the key programmes within the capacity building cluster (Project CB2, Original project no. 23), Phase III will be grounded on and included in RSAP 3 (2011-2015). The development of the strategy document coincides with the external evaluation of Phase II during 2011 (Annexe 8).

DGIS was approached for securing core funding for Phase III. Whilst funding from DGIS is an important and essential contribution in Phase III the DGIS contribution will be a component of a basket of funds raised directly by the membership as well as through existing WaterNet projects and activities. In Phase III, as a SADC subsidiary institution, proposals will be submitted to SADC governments to support government employees to follow the IWRM programme and proposals will be submitted to International Cooperating Partners to implement the SADC capacity building component. In addition to these SADC links, WaterNet will continue to write proposals for funding from other Cooperating Partners, such as EU ACP, AWF, etc. on capacity building, training and collaborative research. The basket concept facilitates multiple funding sources for the WaterNet activities, by the end of Phase III, WaterNet will have secured long term support for the Master programme by securing fellowships from a number of SADC governments. In addition, WaterNet's SADC subsidiarity status, will help in securing future funding sources on capacity building programmes, implementing professional training workshops and MSc and PhD fellowships channelled through SADC, such as the Water Integrity funding by SIWI and Zambezi transboundary research funded by Danida. It is therefore a specific objective of this strategy that by the end of Phase III, WaterNet will have made significant progress towards achieving financial sustainability, and that the continued operation of the network will be secured because WaterNet will not depend on any one single Cooperating Partner.

The strategy document commences with a preamble and introductory section, which then leads into an outline of the vision, mission and key elements of the objectives in section 2. Preliminary activities to achieve each of the objectives are presented in section 3. The final section highlights key aspects of funding the implementation of the strategy – towards WaterNet sustainability.





# CHAPTER 1 Introduction



## 1. INTRODUCTION

### 1.1 Context

The approach of Integrated Water Resources Management (IWRM), developed in the early 1990s, is now accepted world-wide as the basis for the management of water resources and the integration of the water sector. This acceptance has become expressed in the Southern African Development Community (SADC) through the adoption of the Revised Protocol on Shared Watercourses, new national legislation and a large number of transboundary agreements and institutions. However, as of 2009, the Global Water Partnership's (GWP) study on IWRM in Southern and East Africa reported that "implementation and progress is generally slow. Even in countries... where effective legislation and methodologies exist, implementation has been limited". GWP concludes that capacity building remains an ongoing priority in all countries: "Part of this is the enhancement of the skills of frontline water managers and practitioners at regional, country and local government level, and the forging of both South-South and North-South partnerships to foster information, experience; knowledge and technological exchange". WaterNet is exactly the type of partnership referred to and is ideally-placed to address the capacity and skills gap.

WaterNet's role in regional development is to meet the capacity needs of SADC member states in IWRM. As a non-profit regional network of university departments and research and training institutes specialising in water, WaterNet is in a position to harness the complementary strengths of its seventy-five members to the efforts of training, education, research and outreach in IWRM. It is fully appropriate that WaterNet should do so, since it is in the university departments and research and training institutes of SADC that capacity exists for such efforts, and WaterNet can build upon existing capacity at those departments and institutes. Additionally, the management of transboundary water resources is a key strategic development for SADC, but requires substantial cross-border cooperation. As a regional network with members in all SADC and EAC states apart from Seychelles and Burundi, WaterNet is well-placed as a vehicle for developing and implementing cross-border cooperation.

It is for this reason that WaterNet has been a flagship programme of the SADC Regional Strategic Action Plan on Integrated Water Resources Development and Management (RSAP2 2004-2010) and is the keystone component of capacity building under the new RSAP3 (2011-2015). WaterNet is also responsible for the SADC-EAC (East African Community) capacity building programme on large water infrastructure, water integrity and the Zambezi Watercourse Commission's capacity building programme. It is on the basis of these strong contributions to the region that SADC's Meeting of Ministers Responsible for Water recently approved WaterNet's status as a SADC Subsidiary Institution as granted by the SADC head of states in August 2012, based upon the recommendation of the SADC Executive Secretary.

The implementation of IWRM is a key tool in the response to climate change. It is for this reason that the region's climate change adaptation strategy for the water sector (adopted in September 2011) is mainstreamed into all areas of the water sector programme in SADC. WaterNet will play a role in the region's response by playing a leading role in two major capacity building initiatives, in partnership with the Global Water Partnership Southern Africa, one under SADC and one under AMCOW (the African Ministers Council on Water) implemented by GWP and supported by the Africa Water Facility, where WaterNet will lead the capacity building component, in collaboration with sister networks elsewhere in Africa. Additionally, WaterNet leads the Southern African component of the EC Framework Programme 7 project DEWFORA, which aims to improve drought early warning and forecasting throughout Africa. With the Southern African Climate Change Network, WaterNet is establishing an initiative to share climate change knowledge at all levels.

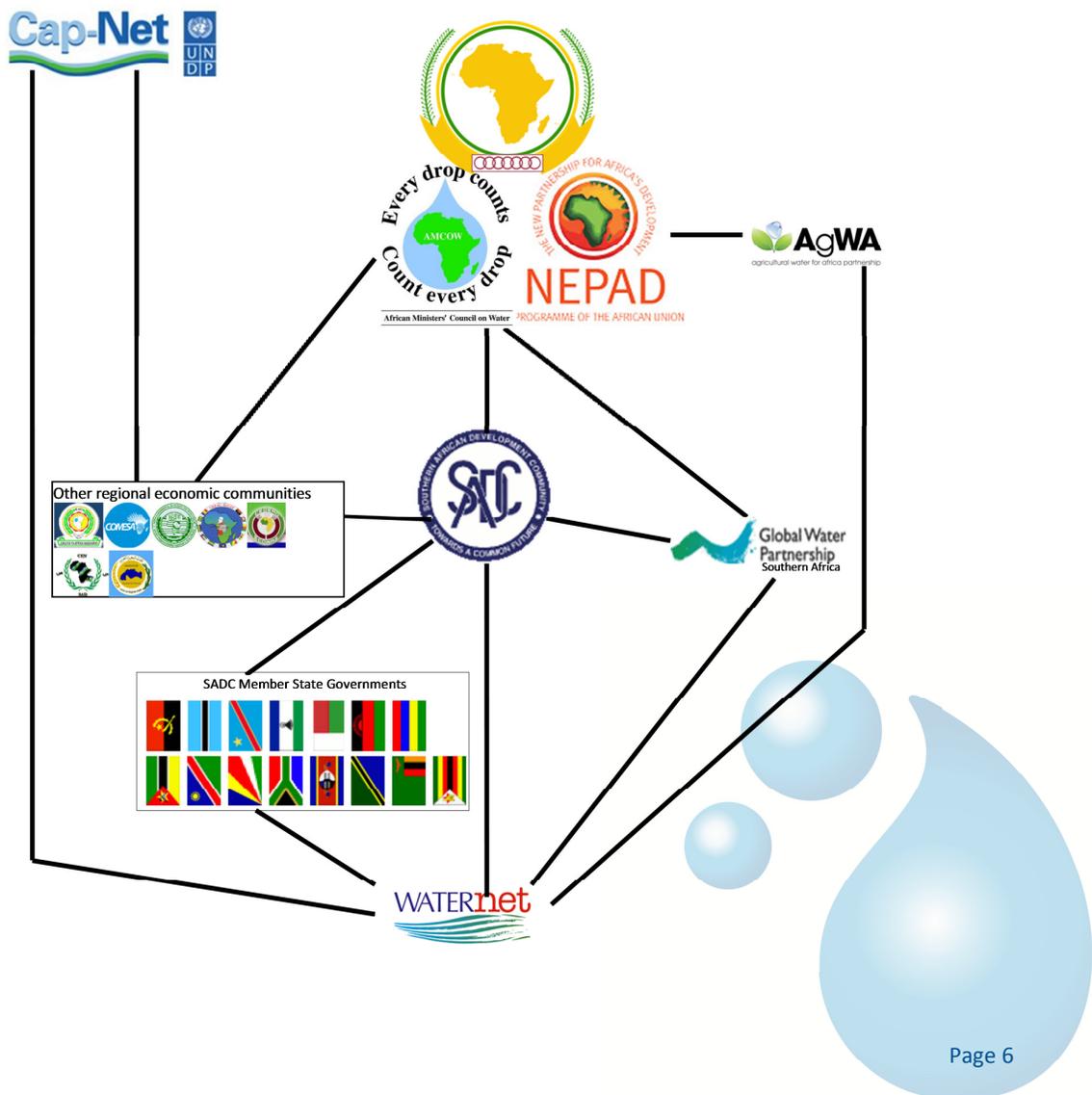
WaterNet is playing an increasingly prominent role at continental level, through the AMCOW Water, Climate and Development Programme referred to above and the Agricultural Water for Africa Partnership (AgWA),

where WaterNet hosts the activities for Southern and East Africa and Chairs the Pan-African and Regional Steering Committees. WaterNet’s regional and continental links are shown in Figure 1.

Given the capacity gap in water management in Southern and East Africa, regional collaboration is imperative. Smaller countries frequently do not have sufficient human resources in one or more areas of water science and management and several have only one university. In many countries there are several fields such as water economics or hydrology without highest level human resources. Even in larger countries with greater training capacity, there is still a skills shortage. As a regional network, WaterNet can harness the people, skills and potential of many countries, universities and other institutions, providing a broader, deeper and larger human resource base than any one country or university can call upon. A network is a complex system with emergent properties, “more than the sum of its parts”, as is shown by the regional Master programme.

The increased south-south collaboration in the programme, will, in addition to drawing on human resources and lessons learned in IWRM from elsewhere in Africa, Latin America and Asia/Pacific, allow for substantial expansion on delivery of activities in Portuguese and French. Collaboration with Brazil, initiated in Phase IIb, will allow for expansion of WaterNet activities in Portuguese in Phase III, especially in training and education. This type of collaboration will also be supported through Cap-Net, which is a south-south network of networks, delivering IWRM capacity building.

**Figure 1: WaterNet's regional and Pan-African Links**



## 1.2 Achievements

WaterNet was born in 1999 out of the desire of 18 knowledge institutes to strengthen their collaboration in order to address the capacity challenges faced in managing the water resources of Southern and East Africa. Since then WaterNet has grown into an independent network organisation with 71 members in 15 Southern and Eastern African countries.

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.

WaterNet has been built around the following objectives:

1. To forge a strong, demand driven and **sustainable network** of universities and research institutions in Southern and East 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 and East Africa.
4. To stimulate, regionalize and strengthen the **research** in the field of IWRM in Southern and East Africa.
5. To **raise awareness** and understanding of IWRM and its implementation at local, national and trans-boundary scale.

The key success of the WaterNet programme is the integration of the objectives, each reinforcing and complementing the other. WaterNet's achievements include the establishment of a unique regional IWRM Masters programme hosted by seven member institutions, strengthening the water sector by delivering more than 378 masters graduates (42% women) through our regional Master in IWRM programme. Retention of alumni is excellent, with a recent tracer survey (Annex 7) reporting that 95% of WaterNet alumni are currently working in Southern or East Africa, 57% for the same employer as before their Masters programme and 49% in permanent positions. A majority of alumni (40%) work in the state sector. WaterNet has also trained 737 water professionals (32% women) through 36 professional short courses, held 11 regional symposia and published 4 books and 11 journal special issues.

The recently-completed external review (Annex 8) found as follows:

*Overall, the WaterNet programme is doing extremely well in delivering on its mandate and objectives. The review team is satisfied that the mandate and objectives are still largely valid, and in line with the overall strategic direction of the SADC Water Sector and AMCOW. The programme is playing an extremely important role in Southern Africa.*

*Having said that, however, there are both challenges and opportunities facing the programme. The key challenge relates to the issue of financial sustainability. The withdrawal of SIDA from the programme and the reliance on two main donors has resulted in some vulnerability. However, the review team is also satisfied that the Board and the management are well aware of these challenges and have already put processes in place to broaden the financial support base. This is a critical area of work that must be given priority in the next phase.*

*While the Masters programme is running extremely well, and the curricula have been revised and updated, there are challenges in relation to non-English speaking students, and in relation to some of the quality of research produced by the students. The language issue is a particular challenge that must be addressed, with*

*the possibility of some modules and the final dissertation being written in a student's mother tongue, rather than in English.*

*The professional training courses also offer an area for further development, through an examination of the actual needs of the sector, and the provision of courses to meet this identified need. The collation and dissemination of the materials to all members and in all three languages also provides an opportunity for stretching the accessibility of these courses.*

*In addition, e-learning is an opportunity in relation to both the Masters programme and the professional training courses that should be explored in order to make courses more widely and more affordably available.*

*In terms of research, there is a concern that the quality of research has declined since the demise of WARFSA, and that WaterNet has a critical role to play in reviving the work of WARFSA, either through doing the work directly as WaterNet, or in supporting the establishment of an appropriate institution. This work must be taken forward with the SADC Water Division.*

*WaterNet has substantially delivered on its stated Outputs, as presented in the logframe, and consequently substantially achieved the 5 key objectives of the project. In particular, the Masters degree in IWRM has been successfully implemented; awareness and understanding of IWRM has been enhanced through symposiums and short professional training courses; research in the field of IWRM has significantly strengthened through student dissertation research and WaterNet related/generated research projects.*

WaterNet is now eleven years young. WaterNet is near completion of Phase II, and prepares for a new Phase III (2012-2016). Phase III will be guided by a Strategy, which is presented in this document.

### **1.3 Goals**

Phase III will have two complementary and mutually reinforcing goals:

1. achieve institutional and financial sustainability, which leads to the network have longer-term and more reliable impact
2. increase impact on the regional institutional and human capacity in Integrated Water Resources Management (IWRM) in Southern and East Africa, which leads to improved and more equitable water management and thus reduced poverty levels, improved livelihoods, economies and environmentally sustainable development

If WaterNet achieves increased impact, this will lead to increased sustainability as the impact of WaterNet activities provides justification for ongoing support. At the same time, increased sustainability ensures longer term impact.

### **1.4 Informed by relevant themes and approaches**

WaterNet members have identified a number of key principles, themes and approaches, which provide direction to the Phase III strategy. The identified themes have arisen from a greater appreciation by the network that capacity building, research and outreach efforts of the network must respond to regional, national and local development challenges and risks. Whilst the themes are not new to WaterNet's research or capacity building initiatives – there is emphasis on addressing the challenges, in a specific context in order to find solutions that make a difference to people's lives, livelihoods at local level, or that the outputs inform policy and practice to address the development challenges. Inherent in this is the critical linkages and engagement with other development sectors. Examples of key themes are: conflict in transboundary water resources management; climate change adaptation; climate variability (droughts and floods); food insecurity; health risks from inadequate water quality, supply and sanitation; governance and lack of delivery; and

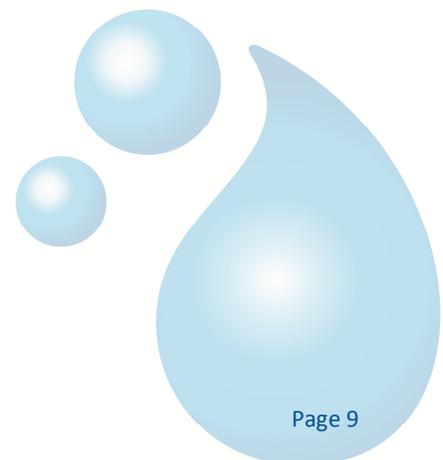
importantly - the lack of appreciation for the economics of water and water financing (resources management and development and services).

A capacity gap exists in the available number of personnel and skills of water managers and practitioners at regional, country and local government level. This gap is one reason why progress in the implementation of IWRM is generally slow, even in countries where political support, effective legislation and methodologies exist. It is this capacity gap which needs to be bridged to contribute to the equitable sharing and sustainable utilisation of water resources for poverty alleviation, economic development (livelihood security) and environmental security in Southern and East Africa. A two-pronged approach which is very targeted can be developed – one as immediate response, being tailored short courses and partnership events to address the current urgent capacity needs and the other as a long-term response, building capacity of states, groups and institutions through education of new water professionals and water managers in the regional Master programme.

The demand driven and innovation approaches to capacity-building are complimentary. Through liaison with SADC and GWP-SA, WaterNet is able to identify/articulate the most urgent needs and priorities of countries and communities, and can respond to demand. At the same time, by carrying out cutting-edge research, WaterNet can bring scientific innovations to the region.

