SADC subsidiary institution

Building Capacity for
Water Resources Management in
Southern and East Africa

WaterNet Phase IV (2017-2021)

Strengthening capacity to co-create regional water solutions in a changing environment

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EXECUTIVE SUMMARY

WaterNet's success as a regional capacity building network is evident in increased capacity for Integrated Water Resources Management (IWRM) within the Southern Africa Development Community (SADC) region and beyond. Approaching Phase IV, the network seeks to increase the regional institutional and human capacity in IWRM in pursuit of more equitable water management, reduced poverty levels, improved livelihoods, and environmentally sustainable development.

The challenge facing the network as it approaches Phase IV is to find means of continuing to develop capacity while increasing the relevance to the region of its academic programmes, professional training, collaborative research and outreach. WaterNet's achievements since 2000 offer proof of concept that regionally-based capacity development of water sector professionals in IWRM fills a real need and contributes to improved water sector planning and management. WaterNet will capitalize on the capacity it has built over the years to inform outcome pathways leading directly to impact for the future.

While WaterNet continues to invest in capacity development of water professionals related to IWRM, it will use its extensive network of alumni and other professionals to inform and revise academic curriculum in line with the region's most pressing developmental needs, including climate change, in pursuit of sustainable development. Similarly, short professional training courses, collaborative research and outreach will be more oriented toward addressing the same goal.

In order to contribute to sustainable development, WaterNet must build bridges between its key partners and those responsible for implementing IWRM on the ground. Bridging gaps between the supply side (represented by WaterNet member institutions) and the demand side (those implementing IWRM) will increase WaterNet's relevance in regional capacity building. In Phase IV WaterNet will develop mechanisms to regularly identify trends and knowledge gaps across academic disciplines and professional training. The identified 'needs' will be analysed and incorporated into curriculum and professional training.

To this end Phase IV will capitalize on established partnerships and well-placed WaterNet alumni to:

1. Provide timely and relevant feedback about trends in the water sector to inform new/improved training and curriculum development;
2. Expand the design and delivery of training courses that are relevant to the region;
3. Orient collaborative research toward outcomes for impact in the region, including attention to regional impacts of climate change, adaptation and mitigation;
4. Create meaning from science through knowledge management and outreach; and
5. Establish close links with the private sector and other stakeholders and partners.

In order to contribute meaningfully to its goal of sustainable development in southern and eastern Africa, WaterNet should be known as *the go-to* resource on water and capacity related issues in the region. Consequently the value of Waternet's expertise must be known and appreciated widely and validated by on-going regional investment in the network.

Phase IV of WaterNet will focus activities and investment along the following four main pathways:

1. Governance and management for increased effectiveness and sustainability of the network;
2. Academic and professional training programmes for targeted capacity development;
3. Generation of sustainable regional water solutions through action oriented research; and

4. On-going engagement of academia and decision makers to interpret science for outcomes.

WaterNet Phase IV proposal: Strengthening capacity to co-create regional water solutions in a changing environment Summary of Objectives	
Overall Objective (impact)	**Unlocking the potential for development in the SADC region by building capacity of individuals and institutions in the water and related sectors**
Outcome Objective 1	**Increased effectiveness and sustainability of the network**
Outcome Objective 2:	**Problem-solving and action oriented post graduate educational programmes and short professional training courses delivered and sustained**
Outcome Objective 3	**Enhanced and sustained regional cooperation and research capabilities in delivering water solutions in the SADC region.**
Outcome Objective 4	**Increased relevance and involvement of WaterNet in solving water problems through enhanced promotion and understanding of IWRM**

I. WATERNET—A REGIONAL CAPACITY BUILDING NETWORK

WaterNet is a regional capacity building network of university departments and training institutes specialising in water and water related issues. As the network enters its 16th year of service to the southern Africa region and parts of east Africa, it seeks to build upon its strengths and evolve into a self-supporting network contributing more directly to sustainable development.

WaterNet's mission is to build institutional and human capacity in Integrated Water Resources Management (IWRM) through training, education, research and outreach in the region. It does this by enhancing the capacity of its 75 member institutions and other stakeholders in southern Africa as well as in Uganda and Kenya, harnessing their complementary strengths.

WaterNet's legal standing was established on 29th December 2006 in Gaborone, Botswana after its creation in in 2000. Phases I through III have generated a legacy of locally trained and retained professionals who contribute to science and development of the region.

WaterNet's growth and regional impact are reflected in its status as a flagship programme of the Southern Africa Development Community (SADC), its contribution to SADC's Regional Strategic Action Plan on IWRM (a vehicle for harmonizing water policies and laws), and its official status as a SADC subsidiary institution responsible for capacity building in the water sector.

WaterNet is governed by an elected Board of Trustees, who together with the supporting members, make up the Management Board. The Management Board sets policy and reports annually to the Annual General Meeting (AGM). The Executive Management (Secretariat) is appointed by and reports to the Management Board. All funds received by the Trust are accounted for in-house and audited by external auditors each year.

WATERNET VISION: A future in which the SADC and East African Community (EAC) regions have the institutional and human capacity to educate their own water managers, both new graduates and lifelong learners, capable of contributing to the equitable sharing and sustainable utilisation of water resources for poverty alleviation, economic development, human wellbeing and environmental security.

WATERNET MISSION: to achieve a sustainable and deep impact upon institutional and human capacity in Eastern and Southern Africa in the field of IWRM through training, education, and research, by harnessing the complementary strengths of institutions in the region.

WaterNet's core business is capacity building through academic degree programmes and professional training. In addition, the network plays important roles in research, information dissemination and enhancing knowledge exchange in the region. WaterNet activities are focused on four pillars as seen in Figure 1:

1. Academic degree programmes (MSc and PhD)
2. Professional Training
3. Collaborative Research
4. Outreach.

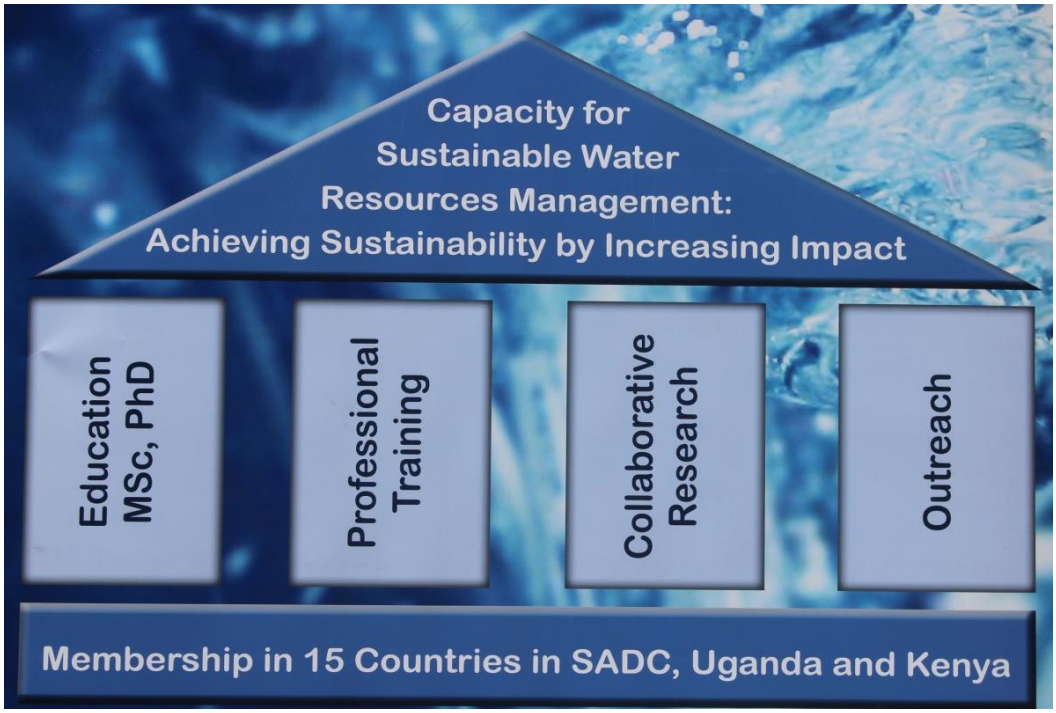


Figure 1 The four pillars of WaterNet

WaterNet's flagship is the Regional Masters Programme in IWRM which is jointly offered by seven universities (Figure 2) in the SADC region. The programme is training generations of southern and eastern Africa's water professionals and is guided by the principles of "Environmental Integrity, Equity and Economic Efficiency". The programme has enabled current and future water professionals to effectively engage and communicate across disciplines for more sustainable development.

