

**DRAFT**

## **Opportunity Assessment for CapNet-Pakistan**

A report on the usefulness of the Opportunity Assessment Tool:  
notes on use and adaptation in Pakistan



**Pakistan Network for Capacity Building  
in Integrated Water Resources Management**

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## Acronyms

ADB	Asian Development Bank
Cap-Net	Capacity Building Network for Integrated Water Resources Management
CapNet-Pakistan	Capacity Building Network for Integrated Water Resources Management in Pakistan
<b>CIDA</b>	<b>Canadian International Development Agency</b>
DV	Development VISIONS, Pakistan
<b>GEF</b>	<b>Global Environment Facility</b>
GWP	Global Water Partnership
IMT	Irrigation Management Transfer
IRC	Indus Resource Centre
IUCN-Pakistan	World Conservation Union Pakistan
IWRM	Integrated Water Resources Management
MSP	Multi-Stakeholder Platform
OA	Opportunity Assessment
PCRWR	Pakistan Council for Research in Water Resources
PCSIR	Pakistan Council for Scientific & Industrial Research
PILER	Pakistan Institute for Labour, Education and Research
PNF	Pakistan NGO Forum
PNRDP	Pakistan Network of Rivers Dams and People
PWPA	Pakistan Water Policy Alliance
RDPI	Rural Development Policy Institute
SAAG	Sustainable Agriculture Action Group
SCOPE	Society for the Conservation and Protection of the Environment
<b>SDC</b>	<b>Swiss Development Cooperation</b>
SSRC	Social Sciences Research Centre
BZU	Bahauddin Zakariya University, Multan
SZABIST	Shaheed Zulfiqar Ali Bhutto Institute of Science & Technology
UNDP	United Nations Development Programme
UNESCO-IHE	United Nations Educational, Scientific and Cultural Organization – International Institute for Water Education
WWF-Pk	World Wild Life Fund-Pakistan
WWN	Women's Water Network

## **Foreword**

The Opportunity Assessment Tool has been developed by Cap-Net to help country networks assess effective demand for capacity building. It was used by the Social Sciences Research Centre (SSRC) on behalf of and in active consultation and collaboration with CapNet-Pakistan. In view of the peculiar circumstances and context of Cap-Net Pakistan, a number of adaptations were considered necessary for a meaningful use of the tool.

The first adaptation of the OA tool in Pakistan was to use it to plan work for two years (16 months to be precise) instead of the tool prescribed one year. This was necessitated by the fact that it would have had been a wastage of resources to plan only for the remaining four months of the calendar year left after the completion of field work for the OA Tool.

The SSRC is thankful to CapNet-Pakistan for contracting it the field work. All analysis and planning was, however, undertaken in collaboration with the CapNet-Pakistan Coordinator and with the help of its Secretariat at Development VISIONS, Multan.

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## Background

The Pakistan Network for Capacity Building in Integrated Water Resources Management (CapNet-Pakistan) is the country affiliate of the International Network for Capacity Building in Integrated Water Resources Management (Cap-Net: [www.cap-net.org](http://www.cap-net.org)). Cap-Net is a United Nations Development Programme (UNDP) project, funded by the Dutch Ministry of Foreign Affairs. Global Water Partnership (GWP) has adopted the Cap-Net project as an Associated Programme and considers it to be a flagship project of GWP. Cap-Net is hosted by the United Nations Educational, Scientific and Cultural Organization – International Institute for Water Education (UNESCO-IHE), Delft

CapNet-Pakistan was launched on October 29, 2003. CapNet-Pakistan is an innovative multi-stakeholder platform (MSP) to scale up and improve the quality of capacity building in IWRM in response to reforms in water and interfacing institutions around the country. CapNet-Pakistan is a national partnership linking capacity building institutions and networks with others in the country, in the region and across the world. CapNet-Pakistan also promotes the development and availability of capacity building materials. The Mission of CapNet-Pakistan is: “to enhance human resources development for IWRM in the country in response to emerging demands through networking for local synergies”.

The CapNet-Pakistan is inclusive in its networking and is reaching out into institutions across the country. This helps provide the opportunity of identifying priorities, testing new materials and ideas, sharing of knowledge, tools materials and experiences at a level that was not possible earlier.