For WaterNet to engage more comprehensively with these development challenges, WaterNet will need to consider further approaches in implementing its strategy. WaterNet will need to form strategic partnerships with regional and national governments, other organisations and networks that work closely with policy formulation and development processes at the national and regional levels. The perceived lack of implementation of IWRM is acknowledged as a serious challenge in the region (at all levels) and the strategy will need to respond to this. There is a need to engage stakeholders beyond those that WaterNet has engaged in the previous phases. There is more importantly – a need to plan and roll out integrated initiatives with partners that support development challenges, WaterNet offering support to capacity building, research and outreach to priority development projects at local, national, basin or regional scales.

WaterNet will need to focus on its core business and in partnership with others (including governments, NGOs and the Private sector) – deliver on development solutions. The network will need to refocus its communications and especially knowledge management activities – to cater for the strong development focus and partners. An M&E framework will be essential so that WaterNet may monitor its outputs, outcomes and more significantly its impact. All the above elements would inform WaterNet's fund raising, institutional development, governance and sustainability at both the country level for WaterNet members, as well as the regional SADC level.





## CHAPTER 2

# Towards a vision for Phase III



## 2. TOWARDS A VISION FOR PHASE III

WaterNet's Phase III strategy is guided by development and related IWRM challenges at all levels – local and national, regional, continental and global.

### The Vision for Phase III of WaterNet is:

a future in which the SADC and EAC region has the institutional and human capacity to educate its own water managers, both new graduates and through lifelong learning, capable to contribute to the equitable sharing and sustainable utilisation of water resources for poverty alleviation, economic development (livelihood security) and environmental security.

### This vision is translated into the Mission of WaterNet:

“..... to have a sustainable and deep impact upon institutional and human capacity in Southern and East 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 and East Africa to manage their water resources in a more efficient, equitable and sustainable manner.

The strategy translates these challenges into **Objectives** with respect to WaterNet's four main pillars of activities in Phase III, namely, postgraduate education, professional training, research and outreach and sustaining the network. Each objective is outlined in section 2 and more detailed sets of activities are presented for each objective in section 3.

### 2.1 Postgraduate education – masters and beyond

- i) As a direct result of WaterNet, human resources in IWRM have been significantly developed during the last decade. This is an opportunity which allows for the establishment, and/or further strengthening of educational water programmes at national level. WaterNet will support member institutions that have the ambition to develop IWRM educational programmes at graduate and postgraduate levels that address the specific country demands and needs. In this way, the regional IWRM Masters programme will transform into a coherent and coordinated system of national postgraduate educational programmes offered by member institutions, each providing specialised courses during the second semester, which students enrolled in other programmes can attend. Students will be funded through a range of fellowships offered by national governments from the SADC region, and the private and corporate sectors, complemented with available international fellowships for Master degrees.
- ii) WaterNet will make a start with systematically setting up all its lecture materials, including all professional courses, in a secure electronic environment that is remotely accessible. This will form the start of making these materials available not only to students but also to all member institutions. Further, it will mark the first step towards developing distance learning modules, which would allow WaterNet to reach new student populations. The feasibility of making all lecture materials open courseware will also be investigated. Additional budget for this activity needs to be secured.
- iii) The WaterNet Master programme is in the first instance the responsibility of the seven universities that host it and they play the major role in delivery, as well as registering students and awarding degrees. The participation of all WaterNet members in staff exchange is also

fundamental to the success of the programme: few countries in SADC have all the high level expertise available to teach all areas of IWRM, but this capacity does exist at the highest level spread across the region, so the programme calls upon the expertise of all the members. Furthermore, as there is one guest lecturer (mainly from other WaterNet members) for every module, students gain knowledge from experts from a wide variety of disciplinary, institutional and national contexts, and come to understand far better how IWRM can work in many different countries of the region. This enriches their experience beyond the technical knowledge imparted.

- iv) WaterNet will implement and put in place quality assurance mechanisms through partnership with the universities and in line with the SADC education protocols; play a 'value added role' by ensuring linkages and complementarities between the national IWRM Masters programmes and identifying and facilitating staff and student exchange between the different member institutions; be the custodian of knowledge and expertise on regional collaboration in water resources management capacity development and will facilitate the integration of knowledge at regional level.
- v) Quality control of the Master programme is a key to its success and, in addition to the normal procedures in place at every university, quality control shall be coordinated at a regional level for WaterNet by the Board's Curriculum Review and Quality Control Committee and the SADC-WaterNet Professorial Chairs. It is for this reason that the Chairs have been established at the host institutions of the Master programme, rather than elsewhere in the membership.

## 2.2 Professional training and mentoring

- i) WaterNet's Professional Training Programme is demand-driven, based upon programmatic and specific input from regional stakeholders and Cooperating Partners– see section 3.3.
- ii) The Professional Training Programme is based upon the wide diversity of human resources available in the membership and from the SADC-WaterNet Professorial Chairs, with member institutions coordinating the delivery of courses and members' staff providing the majority of trainers, facilitators and resource persons.
- iii) The vision is that the Professional Training Programme should become largely self-financing, with courses funded through SADC and AMCOW initiatives, and some places on courses offered on a commercial basis. The training courses can consist of module(s) made for the MSc course or a tailor-made course.
- iv) WaterNet will strengthen existing and create new partnerships for improved and increased short course delivery for continuous professional development. Amongst others, these include working (a) with GWP-SA to develop integrated training courses that cut across different sectors (e.g. agriculture, energy, finance, fisheries, development and spatial planning) and different levels (local – national – regional/transboundary basins), (b) with Cap-Net on courses to be delivered in French and Portuguese, (c) with the Africa Groundwater Network on courses in hydrogeology and groundwater development and management, and (d) with the Water Institute of Southern Africa, the WaterNet Alumni Association, GWPSA's SAYWAT (Southern African Youth Water Action Network) and the Young Water Professionals programme of the International Water Association on training courses and mentorship programmes targeting young water professionals.
- v) WaterNet will also retain the element of innovative training topics, developed in part from ongoing research, to ensure that the latest developments in IWRM can rapidly be provided to water professionals.

## 2.3 Research for impact

- i) WaterNet will strengthen and broaden WaterNet’s research activities, by encouraging research programmes beyond the Masters level; identifying key priority areas (unpacking IWRM into tangible themes); by facilitating the involvement of more member institutes in research activities; and by partnering with other regional strategic partners to better link research to education and policy-making. To do this effectively, WaterNet will need to increase the visibility of the network and its products, as well as engage and work with key stakeholders such as national governments and the private and corporate sectors.
- ii) The SADC-WaterNet Professorial Chairs are the cornerstone to WaterNet’s research activities, driving a regional research agenda but also the individual research projects. Phase III will work towards strengthening the financial mechanisms for effective support of the Professorial Chairs. Research in each project is implemented by a consortium of WaterNet members, involving their staff and students.
- iii) The WaterNet research programme should aim to increase the impact of the new knowledge it is generating in the portfolio of research projects that WaterNet coordinates, by on the one hand, acquiring new action-oriented and applied research projects that not only aim at scientific excellence but also, and simultaneously, at creating development impacts on the ground, and by linking research projects explicitly to the specific specialisations of the IWRM Masters programme. WaterNet will thus prioritise collaborative research among consortia of members that responds to development challenges and will engage with knowledge management networks, development agents, government and non-government, so as to ensure ‘uptake and impact’ of research results.
- iv) There is a clear need for more and deeper water research in the SADC region in general, and in addition to WaterNet’s own portfolio of collaborative research projects as discussed above. The Southern African region urgently needs a formalised regional research platform –a ‘Water Research Commission for SADC’, inspired by WARFSA and the Water Research Commission (WRC) of South Africa. This platform should identify research issues and in consultation with all partners, develop a research agenda for the SADC region; an agenda that is both responsive to the needs as well as proactive – charting future directions. WaterNet will play a leading role in facilitating the establishment of such a platform through engaging regional multi-stakeholder platforms (including policy makers and researchers), and help find effective modalities with respect to operational, management and governance structures. Additional budget will be needed for this activity.
- v) WaterNet will establish a ‘Post-Masters facility’ which will offer graduates an opportunity to further develop their capacity through working on thematic research areas as a stepping stone towards either a PhD or further developing their careers. WaterNet will also commence the development of a regional PhD programme in water studies. Innovative funding mechanisms will be explored to support this.

## 2.4 Outreach for impact

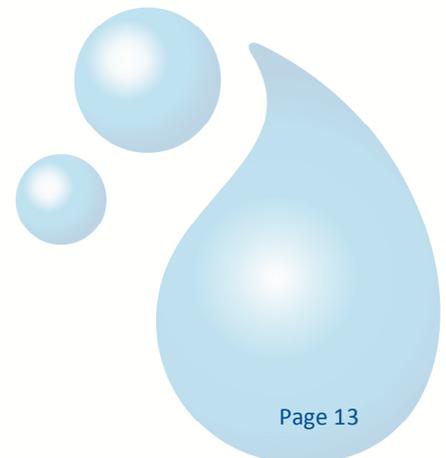
- i) WaterNet carries out outreach and advocacy based upon the research programmes and IWRM agenda mainly through reporting to SADC and through liaison with key strategic partners such as GWP-SA, AgWA and FANRPAN. The results of work by the members and the SADC-WaterNet Professorial Chairs are captured into research briefs and other information products and communicated through these channels. Management Board, Executive Management, WaterNet

members and the SADC-WaterNet Professorial Chairs participate in outreach events at regional and global level.

- ii) The annual Symposium remains a major focus of outreach, with the scientific results of research by the members, their students and the SADC-WaterNet Professorial Chairs being presented and discussed. Thematic sessions of the symposium are chaired by the SADC-WaterNet Professorial Chairs and international experts. This is followed by publication in a special WaterNet issue of a peer-reviewed journal.
- iii) In an effort to strengthen the capacity of young water professionals in the SADC region, WaterNet in collaboration with its partners and its Alumni Association will facilitate and support a Young Water Professionals mentoring programme. The programme will entail Alumni of the WaterNet Masters programme being attached to senior professionals for mentoring. Guided by the human and institutional capacity needs in mandated water management institutions and others, this type of mentorship of alumni, together with the structured mentorship of junior staff members at WaterNet member institutions by the SADC Professorial Chairs, will allow the professional training programme to be expanded into a professional development programme. For mentor sessions modern communication techniques such as Skype, in combination with access to updated curriculum content will be made available for those in the programme.
- iv) Alongside the support and mentoring of the alumni, there will be a strong element of service by the Alumni Association, with the Association's Steering Committee, supported by Executive Management, developing ways for the alumni to give something back to the region through involvement in the Masters programme, training and outreach activities.

## 2.5 Sustaining the network

- i) The high ambitions of WaterNet, as outlined above, cannot be achieved by individual water institutions on their own. These ambitions require an active network of institutions that effectively engage, collaborate and communicate – which is the unique quality that WaterNet has been able to build over the last ten years. The time has now come for WaterNet to enhance its institutional and financial independence. This will be achieved by (a) strengthening the involvement and engagement of all member institutions in the various WaterNet activities, (b) sourcing a significant proportion of fellowships from within the region, (c) diversify funding sources, and (d) reducing the management load (and funding requirements) of the Executive Management by charging for certain services, staff time and overheads from projects and assigning further activities to member institutions.

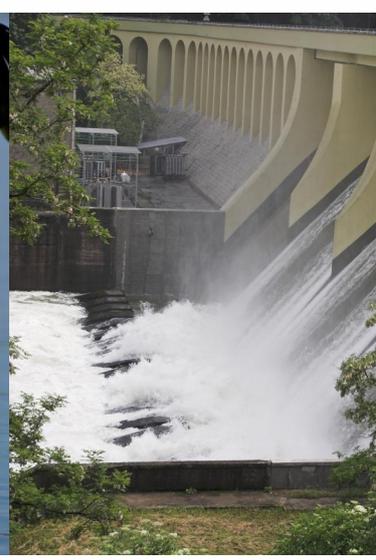




# CHAPTER 3

# Phase III

# Strategy





**Sustaining the  
regional network –  
governance and  
ownership**

### **3. PHASE III STRATEGY**

#### **3.1 Sustaining the regional network – governance and ownership**

##### **3.1.1 Role in SADC and Africa**

As a SADC subsidiary institution, WaterNet will play a leading role in many SADC water initiatives, including several key projects under the Third Regional Strategic Action Plan on Integrated Water Resources Development and Management (RSAP3). As new projects come in to SADC water, SADC shall assign the capacity building components to WaterNet.

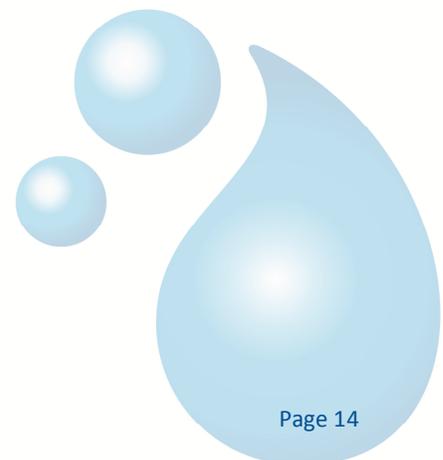
WaterNet shall also carry out actions in support of IWRM at continental level, on the basis of Southern and East African perspective and in liaison with sister networks and GWP-SA.

##### **3.1.2 Governance**

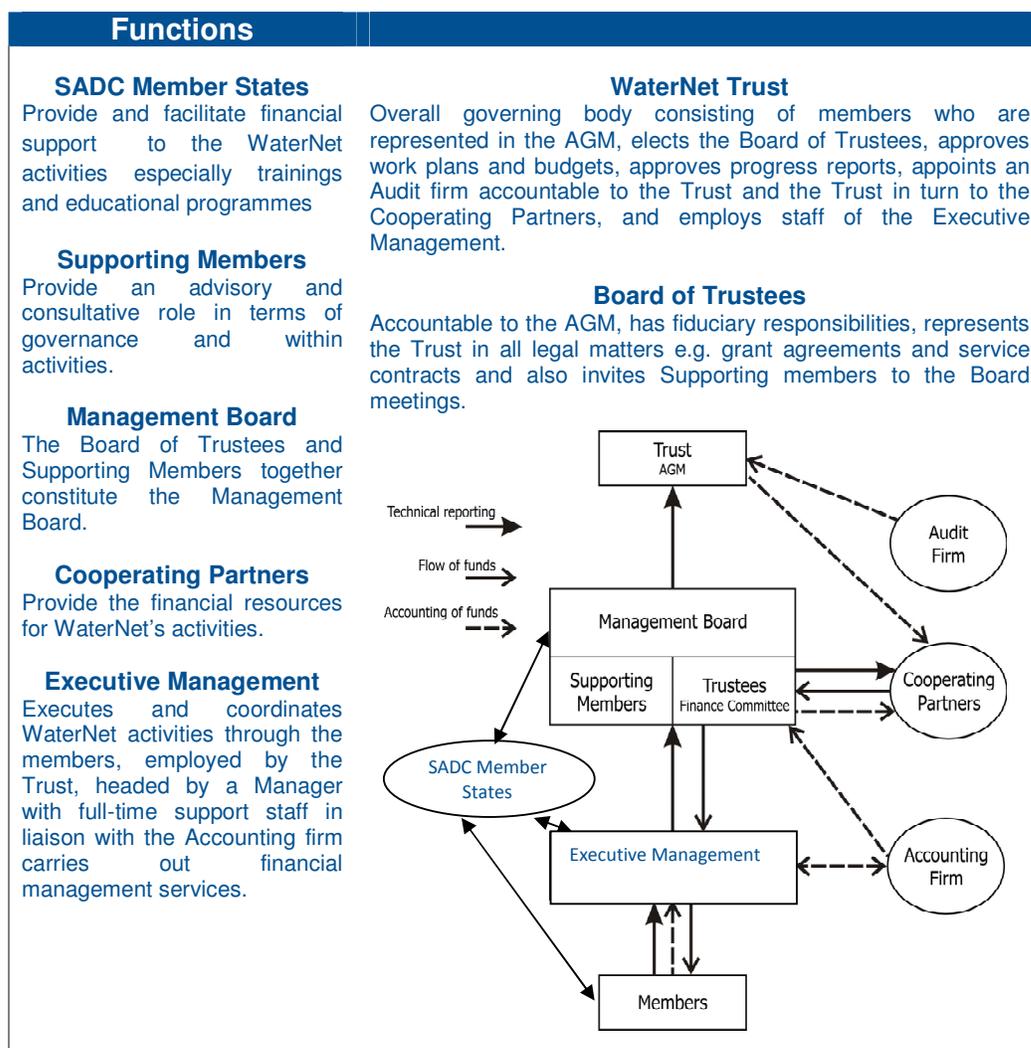
WaterNet is member owned and member driven. WaterNet’s corporate governance evolved from a simple project with a Steering Committee in Phase I to a free-standing Trust with multiple levels of accountability and activity in Phase IIb (see Figure 2).