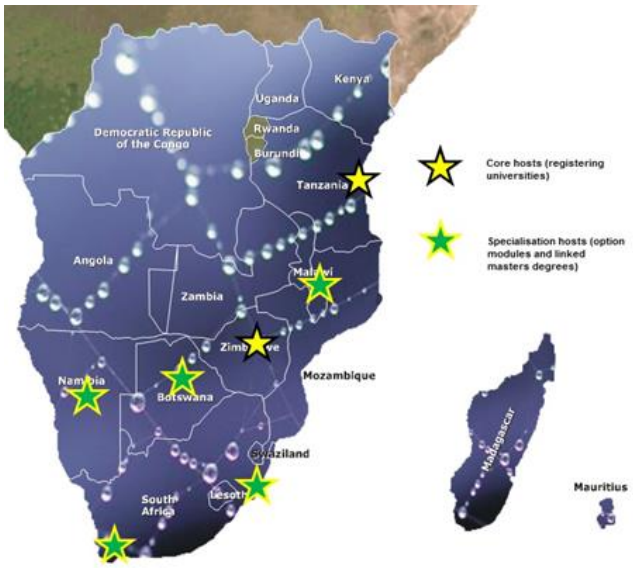


Figure 2 Host institutions of the WaterNet Masters Programme

WaterNet implements a PhD Programme through which Research Fellows are incorporated into ongoing research projects while registered at WaterNet member Universities. The first cohort is

carrying out research under a DANIDA funded project whose objective is equitable water allocation and benefit sharing in the Zambezi Basin through balancing energy production and improving livelihoods.

The WaterNet Professional Training Programme offers short courses that meet capacity needs of river basin organisations, water utilities, municipalities, country water partnerships and practicing water professionals. The courses are run in close collaboration with the SADC Water Division, Cap-Net, and the Global Water Partnership—Southern Africa.

WaterNet prioritises research that addresses development challenges related to water at local, national and regional levels, aiming to influence policy and practice at all three levels. It thus engages governments and non-governmental development agents to help increase relevance and promote uptake for greater impact of research results. This is achieved mainly through supporting and facilitating research initiatives among WaterNet member institutions.

WaterNet plays a crucial role in information dissemination and knowledge exchange about water-related issues across and well beyond SADC. This is achieved largely through the annual WaterNet/WARFSA/GWP-SA Symposium. Proceedings from the symposium are published in the Elsevier journal Physics and Chemistry of the Earth (JPCE). WaterNet has thus had a measurable impact in publicizing research on water in Africa by Africans.

a) WATERNET'S ACHIEVEMENTS

Since starting operations in 2000, WaterNet has an impressive track record in capacity building of water professionals across southern and eastern Africa. First and foremost, WaterNet has produced **427 Master's graduates, 34% of whom were women,** a critical consideration in a field and region dominated by male professionals. A recent survey of alumni shows that **95% of respondents are currently working in southern or east Africa;** 57% work for the same employer as before their Master's degree; 49% are in permanent positions; and 40% work in government institutions. Training young scientists and academic exchanges are WaterNet strengths with two Postdoctoral Fellows and four PhD students directly engaged in its programmes. Figure 3 shows distribution of Masters Programme graduates by home country.

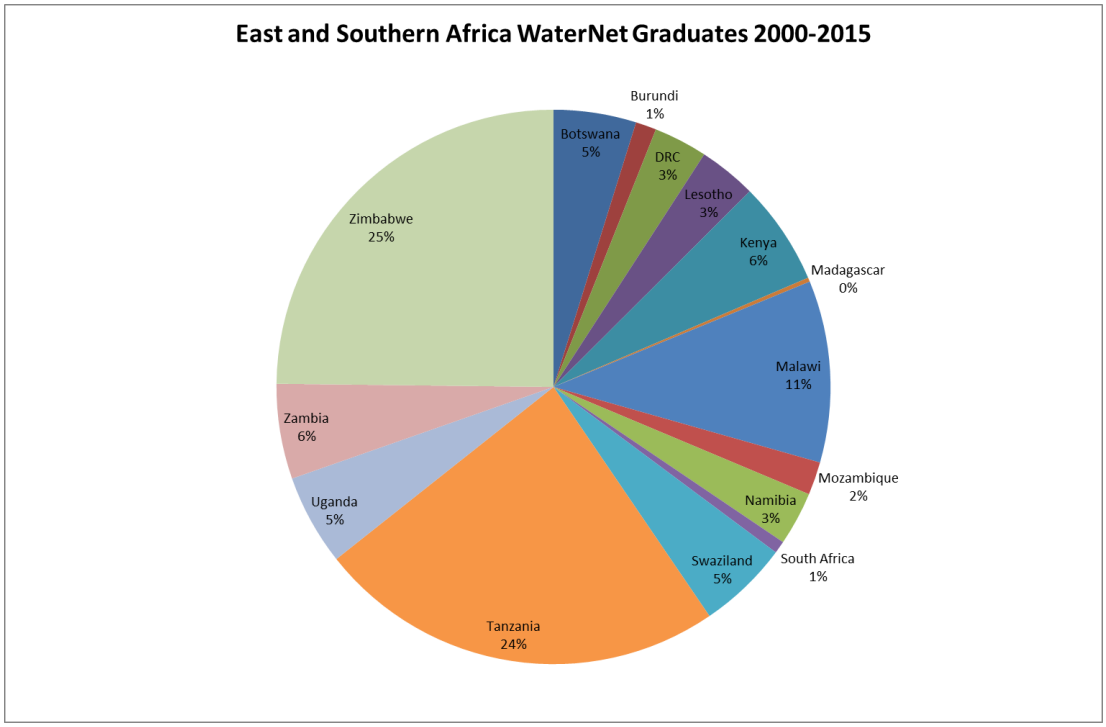


Figure 3 Distribution of WaterNet Masters Programme graduates

Now that WaterNet is the official SADC subsidiary institution for building capacity in IWRM, it has been tasked with facilitation, development of material and hosting of short courses in the region. This has led to an increased flow of external funds to support this aspect, and represents a ripe opportunity for future phases. Since 2004, **59 short courses** related to IWRM have been delivered to **1,339 participants** in the region.

In 2015 WaterNet responded to a SADC request and led the development of the SADC Research Agenda under its Regional Strategic Action Plan (RSAP) IV. It collaborated with SADC Water Division in a workshop that brought together researchers and practitioners who developed an agenda for future water research in the region, including a funding strategy. The revitalized Water Research Fund of Southern Africa (WARFSA) was identified as playing a key role in facilitating research as it had done before. The proposed Agenda was approved by the SADC Water Ministers in July 2015 and is now part of the RSAP IV.

Since its inception, WaterNet has managed projects worth nearly €17,300,000 and manages an annual budget of €1,400,000. WaterNet facilitates a range of collaborative research projects in the region that contribute to development outcomes while providing students with action research opportunities. Projects have been carried out in the Limpopo, Incomati, Zambezi, Pangani, Thukela, Niger, Eastern Nile and the Oumer-Rbia River Basins. A total of 24 PhDs and 76 Masters Projects have been involved in the projects shown in Table 1.

Table 1 Research Programmes managed by WaterNet

	Project Name	Description	Budget
1.	Challenge Program for Water and Food	Agricultural land and water management for poverty alleviation in the Limpopo	$2,658,000
2.	WOTRO, SIDA, DGIS administered by IWMI & UNESCO-IHE	Smallholder system innovation and watershed management (South Africa and Tanzania)	€1,200,000
3.	BGR (Bundesanstalt fur Geowissenschaften und Rohstoffe)	Socio-economic aspects of water allocation at river basin scale (SADC, ECOWAS, EAC)	€52,400
4.	Dewfora	Improved drought early warning and forecasting (Limpopo, Niger, Nile and Oumer-Rbia)	€4,400,000
5.	Zambezi PhD programme	Efficient allocation of policies in a dynamic and uncertain hydrological environment in the Zambezi	€215,000
6.	Power to Flow	Balancing ecosystem health with hydropower dominated basins	€370,000
7.	Eco-Hydro Zambezi	Integration of social and natural ecosystems in enhancing environmental sustainability and	€59,000

WaterNet's flagship dissemination and outreach activity, the annual WaterNet/WARFSA /GWP-SA Symposium, has been held every year since 2000. Each year the event attracts up to 400 water professionals (scientists, practitioners and policy makers) and helps generate good quality, peer reviewed papers. Symposium proceedings are published in the Elsevier scientific journal, *Physics and Chemistry of the Earth* (JPCE). Since 2002, 15 issues of the JPCE, containing **more than 500 peer-reviewed articles,** highlighting a variety of water issues in the region have been published. This activity has significantly raised the profile of research on water-related issues in Africa by African scholars.

b) LESSONS LEARNED:

WaterNet has accumulated a wealth of experience and learned a number of significant lessons over the last 15 years. Critical lessons learned have informed the vision of Phase IV and the pathways being planned.