In the implementation of its programme, CapNet-Pakistan follows three strategic principles:

**LOCAL OWNERSHIP-** Capacity building must be anchored in the local capacity building institutions for sustainability and relevance

**PARTNERSHIP-** Partnerships among capacity building institutions are an effective strategy to assemble the expertise required to address capacity building

**DEMAND RESPONSIVENESS–** In addition to the long term requirements in terms of graduates and skilled personnel, much greater attention has to be given to the immediate capacity needs of the government and the civil society

The Integrated Water Resources Management (IWRM) paradigm has been accepted by the state in the wake of successful lobbying by various stakeholders in the wide world of water in Pakistan. Institutional Reforms in the Irrigation Sector are underway to implement decentralized management. Large-scale Irrigation Management Transfer (IMT) pilot projects are in place in the provinces of Sindh and Punjab. The country has serious riparian conflicts threatening security and allocation is contentious between federating provinces. Similarly, decentralization of management is also underway in the water and sanitation sub-sectors on participatory approaches.

In this context the launch of a national Network for Capacity Building in Integrated Water Resources Management (CapNet) in Pakistan has been a response to demand for capacity building for IWRM in the country. The Network has a core group drawn from leading IWRM stakeholders in Pakistan. The Network has 37 members

including major conservation, environmental and water management organizations, universities, research institutes, government agencies and the private sector.

CapNet-Pakistan emerged as a response to the water crisis in the country and from efforts by stakeholders engaged in the reforms process. The centrality of water to many sectors and multiple sets of stakeholders therein underpinned the need for such a network of capacity building to be open and include a wide range of skills and expertise.

There are good lessons around to learn on how to make networks effective. The challenge is how to network for greater capacity building realizing synergies for sustainability and replication. Therefore, CapNet-Pakistan members identified the following networking norms in the launch meeting:

- Ownership by all members
- Open and multidisciplinary networking
- Decentralized operations build commitment and improve relevance
- Strong communications for network cohesion
- Respond to needs and effective demands
- Accept the challenge of sustainability to pursue
- Strengthen partners and address unequal capacity

CapNet-Pakistan is a unique opportunity and effective strategy to build a locally owned critical mass of expertise required to address the demanding requirements of reforms towards a sustainable management of our water resources

### **CapNet-Pakistan: needs & opportunities**

CapNet-Pakistan should be the main centre of knowledge and have to develop its capacity on IWRM to impart that knowledge around the country. IWRM and water sector capacity building needs present themselves in various forms. Some examples of possible capacity building services are:

- Training and education courses;
- Research;
- Information provision through workshops, consultancy, facilitation;
- Institutional strengthening and/or development;
- Planning

To contribute to the sustainability of the capacity building process and to have a tangible impact on the way water resources are being managed, the network should be in a position to identify project opportunities, gaps and needs in capacity building. CapNet-Pakistan should respond to demand for capacity building in order to be both relevant and to have an impact. The network needs to be in touch with the right people and ready to provide needed capacity building services to all interested.

The network should be at the forefront in the development of knowledge on IWRM and access to international experience. Therefore, it should also trigger demand for capacity building as well as being aware of future trends. It should be prepared for changing demands from the water sector and have a good grasp of developments in education programmes as well as other ongoing and planned capacity building activities.

### **Opportunity Assessment (OA)**

Therefore, CapNet-Pakistan decided to carry out an Opportunity Assessment to identify the immediate capacity building needs of the water managers and professionals. An allied objective was to prioritise their needs according to the ability

of the network to deliver. The OA was used to help the nascent network in finalizing its work plan for the first two-years and help evolve a strategy to implement the same

The following specific objectives were set for the opportunity assessment:

1. To identify target groups – institutions, organizations and individuals - active in IWRM sectors and interested in capacity building;
2. To establish contact and survey activities and needs;
3. To inventory CapNet-Pakistan member institutions/organization's work plans and capacity building activities;
4. To identify effective opportunities for CapNet-Pakistan;
5. To match programmes and capacities of network members and the network target groups; and
6. To prepare a work plan for CapNet-Pakistan along with a implementation strategy.

### **Methodology**

The methodology adopted was to use the Opportunity Assessment Tool (OA Tool) with suitable adaptations in the Pakistani context (See the following section). The OA Tool has been developed by CapNet International for identification of effective demand, presenting opportunities for networks to plan and respond to immediate capacity building needs of the water sector. It is intended for Capacity building networks or individual institutions to identify capacity building opportunities. The tool is a set of guidelines, recommended activities, tips and definitions that may be used partly or as a whole to identify project opportunities and to establish a proactive relation of the network with its target group.