The aim of Phase III is for WaterNet to enhance its institutional and financial independence. With the complex nature of WaterNet’s financing arrangements (see 3.1.3), good management of finance is imperative and Finance Committee will exercise quality control on the Executive Management and external accounting firm, through the implementation of annual internal audits, which will be supported by the external audit performed by the audit firm. Reports will be shared with the Cooperating Partners. In Phase III, the financial management by the external accounting firm will be reduced; instead the Executive Management will be expanded with a financial accountant who will, with the assistance of the administrator, take over the accounting tasks of the current accounting firm. The accounting firm can be engaged to support the financial accountant with a few specific assignments.

Overall, more of the WaterNet activities will have to be decentralised and conducted by the member institutions themselves, rather than the Executive Management. Interactions with, and engagement of, the membership has to be strengthened. To support in-country networking and communication and to support new member institutions, the External Review recommended establishing a national focal point in each country. The national focal point (a WaterNet member with a designated senior member of staff) will carry out these supporting, coordinating and networking functions, as well as facilitating distance learning for professionals who wish to undertake WaterNet professional training courses or IWRM Master programme modules in this manner. The national focal point will also provide a locus for informing the regional network on national context and priorities. The focal point activity will be piloted with five countries first and rolled out to other countries later after studying the implementation and outcomes. As this develops, the role of the Executive Management will change and evolve into a more ‘coordinating and quality assurance’ body.



**Figure 2: WaterNet’s governance structure**



### 3.1.3 Finance

The funding strategy for Phase III is basket funding, with a wide variety of different funding sources, each contributing to (portions of) the WaterNet programme:

1. **African Cooperating Partners:** this includes SADC and SADC initiatives, national and municipal governments, the Africa Development Bank, the Africa Water Facility (who have already agreed some financing in partnership with GWP-SA), the Development Bank of Southern Africa, the Agricultural Water for Africa Partnership (where funding has been agreed through IFAD and FAO), WaterNet members, African NGOs and the private sector. It is also planned to approach the Water Research Commission of South Africa.
2. **International Research Projects:** these are collaborative research projects, coordinated by the Executive Management and implemented by the members and specifically SADC-WaterNet Chairs, and incorporating MSc and PhD fellowships, and training, as well as research costs.
3. **International Cooperating Partners:** these will hopefully include DGIS (to whom this strategy as a proposal for core funding is submitted), UNDP and Sida (who have agreed some financing in

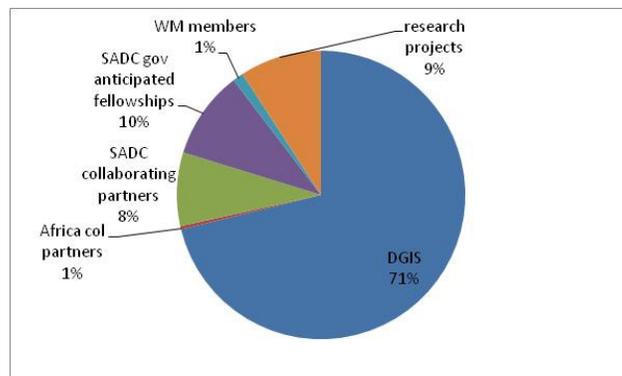
partnership with Cap-Net), Danida (who have agreed to finance the Zambezi water course research project), DFID (who have agreed in principal some financing for WaterNet in partnership with GWP-SA), the German BGR (who have already agreed financing in partnership with the Africa Groundwater Network) and ABC of Brasil, AUSaid, Bill and Melinda Gates Foundation. It is also planned to approach AIFD of France, CIDA (Canada), and FINIDA (Finland) in 2012. Funding from some of the International Cooperating Partners has developed as a result of the strong link with SADC (such as Danida, GIZ and Dfid).

Several funding sources were secured in Phase IIb and additional funding sources were also secured through SADC (eg Danida, SIWI). In Phase III, additional effort need to be put in place to further ensure financial sustainability and to diversify funding from the main DGIS contribution. However most funding is specifically targeting activities such as research and professional training. Staff time and overhead claims from these projects can be directed to the fixed running costs of the Executive Management. It is not envisaged that within Phase III, WaterNet will be able to recover all running and salary costs of the Executive Management from the claims from projects, there is a certain base funding required to finance the running costs of the Executive Management. One of the other major expenditures of the main Cooperating Partner is currently the Master Fellowships Fund and it is anticipated that during Phase III, additional fellowships will be secured from SADC national governments with the support of SADC. The last major expenditure which does not have targeted funding income is the Professorial Chairs Fund; in Phase IIb part of their honoraria and discretionary funds were recovered from projects they participated in; the level of honoraria in Phase III will be linked to the successful acquiring of additional funding for the network.

In addition to the above direct financing (i.e. grants or funds), activities will be co-financed by WaterNet members and through partnerships. WaterNet members co-finance all WaterNet activities through contributing time, equipment, office space and other resources. Partnerships allow leverage of considerably larger amounts of funding than the finance directly received by WaterNet.

The overview of the entire Phase III budget, on the request of DGIS only shows the committed sources of funding (however, the anticipated contribution on Master fellowships is included in the overview). The overview therefore shows a relatively large contribution from DGIS on the overall budget. It is anticipated that during the course of Phase III new research projects will be acquired and additional courses will be run on behalf of SADC. At the end of Phase III, this overview will show a reduction in the contribution by DGIS, as it will include the projects secured. It is anticipated that by 2015 the contribution of DGIS on the annual budget will be reduced to about 50% (2012 budget is currently 68%).

**Figure 3: Distribution of secured sources of WaterNet funding, Phase III**



The suggested model at the end of Phase III will be more robust and sustainable than the reliance on mainly DGIS and Sida as experienced in Phase IIb.

A distinction is now drawn between costs of running the Executive Management, costs of the Board and external financial costs, all of which were previously lumped under Management Fund in Phases I and II. For Phase III, a Governance Fund is proposed, which will cater for the costs of the Management Board, external accounting firm and audits. All funds received by the Trust, irrespective of source, are declared to DGIS (and all Cooperating Partners), incorporated into the same accounting system and subjected to the same annual audit (in addition to any audit requirements of a specific Cooperating Partner). The residual Management Fund shall be only for (some of) the operating costs of the Executive Management (such as office, salaries, travel costs). Income generated from claiming time of staff from projects (time-writing) can thereby (co)financing salary costs. The breakdown of costs is anticipated to be:

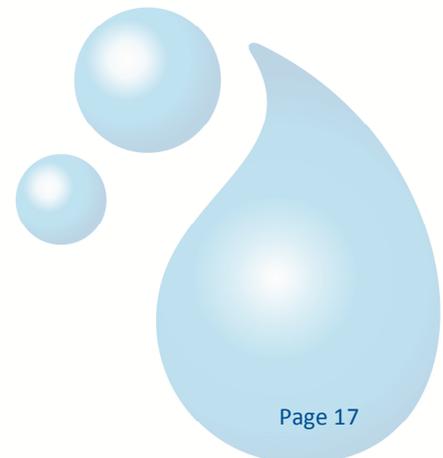
- **Governance:** 8 % of the annual budget
- **Management:** Executive Management salaries, office running costs and travel: 18 % of the annual budget

Overall, it is anticipated that the governance and management functions should cost less than 25 % of the annual budget, which is realistic compared to 28 % during Phase IIa and 36 % during Phase IIb. This is still on the high side when compared to similar programmes, such as Cap-Net (14 % overhead plus staff, office and management board).

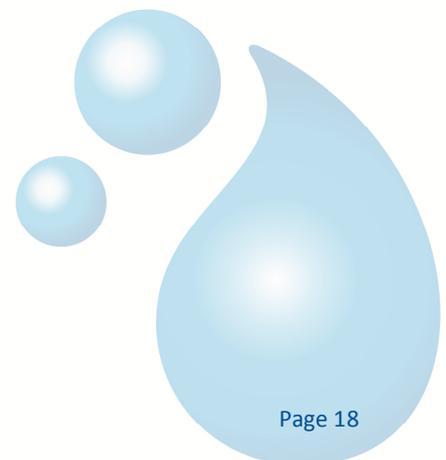
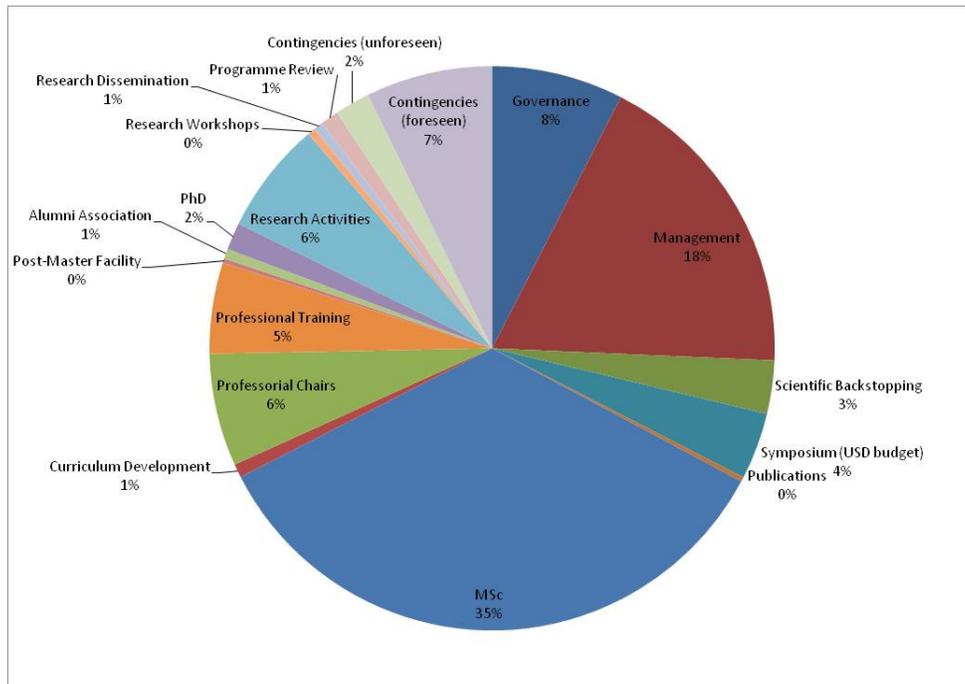
Past experiences shows that exchange rates are a risk for WaterNet, as the bulk of expenditure is in US Dollars, but contributions are in other currencies (principally Euro). The approach is to install proper budget control systems and to regularly update budgets according to the amount received. This should decrease the risk associated with exchange rate changes.

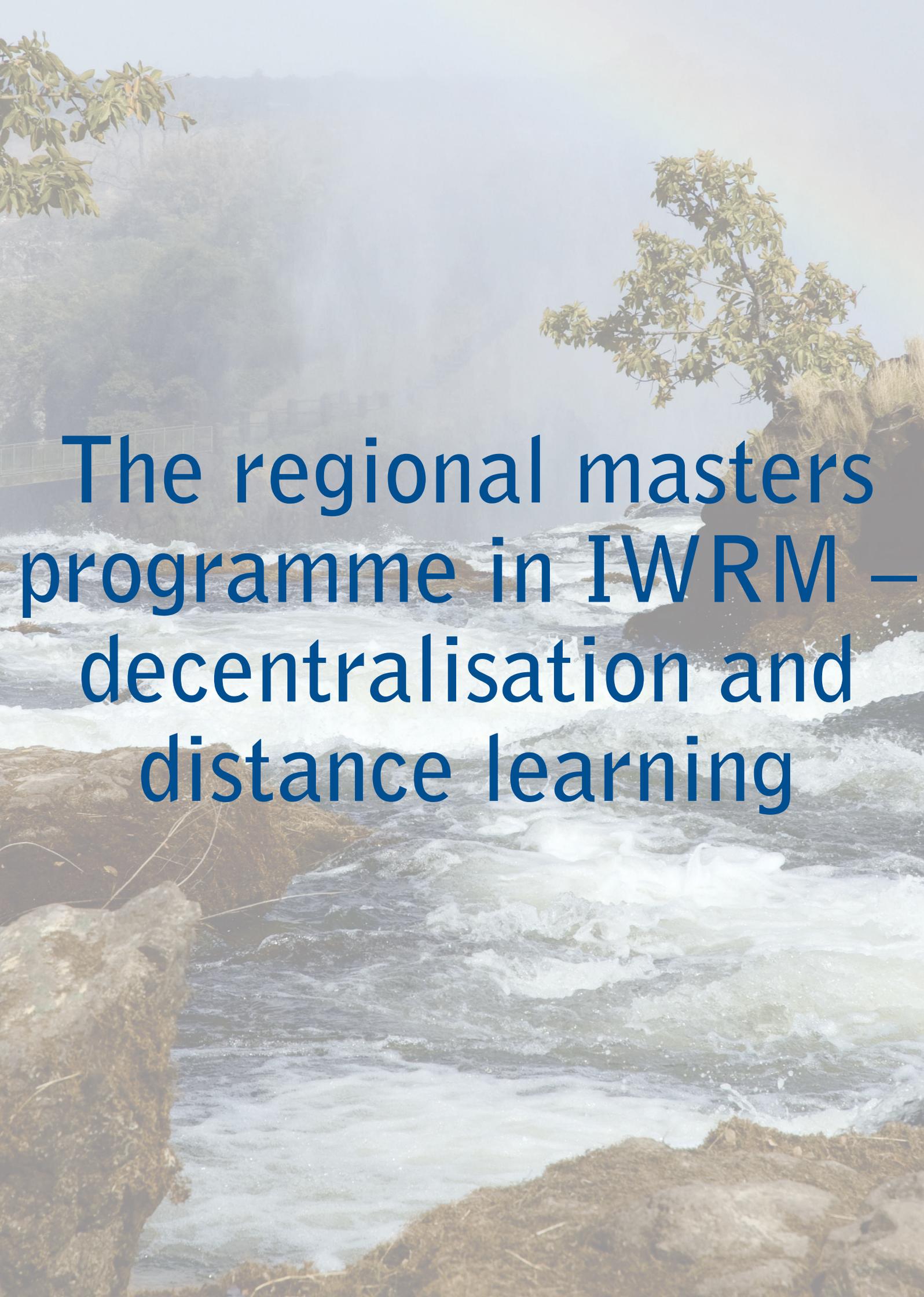
Rather than the current approach of ad hoc funding Staff Development, the staff development needs of WaterNet members shall be met through use of the PhD fund and MSc funds and through their staff's participation in professional training. Similarly, equipment needs shall be built into collaborative research projects or (for teaching) met using university fees, rather than a Nodal Strengthening Fund.

An annual budget of around 1.5 million Euros on average is anticipated. The largest expenditure is the Master fellowships for about 30-35 students per year. The high reliance on the DGIS fund to support these students will be reduced during Phase III with more long term support from SADC national governments, in order to increase the financial sustainability of the programme. It is also anticipated that instead of relying on >75% of funds from DGIS for governance and management, staff time and overhead claims on projects are to increase the contribution to these funds.



**Figure 4: Breakdown of WaterNet Phase III budget, secured funding**





# The regional masters programme in IWRRM – decentralisation and distance learning

## **3.2 The regional masters programme in IWRM – decentralisation and distance learning**

To date, the regional Masters in Integrated Water Resources Management has produced 378 graduates. Over the past two years, the network has been engaged in several initiatives to review the curriculum in order to improve the quality and adjust it to changing needs, as well as to broaden and expand the delivery. This has been led by the SADC-WaterNet Professorial Chairs, who play a key role in curriculum review and quality control.

### **3.2.1 Hosting and delivery**

The master programme is run by the participating universities, with the Executive Management providing a supporting and coordinating role. The core modules will continue to be hosted at the University of Zimbabwe and the University of Dar es Salaam. The existing six options will continue to be offered by the University of Zimbabwe, University of Dar es Salaam, University of Botswana, University of Malawi, Polytechnic of Namibia and University of Western Cape and the new option on GIS and Earth observation will be offered at the University of KwaZulu-Natal. At the same time, the options are embedded within local Master programmes at all of the option host institutions, except for the University of Botswana and University of Malawi. This has contributed, and will further contribute to the sustainability of both the WaterNet Master programme and local Master programmes. By the end of Phase III, the options shall be embedded at University of Botswana and University of Malawi in the same way, since these universities already have started the curriculum development process for their local Masters programmes.