1. The network needs to better express and capitalize on its value to the region—focusing on increasing its effectiveness at addressing emerging water-related challenges. Diversified funding, cost recovery, and more responsive programmes will help ensure network sustainability.

2. Capacity building programmes should be planned around development outcomes—planned changes in behaviour—in order to contribute to impact. Output based programmes rarely achieve

lasting impact or approach the necessary level of integration due to their short term nature and output oriented goals.

3. Regional capacity building must integrate theoretical perspectives with locally relevant approaches to problem solving to be effective in the long term.

4. Peer reviewed scientific publications are necessary outputs of research. However, articles are insufficient tools for reaching broad audiences. It is necessary to invest in creating meaning from science in order to share findings and the significance of research more widely.

WHY INVEST IN FUTURE WATER LEADERS?
The World Economic Forum (WEF) recently identified "water crises" as the top global risk in terms of negative impact to society with "far-reaching and detrimental consequences for this and future generations". WEF says that little progress has been made in addressing water crises and highlights *Interdisciplinary Science for Managing Water Resources and Improving Long-Term Water Security* as the primary "good practice" on Risk Management and Risk Resilience. WaterNet is poised and uniquely prepared to address these challenges, given its track record and status as a leading SADC partner for 15 years.

II. MOVING FORWARD INTO PHASE IV

WaterNet has focused on capacity building within education, professional training, collaborative research, and outreach – where it has successful track records. There is increased capacity for IWRM within SADC and beyond as a result of WaterNet's work. With increased capacity has come greater understanding of the complex challenges related to the crucial roles of water in development. As made explicit in IWRM, water-related challenges must be addressed through an integrated approach. As facilitated by WaterNet, this can now be done within regional context(s) and with locally built capacity.

WaterNet will continue its capacity building programmes in Phase IV, with greater emphasis on dedicating that capacity to achieving outcomes and impact. WaterNet will focus on developing mechanisms for making its academic and training programmes, research and outreach activities more cohesive and aligned to regional priorities as reflected by SADC and other strategic partners. Phase IV will systematically capture lessons learned and feed the most relevant back into design of curriculum, professional training, collaborative research and outreach activities.

WaterNet Phase IV will focus on the following foundation built since inception:

1. Proof of concept. WaterNet has tested a regional approach to capacity building around IWRM and believe that it works. This is the core business of WaterNet and will continue.
2. Key institutions and organizations in the region have greater capacity to apply IWRM and are now better linked to each other. WaterNet plans to facilitate their engagement around addressing regional development challenges using an outcome-based approach.
3. WaterNet will be more strategic in its use of alumni, partners and networks to help inform, design, and deliver programmes leading to impact for Phase IV.

a) GOALS, WORK AREAS AND OUTCOME OBJECTIVES

The vision of WaterNet Phase IV is to be recognized as the leader in academic and professional capacity building for water related professionals in the region. The first goal of Phase IV is for the network to use its extensive network of alumni and other professionals to inform and revise its capacity building, research and outreach in line with the region's most pressing developmental needs in pursuit of sustainable development. The second goal is for WaterNet to become sustainable as a result of regional demand.

This proposal identifies four pathways in pursuit of Phase IV goals. Each pathway can be seen as a thematic thrust, objective outcome and work area of WaterNet Phase IV. The four pathways are interrelated and shall be pursued simultaneously. Each one is presented in greater detail below.

1. WaterNet network governance and management oriented toward outcomes, increased effectiveness and long-term sustainability of the network.

2. Demand driven academic and professional training programs that develop capacity to specifically address *evolving water-related development challenges* in the region.

3. Generation of sustainable regional water solutions through action oriented research.

4. On-going engagement of academia and decision makers to interpret science for uptake.

Work Area 1: Institutional and organisational governance: Network management and governance
Outcome Objective 1: Increased effectiveness and sustainability of the network

In this work area, the WaterNet Board, Secretariat, Members and Alumni are guided to consciously work toward increased ownership of network processes, especially those linked to network sustainability (e.g. finances). Emphasis in Phase IV will be on engaging and working with partners beyond the water sector in order to increase effectiveness, relevance and impact of Waternet capacity building activities. A mechanism will allow the Board, Alumni, Secretariat and general membership to be coordinated and systematic as WaterNet ambassadors for engagement to broaden and strengthen WaterNet partnerships and funding.

WaterNet will work toward an efficient and effective financial management system built on a diverse funding base of increased revenue resulting from the delivery of quality services that meet stakeholder demand in the region. This will be evidence of WaterNet's value to the region.

WaterNet's effectiveness and long-term sustainability will be enhanced by moving toward an outcome-based approach to capacity development. This approach allows the network to plan toward regional impact on the basis of its strengths and previous successes. A corresponding monitoring and evaluation framework will be developed that complies with international

cooperating partners' requirements; links outputs and expenditures; and tracks progress against regionally informed indicators of impact.

The Governance work area will:

- Enhance engagement of member institutions through more demand-responsive and service oriented operations.
- Focus on WaterNet capacity demand management, cost recovery, and securing financing for multi-partner projects.
- Establish linkages to private sector and strengthen linkages with network partners through members and alumni.
- Develop M & E framework that links programme level goals, financial management, project outputs and outcomes.
- Increase regionally-derived financial support for network activities so as to achieve organizational sustainability.
- Diversify funding base.

This working area 1 will be made of 6 interrelated outputs below each with indicators as elaborated in the result framework (Annex 1):

1.1 Carry out the functions of a SADC Subsidiary Institution under the Fourth Regional Strategic Action Plan on Integrated Water Resources Development and Management (RSAP4)
1.2 Promote member ownership of the network
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
1.4 Efficient and effective operating Executive Management responding to regional and network needs
1.5 Financial sustainability
1.6 Monitoring, evaluation and reporting

Work Area 2: Capacity development through education and professional training
Outcome Objective 2: Problem-solving and action oriented post graduate educational programmes and short professional training courses delivered and sustained

Capacity development remains WaterNet's core business. Phase IV will build on 15 years of experience to continue delivering educational programmes and short professional training courses. Phase IV will incorporate actors from both the supply and demand sides of science for development processes to increase relevance of content and ultimately impact on the ground. Short professional training courses will be emphasized as avenues for bridging gaps between science and implementation.

Evaluation of WaterNet educational programmes has revealed clear areas of comparative advantage including quality knowledge in water and related science, regional integration across sectors, and networking. While short professional training courses have been successful, Phase IV intends to go a step beyond outputs to outcomes-based measurement. WaterNet programme participants (graduates from educational programmes and trainees from short professional training courses) will

be assessed based on changes in practices and attitudes as a result of WaterNet capacity building activities.

WaterNet's Phase IV innovative education and training will reflect the participant-centred approach to learning. It will promote curriculum synchronized with SADC's Phase 4 Strategy and relevant development issues related to the Sustainable Development Goals (SDGs). Phase IV will consciously work toward embracing the key official languages of the region, ensuring high quality delivery and striving toward ICT application.

Upgrades under consideration for WaterNet Phase IV programme include:

- Introduce WaterNet Certificate.
- Rigorous and dynamic mechanism of quality control, and curriculum review and updates.
- Permitting degrees to be awarded by the university at which the student writes the thesis (five institutions would have to accredit the current curriculum).
- Reduce the "bench fee arrangement", which would ensure that a larger part of the regular tuition reaches the department that offers the education

This work area 2 will be made of 6 intertwined outputs as indicated below, each with indicators as elaborated in the result framework (Annex 1):
2.1 Deliver the Master programme at all seven host institutions
2.2 Master students carry out relevant and high quality research, supported by core and specialisation host institutions
2.3 Implement web-based platform for Master lecture materials, short professional training courses and develop distance and online learning modules (core and options)
2.4 On-going quality control and curriculum development and deeper links developed with other relevant Masters programmes at SADC universities inclusive of non-English speaking countries
2.5 Deliver collaborative, responsive and demand driven short professional training courses inclusive of Francophone and Lusophone actors
2.6 Build the capacity of young water professionals

Work Area 3: Generation and application of new collaborative research for development
Outcome Objective 3: Enhanced and sustained regional cooperation and research capabilities in delivering water solutions in the SADC region.