The execution of the OA Tool was sub-contracted to the Social Sciences Research Centre (SSRC) of the Bahauddin Zakariya University, Multan, Pakistan. The SSRC is a member of CapNet-Pakistan and has the capacity to undertake field work across the country. The OA Tool was used by the SSRC in close collaboration and continuous consultation with CapNet-Pakistan Coordinator.

### **Capacity Building for Whom?**

One of the assumptions in the OA Tool is that the CapNet chapter deploying the tool already possess the capacity to deliver services to those in need of services. A consequent assumption is that services are to be provided to those not in the network. The OA Tool document reflects these assumptions, "Networks of capacity building institutions are centres of knowledge and have to develop and impart that knowledge. IWRM and water sector capacity building needs may present themselves in various forms". This assumption is understandable but does not necessarily hold true in all cases. It is perhaps because of the obtaining composition of capacity building networks around the world is characterized by membership drawn largely from professionals in institutions of higher education. However, CapNet-Pakistan as an MSP is an example where the existing capacity is not sufficient to market all needed capacity building services to all the non-member actors. Indeed the network in Pakistan came together not only to build the capacity of non-members but to seek and build needed capacity for its own members as a priority. Consequently the use of the OA Tool in Pakistan had to be considerably modified.

Therefore, the SSRC in consultation with Coordinator CapNet-Pakistan decided to go ahead and suitably modify the tool to asses opportunities for the whole network to benefit from. It was decided that the use of the OA Tool may not be limited to identifying what the members can market but to extend the scope to identify effective service demands by network members as well that could be provided through

suitable partnerships under CapNet-Pakistan. Also the whole notion of “effective” versus “potential” opportunities and the ranking criteria were amended to allow for a much reduced focus on marketing and a greater stress on an assessment of needs for both the network members as well as those who are not yet members. Both groups simultaneously need capacity building and can also provide some services to each other. The notion of participation entails that all engage in capacity building and do away with notions of relevant stakeholders as insiders/outsideers in networking.

Also in Pakistan many water managers are members and hence cannot be considered “clients” in a strict sense. Furthermore, CapNet-Pakistan intends to extend the membership to bring in those water managers and institutions not yet formally members. This would mean that in Pakistan the network will prioritize provision of services to its own “members”. Hence the notion of “effective” demand had to be suitably modified to include services for which someone is willing to pay for even though that someone be a member. Also this entails that there is a greater need to build capacity of members than non-members! The criteria for membership therefore will become an agreement on the notion of IWRM and a willingness to building capacity implementation.

The OA Tool has been used only once by CapNet-Pakistan but it is foreseen that the use will be regular/periodical to ensure close contact with evolving needs and to ensure the relevance of the network work plans with a constant attention to quality and relevance.

### **OA Tool Design**

The tool consists of five steps:

1. Identification of target groups – institutions, organisations or individuals active in the water sector and likely interested in capacity building;
2. Establish contact and survey activities and needs – the institution’s/organization’s work plans and capacity building activities will be inventoried;
3. From potential to effective opportunities – opportunities for the network will be analysed and ranked;
4. Matching – the information of step 3 will be analysed on compatibility with programmes and capacities of network members;
5. Programming – a programme and strategy be developed

### **Identifying target groups**

Form-A of the OA Tool was redesigned to facilitate easy data entry through a changed layout of the same.

SSRC started identifying target groups for the OA Tool use in consultation with CapNet-Pakistan. All the CapNet-Pakistan members were automatically considered for identification. The identification step was extended to include most of the prominent organizations and institutions working on water issues in the country.

An initial list was drawn comprising of all the known groups in the country. Contact details were collected initially by visiting websites of different major organisations and government agencies and by consulting the mailing lists of different networks like Pakistan Network of Rivers Dams and People (PNRDP), Sustainable Agriculture Action Group (SAAG), Pakistan Water Policy Alliance (PWPA) and the Pakistan NGO Forum (PNF). These were substantiated with telephone inquiries to the organizations concerned and in consultation with networking organizations.