There are plans to concretise the links between the options in WaterNet Masters programme with other relevant Masters programmes at SADC universities, as well as with UNESCO-IHE, University of Twente - ITC and other international partners. This will include mutual recognition and some form of credit transfer, as well as closer collaboration in the delivery and revision of IWRM curriculum. As plans within SADC for a regional qualifications framework develop, WaterNet will be at the forefront of cross-border integration of education. WaterNet and the host institutions will investigate the possibility of opening up the option modules to a wider range of students from within the host country and region and look at the possibilities of setting up a student exchange fund to this end.

During Phase III the lecture materials used in the Master programme and developed for the professional trainings will also be made available electronically through an e-based system. This will be a first important step towards developing certain components of the Masters programme into distance and online learning modules, and making the lecture materials easily accessible for all member institutions. The development of an online resource base of readers, case studies, articles etc. is also envisaged. The feasibility of making all lecture materials open courseware will be investigated. During Phase III a concrete start will be made by developing a handful of education modules that will be offered in the form of on-line and distance learning, to students on a part-time basis and to professionals as short courses. This will attract new populations of students and professionals, and contribute to enhancing the impact of WaterNet. The National focal points will coordinate video and online access for practitioners who are not students.

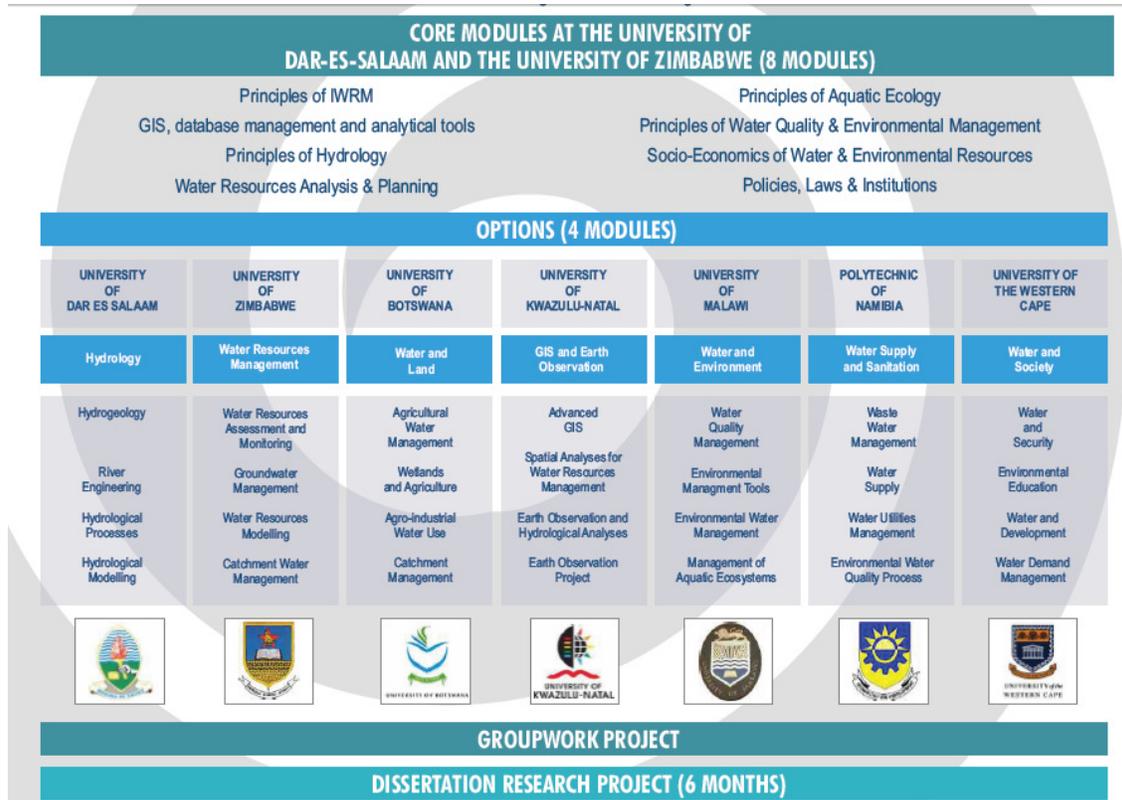
### **3.2.2 Curriculum development – relevance, impact and solutions**

The curriculum presented in Figure 3 below is the outcome of a curriculum review project WaterNet is currently completing, based upon the experience of programme delivery since 2003 and a comprehensive review of current developments in the IWRM field. However, modern curriculum cannot be static and a dynamic curriculum development process will be implemented:

- a) Continuous feedback on regional and national development priorities through liaison with the SADC Water Resources Technical Committee and GWP-SA. This will be used to constantly refocus and contextualise the modules, to identify gaps and to incorporate relevant and exciting case studies.

- b) Continuous feedback from ongoing IWRM research. The implications of research presented at the annual Symposia and elsewhere and the findings of collaborative research projects will be used to constantly update the modules, ensuring students participate in state of the art education, and to create a learning environment where students are exposed to cutting-edge science.
- c) The process will be managed by the Curriculum Review and Quality Control Committee, a standing committee of the Management Board, which comprises the SADC-WaterNet Professorial Chairs and representatives of SADC, GWP-SA and international education institutions.

**Figure 5: Structure of the regional Master programme in IWRM**



### 3.2.3 Financial sustainability

The main challenge of the Master programme is the reliance on fellowships mainly provided by the main Cooperating Partner. The main aim of Phase III is to consolidate the Master programme and make it more sustainable for the future by sourcing fellowships from the region through support from individual SADC governments. Already at the SADC summits of Water Ministers, they have indicated their commitment for supporting fellowships for their government staff. Once this is institutionalised, the funding is secured for a longer term. It is envisaged that the national governments will have a strong say in who gets awarded a fellowship, but WaterNet will continue to coordinate the IWRM programme.

The selection criteria that try to balance gender and nationality when awarding scholarships to students shall continue to be used. The number of women who have been awarded scholarships has increased over the years and WaterNet intends to keep the good record of female enrolment.

### 3.2.4 Quality

The quality control system of the Masters Programme that was initiated in Phase IIa shall continue into Phase III. In the first instance, quality control is at the level of the faculty offering the degree or option through the

university quality control systems that exist for every programme, including external examiners, some of whom are supported by WaterNet. In addition, quality control is an explicit role of the SADC-WaterNet Professorial Chairs. Additional funding will be sought for the creation of Chairs at the Universities of Botswana and KwaZulu-Natal to further enhance this role of providing academic guidance, leadership and quality of the education and training to Water Managers and Water Researchers.

Quality control is also exercised at the module level, with the module coordinators liaising with the Chairs and other subject experts and inviting guest lecturers who are expert in the field.

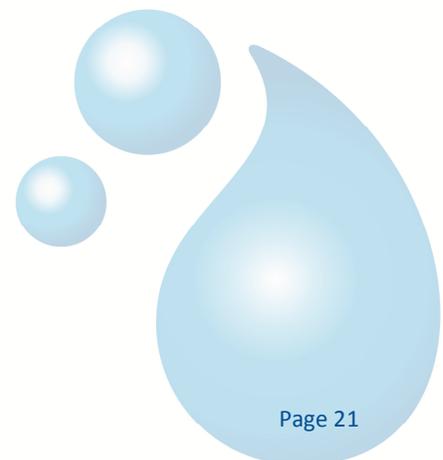
At the regional level, the Management Board's Curriculum Review and Quality Control Committee is responsible for reviewing the quality of the programme continuously and meets bi-annually. The committee includes all the SADC-WaterNet Professorial Chairs, a representative of SADC, a representative of the Alumni Association, UNESCO-IHE, University of Twente - ITC and one Trustee. The Committee reports to the Management Board and host institutions. The review process shall look into various aspects of the Programme including content, delivery and assessment of students.

The quality of dissertations will continue to be improved, particularly through increased involvement of the SADC-WaterNet Professorial Chairs and the option host institutions in addition to supervisors from the core host institutions. Thanks to the envisaged increase in research projects, quality of Master thesis research and supervision facilities will remain high.

Quality control will be streamlined to ensure compatibility with the SADC education protocols and the new higher education quality management association for Southern Africa. Under Phase III, the Master programme will become aligned to the SADC qualifications framework and quality assurance programme, as this develops and is implemented in the SADC member states.

### **3.2.5 Language fund**

WaterNet will continue deliver the 3-week English course for water managers targeted at potential Masters Students from Lusophone and Francophone countries. For the first time also consideration will be given to French and Portuguese language courses for water managers, to be run by appropriate WaterNet members in the Francophone and Lusophone SADC countries. Additional budget for this activity should be secured.



A tropical beach scene with several wooden boats in the shallow turquoise water under a cloudy sky. The text is overlaid in the center in a bold, blue font.

# IWRM professional training – relevant and responsive

### 3.3 IWRM professional training – relevant and responsive

#### 3.3.1 Relevant and Responsive Training

WaterNet plans to make the Professional Training Programme more responsive to regional and country level challenges and in so doing make more efficient use of resources, increasing coverage and leverage of the available resources and improving the coordination of regional partners in the development and delivery of Professional Training Courses.

In an effort to deliver more targeted and demand responsive training, WaterNet aims to align its training programmes with the strategic priority areas as identified by SADC (both the SADC Secretariat as well as member states). This is obtained in three ways:

Firstly, WaterNet identifies priorities through SADC structures. This includes receiving training assignments from SADC and discussing and obtaining feedback from the SADC Meeting of Ministers Responsible for Water and the Water Resources Technical Committee, the official inter-governmental body of the SADC national water ministries. Through SADC, WaterNet is already responsible for:

- The capacity building programme for sustainable large water infrastructure
- The economic accounting for water training programme
- The capacity building support for the shared watercourses support project in the Busi, Save and Ruvuma Basins

Secondly, through partnership with GWP-SA, whose national country partnerships and regional dialogue provide a direct route to stakeholders. GWP-SA's Country Water Partnerships (CWPs) are to develop concept notes for funding. CWPs work closely with government institutions and other stakeholders - across different sectors and at different levels (local – national - regional and transboundary basins). This will ensure that training courses developed and delivered will respond to real and not just perceived challenges in the region. A brief questionnaire will be used to identify the CWPs' priority areas and this will form the basis for WaterNet's Professional Training Programmes as well. Another major component of this strategy is increasing delivery in Portuguese and French.

It is planned that WaterNet, in partnership with GWP-SA, will be responsible for a major initiative on the water sector response to climate change in SADC, to be funded by DFID.

Thirdly, through continental partnerships and in collaboration with GWP-SA, SADC and Cap-Net, WaterNet will respond to Africa level challenges, including:

- The afore-mentioned capacity building programme for sustainable large water infrastructure, which although being rolled out in SADC and the East African Community is seen by AMCOW as a pilot for other regions in Africa
- The AMCOW Water, Climate and Development Programme, implemented by GWP and supported by Africa Water Facility, where WaterNet will lead the capacity building component, in collaboration with sister networks elsewhere in Africa, to provide support to the integration of water security and climate change adaptation into national development planning and decision making processes
- The Regional Capacity Building Programme on Promoting and Developing Water Integrity in Sub-Saharan Africa, implemented in partnership with the UNDP-Water Governance Facility at SIWI, the Water Integrity Network and Cap-Net and funded by Sida, which is an upscaling of the water integrity training programme carried out by WaterNet and Cap-Net in Phase II.

- Training activities under the Agricultural Water for Africa Partnership (AgWA), a strategic programme of Nepad

Increased delivery of training in Portuguese and French is a specific objective.

The training courses can also consist of module(s) made for the MSc course or a tailor-made course, based upon demand from SADC and the CWPs.

All training courses developed so far and yet to be developed will be developed also in electronic form and uploaded to the electronic repository to be developed (see above).

### **3.3.2 Quality Control**

The Curriculum Review and Quality Control Committee will coordinate the quality of manuals, other training materials and training reports and to promote the training of trainers and facilitators in modern methods of professional learning. This committee will also be responsible for evaluating expressions of interest from members to participate in the running and delivery of training courses.

### **3.3.3 Largely Self-financing**

WaterNet aims for the training programme to become largely self-financed, with courses funded through SADC and AMCOW initiatives (90% of the Phase III training budget), and some places on courses offered on a commercial basis (around 30 places per year, 5% of the Phase III training budget).

In order to realise more leverage and make more efficient use of resources, WaterNet plans to make use of the complementary efforts of its regional and International Cooperating Partners. Funding for courses can be leveraged by collaboration with Cap-Net (the UNDP's global capacity building programme in IWRM), GWP-SA and some courses shall be co-funded from collaborative research projects. Cap-Net has developed course materials which are freely available for adaptation and use at the country and catchment levels. WaterNet is encouraging its members to make use of such readily available resources which would mean more courses will be run as limited funding will be required for course material development. A number of the materials are available in French and Portuguese thus making it possible for Lusophone and Francophone countries to benefit.

WaterNet is also building new partnerships for improved and increased short course delivery. These include working with Cap-Net Brasil on courses to be delivered in Portuguese, the Africa Groundwater Network on courses in hydrogeology and groundwater development and management and the Water Institute of Southern Africa, particularly in the area of training courses for Young Water Professionals.

Alongside the demand-driven largely self-financing training, provision is made for innovative training topics developed from ongoing research projects and other developments.

### **3.3.4 Catchment Partnerships and Water Utility Partnerships**

The two partnership models are a type of focussed capacity building which is also an important mechanism to study and draw lessons learnt for putting integrated water management in practice.

The catchment partnerships are carried out jointly with river basin organisations, GWP-SA and Cap-Net to improve the delivery of IWRM at grassroots and catchment level. The fund supports WaterNet research, curriculum development, professional training, and outreach focussed on a particular water management area and river basin organisation.

The utility partnerships are carried out jointly with water supply and sanitation utilities, GWP-SA and Cap-Net to improve the delivery of potable water and sanitation by public, community or private-sector operators and groups and work towards national and regional Millennium Development Goal targets. In addition to partner

and project support, this activity will be financed through contributions from the water utilities. The fund supports research, curriculum development, professional training, and outreach focussed on a particular water utility or a particular city.



A large concrete dam with multiple spillways. Water is cascading over the spillways, creating white foam. To the left, there is a control building with a metal frame and a roof. The dam is surrounded by green trees and vegetation. The text "IWRM research – for uptake and impact" is overlaid in blue on the image.

# IWRM research – for uptake and impact

## 3.4 IWRM research – for uptake and impact

### 3.4.1 Aim

The WaterNet research programme should aim to increase the relevance and impact of the new knowledge it is generating through research. Further, the link between research projects and the educational activities will be strengthened for all relevant themes (i.e. hydrology, water resources management, water and land, water and environment, water supply and sanitation, water and society and finally GIS and earth observation). Also, research activities will be strongly linked to the professional practice and be policy relevant, similar to the CGIAR CP17 research programme as well as the Limpopo Basin Development Challenge Programme of the Limpopo basin in Phase II, where there is dedicated efforts at linking research and policy and practice – for impact.

### 3.4.2 Collaborative research projects

WaterNet will prioritise research that responds to development challenges and will engage with development agents, both government and non-government, so as to ensure ‘uptake and impact’ of research results. The starting point will be that the researchers aim to influence policy and practice at national and regional levels and that there is a direct engagement and action research at local level allowing for a two-way communication on research processes, outputs and outcomes.

- Research will be relevant and coordinated, speak to the network’s strengths, have substantial links and joint activities between different project and programmes, but also deepen the network’s capacity and lead to renewal and curriculum development in the Master programme and professional training programme.
- Research projects will be integrated into network activities, mainstreaming capacity building into the research agenda, providing additional Master fellowships, staff development through PhD fellowships and training courses that contribute to the professional training programme. Findings will be presented at the Symposium and published in the network’s special issue of Physics and Chemistry of the Earth, as well as in other cutting edge global journals.
- Research will showcase the network, through participation in high-visibility global programmes, such as the Challenge Program on Water and Food, the EU Framework Program and the Global Environmental Facility.
- WaterNet is committed to facilitating the uptake of research outputs with appropriate stakeholders, preferably by embedding implementing stakeholders as research partners at an early stage of projects. WaterNet, in partnership with GWP-SA and other policy advocacy groups, will engage policy makers in an iterative fashion.

The Research Committee of the Management Board will continue (with the Executive Management and SADC-WaterNet Professorial Chairs) in providing guidance on proposal development and thematically linking on-going research and proposed research.