Over the past 15 years, WaterNet has successfully implemented a number of collaborative research programmes with network members, River Basin organisations, Civil Society, community based organisations and international institutions including CGIAR centres. The network has gained tremendous experience and a reputation for reliable research. In Phase IV WaterNet intends to conduct more action-oriented research for societal impact through interdisciplinary comparative research projects, implemented by WaterNet member institutions with partners and stakeholders (NGOs, Civil Society, private companies, etc.). Climate change research will feature in future WaterNet-led activities given the region's susceptibility to changing environmental conditions. The following implementation mechanisms will be given priority:

- Mobilization of research funds within and beyond WaterNet with a strong South-South-North learning approach.
- Support and promotion of champions and a community of practice of institutions brought together by WaterNet in order to advance the four thematic areas of the SADC research agenda.
- Realignment and re-evaluation of the research value chain (MSc-PhD, Post Doc) through more clearly mapped pathways between the research agenda and the educational programmes (MSc and PhD).
- Establishment of a dedicated research fund in conjunction with WARFSA in an effort to secure seed funding for large and regional research proposal development.

The collaborative research work area will:

- Increase demand-driven, action-oriented collaborative research activities with member institutions, public and private partners, reflecting SADC research agenda.
- Strengthen WaterNet PhD Programme by linking it to demand-driven collaborative research.
- Develop a research portfolio on WSS[1] and one around climate change.
- Ensure future collaborative research proposals include PhD and MSc fellowships at member institutions and short courses linked to project outreach components.[2]
- Lay ground work for Regional Graduate School on Water—establishment by 2021.

This work area will be built along three main outputs as defined below, each output will have indicators as elaborated in the result framework (Annex 1):

1.1 Implement collaborative research projects aligned to the SADC research agenda that are relevant, coordinated, and integrated into network activities and linked to uptake of results

1.2 Seek funding for new research activities and establish new collaborative research projects supporting WaterNet educational programmes

1.3 Capacity building in research through mentorship, training, Post Masters facility and the PhD programme

Work Area 4: Knowledge Management and Outreach

Outcome Objective 4: Increased relevance and involvement of WaterNet in solving water problems through enhanced promotion and understanding of IWRM

WaterNet's experience suggests that unless capacity development outputs, tools and products are shared, developmental and long-term impacts are hardly felt on the ground. Phase IV intends to map all parties relevant to WaterNet capacity building (previous and future) knowledge, tools, products and outputs to ensure their engagement in relevant activities.

WaterNet will continue to generate peer reviewed science for publication and increase investment in the transformation—or creation of meaning—of science. Phase IV will generate new and relevant knowledge while consolidating and synthesizing prior WaterNet work. The intention is taking stock, identifying gaps, and repackaging previous scientific findings for uptake.

1 Broadening and deepening ownership should result in members willingly including e.g. WaterNet PhD or Masters fellowships in research proposal budgets.

2 This strongly aligns with WaterNet's SADC mandate and our subsidiarity status for capacity development for the region.

WaterNet will revamp its communication and partnership strategies for more proactive engagement with stakeholders with vested interests in WaterNet products and processes. This approach will be shared and carried by all WaterNet structures with coordination from the Secretariat. This outcome will contribute significantly to WaterNet's rising profile as the reference think tank for water and water related issues in the SADC region.

The Knowledge Management and Outreach work area will:

- Inventory, catalogue and synthesize WaterNet findings to date: identify gaps, promote innovations.
- Develop a process for generating meaning from science to enhance uptake, action, outcomes and impact from WaterNet research.
- Raise the profile of WaterNet activities and accomplishments across SADC and beyond.

The work area 4 will be developed along three major outputs as defined below, each output will have indicators as elaborated in the result framework (Annex 1):

4.1 Online, offline outreach and advocacy through liaison with GWP-SA, AgWA and other partners

4.2 Annual WaterNet/WARFSA/GWP-SA Symposia

4.3 Active WaterNet Alumni Association and Young Water Professional Chapters

b) WATERNET PHASE IV IMPACT PATHWAY

The following figure (Figure 4) represents the long term view of WaterNet's contribution to development of the SADC region—and beyond—through capacity building. WaterNet phase IV is designed in order to consciously working toward impact. Activities, outputs and products that will be generated in the coming five years through institutionalised feedback loops, monitoring and review will be upscaled. Hence change in knowledge, practices and policies as defined through our outcome objectives will be pursued in the short, medium and long term as we strive toward the impact.

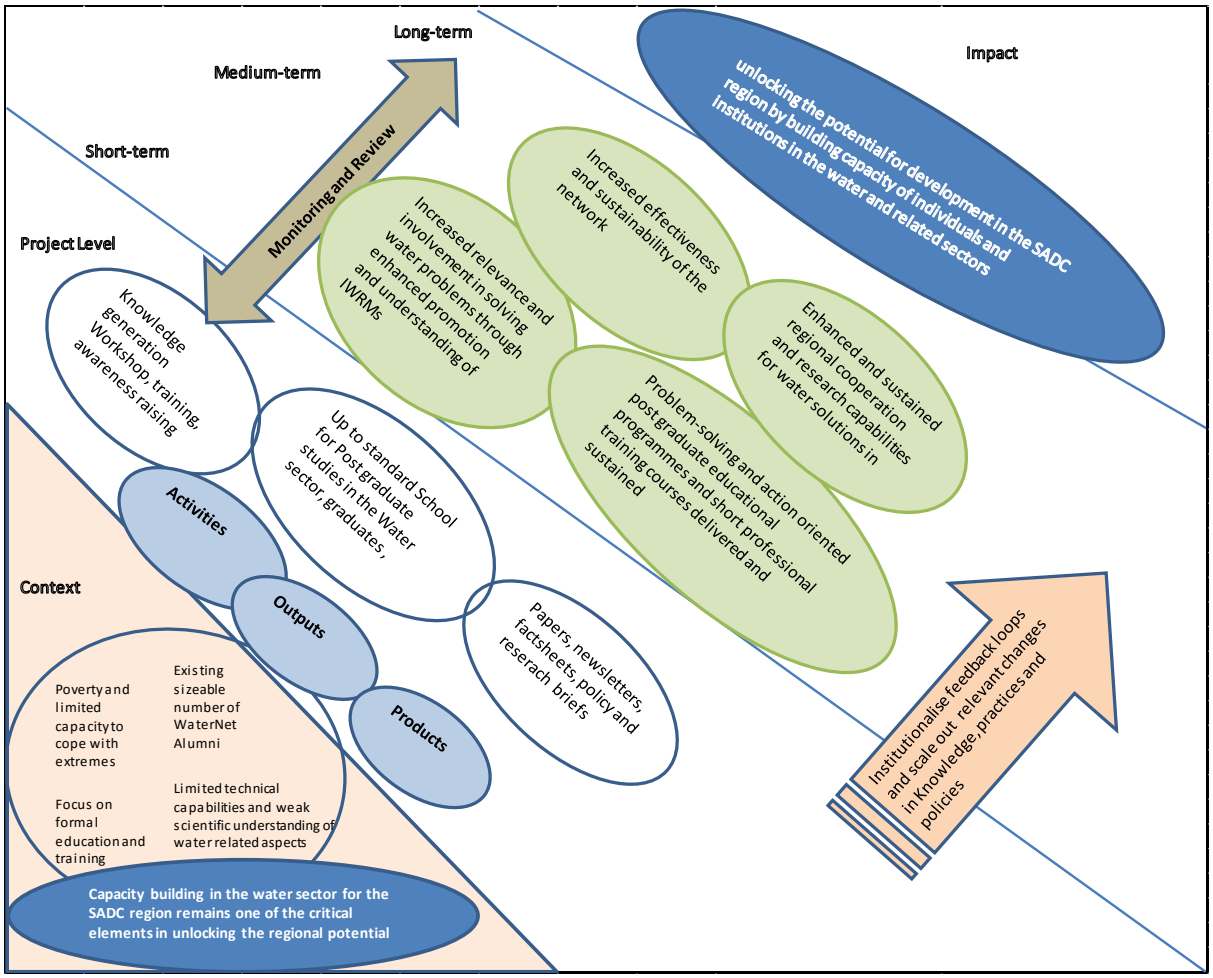
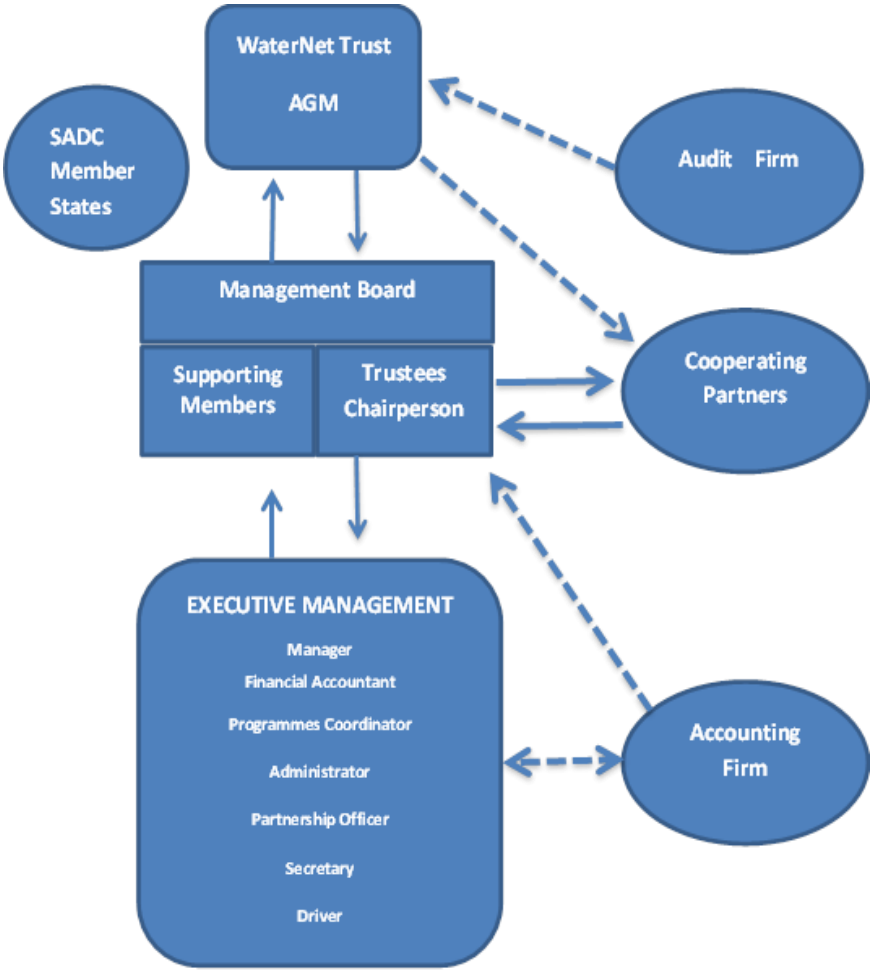