The following organisations were identified and their contact details verified for possible inquiries about their water programmes and capacity building plans:

Actionaid Pakistan, Khadim Hussain, Programme Manager, H#10, St#17, F-8/3, Islamabad, 2264689, 2282954, 2253880, 2260678, [khadim@actionaidpakistan.org](mailto:khadim@actionaidpakistan.org)

Asian Development Bank (ADB), Mian Sharjeel Ahmad, Programme Officer (Water), Pakistan Resident Mission, OPF Building, Shahrah-e-Jamhuriyat, P.O. Box 1863, G-5/2, Islamabad, 92-51-2825011-16, 92-51-2823324, 2274718, [kmatsunami@mail.asiandevbank.org](mailto:kmatsunami@mail.asiandevbank.org)

Aurat Foundation, #16, St#67, G-6/4, Islamabad, 92-51-2277512, 2277547, 92-51-2822060, [afrs@mail.comsats.net.pk](mailto:afrs@mail.comsats.net.pk)

Catholic Relief Services-USCC, #4, St: 35, F-8/1 G.P.O. Box 1657, Islamabad, 92-51-2254336, 2261706, 92-51-2262507, [crspak@isb.compol.com](mailto:crspak@isb.compol.com)

Centre of Excellence in Water Resources Engineering, Engineering University, Baghbanpura, Lahore-Pakistan, 92-42-6822558, 6821100, 92-42-6822024, [Center@Xcess.net.pk](mailto:Center@Xcess.net.pk)

DAMAAN Development Organizaiton, H# 191, St# 10, F-10/1, Islamabad., 92-51-2101591, 92-6510-523210, 92-06510-309477, [damaan@hotmail.com](mailto:damaan@hotmail.com), [wagha@isb.comsats.net.pk](mailto:wagha@isb.comsats.net.pk)

Development VISIONs (DV), Zubaida Hussain, Coordinator, Chah Qasimwala, Basti Nau Nawabpur Road, Multan-54700, Pakistan, 92-61-223785, 92-61-220580, [daima@brain.net.pk](mailto:daima@brain.net.pk)

Doaba Foundation, 52-E Dhody Plaza, Blue Area, Islamabad. Pakistan, 92-51-2277325, [doab\\_foundation@yahoo.com](mailto:doab_foundation@yahoo.com)

Drainage Research Centre, Pakistan Council of Research in Water Resources, DRC Campus, Tando Qaisar Road, Tando Jam 70060, District Hyderabad, Sindh, Pakistan, 92-233-5311, 92-233-5728

Federal Flood Commission, 16-D (East), Ahmad Kamal Pasha, Executive Engineer, Safdar Mansion, Blue Area, Islamabad 44000, 92-51-9204345, 92-51-4440789, [akpasha@yahoo.com](mailto:akpasha@yahoo.com)

Friends of Earth and Trees, Suite 203-4, Saman Arcade, 1-J Gulberg-III, Lahore-Pakistan, 92-42-5867647, 92-42-5867565, [sbarq@yahoo.com](mailto:sbarq@yahoo.com); [sgitak@mail.com](mailto:sgitak@mail.com)

Green Circle Organization (GCO), Rana Mohammad Shafiq, 144-Q Model Town Extension, Lahore 5130, 5880910, 6666404, 0333-4232010, 04441-560274, [habibs@brain.net.pk](mailto:habibs@brain.net.pk)

Indus Resource Centre (IRC), Naveed Khayal, Programme Coordinator, C-111, Nizamani Mohalla, KTM Road, Behind Railway Station, Khairpur Mirs, Sindh-Pakistan, 92-792-552512, 92-792-552512, [irc@hyd.paknet.com.pk](mailto:irc@hyd.paknet.com.pk)

Indus Water Forum, 45/5, Ghani Street, Habibullah Road, Lahore, 92-300-4368022, 92-41-6303373

International Water Logging and Salinity Research Institute (IWASRI), Dr. Mohammad Nawaz Bhutta, Director General, Near Muhammad Pura Village, P O Thokar Niaz Baig, Lahore, Pakistan, 92 42 5303390, 92 42 5303393 [iwasri@brain.net.pk](mailto:iwasri@brain.net.pk)

International Water Management Institute (IWMI), Dr. Asad Qureshi, Director, 12-Km Multan Road, Chowk Thokar Niaz Beg, Lahore-53700, Pakistan, 92-42-5410050-53, 92-42-5410054, [a.queshi@cgiar.org](mailto:a.queshi@cgiar.org)

Irrigation Research Institute, Dr. Mohammad Ramzan, Director, Irrigation Department Secretariat, Anarkali, Lahore-Pakistan, 92-42-9212771, 92-42-9212772, [pidamd@nexlinx.net.pk](mailto:pidamd@nexlinx.net.pk)

IUCN-Pakistan, A.L. Rao, Resident Representative, #1 Bath Island, Clifton, Karachi. Tel 92 (21) 586-1540, 92 (21) 587-0287 Fax