### 3.4.3 The SADC-WaterNet Chairs in IWRM

Chairs have been endowed at the core host institutions and three of the option (specialisation) host institutions. The Chairs provide two forms of leadership. First, they are academic leaders, as senior scientists in their departments, faculties and countries. Secondly, they provide visionary, integrative leadership, building multidisciplinary and multi-institutional teams to address the complex emergent challenges of the water sector. The Chairs should lead regional research agenda, through targeted stakeholder engagement processes in the region.

The Chairs shall continue to also have the following major roles in research (in addition to their roles in teaching and quality control):

- Research proposal development;
- Supervision of PhD and PostDoc fellows;
- Development of Master dissertation project topics and broad themes of connected topics;
- Mentorship of junior staff.

The Chairs form a cornerstone of WaterNet’s activities with major roles in curriculum development, quality control, research development and implementation, research capacity building and outreach. Through proposal writing the Chairs bring in considerable research funding to their universities and to the network, to raise money for their own top-up.

#### **3.4.4 Capacity to carry out research**

Capacity building in research shall be improved through:

- Targeted use of the PhD Fund to support postgraduate research by staff of WaterNet members;
- Soliciting of additional funds to develop research methods, scientific writing and similar courses. Online course delivery is an important option here in order to reach the maximum number of researchers;
- Mentorship by the Chairs, using the Staff Exchange Fund;
- On-going through all research initiatives / projects that WaterNet is involved in, including current projects such as the Challenge Program on Water and Food, DEWFORA and Power2Flow.

#### **3.4.5 Post-Master facility – bridging the gap**

A ‘Post-Masters facility’ will offer deserving graduates an opportunity to further develop their capacity. The internship shall be either academic, where the graduate shall be attached to WaterNet, a university or a research institution to attend a specialist courses globally, carry out additional data collection, write a scientific article and possibly a PhD proposal or developmental, where the graduate shall be embedded with an implementing partner or river basin organisation, working in the field to facilitate the uptake of their research results in development. With this second type of post-master intern we see a corps of recent graduates working towards Millennium Development Goal targets in countries throughout the region.

#### **3.4.6 WaterNet PhD programme**

WaterNet PhD fellows shall be incorporated into all research projects. The feasibility of a WaterNet PhD programme will also be studied and, if positive, a proposal will be developed and submitted to an independent Cooperating Partner. The Chairs will be expected to play a major role in the development and planning and also in the actual implementation of the PhD programme. One option is a joint PhD programme, where PhDs are registered at one of the Universities with a Chair and then co-supervised by a staff member of another WaterNet member, or supporting members such as UNESCO-IHE or University of Twente - ITC. Another option is to start small, by identifying philanthropists to ‘adopt’ specific PhD students or specific PhD research topics.

#### **3.4.7 Water Research Commission of Southern Africa**

WaterNet will take the lead in facilitating the establishment, through SADC, of a formalised regional research platform and funding mechanism – a ‘Water Research Commission for SADC’, inspired by WARFSA and the WRC of South Africa. This platform should identify research issues and in consultation with all partners

develop a research agenda for the SADC region; an agenda that is both responsive to the needs as well as proactive – charting future directions. Further, this platform would have an independent funding base, as well as a transparent governance structure. WaterNet will help finding effective modalities with respect to operational, management and governance structures that combine accountability to the Cooperating Partners (through the Trust) with scientific rigour and objective independence of decision-making.





**Promoting the understanding and implementation of IWRM at regional, national and local levels**

### **3.5 Promoting the understanding and implementation of IWRM at regional, national and local levels**

With the track-record of its first ten years, and having SADC recognition, WaterNet is ideally placed to play an important role in connecting education and research to the professional practice and the policy-making realm in Southern and East Africa. Linking these different communities is notoriously difficult yet crucial for creating impacts. WaterNet has made a good start with this but should, in Phase III, bring this to higher levels. One strategy is to strengthen its links with the Global Water Partnership – Southern Africa and the country water partnerships. Another strategy is to more closely monitor the impact of education, training and research, divulge these impacts, and learn how to further enhance the societal relevance and salience of education, training and research.

#### **3.5.1 Outreach and advocacy**

Outreach and advocacy will be carried out by WaterNet through SADC and AgWA and in liaison with GWP-SA, FANRPAN, sister networks elsewhere in Africa and other partners. This will facilitate the uptake of new scientific results and new IWRM tools.

#### **3.5.2 Online Outreach**

The Website shall incorporate a Knowledge Platform with portals to dedicated sections for each collaborative research project (many of these will have stakeholder engagement platforms), curriculum development and training.

The online library of Symposium proceedings shall be expanded following the model used in Challenge Program on Water and Food Phase 1, where all project research documents are either hosted on the website, or linked from the website in case of copyrighted material. This model shall be used for all WaterNet projects and activities so that the knowledge resources of the WaterNet website become a first point of call for anyone interested in IWRM in Southern and East Africa. This will be linked to the SADC ICP portal.

#### **3.5.3 The Symposium**

The WaterNet/WARFSA/GWP-SA Symposium shall continue to be the annual regional water meeting of choice in Southern and East Africa, where professionals, academics and policy makers interact face to face and provide valuable feedbacks. This is where WaterNet should harness its different capacity development, research and outreach activities and promote how the young researchers are addressing the development challenges. Facilitated discussions bridging the research-policy divide should be strengthened.

#### **3.5.4 Alumni**

The Alumni Association should continue to be mentored and also to play an increasing role in the professional and educational activities of the network, as well as in income generation. The alumni also form a group of young water professionals who can be harnessed to provide professional input from many disciplines and from many countries - and who can be readily consulted on new developments. In an effort to build the capacity of young water professionals in the SADC region, WaterNet in collaboration with its partners and the WaterNet Alumni Association will facilitate and promote a Young Water Professionals mentoring programme – in addition to the Post-Master attachment programme discussed above. The programme will entail an Alumnus of the WaterNet Masters programme being attached to a senior professional from within the region for mentoring. This type of mentorship to alumni, will help to ensure that our master graduates, in whom considerable resources have been invested, are not immediately cut off from support but continue to be mentored to develop their capacity to make impact in their countries and their region.

The Association's Steering Committee, supported by Executive Management, will develop ways for the alumni to give something back to the region. This will include looking for opportunities for alumni to serve as resource persons (with appropriate expertise and experience) to the master programme and professional training as

well as providing service to national governments, country water partnerships and other stakeholder organisations. This will fulfil two objectives: first, alumni will provide service to national and regional organisations in order for them to give something back to the region. Secondly, it will enable recent graduates to obtain valuable experience. The Young Water Professionals chapters – in which the association plays a leading role – will also assist to coordinate this service and participation at national level.

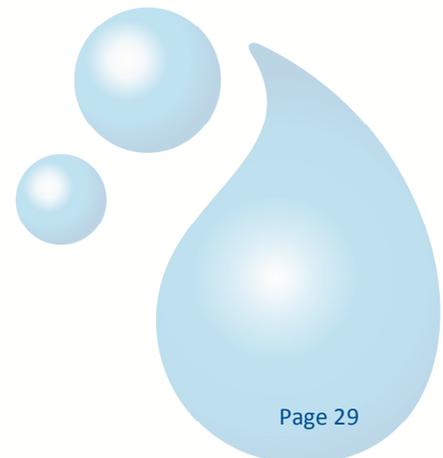
Funding to the association is provided mainly for the purposes of workshop costs and travel costs for participating in the above activities.

### 3.6 Monitoring and evaluation

Evaluation of the impact and outcomes of the objectives of the WaterNet programme is carried out by the Executive Management, based upon the outcomes and impact suggested in the impact framework (Annex 1).

The Executive Management reports to Committees of the Management Board as follows:

Objectives	Monitored by
<b>Objective 1:</b> Sustaining the Network through better governance and deeper ownership	Membership Committee Finance Committee Human Resources Committee
<b>Objective 2:</b> Deliver, sustain and expand the regional Master programme in IWRM	Curriculum Review and Quality Control Committee
<b>Objective 3:</b> Deliver relevant and responsive professional training	Liaison with GWP-SA and SADC Curriculum Review and Quality Control Committee
<b>Objective 4:</b> Carry out IWRM research for development to achieve impact and uptake	Research Committee Committee on Professorial Chairs
<b>Objective 5:</b> Promoting the understanding and implementation of IWRM at regional, national and local levels	Liaison with GWP-SA and SADC



## Annexure 1: Impact framework

Objectives and Outputs	Outcomes	Impact
<b>Objective 1: Sustaining the Network through better governance and deeper ownership</b>		
<b>Output 1.1: Carry out the functions of a SADC Subsidiary Institution under the Third Regional Strategic Action Plan on Integrated Water Resources Development and Management (RSAP3)</b>	<ul style="list-style-type: none"> <li>• Actions agreed with SADC are implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Better targeting of actions throughout the region</li> </ul>
<b>Output 1.2: Promote member ownership of the network</b>	<ul style="list-style-type: none"> <li>• National focal points established to, along with SADC-WaterNet Chairs, drive WaterNet activities in all member states</li> <li>• Increased membership in SADC states with few members</li> <li>• Increased member participation in actions</li> <li>• Promote active participation of members in WaterNet activities</li> <li>• Members with staff development needs catered for in MSc, Post-Master and PhD programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased activity in all member states, but especially Angola, DR Congo and Seychelles</li> <li>• Improved decentralisation of actions</li> <li>• Increased delivery at national level</li> </ul>
<b>Output 1.3: Carry out actions in support of IWRM at continental level, on the basis of Southern and East African perspective and in liaison with sister networks and GWP</b>	<ul style="list-style-type: none"> <li>• Participation in programmes of AMCOW, AgWA and other appropriate institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Increased progress in IWRM delivery at continental level</li> <li>• Increased profile of WaterNet</li> </ul>
<b>Output 1.4: Expand WaterNet activities in East Africa</b>	<ul style="list-style-type: none"> <li>• Greater activity in East Africa</li> </ul>	<ul style="list-style-type: none"> <li>• Increased impact in East Africa</li> </ul>
<b>Output 1.5: Efficient operating Executive Management responding to network needs</b>	<ul style="list-style-type: none"> <li>• Efficient management with good overview of activities, able to set the agenda and act as a broker to support demand and supply.</li> </ul>	<ul style="list-style-type: none"> <li>• Smooth coordination of actions</li> <li>• Well performing staff retained</li> </ul>

Objectives and Outputs	Outcomes	Impact
	<ul style="list-style-type: none"> <li>Executive Management restructured</li> </ul>	
<b>Output 1.6: Professional financial management</b>	<ul style="list-style-type: none"> <li>Proper budgeting and control of expenditures</li> <li>All funds received by WaterNet managed according to budget lines and audited annually</li> <li>Sub-audits of major recipient members annually and some minor recipients randomly</li> </ul>	<ul style="list-style-type: none"> <li>Management and Board accountable to partners and AGM</li> <li>Professional financial management encourages financial contributions</li> </ul>
<b>Output 1.7: Financial sustainability</b>	<ul style="list-style-type: none"> <li>Additional funds raised for fellowships and research Contribution from African Cooperating Partners increased.</li> <li>Reduce governance and management costs from core funding by gradually by decentralising activities and obtaining contracts which include overhead and staff time.</li> </ul>	<ul style="list-style-type: none"> <li>Financial sustainability of the network achieved</li> <li>Local ownership increased</li> <li>Cost-effectiveness improved</li> </ul>
<b>Output 1.8: Monitoring, evaluation and reporting</b>	<ul style="list-style-type: none"> <li>Biannual progress and financial reporting</li> <li>Outcomes and impact of all objectives monitored and evaluated (see section 2.1 below)</li> </ul>	<ul style="list-style-type: none"> <li>Improved performance and better targeting of actions</li> </ul>
<b>Objective 2: Deliver, sustain and expand the regional Master programme in IWRM</b>		
<b>Output 2.1: Deliver the Master programme at two core host institutions</b>	<ul style="list-style-type: none"> <li>Core modules delivered smoothly each year</li> <li>At least 30 graduates per year, with a target of 180 graduates from Phase III</li> </ul>	<ul style="list-style-type: none"> <li>Graduates are water managers with broad and modern understanding of IWRM</li> </ul>
<b>Output 2.2: Deliver the option modules (specialisations) at seven host institutions</b>	<ul style="list-style-type: none"> <li>Option modules delivered smoothly each year</li> </ul>	<ul style="list-style-type: none"> <li>Graduates are water managers with specialised understanding of their chosen field</li> </ul>
<b>Output 2.3: Master students carry out relevant and high quality research, supported by SADC-WaterNet Chairs and host institutions</b>	<ul style="list-style-type: none"> <li>Dissertations produced in line with regional priorities and research agenda</li> </ul>	<ul style="list-style-type: none"> <li>Student research contributes to regional development and research priorities</li> </ul>
<b>Output 2.4: Establish third core host institution and develop mechanism for</b>	<ul style="list-style-type: none"> <li>Increased delivery of programme</li> <li>If established in Lusophone/Francophone country, delivery</li> </ul>	<ul style="list-style-type: none"> <li>Quantity of graduates increased</li> <li>Substantially increased impact in Lusophone or</li> </ul>

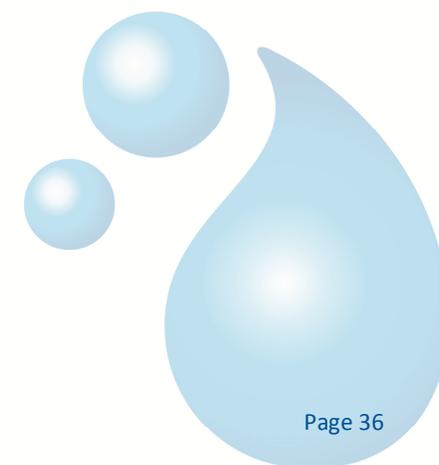
Objectives and Outputs	Outcomes	Impact
<b>Lusophone/Francophone delivery</b>	of core modules diversified linguistically	Francophone countries in the region
<b>Output 2.5: Improve embedding of option modules in local Master programmes at all option host institutions</b>	<ul style="list-style-type: none"> <li>Universities of Botswana and Malawi launch local Master programmes</li> </ul>	<ul style="list-style-type: none"> <li>Option modules in Botswana and Malawi more sustainable and so are local Master programmes</li> </ul>
<b>Output 2.6: Ongoing quality control</b>	<ul style="list-style-type: none"> <li>Quality of programme delivery and dissertations remains high</li> </ul>	<ul style="list-style-type: none"> <li>Graduates have better understanding of modern IWRM</li> <li>Graduates more useful in their countries</li> <li>Programme more highly recognised</li> <li>Research output of students more relevant and of higher scientific quality</li> <li>Alumni continuing with PhD studies</li> </ul>
<b>Output 2.7: Ongoing curriculum development</b>	<ul style="list-style-type: none"> <li>Continuous feedback on regional and national development priorities (SADC and GWP-SA) to target curriculum and case studies</li> <li>Continuous feedback from ongoing IWRM research to update curriculum</li> </ul>	<ul style="list-style-type: none"> <li>Curriculum is regionally relevant and reflects state of the art science</li> </ul>
<b>Output 2.8: Deeper links developed with other relevant Masters programmes at SADC universities, as well as with international partners</b>	<ul style="list-style-type: none"> <li>Mutual recognition and some form of credit transfer established with local universities, UNESCO-IHE and ITC, as well as partners in Brazil and other countries</li> <li>Exchange of students with other master programs, cross recognition of degrees and modules.</li> </ul>	<ul style="list-style-type: none"> <li>Graduates obtain greater international exposure</li> <li>Programme has more students thus more impact</li> <li>Programme more sustainable</li> </ul>
<b>Output 2.9: Implement web-based platform for Master lecture materials and develop distance and online learning modules (core and options)</b>	<ul style="list-style-type: none"> <li>Lecture materials easily accessible for all member institutions</li> <li>Online resource base of readers, case studies, presentations, lectures and articles</li> <li>National focal points coordinate video and online access for practitioners who are not students</li> </ul>	<ul style="list-style-type: none"> <li>Programme reaches more students thus more impact</li> <li>Materials are used by practitioners who are not students</li> <li>Practitioners who are not students take modules as short courses</li> </ul>
<b>Output 2.10: Increased and more</b>	<ul style="list-style-type: none"> <li>Funded students secured from SADC member state national</li> </ul>	<ul style="list-style-type: none"> <li>Programme has more representative student population</li> </ul>