Figure 4 WaterNet phase IV impact pathway

c) WATERNET PHASE IV: GOVERNANCE AND MANAGEMENT STRUCTURE

Structure

SADC Member States
Provide and facilitate financial support to WaterNet activities especially trainings and educational programme



Executive Management- (Secretariat)
For the coming five years, sustainability will be central in the function of the Executive management and a dedicated partnership officer jointly with the Manager will devoted considerable amount of time toward fundraising and communication

Functions

WaterNet Trust
Overall governing body consisting of members who are represented in the AGM, elects the Board of Trustees, approves work plans and budgets, approves progress reports, appoints an Audit firm accountable to the Trust and the Trust in turn to the Cooperating Partners, and employs Secretariat staff.

Board of Trustees
Accountable to the AGM, has fiduciary responsibilities, represents the Trust in all legal matters e.g. grant agreements and service contracts and also invites Supporting members to the Board meetings.

Supporting Members
Provide an advisory and consultative role in terms of governance and within activities.

Management Board
The Board of Trustees and Supporting Members together constitute the Management Board.

Cooperating Partners
Provide the financial resources for WaterNet's activities.

Executive Management
Executes and coordinates WaterNet activities through the members, employed by the Trust, headed by a Manager with full-time support staff with the Accounting firm carrying out taxation management services.

Figure 5 WaterNet Phase IV governance and management structure

d) TOWARD FINANCIAL STABILITY AND INDEPENDENCE

As shown above, over the past four years, WaterNet has greatly increased its regional impact on institutional and human capacity in IWRM in Southern Africa, but unfortunately, has had less success in achieving financial sustainability.

Table 2 illustrates the contribution of DGIS to WaterNet's annual budget relative to other funders. Unfortunately, this shows an increasing, not decreasing reliance on DGIS. WaterNet remains heavily dependent of DGIS funding to support its core activities.

Table 2 Portion of funding from DGIS according to audited statements (2010-2014)

Contribution Analysis (Euro)							
Period	2010	2011	2012	2013	2014	2015 Estimated	2016 Projected
DGIS	1,149,742	1,192,258	1,026,978	1,068,387	999,733	1,278,502	1,062,000
SIDA	995,268	36,938					
Water Integrity		16,521	119,033	162,827	80,827	2,983	52,110
Danida				22,603	76,386	83,788	49,737
GIZ		68,608	1,737	345	87,224	-	88,800
Challenge Program	14,376	343,529	298,341	217,897	30,122		
Dewfora		77,296	98,969	82,953	67,532		
CapNet	5,841	22,993	3,696	75,618	53,590	42,264	75,000
Power 2 Flow	6,689	18,648	9,562	2,959	218		
ICRISAT							27,750
H2020							25,509
UNEP			18,360	15,233	4,355		
Member Subscription	33,798	58,480	102,596	97,095	99,576	67,836	
Other	0	0			-	45,621	12,000
Total	**2,205,714**	**1,835,271**	**1,679,272**	**1,745,917**	**1,499,563**	**1,520,994**	**1,392,906**
DGIS Annual % Contribution	**52%**	**65%**	**61%**	**61%**	**67%**	**84%**	**76%**

WaterNet has identified this as a major shortcoming and risk, and the comprehensive investment plan being developed for Phase IV will ensure that a wider range of funders are brought on board. In order to understand this situation better, WaterNet has undertaken an analysis of its funding model to better identify where core funding is needed and where the opportunities to self-fund and attract other funders lie.

An analysis of costs over the past five years has highlighted that WaterNet overhead costs are in the order of 35% of total budget. Core costs include the salaries of the WaterNet secretariat, costs of convening the Board of Trustees meetings, and other costs for running the Secretariat. For the 2015 budget, these costs are expected to be in the order of 31% of the total budget of Euro 1, 700, 00 i.e. Euro 656, 000.

An analysis of activity costs for 2015 and 2016 is shown in Table 3.

Table 3 Costs of major WaterNet activities in 2015/2016 (> 5% of annual budget)

Activity	2015 Cost (Euro)	% of Total Budget	2016 Budget (Euro)	% of Total Budget
Master's Programme	610 000	35	434 000	31
Management	270 000	16	267 000	19
Professional Training	225 000	13	134 000	10
Post-Doc Programme	207 000	12	109 200	8
Governance	153 000	9	120 000	9
Symposium and AGM	90 000	5	60 000	4

The analysis highlights the following key aspects:

- The Masters Programme is the costliest activity undertaken by WaterNet. As the WaterNet flagship programme, this is not unexpected. However, a disappointing aspect is that the costs of the programme continued to be covered almost entirely by DGIS funding. An important development in 2015 was a commitment by the SADC Water Minister's Council to contribute to the funding of Masters Fellowships from 2016. Aligned with this, the WaterNet Board intends to attract additional funding for WaterNet fellowships from the private sector with the goal of making this component of WaterNet business entirely funded by external parties by 2020.
- The costs of managing WaterNet are relatively high. The secretariat and governance costs amount to 25% of the total budget. This includes salaries, office costs and costs of meetings of the Board. These costs are difficult to recover from other activities. In the past, overhead costs in the form of a management fee have been gained from external research projects. The implementation of a formal overhead cost recovery model which will apply to funding generated from external research projects and professional training courses is being investigated by the Secretariat with the intention of implementing this model in phase IV. The Secretariat salaries are a significant part of these costs – yet, the reduction in staff costs and associated restructuring has left the secretariat under-capacitated relative to the intended work plan and goals and outcomes that should be achieved.
- A particular point of concern is the risk originating from exchange rate fluctuations. The Secretariat salaries are paid in US$ (as the US$ is the official currency in Zimbabwe) as well as some of the MSc fellowships (namely those for Malawi, Zimbabwe, Dar es Salaam, and Botswana). The unexpected significant appreciation of the value of the US$ relative to the Euro by more than 20% since mid-2014 (from about 0.75 to 0.90 Euro), implied additional expenses for WaterNet (in Euro terms). If all contracts depending on DGIS support to WaterNet would be expressed in Euros the exchange rate risks would have been neutralized. This is an aspect that is being more closely considered as part of the evolving Phase IV strategy.
- Costs associated with Professional Training Courses account for 13% of the budget. These include travel, venue and facilitators fees. The confirmation of WaterNet as a SADC subsidiary organisation is important as it provides the opportunity for short courses and other aspects of professional training to source funding from external bodies, i.e. WaterNet will effectively provide a professional service on a full cost-recovery basis to organisations who wish to run IWRM-related short courses in the region. This will form an important part of the strategy for Phase IV.