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Kissan Bachao, Tahreek (KBT), Mr. Nasir Ghumann Advocate, President, Districts Court Sargodha, 0451-720445, 215506-R, [nasir\\_ghumman@hotmail.com](mailto:nasir_ghumman@hotmail.com)

Kissan Board Pakistan, IBI House, 10-G Johar Town, Lahore-Pakistan, 92-42-5302654, 92-42-5302658, [ksanbord@pol.com.pk](mailto:ksanbord@pol.com.pk)

Leadership for Environment & Development (LEAD), 28-Margalla Road, F-8/3, Islamabad-Pakistan, 92-51-2264742, 92-51-2264743, [asherafgan@lead.org.pk](mailto:asherafgan@lead.org.pk); [aabira@hotmail.com](mailto:aabira@hotmail.com)

Lyari Community Development Project (LCDP), Near Moulvi Usman Park, Chakiwara No. 2, Lyari, karachi - 75660, Pakistan, 92-21-7521687 / 749576, 92-21-7521687, [pwpp@super.net.pk](mailto:pwpp@super.net.pk)

Mauj, Mr. Mushtaq Ahmed Gadi, Executive Director, House 191, G-10/1, Islamabad. 92-51-2100248 [mushtaq\\_gadi@hotmail.com](mailto:mushtaq_gadi@hotmail.com)

Ministry of Water and Power, Mr. Moula Bux Lund, Joint Secretary (Admn & Coord), 16-D Safdar Mansion, Blue Area, Islamabad, Pakistan. Tel: (051) 920-6460, Fax: (051) 920-3087

National Rural Support Programme (NRSP), 46,Agha Khan Road F/6-4, Islamabad, Pakistan, 92-51-2822319, [msbhb@yahoo.com](mailto:msbhb@yahoo.com)

Pakistan Agricultural Research Council (PARC), Ministry of Food and Agriculture, P.O. Box 1031, Islamabad-Pakistan, 92-51-4432236

Pakistan Council for Research in Water Resources (PCRWR), Dr. Mohammad Akram Kahloon, Chairman, House # 3 & 5, Street # 17, F-6/2, Islamabad, Phone:9218980-81, Fax: 9218939, E-mail: [pcrwr@isb.comsats.net.pk](mailto:pcrwr@isb.comsats.net.pk)

Pakistan Council for Scientific & Industrial Research (PCSIR), Tahira F. Shafiq, Head/Principal Scientific Officer, Centre for Environmental Protection Studies, Laboratories Complex, Ferozepur Road,Lahore-54600, Pakistan, 92-42-9230710, 9230688-95, 92-42-9230705, [pcsir@brain.net.pk](mailto:pcsir@brain.net.pk)

Pakistan Institute for Labour, Education and Research (PILER), Hanif Ramay, Coordinator, Green Colony, General Hospital, Ferozepur Road, Lahore, 92-42-5801763

Pakistan Poverty Alleviation Fund (PPAF), Khayaban-e-Iqbal, F-8/2, Islamabad, [khadija@ppaf.org.pk](mailto:khadija@ppaf.org.pk)

Participatory Integrated Development Society (PIDS), GPO Box No. 119, 11-A, Chaman Housing Society, Quetta- Pakistan, 92-81-831224, 92 81 831284

Pattan Development Foundation, Village Bahadurpur, Bosan Road, Multan-Pakistan, 92-300-8630664, 92-61-223572, [saboor@pattan.org](mailto:saboor@pattan.org)

PIEDAR, Syed Ayub Qutub, Executive Director, Blue Area, Islamabad [piedar@comsats.net.pk](mailto:piedar@comsats.net.pk)

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Population & Environment Communication Centre, P.O. Box 2342, Sustainable Development Policy Institute (SDPI), #3 UN UN Boulevard, Diplomatic Enclave-1, G-5, Islamabad, 92-51-2278134, 92-51-2278135, [pecc@sdpi.org](mailto:pecc@sdpi.org); [abbas@sdpi.org](mailto:abbas@sdpi.org)

Rural Development Policy Institute (RDPI), 270, St.37, G-9/1, Islamabad, Pakistan, 92-51-2853043, 92-51-2853616, [irfan@rdpi.com.pk](mailto:irfan@rdpi.com.pk)

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Shirkat Gah Women's Resource Centre, Khawar Mumtaz, Coordinatorr, 68-Tipu Block, Garden Town, Lahore-Pakistan, 92-42-5836554, 5838815, 5832448, 92-42-5860185, [khawarm@lhr.coats.net.pk](mailto:khawarm@lhr.coats.net.pk)