Objectives and Outputs	Outcomes	Impact
<b>representative admissions</b>	and local governments, NGOs and the private sector	<ul style="list-style-type: none"> <li>• Programme has more students thus more impact</li> <li>• Programme more sustainable</li> </ul>
<b>Output 2.11: Language course run (pre-masters)</b>	<ul style="list-style-type: none"> <li>• Lusophone and Francophone students obtain English proficiency before starting the Masters programme</li> </ul>	<ul style="list-style-type: none"> <li>• Increased impact in Lusophone and Francophone countries in the region</li> </ul>
<b>Objective 3: Deliver relevant and responsive professional training</b>		
<b>Output 3.1: Systematic input and feedback from SADC and GWP-SA</b>	<ul style="list-style-type: none"> <li>• Responsive, programmatic approach to training with a focus on addressing key, urgent capacity needs, including as sustainable water infrastructure development, water climate &amp; development, river basin organisation capacity, water integrity and accountability</li> </ul>	<ul style="list-style-type: none"> <li>• More targeted and demand responsive training leads to increased impact.</li> <li>• Uptake improved as courses reflect national and regional priorities</li> </ul>
<b>Output 3.2: Increased partnerships for design and delivery of training courses</b>	<ul style="list-style-type: none"> <li>• Partnerships with Cap-Net, GWP-SA and others leverage additional funds</li> <li>• Partnerships with sister networks in Africa allow roll-out of WaterNet courses by other networks</li> <li>• Partnerships with networks such as Africa Groundwater Network, Cap-Net Brasil and Water Integrity Network on content and language improve course design and accessibility</li> </ul>	<ul style="list-style-type: none"> <li>• More professionals trained</li> <li>• Training programme sustainable</li> <li>• Impact beyond SADC/EAC</li> <li>• Improved course content</li> <li>• Increased involvement of Francophone and Lusophone students and practitioners in regional programmes</li> </ul>
<b>Output 3.3: Deliver at least eight relevant, responsive courses per year, and investigate options for distance and online learning</b>	<ul style="list-style-type: none"> <li>• Professionals trained</li> <li>• National focal points coordinate video and online access</li> </ul>	<ul style="list-style-type: none"> <li>• Substantial increase in the number of professionals trained over Phase II (target of 160 per year)</li> </ul>
<b>Output 3.4: Increase delivery in Portuguese and French</b>	<ul style="list-style-type: none"> <li>• South-south collaboration, notably with Brazil</li> <li>• Delivery diversified linguistically</li> </ul>	<ul style="list-style-type: none"> <li>• Substantially increased impact in Lusophone or Francophone countries in the region</li> </ul>
<b>Output 3.5: Build the capacity of young water professionals</b>	<ul style="list-style-type: none"> <li>• Junior professionals mentored and guided in their careers</li> </ul>	<ul style="list-style-type: none"> <li>• Junior professionals continue to improve their understanding of IWRM</li> </ul>

Objectives and Outputs	Outcomes	Impact
<b>Output 3.6: Host institutions to offer Master modules as short courses</b>	<ul style="list-style-type: none"> <li>• More professionals trained on the modules</li> <li>• Income for the host institutions</li> </ul>	<ul style="list-style-type: none"> <li>• More professionals trained</li> <li>• Master programme more sustainable</li> </ul>
<b>Output 3.7: Investigate possibilities for professional certification</b>	<ul style="list-style-type: none"> <li>• At least five professional training courses certified by professional bodies such as Water Institute of Southern Africa or Councils of Engineers</li> </ul>	<ul style="list-style-type: none"> <li>• Training programme more widely recognised</li> <li>• Easier to attract paying participants</li> </ul>
<b>Output 3.8: Implement 2 catchment partnerships per year</b>	<ul style="list-style-type: none"> <li>• Tailor-made capacity building takes place in partnership with ten river basin organisations, GWP-SA and Cap-Net</li> </ul>	<ul style="list-style-type: none"> <li>• River Basin Organisations capacity strengthened in key areas</li> </ul>
<b>Output 3.9: Develop the water utilities partnership with Cap-Net and implement 1 partnership per year</b>	<ul style="list-style-type: none"> <li>• Tailor-made capacity building takes place in partnership with 5 water utilities, GWP-SA and Cap-Net</li> </ul>	<ul style="list-style-type: none"> <li>• Utilities capacity strengthened in key areas</li> <li>• Programme is partially-financed by commercial utilities</li> </ul>
<b>Objective 4: Carry out IWRM research for development to achieve impact and uptake and expand IWRM research in the region</b>		
<b>Output 4.1: SADC-WaterNet Chairs to lead regional research agenda, with an emphasis on uptake, through targeted stakeholder engagement processes in the region</b>	<ul style="list-style-type: none"> <li>• Relevant and responsive regional research agenda established and integrated</li> <li>• Chairs provide academic leadership, including in research, publication and PhD supervision</li> <li>• Increased funding secured by prof chairs for research</li> </ul>	<ul style="list-style-type: none"> <li>• Professorial chairs retained at their host universities as high level human resources and academic leaders</li> <li>• Focused research gives synergistic impact</li> <li>• Improved quality of research and teaching at the five institutions</li> <li>• Improved financial sustainability of professorial chairs fund</li> <li>• Increased IWRM research</li> </ul>
<b>Output 4.2: Implement collaborative research projects that are relevant, coordinated, and integrated into network activities and linked to uptake of results</b>	<ul style="list-style-type: none"> <li>• Research activities carried out in most member states</li> <li>• Research activities lead to advances in science and uptake of results</li> </ul>	<ul style="list-style-type: none"> <li>• Advances in water science lead to benefits: communities and governments in the research areas benefit from uptake of research results</li> <li>• Increased research capacity and delivery in all SADC states</li> <li>• Members retain staff as opportunities for research and PhD programmes incentivise staff</li> </ul>
<b>Output 4.3: Establish SADC-WaterNet</b>	<ul style="list-style-type: none"> <li>• Chair supports research in Botswana and Master programme</li> </ul>	<ul style="list-style-type: none"> <li>• Professorial chairs retained at their host universities as high level human resources and academic leaders</li> </ul>

Objectives and Outputs	Outcomes	Impact
<b>Chairs in IWRM at the University of Botswana and University of KwaZulu-Natal</b>	at host institution	<ul style="list-style-type: none"> <li>Improved quality of research and teaching at University of Botswana</li> </ul>
<b>Output 4.4: Seek funding for new research activities and establish new collaborative research projects</b>	<ul style="list-style-type: none"> <li>Funding allows for more research</li> <li>Increased south-south research collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Increased impact of research</li> <li>Increased research capacity in the region</li> <li>Contribution to financial sustainability of WaterNet and members</li> <li>Stronger links with research institutions in other southern countries, eg Brazil</li> </ul>
<b>Output 4.5: Capacity building in research through mentorship, training and the PhD programme</b>	<ul style="list-style-type: none"> <li>WaterNet members have more capacity to carry out better research</li> </ul>	<ul style="list-style-type: none"> <li>More WaterNet members involved in research projects</li> <li>Increased impact of research</li> <li>Contribution to financial sustainability of WaterNet and members</li> <li>Members retain staff as opportunities for research and PhD programmes incentivise staff</li> </ul>
<b>Output 4.6: Establish Post-Masters facility</b>	<ul style="list-style-type: none"> <li>Some graduates further develop their capacity through working on thematic research areas as a stepping stone towards either a PhD, a publication, or further developing their professional careers</li> </ul>	<ul style="list-style-type: none"> <li>Graduates are water managers with improved understanding of their chosen field, ready to take on more responsibility in their countries</li> </ul>
<b>Output 4.7: Establish WaterNet PhD programme, under the leadership of the SADC-WaterNet Chairs and in liaison with international partners</b>	<ul style="list-style-type: none"> <li>10 PhD fellows</li> <li>More funding secured for PhD research lead by the PhD programme steering committee and WaterNet Chairs</li> </ul>	<ul style="list-style-type: none"> <li>Increased high level scientists available in region</li> <li>Members have improved capacity to offer and supervise PhDs</li> </ul>
<b>Output 4.8: Facilitate the establishment, through SADC, of a formalised regional research platform , linked to the regional research agenda</b>	<ul style="list-style-type: none"> <li>Establishment of a ‘Water Research Commission for SADC’, inspired by WARFSA and the WRC of South Africa</li> </ul>	<ul style="list-style-type: none"> <li>Platform would identify research issues and in consultation with all partners develop a research agenda for the SADC region; an agenda that is both responsive to the needs as well as proactive – charting future directions</li> </ul>

Objectives and Outputs	Outcomes	Impact
<b>Objective 5: Promoting the understanding and implementation of IWRM at regional, national and local levels</b>		
<b>Output 5.1: Outreach and advocacy through liaison with GWP-SA, AgWA and other partners</b>	<ul style="list-style-type: none"> <li>• Links with GWP-SA, AgWA, FANRPAN and other partners facilitate the advocacy of new scientific results and new IWRM tools</li> </ul>	<ul style="list-style-type: none"> <li>• Uptake of new scientific results and new IWRM tools locally, nationally, regionally and beyond</li> </ul>
<b>Output 5.2: Online outreach</b>	<ul style="list-style-type: none"> <li>• Website incorporates online libraries of Symposium proceedings, training materials and research outputs</li> <li>• Website incorporates social media</li> </ul>	<ul style="list-style-type: none"> <li>• Increased dissemination of research results, training materials and other outputs leading to improved IWRM practice</li> </ul>
<b>Output 5.3: Annual WaterNet/WARFSA/GWP-SA Symposia</b>	<ul style="list-style-type: none"> <li>• Symposium continue to be the annual regional water meeting of choice in Southern and East Africa, where professionals, academics and policy makers interact face to face and provide valuable feedbacks</li> </ul>	<ul style="list-style-type: none"> <li>• Increased dissemination of research results, training materials and other outputs leading to improved IWRM practice</li> </ul>
<b>Output 5.4: Active WaterNet Alumni Association and Young Water Professional Chapters</b>	<ul style="list-style-type: none"> <li>• Alumni to play an increasing role in the professional and educational activities of the network, as well as in income generation</li> </ul>	<ul style="list-style-type: none"> <li>• Young professionals mentored</li> <li>• WaterNet more financially and institutionally sustainable</li> </ul>



## Annexure 2: Budget and financing matrix

exchange rate assumed: 1.25 USD/Euro

10 SEK/Euro

### PHASE III revised budget

fund	budget	Total Income secure	Board revised DGIS	WaterNet members	CP-L1	CP-L4	CP-L5	CP- INNOV	DEWFORA	Siwi Water Integrity	UNEP	ACCFP	Danida	balance
1 Governance	581,193	652,874	540,000	63,700	474	7,524	1,848	1,741	10,770	11,292	1,358	2,040	12,126	71,681
2 Management	1,401,125	1,189,626	1,000,000		962	15,277	3,752	3,535	21,867	119,184	2,950		22,100	(211,499)
3 Scientific Backstopping	235,350	220,000	220,000											(15,350)
4 National Focal		-												-
5 Symposium (USD budget)	295,200	333,560	328,760				4,800							38,360
6 Publications	20,000	20,000	20,000											-
7 MSc	2,673,722	1,920,990	1,824,390			36,600							60,000	(752,733)
8 Curriculum Development	60,000	60,000	60,000											-
9 Professorial Chairs	497,500	512,448	495,000			17,448								14,948
10 Catchment Partnerships		-												-
11 Utility Partnerships		-												-
12 Professional Training	402,700	402,700	102,466			12,144	10,872			257,218	20,000			-
13 Language		-												-
14 Post-Master Facility	19,739	19,739	19,739											-
15 Alumni Association	43,640	46,200	28,000	18,200										2,560
16 PhD	120,000	120,000											120,000	-
17 Research Activities	498,167	498,167			34,400	331,426	14,352	20,109	71,120			26,760		-
18 Research Workshops	35,200	35,200				32,000	3,200							-
19 Research Dissemination	40,426	40,426					5,176		35,250					-
20 Programme Review	80,000	80,000	80,000											-
21 Contingencies (unforeseen)	155,000	155,000	155,000											-
Contingencies (foreseen)	558,795	539,711	530,611	9,100										(19,084)
<b>Total</b>	<b>7,717,757</b>	<b>6,846,640</b>	<b>5,403,966</b>	<b>91,000</b>	<b>35,836</b>	<b>452,418</b>	<b>44,000</b>	<b>25,385</b>	<b>139,007</b>	<b>387,694</b>	<b>24,308</b>	<b>28,800</b>	<b>214,226</b>	<b>(871,117)</b>

## The governance fund

For Phase III, a Governance Fund is proposed, which will cater for the costs of the Management Board, external accounting firm, legal costs and audits. All funds received by the Trust, irrespective of source, are declared to all major Cooperating Partners (in six monthly progress reports), incorporated into the same accounting system and subjected to the same annual audit (in addition to any audit requirements of a specific Cooperating Partner). WaterNet uses an external accounting firm to do the accounting work for the programme. Currently KPMG, based in Botswana, is appointed on the basis of an engagement letter which stipulates the scope of work, timeframes and cost. KPMG provides monthly management accounts, as well as six-monthly reports which are reviewed by WaterNet and provided to the major Cooperating Partners, and additional specific reporting requirements of particular projects.

The costs of the Management Board include operational costs for the Trust including costs for meetings of the Board and its committees, as well as honoraria and withholding tax payments for the Trustees. The estimates for the honoraria are based on a survey of amounts paid to Trustees of not-for-profit making organisations like WaterNet and subsequently adopted by the AGM.

The breakdown of costs is anticipated to be:

- External accounting and auditing: 4 % of the annual budget
- Management Board: 3 % of the annual budget

This is considerably lower than the costs paid by organisations such as GWP-SA and Cap-Net for administrative hosting (10-18%).

Governance	2012	2013	2014	2015	2016	Total
<b>Board of Trustees</b>						
Honoraria Trustees		23200	23200	23200	23200	92800
Meetings and operation costs		30000	30000	30000	30000	120000
travel Chairman		10000	10000	10000	10000	40000
<b>Sub-total</b>	<b>0</b>	<b>63200</b>	<b>63200</b>	<b>63200</b>	<b>63200</b>	<b>252800</b>
<b>Accounting and legal services</b>						
Accounting services fees (KPMG budget)		30000	30000	30000	30000	120000
legal advice fees		5000	5000	5000	5000	20000
Audits		15000	15000	15000	15000	60000
<b>Sub-total</b>	<b>0</b>	<b>50000</b>	<b>50000</b>	<b>50000</b>	<b>50000</b>	<b>200000</b>
<b>Total Governance</b>	<b>128393</b>	<b>113200</b>	<b>113200</b>	<b>113200</b>	<b>113200</b>	<b>581193</b>

## The management fund

The WaterNet Management Fund covers the costs of running the network. It allows for a full-time Executive Director, Research Coordinator, Financial Accountant and Programme Officer. These senior positions represent the tasks under the five major programmatic objectives: the Executive Director is responsible for overall supervision, for lobbying for and raising funds, and coordinating reporting and for Objective 1: Sustaining the Network through better governance and deeper ownership, which is also one of the main tasks of the Financial Accountant. The Research Coordinator is responsible for Objective 2: Deliver, sustain and expand the regional Master programme in IWRM and Objective 4: Carry out IWRM research for development to achieve impact and uptake. The Programme Officer is responsible for Objective 3: Deliver relevant and responsive professional training and Objective 5: Promoting the understanding and implementation of IWRM at regional, national and

local levels. Salary costs shall be partially funded through time-writing and charging senior staff time to projects.

The budget allows for four administrative officers: a Financial Accountant, Administrator, Secretary and a Driver/Messenger. The Administrator will also support the Financial Accountant as a bookkeeper. The estimated fees for the different positions are based on the experience of WaterNet Phase IIa and IIb and include a provision for contribution of pay as you earn (PAYE) for the Executive Management staff, medical aid cover and pension. UNESCO-IHE will assist in the implementation of the restructuring exercise at the Secretariat.

The Fund also allows for the operations of the Executive Management, based on estimates of the WaterNet Phase IIb including regional travel (excluding travel on project business and activities related to other funds, such as the symposium) for staff of the Executive Management. 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.