- The PostDoc programme has an abnormally large proportion of the budget because of the delay in its implementation and the roll-over of funds until the Fellows started i.e. this year.
- The costs of the annual symposium and holding the WaterNet AGM are 5% of the budget. These costs mainly comprise the costs of members to attend the annual symposium and AGM. Given the high profile of the conference and the importance of the AGM, this is not unreasonable. It should be noted that the implementation of membership fee in Phase III has gone some way towards offsetting these costs. In addition, WaterNet no longer covers the full costs of member institute representatives attending the symposium. The symposium has become well established as a meeting point for IWRM researchers; practitioners etc. in the region such that the opportunities to make the symposium self-sufficient, even profit generating, as part of Phase IV, are being investigated.
- External research funding is a useful form of income to WaterNet and will be promoted more widely in Phase IV.

e) WATERNET PHASE IV BUDGET

The overall WaterNet Phase IV budget amounts to Euro 8,627,000 with DGIS contribution expected to cover 31% of the total budget (Euro 2,700,000). The phase 4 budget has been developed on the basis of a gradual yearly decrease from DGIS while SADC member States contributions are expected to increase over the years. Other International cooperating partners and River Basin organisations have been approached in order to secure long-term agreement toward phase IV budget. Table 4 below provides a summary of planned contributions for the period 2017-2021. The Detailed breakdown of the phase 4 budget is presented in Annex 2.

Table 4: Summary of WaterNet phase IV budget

	DGIS (Euro)	Other (Euro)	Total (Euro)
Work Area			
Education and Training	1,030,000	3,605,000	4,635,000
Collaborative Research	20,000	1,125,000	1,145,000
Knowledge Management and outreach	255,000	195,000	450,000
Management and Sustenance of the network	1,395,000	1,002,000	2,397,000
Total	2,700,000	5,927,000	8,627,000
Contribution (%)	31%	69%	100%

f) 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 outcome objectives, outputs and indicators as presented in the result framework (Annex 1). For each output, specific activities with targets will be further developed as detailed annual workplan are prepared.it should be noted that WaterNet phase IV evaluation will be undertaken at outcome level rather than outputs. These will be measured in terms of changes in knowledge, attitude and practice. Detailed approach will be used to try and assess competencies acquired as a result of capacity building activities done through trainings, education and collaborative research. The various competencies and the approach that will be used are presented in annex 3. The Executive Management reports twice per year to Committees of the Management Board as follows:

Outcome Objectives	Monitored by
Outcome objective 1: Increased effectiveness and sustainability of the network	Membership Committee Finance Committee Human Resources Committee
Outcome objective 2: Problem-solving and action oriented post graduate educational programmes and short professional training courses delivered and sustained	Curriculum Review and Quality Control Committee Finance committee
Enhanced and sustained regional cooperation and research capabilities in delivering water solutions in the SADC region.	Research Committee Finance Committee
Increased relevance and involvement of WaterNet in solving water problems through enhanced promotion and understanding of IWRM	Membership Committee Finance Committee

Annex 1: WaterNet Phase IV result framework

Outcome/Output	Indicators (targets)	Data Sources Means of Verification	Assumptions & Risks
Working Area 1: Institutional and organisational governance: Network management and governance			
Outcome Objective 1: Increased effectiveness and sustainability of the network	• Number of SADC countries with increased contribution toward WaterNet fellowships. • % /proportion of financial contributions from new cooperating partners and projects. • Number of water solutions at the regional level where WaterNet members would have contributed to in terms of human capacity • Strengthened horizontal collaboration within members and involvement of new actors like the private sector • Strengthened vertical collaboration with SADC member states in terms of capacity building activities.	• Mid-year Management Board evaluation of work plan and budget • Program annual progress reports as well as annual contribution analysis • Political press release and position paper on water related problems in the SADC region including media	• **SADC member States implement the decision of supporting WaterNet activities** • **WaterNet Management and governance structures are operational taking into account political and socio-economic environment in SADC countries.**
Output 1.1: **Carry out the functions of a SADC Subsidiary Institution under the Fourth Regional Strategic Action Plan on Integrated Water Resources**	• Number of capacity building activities implemented in the framework of the SADC strategic Human capacity plan • % of SADC statutory meeting where WaterNet contribute to the agenda	• Annual progress report • Change and contribution analysis on annual basis • Outcome mapping reports	• **SADC implements the Fourth Regional Strategic Action Plan.** • **WaterNet continues to be financially viable and contribute to SADC meeting**

Outcome/Output	Indicators (targets)	Data Sources Means of Verification	Assumptions & Risks
Development and Management (RSAP4)	• Strengthened participation of WaterNet in SADC research agenda through the implementation of regional and transboundary research projects		
Output 1.2: **Promote member ownership of the network**	• Increased membership in SADC states with few members • Increased member participation in collaborative activities • Promote active participation of members in WaterNet activities • Members with staff development needs catered for in MSc, Post-Master and PhD programmes.	• Mid-year Management Board evaluation of work plan and budget • Annual progress reports • Membership reports	• **Institutions in SADC members States willingness to join WaterNet** • **Existing members commitment to advance their staff members capacity through post graduate education**
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**	• Participation in programmes of AMCOW, AgWA and other appropriate institutions • Increased collaborative capacity building activities with other CapNet affiliated networks at regional and continental level	• Mid-year Management Board evaluation of work plan and budget • Annual progress reports • Membership reports	• **Continental bodies such as AMCOW are functional** • **CapNet/UNDP affiliated networks are willing to collaborate and work with WaterNet**
Output 1.4: : Efficient and effective operating Executive Management	• Smooth coordination of actions • Well performing staff retained	• Staff appraisals • Annual progress reports	• **Adequate staffing and financial means to maintain a fully functional executive**

Outcome/Output	Indicators (targets)	Data Sources Means of Verification	Assumptions & Risks
responding to regional and network needs			**Management**
Output 1.5: Financial sustainability	• Additional funds raised for fellowships and research • Contribution from new Cooperating Partners secured. • Reduced governance and management costs from core funding by gradually by decentralising activities and obtaining contracts which include overhead and staff time.	• Annual progress reports • Audited financial statements • Change and contribution analysis on annual basis	• **Successful fundraising initiatives** • **Water agenda to be high in funding priorities from cooperating partners**
Output 1.6: Monitoring, evaluation and reporting	• Biannual progress technical and financial reports timeously prepared and presented • Project's reports timeously prepared and submitted	• Evaluation report • Mid-term review • Annual progress report	• **Efficient and competent Executive management team** • **Effective project management teams**

Outcome/Output	Indicators (targets)	Data Sources Means of Verification	Assumptions & Risks
Working Area 2: Capacity development through education and professional training			
Outcome Objective 2: Problem-solving and action oriented post graduate educational programmes and short professional training courses delivered and sustained	• Increased number of students working toward solving water problem in the region • Increased capacity of WaterNet member institutions in delivering water educational programmes • Increased delivery of collaborative training activities, • Increased pool of water sector institutions' and staff who are key agents for positive changes for water related problems. • % of Government, River Basin organisations, Water utilities and civil society actors (disaggregated by gender) who's knowledge and attitude has changed as result of WaterNet capacity building interventions.	• Mid-year Management Board evaluation of work plan and budget • Program annual progress reports • Narrative and financial training reports • Transboundary and catchment management activities reports and press releases	• **Smooth delivery and hosting of the WaterNet masters programme** • **Delivery of WaterNet short professional training courses** • **Access to River basin organisations events, documents and reports**
Output 2.1: Deliver the Master	• Core and specialisation modules delivered smoothly each year • At least 35 graduates per year, with a	• Annual progress report • Core and specialisation bi-annual progress reports	• **Core and specialisation hosts institutions are fully functional**