MANAGEMENT	2012	2013	2014	2015	2016	Total
<b>Secretariat Staff</b>	<b>16,775</b>					
Executive Director	71,109	54,000	54,000	54,000	54,000	287,109
Network Research Coordinator	44,425	45,000	45,000	45,000	45,000	224,425
Financial Accountant	-	45,000	45,000	45,000	45,000	180,000
Network Programme Officer	37,825	27,000	27,000	27,000	27,000	145,825
Administrator	27,899	20,000	20,000	20,000	20,000	107,899
Finance officer	27,899					27,899
Secretary	9,990	11,000	11,000	11,000	11,000	53,990
Driver/ Messenger	8,049	5,000	5,000	5,000	5,000	28,049
Office cleaner	3,960		-	-	-	3,960
Groundsman	1,980		-	-	-	1,980
Support UNESCO-IHE		40,000	15,000	15,000	10,000	80,000
<b>Sub-total</b>	<b>249,911</b>	<b>247,000</b>	<b>222,000</b>	<b>222,000</b>	<b>217,000</b>	<b>1,157,911</b>
<b>Secretariat Operations</b>						
Office cost and communication		20,000	20,000	20,000	20,000	80,000
Regional travel etc Manager		10,000	10,000	10,000	10,000	40,000
Transport		10,000	10,000	10,000	10,000	40,000
Information/Documentation		7,500	7,500	7,500	7,500	30,000
Planning meetings		5,000	5,000	5,000	5,000	20,000
End of year cocktails		500	500	500	500	2,000
<b>Sub-total</b>	<b>31,214</b>	<b>53,000</b>	<b>53,000</b>	<b>53,000</b>	<b>53,000</b>	<b>243,214</b>
<b>Total Management</b>	<b>281,125</b>	<b>300,000</b>	<b>275,000</b>	<b>275,000</b>	<b>270,000</b>	<b>1,401,125</b>

The Management Fund is estimated to cost 18 % of the annual budget.

## The scientific backstopping fund

The Scientific Backstopping Fund allows the members via the WaterNet Executive Management to call upon expertise from outside of Southern and East Africa to serve specific needs in the network. Based on experience in Phase I and II, and the External Review, 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. 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, University of Twente - ITC and GWP-SA, the WaterNet Trust will also utilise this budget to explore and develop robust and resilient relationships with other organisations, engaging them as Supporting Members.

## **National focal point fund**

The External Review recommended the establishment of a national focal point in each country to support in-country networking and communication and to support new members. The national focal point (a WaterNet member with a designated senior member of staff) will carry out these support, coordinating and networking functions, as well as facilitating distance learning for professionals who wish to undertake WaterNet professional training courses or IWRM Master programme modules in this manner. A modest budget of € 5,000 per year is proposed, with additional support to be provided to national focal points in Lusophone and Francophone countries to build up their participation in the network. The focal point institutions will be selected by proposal from the members in a country and approved by the Management Board.

## **Symposium fund**

The Fund supports a limited number of staff from Member Institutions in good standing to attend the annual WaterNet/WARFSA/GWP-SA Symposium and the AGM. Conditional to this support is payment of membership subscriptions and 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. When resources are available, the cost 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 Executive Management staff for logistic support and a limited amount of other participants fulfilling a specific role at the symposium (such as board Members and programme coordinators). Two students are selected by the core-host institutions each year, who have completed the WaterNet Masters programme, and have accepted papers are sponsored to attend. The average costs are reduced significantly compared to WaterNet Phase IIa and IIb.

In Phase IIb, the two major research projects (Challenge Program on Water and Food and SSI-1) frequently sponsored participation by students and researchers. In Phase III, explicit provision is made for this in all project budgeting and the Challenge Program on Water and Food now considers the Symposium a major event and deliverable in its outreach programme for the Limpopo Basin.

## **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 scientific journal. It also allows for publication of the peer reviewed educational and training material from WaterNet Masters programme modules or short courses programme.

## **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 III by various sources, at the start of Phase III the majority of the fellowships are coming from DGIS funds, during the course of Phase III, more fellowships will be acquired through SADC governments and other sources, to reduce the reliance on this single Cooperating Partner.

The budget allocation has been revised to €14,000 for the first year of study (Fellowship Fund) and €7,000 for the second year of study (Dissertation Fund), and includes all costs of the programme for the sponsored students in their first and second year of study respectively (including travel, and excluding the regional and international guest lecturers). This revision is based upon an extensive review of the actual costs over the course of Phase IIb. The total of €21,000 covers:

The fees are set by the universities, but in all cases, a reduction from the standard fees charged for foreign students has been negotiated. Student travel includes travel to and from their home at the beginning and end of the programme and travel to their specialisation. The stipend level of \$ 450 inclusive of lodging (approx. € 360) per month is reasonably low. It is considerably lower than the NFP local subsistence allowance of up to € 485 per month.

## **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 I and II, 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 used during Phase III for the purpose of curriculum review and renewal.

## **Staff exchange fund**

The staff exchange fund supports the regional guest-lecturers in the WaterNet Masters Programme. The number of required exchange visits and the amount per exchange visit are based on previous experience. This allows for the training of students by a wide variety of regional scientists, not only lecturers at the host universities, and is a keystone to WaterNet's network approach to the programme.

## **Professorial chair fund**

The fund allows for supporting the salaries of the SADC-WaterNet Professorial Chairs with specific allowances. The Professors are recruited regionally and can be stationed in another country than their home country. Current university remuneration and employment conditions do not encourage the recruitment and retention of the best scientists within the region by state universities, so a top-up honoraria of €10,000 per Professor per year will be availed by WaterNet on a competitive basis. A Discretionary Allowance (fully accountable) of €6,000 per year is paid to the university to support costs of the Professor's office, research assistants and travel. The cost of the fund will be partially met through charging time of the Professor participating in acquired projects.

The Chairs form a cornerstone of WaterNet's activities with major roles in curriculum development, quality control, research development and implementation, research capacity building and outreach. The Chairs are expected to bring in research funding to their universities and should expand to also bring funding into the network, to secure their allowance from WaterNet.

## **Catchment partnership fund**

The catchment partnerships are carried out jointly with river basin organisations, GWP-SA and Cap-Net to improve the delivery of IWRM at grassroots and catchment level. The fund supports WaterNet research, curriculum development, professional training, and outreach focussed on a particular water management area and river basin organisation. This type of focussed capacity building is also an important mechanism to study and draw lessons learnt for putting integrated water management in practice.

## Professional training fund

The professional training fund is mainly used for the development and delivery of short courses for water sector professionals. The courses are mainly programmatic in nature, with content developed in response to demand from SADC and its organs, GWP-SA and other major stakeholders, such as river basin organisations. The cost estimates for development and running of the courses is made on basis of previous experience.

Some limited support is expected from Cap-Net, to broaden the diversity of participants, to facilitate south-south collaboration and to lead towards uptake and roll-out elsewhere in Africa and the world, through our sister regional IWRM capacity building networks.

## Language fund

The Language Fund is used to deliver the pre-masters English for Water Managers course targeted at professionals from non-English speaking countries in Southern Africa (e.g. Angola, DRC, Mozambique and Madagascar). It has been our experience that the course will draw more participants, but it is also expected that participants will increasingly be sponsored by their respective institutions.

The second major use of the Language Fund will be for translation and language conversion of professional training courses and Master programme modules.

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. This Activity requires additional funding.

## Post-masters facility

The post-master facility is a new initiative to provide internships for deserving Master graduates to take their dissertation research further. The internship shall be either academic, where the graduate shall be attached to WaterNet, a university or a research institution to write a scientific article and possibly a PhD proposal or developmental, where the graduate shall be embedded with an implementing partner or river basin organisation, working in the field to facilitate the uptake of their research results in development. With this second type of post-master intern we see a corps of recent graduates working towards Millennium Development Goal targets in countries throughout the region.

## Alumni association fund

The 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 WaterNet/WARFSA/GWP-SA Symposium. Operational costs for the Alumni Association will be funded by this Fund, mainly including workshop costs and travel costs for alumni coordinating Association activities and participating in service to the regional and to national governments, river basin organisations and stakeholder groups. The costs per Alumni activity and for organising and facilitation the workshops are based on experience with similar activities, and it is anticipated that the Association will increasingly raise their own funds, through support from their employers and other activities.

## Programme review

Two allocations of € 40,000 are proposed for internally-commissioned external reviews: for a mid-term review in the third year of Phase III and for an end-of-phase review.

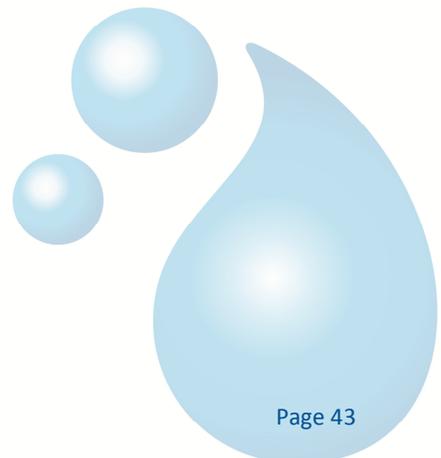
## **PHD funding and research funding**

Building on experience from the two major research projects in Phase IIb (Challenge Program on Water and Food and SSI-1), WaterNet will be offering PhD fellowships through research and other projects during Phase III. PhD fellows will normally be registered at universities in the region and supervised by SADC-WaterNet Professorial Chairs and other senior scientists. This will build regional high-level capacity by producing PhD graduates, but will also build capacity at registering universities as their PhD programmes are developed and expanded. The budgetary allocation is €53,000 per fellowship inclusive of tuition fees, stipend and research costs and is financed through research and development projects.

Research, financed through research and development projects, is for budgeting purposes divided into research activities, workshops and dissemination. Project contracting arrangements will usually require this is broken down further for project reporting.

### **Programme review**

External review of the programme is proposed, following a similar format to the Internally-Commissioned External Review held at the end of Phase IIb. There shall be two reviews: a mid-term review in year 3 and a final review at the end of Phase III.



## Annexure 3: Overview tariff for staff time charging

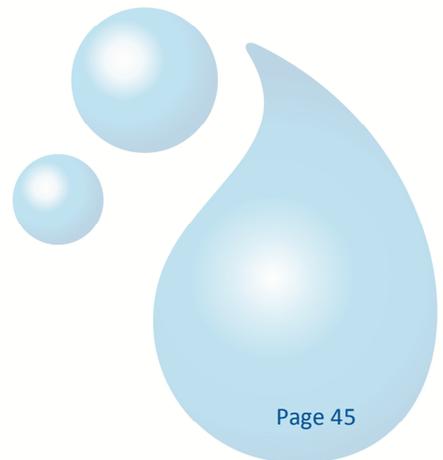
### Overview Tariff Rates of the experts (including local experts)

Yearly Income* In EURO			Working Day Tariff In EURO
From:	To:		
0	2,268		6
2,268	4,537		20
4,537	6,806		34
6,806	9,075		48
9,075	11,344		62
11,344	13,613		76
13,613	15,882		90
15,882	18,151		104
18,151	20,420		118
20,420	22,689		132
22,689	24,958		147
24,958	27,227		161
27,227	29,496		175
29,496	31,765		188
31,765	34,034		202
34,034	36,302		216
36,302	38,571		231
38,571	40,840		245
40,840	43,109		259
43,109	45,378		272
45,378	47,647		286
47,647	49,916		299
49,916	52,185		313
52,185	54,454		329
54,454	56,723		343
56,723	58,991		356
58,991	61,260		370
61,260	63,529		383
63,529	65,798		397
65,798	68,067		413
68,067	70,336		427
70,336	72,605		440
72,605	74,874		454
74,874	77,143		467
77,143	79,412		481
79,412	81,680		495
81,680	83,949		511
83,949	86,218		524
86,218	88,487		537
88,487	90,756		551

\* The yearly income in EUR is 12 times the gross monthly salary (GMS) in EUR plus holiday-allowances and includes, if applicable, a 13th month or yearly gratification.

## Annexure 4: WaterNet notarial Deed of Trust

Document available upon request from the WaterNet Secretariat.



## Annexure 5: SADC approval of WaterNet subsidiary status application



INTERNAL MEMO

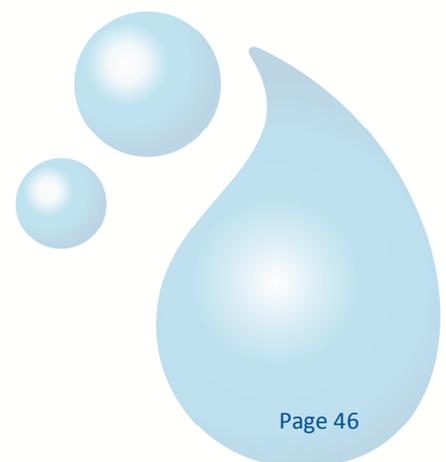
*Approved*  
*07/07/11*  
*[Signature]*

TO : EXECUTIVE SECRETARY  
UFS : DEPUTY EXECUTIVE SECRETARY-FA  
SENIOR LEGAL COUNSEL *[Signature]* *06/07/11*  
FROM : LEGAL COUNSEL *Thulete, July 5, 2011*  
CC : DIRECTOR-I&S  
DATE : 4 JULY 2011  
SUBJECT : APPLICATION FOR SADC SUBSIDIARITY STATUS BY THE WaterNet Trust

The above matter refers.

The I&S Directorate forwarded to the Legal Affairs Unit an application, which is attached, from a regional institution, WaterNet Trust, seeking recognition by SADC under the principle of subsidiarity. The application is based on the 2004 Council Guidelines, attached herewith, governing relations between SADC and organisations executing SADC projects and programmes under the principle of subsidiarity.

WaterNet is a network organisation for tertiary education, training and research institutes in Integrated Water Resources Management with a membership of university departments and research institutions in all SADC countries except Seychelles. It is funded by the Swedish International Development Cooperation Agency (SIDA), the Netherlands government, and WaterNet member institutions. The WaterNet Secretariat is located in Harare, Zimbabwe.



The I&S Directorate supports the application for subsidiarity status by WaterNet as it is currently involved in projects and programmes in the region that complement the work of I&S. In particular, the WaterNet programme was included in the SADC Regional Action Plan on Integrated Water Resources Development and Management 2005-2010 (RSAP 2) as one of the key programmes within the capacity building cluster and will be included in RSAP 3. Therefore, if WaterNet were to be granted subsidiarity status, this would formalize the existing cooperation between WaterNet and the SADC Secretariat, through the I&S Directorate.

The Legal Affairs Unit has reviewed and assessed the application and supporting documents submitted by WaterNet for legal compliance with the Council Guidelines on Subsidiarity. In particular, we have noted that WaterNet made a thorough justification of their application by addressing each requirement of the Council Guidelines (pages 4 to 7 of their letter to the SADC Secretariat, dated 27 May 2011 which is part of the application documents attached herewith).

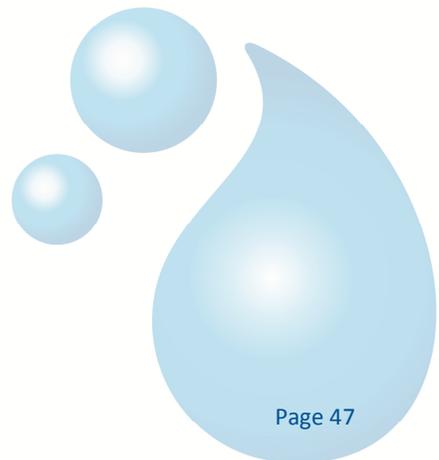
Our considered view is that WaterNet meets the criteria set by Council for Subsidiarity Status. In this regard, and in line with the Subsidiarity Guidelines, it would be appropriate to submit their application for recommendation to Council, through the Ministerial Committee responsible for Water.

We therefore submit the WaterNet application and supporting documents for your consideration and approval.

Thank you,



**Inonge Kwenda-Mweene**





Press Release  
For Immediate Release

### **SADC Ministers Responsible for Water Meet in Maseru, Lesotho.**

Ministers responsible for Water from the Southern African Development Community (SADC) met on 22 September 2011 in Maseru, Lesotho and held the sector's first ever Investment Promotion Conference on Strategic Water Infrastructure on 23 September 2011. Angola, Botswana, Lesotho, Mozambique, Namibia, Swaziland, and Zimbabwe were represented by Ministers while Mauritius, Seychelles, South Africa, and Tanzania were represented by senior officials.

During their meeting, the Ministers reviewed the progress on the implementation of the second Regional Strategic Action Plan (RSAP) on Integrated Water Resources and approved the third phase of the RSAP as a document that will guide implementation of water related activities in the region.

"Ministers directed the SADC Secretariat to mobilize resources from the International Cooperating Partners and SADC Member States to facilitate the effective implementation of the RSAP III for the next five years (2011 – 2015)" reads the record from the Ministers' meeting.

The Ministers also approved the Climate Change Strategy for the water sector which will be launched during a SADC side event set to take place during the United Nations Framework Convention on Climate Change Conference of Parties (UNFCCC-COP) negotiations that will be held in Durban, South Africa at the end of the year together with the outcomes of the 2011 SADC Multi-Stakeholder Dialogue.

Ministers resolved to pursue the current debate of having water as a standalone agenda item under the United Nations Framework Convention on Climate Change negotiations.

The Ministers reviewed the status of implementation of various projects in the various river Basins in the SADC Region (Okavango, Limpopo, Orange-Senqu, Buzi, Save, Ruvuma and Incomati/Maputo) and paid tribute to the various partners supporting the projects in these basins.

They especially recognized the coming into force of the Zambezi Watercourse Commission (ZAMCOM) Agreement. This comes after six of the eight countries that share the Zambezi river basin completed their ratification processes and successfully deposited their ratification instruments with the SADC Secretariat. To this end, the Ministers resolved to accelerate the implementation of projects of economic gain in the basin to enhance the livelihood of the communities.

Zambezi Ministers responsible for water, who met on the sidelines of the main Minister's meeting, confirmed that the required number of countries for the Agreement to be in force had been reached.

Speaking during the official opening of the SADC Ministers' meeting SADC Deputy Executive Secretary - Regional Integration, Engineer Joao Caholo commended the Ministers responsible for the Zambezi Basin for the protracted efforts they made as a matter of inter-state consultations until the Agreement came into force. He noted that the moment is now opportune to unlock a number of opportunities for implementation of

projects of economic and developmental gain within the Zambezi basin riparian states and SADC as a whole in order to address the challenges of poverty reduction and economic development in SADC.

The OKACOM Member State Ministers for Water who also met on the sidelines the main meeting, reaffirmed their commitment to joint strategic planning for Cubango-Okavango river basin. They also reviewed the Cubango-Okavango River Basin Transboundary Diagnostic Analysis, which is the result of years of scientific research to produce baseline knowledge about the status of the river basin's water and other natural resources.

The Ministers also instructed the SADC Secretariat to support the riparian states of the Incomati/Maputo Basin (Mozambique, South Africa and Swaziland) to establish a Secretariat that is needed to help in the management the two basins.

The Ministers reviewed the success of the capacity building programme of the water sector that is run by WaterNet and based at the Universities of Zimbabwe and the Dar es Salam. The Ministers have recommended that WaterNet becomes one of the subsidiary institutions of SADC.

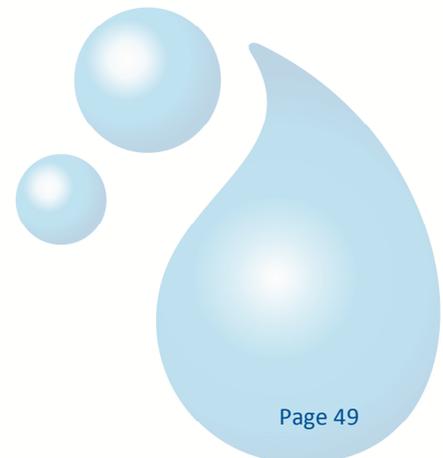
The SADC Water Infrastructure Investment Conference was attended by the SADC Water Ministers, International Cooperating Partners, Bankers, River Basin Organisations and the Private Sector. The forum received some 23 projects that had been prepared by the Member States with the assistance of the Secretariat. These projects entailed national water infrastructure projects within the Member States, cross border water supply projects and other regional projects.

The Cooperating Partners present expressed their appreciation for the opportunity to participate in the forum and provided immense guidance on how projects could be further developed, packaged and marketed. The Conference called for the scaling up of private sector participation in water infrastructure investment.

The Minister's meeting and Investment Conference was preceded by the meeting of senior officials on 21 September 2011.

-Ends-

For more information contact:  
Werani Zabula  
Communication Specialist  
SADC Secretariat  
Infrastructure and Services Directorate  
Water Division  
Email: [wzabula@sadc.int](mailto:wzabula@sadc.int) / [werani@gmail.com](mailto:werani@gmail.com)  
Tel: +267 395 1863  
Mobile Lesotho: +266 637 86693



## Annexure 6: Agreement for WaterNet to roll out SADC/EAC capacity building programme on strategic water infrastructure



### Terms of Reference for a Pilot Rollout by WaterNet of the SADC and EAC Capacity Building Program on Strategic Water Infrastructure supported of GIZ and UNEP

Project: Strategic Water Infrastructure Development (SWID)

#### Background

In March 2006 Ministers of Energy and Water representing the Forum of Energy Ministers (FEMA) and the African Ministers' Council on Water (AMCOW) convened an African Ministerial Conference on Hydropower and Sustainable Development in Johannesburg, South Africa. The Conference was aimed at developing "a holistic and integrated development strategy to meet Africa's growing demand for water and energy through sustainable hydropower development, while maintaining assets". The Ministers affirmed the pressing need to develop water management infrastructure in Africa in a socially, economically and environmentally responsible manner, while balancing the competing demands for water resources. The Ministers also called for the involvement of all affected sectors, including civil society, in decisions relating to the planning, design, construction and operation and maintenance of dams. They emphasized the need to develop Africa's capacity to meet these challenges.

In July 2007 the Regional Economic Communities (RECs) of Eastern and Southern Africa (EAC and SADC) co-organized a seminar in Mbabane, Swaziland entitled "Major Water Infrastructure Development in Africa: balancing economic, environmental and social aspects for sustainable outcomes", aimed at advancing the decisions of the Hydropower and Sustainable Development Conference. One of the seminar's main objectives was to provide guidance on the capacity required to ensure the sustainable development of water infrastructure in the region. The seminar recommended the development of a capacity building programme based on learning from good practices in the region as well as internationally, drawing on such reference material as the UNEP DDP Compendium. To this end, the seminar proposed, among other things, that such a programme be developed aimed at all levels in the hierarchy of policy makers, decision makers, professionals and civil society, and that specific and targeted training manuals be prepared.

Terms of Reference for the handover of the rollout of the SWID Programme to WaterNet on a Pilot basis-v33

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The EAC and SADC hosted a stakeholder meeting in Lusaka Zambia on 1-2 December 2008, to review the proposed capacity building programme. The Lusaka Workshop reaffirmed the need for training manuals for major water infrastructure development. Three training manuals had been developed by a group of regional specialists and peer reviewed by international experts under the supervision of GIZ (former InWEnt) and UNEP:

- TM 1 Environmental Management Plans
- TM 2 Selected Economic and Social Aspects, including benefit sharing
- TM 3 Comprehensive Options Assessment.

In addition, case studies (good practices or learning experiences) had been developed to complement the learning material. Since then, the three Training Manuals have been approved by the SADC WRTC, tested within the region and are now ready for rollout.

#### **Structure and Delivery of the Capacity Building Programme**

The Capacity Building Programme is designed differently from a regular academic training course offered by various academic institutions on the selected topics. The programme is designed to emphasize learning through sharing of experience from best practice examples. A number of projects have been selected from the continent and globally to be used as case studies to share best practice experiences amongst participants, namely Kobwa, Berg River and LHDP. Other good practices or learning experiences from the region will be added.

A team of Trainers and Resource persons from the region have been carefully selected to deliver the training. The team possess a wide range of expertise from people who have years of practical field experience on project to those with didactic skills. The list is not exclusive and may be amended on demand. In general, there should be a team of two trainers, one of them be the lead trainer responsible to organize the overall workshop and learning process. They will be supported by some two practitioners/experts who present case studies from the region.

The training and all learning material will be delivered in English, although special consideration should be given to include native French or Portuguese speakers to the trainer team if required.

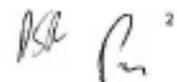
Participants for the training workshops are selected from the target group in a manner to provide a wide range of disciplines from various countries both in the EAC and SADC Regions so as to ensure maximum sharing of different experiences.

The mode of delivery of the training programme includes lectures to state the fundamental principles, and is followed by in-depth discussions with participants through the use of case studies. Participants are also encouraged to bring case studies from their work place which they would like to share with their colleagues. Field visits to infrastructure projects are an important component of the training programme to reinforce the principles learned in the lectures.

#### **Purpose**

The purpose of this Terms of Reference is to define the Tasks and Responsibilities of WaterNet regarding the Rollout of the SADC EAC Capacity Building Programme on Sustainable Major Water Infrastructure on a one year Pilot Basis and to provide a sound base to develop a concept for the long-term continuation fully under the management of WaterNet.

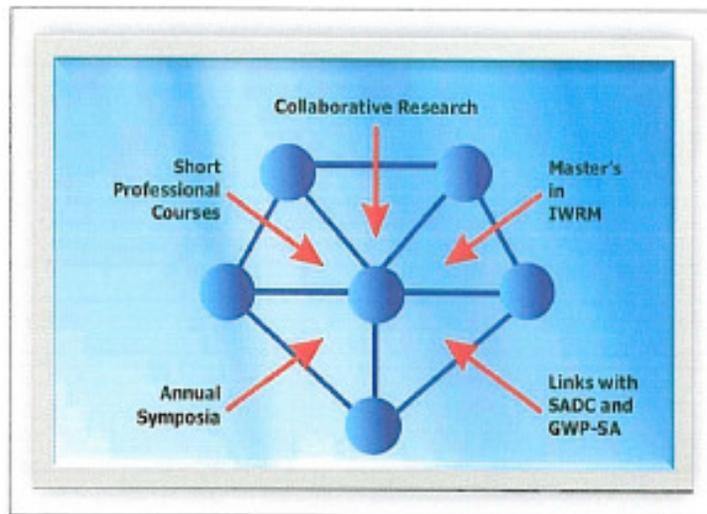
Terms of Reference for the handover of the rollout of the SWID Programme to WaterNet on a Pilot basis v33



**Rationales for WaterNet**

WaterNet is a regional capacity building network for Integrated Water Resources Management (IWRM) established in Southern and East Africa in 1999. WaterNet builds capacity through education, training, research and outreach by pooling the complementary strengths and expertise of its 72 member institutions in 16 countries. The network continues to be instrumental in building careers of water sector professionals in the region. WaterNet has over 6 years experience in coordinating professional short courses through the WaterNet Professional Training Programme, which facilitates competency training for water sector professionals. Over 26 courses have been delivered to date to over 639 participants from the region and beyond. The courses were mainly targeted at meeting the needs of river basin organisations, water utilities, municipalities, country water partnerships and practicing water professionals. Some of the courses have been run in collaboration with regional partners such as the Global Water Partnership - Southern Africa and Cap-Net.

Below is a schematic illustration of WaterNet's key activities:



**Figure 1: Schematic Diagram of WaterNet core activities**

The regional Training Institution WaterNet was selected by the SADC WD for the long-term rollout of the Capacity Building Programme for Sustainable Major Water Infrastructure.

**Tasks**

WaterNet will carry out the following Tasks:

- 1) Organize Regional Training Workshops as shown in the Table below

Workshop	Duration	Venue	Time Frame	Target Region	Target Group	Tentative Funds (EUR)

Terms of Reference for the handover of the rollout of the SWID Programme to WaterNet on a Pilot basis-v33

*Handwritten initials and a small number '3'.*

TM-2+3	5 days	Kenya	August 2011	EAC Countries	Professionals	Tbd
TM2&3	5 days	SADC	Sep/Oct 2011	SADC countries	Professionals	Tbd
TM-2&3	3 days	Back-to-back with the annual NAWISA congress	Nov / Dec 2011	EAC and SADC Countries	Civil Society	Tbd

In organizing the above workshops WaterNet will amongst others carry out the following tasks:

- a) Develop Information Notes
- b) Identify and invite candidates for the above workshops, reflecting multidisciplinary backgrounds and working environments that are required to achieve sustainable outcomes to balance environmental, social and economic aspects. Some 25-30 participants should attend the regional workshops. Candidates for the above workshops will be recruited through a combination of the following means:
  - Advertisement in appropriate media, including websites and call for registration
  - Request for nomination of candidates from Member States, River Basin Organizations and regional institutions dealing in large water infrastructure projects.
  - Direct invitation of candidates based from those who attended previous workshops on other modules.
- c) The selection of participants should be transparent and following a list of criteria to be established for each course. The participation of female candidates should be actively promoted.
- d) Secure and pay for the venue for the workshop. Where necessary the Member State where the workshop will be held should be notified or invited to host the regional workshop to ensure that issues of protocol and security are attended to.
- e) Organize, contract and prepare Trainers, Facilitator and Resource persons for the workshop. Trainers and resource person will as much as possible be selected from Trainers organized by SADC and EAC on the various themes. SADC and EAC will provide WaterNet with a database of these trainers. WaterNet is tasked with the responsibility to increase the pool of Trainers and Resource Persons through its network and others. In increasing the pool of Trainers WaterNet must take into account regional distribution, multidisciplinary skills and a broad range of practical experience in the implementation of water infrastructure projects.
- f) Arrange flights, accommodation and other logistics for participants to attend the workshops. In carrying out this task WaterNet should take cognizance of the rules and regulations of the financing International Cooperating Partner (ICP). WaterNet should obtain the applicable rules of sponsorships for the piloting phase in 2011 from GIZ Pretoria/Gaborone offices.
- g) Develop and update a database of names, organizations and contact details of participants who attended the training sessions by using a standard template.
- 2) Produce a concise report for each workshop undertaken including an evaluation by participants. The report will also include an auditable financial report indicating how the funds were utilised. WaterNet should obtain the applicable rules from the supporting ICP.

Terms of Reference for the handover of the rollout of the SWID Programme to WaterNet on a Pilot basis-v03

*PSA P<sup>4</sup>*

- 3) At the end of the Pilot period in 2011, WaterNet will produce a summarizing report detailing how the Pilot period was conducted including challenges and specific recommendations for carrying the programme forward.
- 4) WaterNet will be given funds by GIZ to organise the training workshops for the pilot period. WaterNet will utilize these funds in accordance with GIZ rules and regulations. An agreement for the transfer of funds for the workshop will be entered into between WaterNet and GIZ.
- 5) WaterNet will seek ways of attracting funding for the programme beyond the pilot phase through its fund raising channels.
- 6) WaterNet see ways to collaborate with professional associations with the view of having the programme (training manuals) accredited under their continued "Professional Development".
- 7) Develop a suitable set of indicators for monitoring and evaluation of the programme including its impact and usefulness of the training courses undertaken by the participants.
- 8) Establish a web based information sharing hub for participants where they can share experiences and ideas on their jobs with each other and the Trainers and Resource Persons. The information sharing hub will contain the Training Manuals and case studies as well as such similar material to serve as a resource for participants.

In the transition phase 2011, logistical assistance and guidance to plan and implement a regional workshop will be provided by the GIZ (Capacity Building) Regional Programme Assistant. For each workshop, arrangements, duties and responsibilities will be outlined in written.



Dr. Thomas Petermann  
GIZ Senior Programme Manager  
River Basin Dialogue Programme



Phera Ramoeli  
Senior Programme Officer  
SADC Water Division

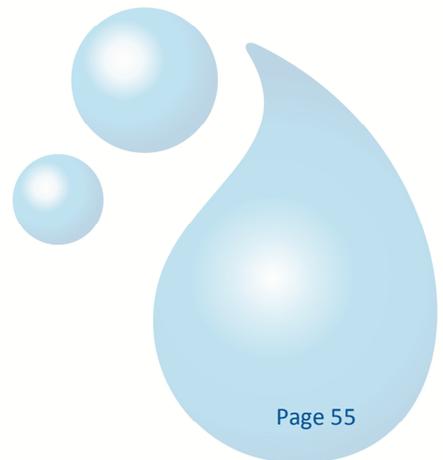
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Dr Thomas Chiramba  
Programme Manager:  
Fresh Water Ecosystems  
UNEP

AS DISCUSSED WITH WATERNET IN E-ZULWANI  
MEETING ON MARCH 27, 2011.  
  
RENNIE MUNIYAZI  
WATERNET PROGRAMME OFFICER

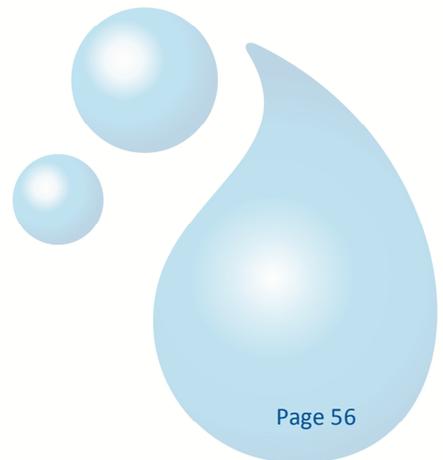
## Annexure 7: Tracer survey of alumni of the WaterNet master programme

Document available upon request from the WaterNet Secretariat.



## **Annexure 8: Internally commissioned external review**

Document available upon request from the WaterNet Secretariat.





A SADC subsidiary institution for building capacity in Integrated Water Resources Management



Government of the Netherlands