Outcome/Output	Indicators (targets)	Data Sources Means of Verification	Assumptions & Risks
programme at all seven host institutions	target of 200 graduates for Phase IV	• Mid-year Management Board evaluation of work plan and budget	• **WaterNet continues to be financially viable and SADC water ministers honour their fellowship commitments**
Output 2.2: **Master students carry out relevant and high quality research, supported by core and specialisation host institutions**	• Dissertations produced in line with regional priorities and research agenda • % of dissertations are published as peer-reviewed papers	• Annual progress report • Core and specialisation bi-annual progress reports • Mid-year Management Board evaluation of work plan and budget	• **Students dissertations are timeously produced** • **Students' dissertations are accepted for publication in peer-reviewed journal and on-time.**
Output 2.3: **Implement web-based platform for Master lecture materials, short professional training courses and develop distance and online learning modules (core and options)**	• % of Materials and enrolment from practitioners who are not students • Number of course materials available online	• Annual progress report • Core and specialisation bi-annual progress reports • Mid-year Management Board evaluation of work plan and budget • Narrative and financial training reports	• **Functional web based platform for online learning** • **Commitment and willingness from core and specialisation hosts to deliver online selected modules**

Outcome/Output	Indicators (targets)	Data Sources Means of Verification	Assumptions & Risks
Output 2.4: : On-going quality control and curriculum development and deeper links developed with other relevant Masters programmes at SADC universities inclusive of non-English speaking countries	• Quality of programme delivery and dissertations up to standards • Mutual recognition and some form of credit transfer established with local universities • Documented continuous feedback on regional and national development priorities (SADC and GWP-SA) to target curriculum and case studies • Number of Msc graduates continuing for their PhD	• Annual progress report • Core and specialisation bi-annual progress reports • Mid-year Management Board evaluation of work plan and budget • Narrative and financial training reports	• **Core and specialisation host regulations are timeously responsive to the topical needs in the region** • **Willingness of brilliant Msc students to pursue further their studies** • **Increased cooperation with GWPSA for feedback loops**
Output 2.5: **Deliver collaborative, responsive and demand driven short professional training courses inclusive of Francophone and Lusophone actors**	• Number of short professional courses delivered in partnership with other institutions • Number of Short professional training courses delivered in Lusophone and Francophone countries	• Annual progress report • Core and specialisation bi-annual progress reports • Mid-year Management Board evaluation of work plan and budget • Narrative and financial training reports	• **Partnership maintained with other partners** • **Availability of funding** • **Commitment and willingness from Lusophone and Francophone countries in running short professional training courses**
Output 2.6: **Build the capacity of young water professionals**	• Number of young professional trained yearly and throughout the phase gender disaggregated • Number of training activities where young professional are invited and supported. • Number of mentorship, coaching and internship programmes initiated in	• Annual progress report • Core and specialisation bi-annual progress reports • Mid-year Management Board evaluation of work plan and budget • Narrative and financial training reports	• **Funding availability** • **Commitment of senior and experienced water professionals in coaching young professionals** • **Willingness of young professionals in joining mentorship programmes**

Outcome/Output	Indicators (targets)	Data Sources Means of Verification	Assumptions & Risks
	the course of phase IV	• Mid-term review	

Outcome/Output	Indicators (targets)	Data Sources Means of Verification	Assumptions & Risks
Working Area 3: Generation and application of new collaborative research for development			
Outcome Objective 3: Enhanced and sustained regional cooperation and research capabilities in delivering water solutions in the SADC region.	• SADC and other regional institutions/processes take research outputs in addressing water challenges for the region. • Authoritative research and policy papers influenced regional and national water policy direction and interventions • Increased regional partnership and cooperation for advancing and implementation of cutting edge research for the water sector.	• Mid-year Management Board evaluation of work plan and budget • Program annual progress reports • Narrative and financial research reports • Transboundary and catchment management activities reports and press releases • Evaluation and review reports	• **Collaborative research project are developed and funded** • **Commitment and willingness of policy makers in uptaking research results** • **Conducive environment in the SADC region to conduct collaborative research**

Outcome/Output	Indicators (targets)	Data Sources Means of Verification	Assumptions & Risks
Output 3.1: **Implement collaborative research projects aligned to the SADC research agenda that are relevant, coordinated, and integrated into network activities and linked to uptake of results**	• Number of collaborative projects implemented in the framework of the SADC research agenda • Number of partners involved in the implementation of collaborative research • Number of projects with significant uptake of research products	• Annual progress report • Research project annual progress reports • Mid-year Management Board evaluation of work plan and budget	• **Research project funding is secured and projects are implemented** • **Partners are committed and willing to develop joined collaborative research projects** • **Projects outputs are disseminated and packaged accordingly for uptake**
Output 3.2: **Seek funding for new research activities and establish new collaborative research projects supporting WaterNet educational programmes**	• Number of new projects with secured funding • Number of new funding partners involved in the implementation of the research projects • Number of fellowships embedded in the Collaborative research projects	• Annual progress report • Research project annual progress reports • Mid-year Management Board evaluation of work plan and budget	• **Students dissertations are timeously produced** • **Students' dissertations are accepted for publication in peer-reviewed journal and on-time.**
Output 3.3: **Capacity building in research through mentorship, training, Post Masters facility and the PhD programme**	• Number of Msc graduates who 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 • More funding secured for PhD research • Number of PhD fellows	• **Annual progress report** • **Research project annual progress reports** • **Mid-year Management Board evaluation of work plan and budget**	• **Funding for research projects embeds capacity building activities through mentorship and PhD** • **Securing adequate funding for PhD research** • **Interest from cooperating partners in funding research that is inclusive of PhD fellowships**

Outcome/Output	Indicators (targets)	Data Sources Means of Verification	Assumptions & Risks
	• Number of Post Master Fellows		

Outcome/Output	Indicators (targets)	Data Sources Means of Verification	Assumptions & Risks
Working Area 4 : Knowledge Management and Outreach			
Outcome Objective 4 : Increased relevance and involvement of WaterNet in solving water problems through enhanced promotion and understanding of IWRM	• SADC member States and other regional institutions/processes appreciate better Water resources Management and bring the relevant aspects higher at regional and national level. • Knowledge and evidence produced results in increased awareness among researchers, practioners, high-level decision and policy makers • Knowledge exchange and peer-to-peer learning results in improved partnership, and regional cooperation for advancing better water resources management in the SADC region and beyond	• Mid-year Management Board evaluation of work plan and budget • Program annual progress reports • Narrative and financial symposia and dialogue reports • Transboundary and catchment management activities reports and press releases • Evaluation and review reports	• **Existence of outreach platforms and dialogue for knowledge exchange** • **Commitment and willingness of researchers, practioners and policy makers in exchanging experiences**

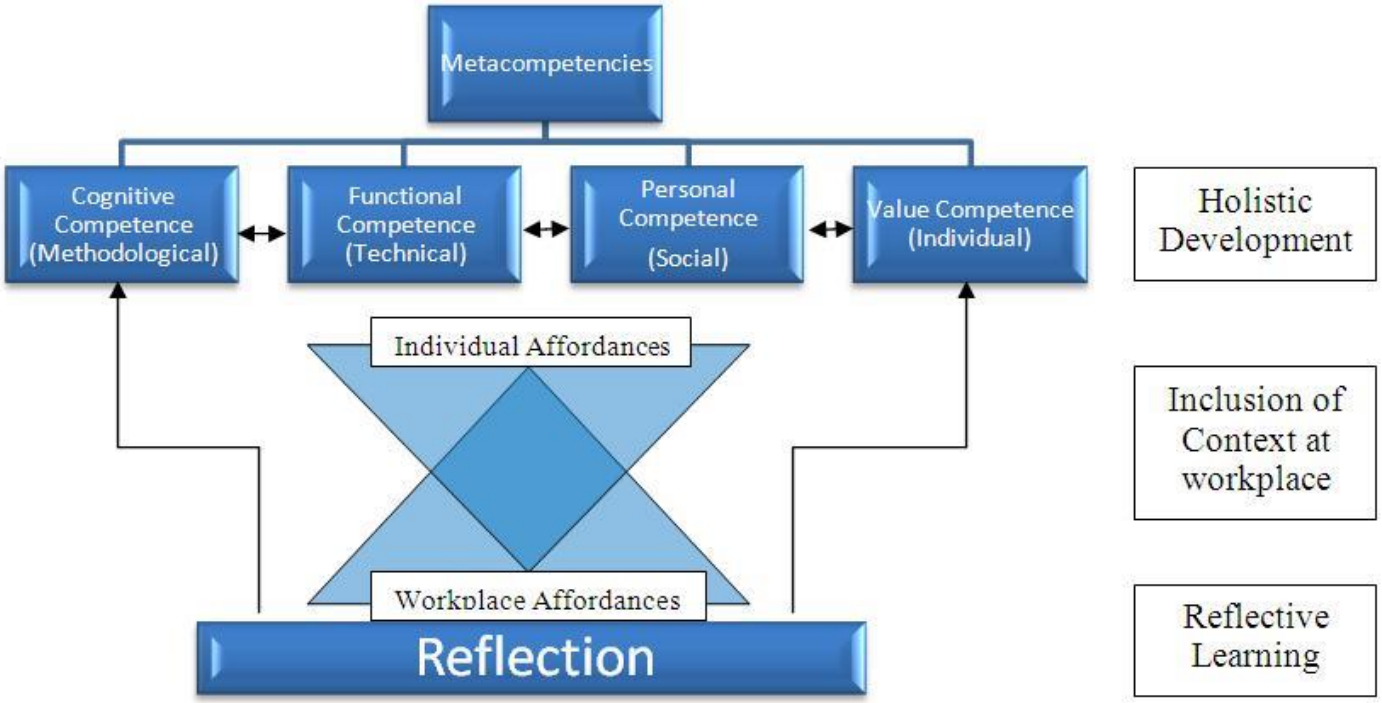
Outcome/Output	Indicators (targets)	Data Sources Means of Verification	Assumptions & Risks
Output 4.1: **Online, offline outreach and advocacy through liaison with GWP-SA, AgWA and other partners**	• Documented advocacy links and products with partners • Website and social media posts and visits of advocacy and outreach activities • Number of partners involved in the implementation of outreach and advocacy activities • Number of projects with significant uptake of research products	• Annual progress report • Symposia annual progress reports • SADC dialogue bi-annual reports • Mid-year Management Board evaluation of work plan and budget	• **Advocacy and outreach activities are funded and implemented** • **Partners are committed and willing to contribute to advocacy and outreach activities** • **Projects outputs are disseminated and showcased for advocacy and outreach**
Output 4.2: **Annual WaterNet/WARFSA/GWP-SA Symposia**	• Number of symposia convened during Phase IV • Number of symposia participants and their representation breakdown • Number of policy briefs and peer-reviewed publications produced from the symposia	• Annual progress report • Symposia annual progress reports • SADC dialogue bi-annual reports • Mid-year Management Board evaluation of work plan and budget	• **Symposium is convened annually** • **Delegates are representatives of diverse water sectors and stakeholders**
Output4 .3: **Active WaterNet Alumni Association and Young Water Professional**	• **Number of WaterNet Alumni involved in WaterNet training and educational activities** • **Number of WaterNet alumni**	• **Annual progress report** • **Research , training and symposia annual progress reports**	• **WaterNet alumni are willing to be part of Waternet activities** • **WaterNet activities are**

Outcome/Output	Indicators (targets)	Data Sources Means of Verification	Assumptions & Risks
Chapters	**involved in WaterNet research projects** • **Number of Waternet alumni presenting at the WaterNet symposium** • **Number of WaterNet alumni represented in the Management and governance**	• **Mid-year Management Board evaluation of work plan and budget** • **Tracer survey**	**implemented** • **Interest from cooperating partners in funding youth development initiatives**

Annex 2 WaterNet Phase IV budget

WaterNet Phase IV																			
Proposed Budget	DGIS	Other	Total	DGIS	Other	Total	DGIS	Other	Total	DGIS	Other	Total	DGIS	Other	Total	DGIS	Other	Total	
(kEuro)	2017	2017	2017	2018	2018	2018	2019	2019	2019	2020	2020	2020	2021	2021	2021	phase 4	phase 4	phase 4	comment
Management and sustenance of the network	**355**	**125**	**480**	**300**	**153**	**453**	**290**	**212**	**502**	**240**	**219**	**459**	**210**	**293**	**503**	**1395**	**1002**	**2397**	
Governance	110	20	130	100	30	130	90	40	130	80	50	130	70	60	130	450	200	650	gradually find other sponsors to share funding of governance
Management	220	80	300	180	90	270	160	110	270	140	130	270	120	150	270	820	560	1380	gradually find other sponsors to share funding of management
Program review	0	0	0	0	0	0	25	25	50	0	0	0	11	39	50	36	64	100	mid term review in 2019, end review in 2021
Contingencies	25	25	50	20	33	53	15	37	52	20	39	59	9	44	53	89	178	267	target: 3%
Training and Education	**450**	**525**	**975**	**240**	**675**	**915**	**160**	**755**	**915**	**120**	**795**	**915**	**60**	**855**	**915**	**1030**	**3605**	**4635**	
MSc fellowships	380	240	620	240	360	600	160	440	600	120	480	600	60	540	600	960	2060	3020	target: 30 fellowships @20kEuro/yr
Scientific backstopping	0	50	50	0	50	50	0	50	50	0	50	50	0	50	50	0	250	250	50 kEuro/yr (2017-2020) contributed by UNESCO-IHE
Curriculum development	0	35	35	0	35	35	0	35	35	0	35	35	0	35	35	0	175	175	should be contributed by the 7 univ. offering the Master
Professional training	40	200	240	0	200	200	0	200	200	0	200	200	0	200	200	40	1000	1040	this should be a self-financing activity
Language	30	0	30	0	30	30	0	30	30	0	30	30	0	30	30	30	120	150	find by 2018 another donor to fund language training
Collaborative Research	**20**	**175**	**195**	**0**	**230**	**230**	**0**	**235**	**235**	**0**	**240**	**240**	**0**	**245**	**245**	**20**	**1125**	**1145**	
Research activities	20	150	170	0	200	200	0	200	200	0	200	200	0	200	200	20	950	970	this should be acquired from competitive bids, incl. WARFSA
Post-doctoral programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	discontinue the post-doctoral programme
PhD programme	0	25	25	0	30	30	0	35	35	0	40	40	0	45	45	0	175	175	
Knowledge Management and Outreach	**75**	**15**	**90**	**60**	**30**	**90**	**50**	**40**	**90**	**40**	**50**	**90**	**30**	**60**	**90**	**255**	**195**	**450**	
Symposium	70	0	70	60	10	70	50	20	70	40	30	70	30	40	70	250	100	350	
Publications	0	10	10	0	10	10	0	10	10	0	10	10	0	10	10	0	50	50	
Alumni Association	5	5	10	0	10	10	0	10	10	0	10	10	0	10	10	5	45	50	find by 2018 another donor to fund AA
Total	900	840	1740	600	1088	1688	500	1242	1742	400	1304	1704	300	1453	1753	2700	5927	8627	
DGIS contribution (%)	52%			36%			29%			23%			17%			31%			

Annex 3 WaterNet Phase IV- Metacompetencies model



Annex 4: SADC sample letter to Member States on support of WaterNet activities

SOUTHERN AFRICAN DEVELOPMENT COMMUNITY SECRETARIAT

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Ref: SADC/17/7/16

2nd November, 2015.

Attention: Mrs Winne Stewart
Acting Principal Secretary
Ministry of Natural Resources and Energ
Fourth Floor Income Tax Building
P.O. Box 57
Mbabane, Swaziland.

Dear Mrs Stewart,

Re: MEMBER STATES SUPPORT TO THE WATERNET PROGRAMME THROUGH SPONSORING OF STUDENTS FOR THE IRWM MASTERS PROGRAMME

You may recall that the Ministers responsible for water at their last meeting in Harare, Zimbabwe in July 2015 made the following decision:

"**Decision 15**

5.13.10 Ministers urged Member States to endeavour to make adequate budgetary provisions in their training and capacity building programmes to support at least one candidate from own resources to participate in the Waternet Masters on IWRM Programme."

In preparation for the next intake for the Waternet IWRM Masters Programme 2016/2017 we would like to request your support in adhering to the above captioned Ministers decisions. The Waternet Secretariat will also be contacting you with respective details relating to the call for application and requirements as the time approaches for the next intake.
Your usual support in this endeavour will be highly appreciated and we stand ready to provide any further information regarding this matter.

Yours sincerely,

R. Makumbe
For Executive Secretary

Member States:

Angola	Lesotho	Malawi	Namibia	Swaziland
Botswana	Madagascar	Mauritius	Seychelles	United Republic of Tanzania
Democratic République du Congo		Mozambique	South Africa	Zambia Zimbabwe

All correspondence should be addressed to the Executive Secretary