Sindh NGOs Federation (SINGOF), Mr. Aakash Ansari, Secretary, Karachi-Pakistan, [aakashansari@hotmail.com](mailto:aakashansari@hotmail.com)

Social Policy and Development Centre (SPDC), 15-Maqbool Co-operative Housing Society, Block 7&8, P.O. Box 13037, Karachi-75350, Pakistan, 92-21-111113113, 92-21-4534285, [spdc@cyber.net.pk](mailto:spdc@cyber.net.pk)

Social Sciences Research Centre (SSRC), Khurram Hameed, Secretary, Bahauddin Zakariya University (BZU), Multan-Pakistan, 92-61-9210052, 92-61-9210052, [ssrc@bzu.net.pk](mailto:ssrc@bzu.net.pk)

Society for the Conservation and Protection of the Environment (SCOPE), D/141, Block-2, PECHS, Karachi, Pakistan, 92-21-4559448, 92-21-4557009, [scope@khi.compol.com](mailto:scope@khi.compol.com)

South Asia Partnership (SAP-Pk), Haseeb Memorial Trust Building, 2-Km Raiwand Road, Thokar Niaz Baig, Nasir Abad, Lahore, 92-41-5426470-2, 5411637&5426473, [irfan@sappk.org](mailto:irfan@sappk.org)

Sungi Development Foundation, Naeem Iqbal, Coordinator Water Campaign, House 17, Street 67, G-6/4, Islamabad, 92-51-2276579, 92-51-2823559, [Naeemasu1@yahoo.com](mailto:Naeemasu1@yahoo.com)

Sustainable Development Concern, Zubair Ahmed, Executive Director, 34-2B-1, Township, Lahore-Pakistan, 92-300-8486347, [sdcorg@hotmail.com](mailto:sdcorg@hotmail.com)

Thardeep Rural Development Programme (TRDP), Near Durgah Hussain Shah, Mithi, Distt Tharparkar, Sindh, Pakistan, 92 2342 61462, 92 2342 61379, [khangharani@thardeep.org](mailto:khangharani@thardeep.org)

United Nations Development Programme (UNDP), 9<sup>th</sup> Floor, Saudi Pak Tower, 61-A, Jinnah Avenue, P.O. Box 1051, Islamabad-Pakistan, 92-51-2800133-42, 92-51-2800031-34, [inayatullah@undp.org](mailto:inayatullah@undp.org)

University of Engineering and Technology, Taxila, 92-596-9314248, 92-596-9314226, [anarazzaq@yahoo.com](mailto:anarazzaq@yahoo.com)

Urban Resource Centre, MDA Chowk, Multan, [khurram\\_ghazi@hotmail.com](mailto:khurram_ghazi@hotmail.com)

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Water And Sanitation Programme, Plan-Pakistan, Islamabad,  
[imranyusufshami@yahoo.com](mailto:imranyusufshami@yahoo.com), [imran@planpakistan.org](mailto:imran@planpakistan.org)

Water Resources Research Institute, WRRRI, NARC, Chak Shahzad, Islamabad, 92 51 9255022, 92 51 9255074, [wrrri@wr-narc.isb.sdnpk.org](mailto:wrrri@wr-narc.isb.sdnpk.org)

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World Wild Life Fund-Pakistan (WWF-Pk), Hammaad Naqi, Programme Manager, Environmental Pollution Programme, Ali Institute, 23-Ferozepur Road, Lahore-Pakistan, 92-425862360, 5869429, 92-42-5882069, 5862358, [hnaqi@wwf.org.pk](mailto:hnaqi@wwf.org.pk)

### **Short Listing**

All the organisations were contacted on phone and then followed up through email to obtain initial information on their current plans of work. Most government agencies did not respond. It was learnt that most departments were not allowed to exchange information on their own and needed clearance from their head offices usually headed by a provincial or a federal secretary, the highest ranking bureaucrats in the Pakistan system of government. The delays involved in seeking permissions were often in the order of months. Upon repeated inquiries the standard response was that the concerned person has written to the secretary for permission but has not received a response as yet.

Baluchistan Province was excluded due to a lack of resources and for a shortage of time. The other reason for the exclusion was an acute lack of contact with suitable organisations. Due to the lack of facilities in the province either the organisations do not have email addresses and phone numbers. Most larger organizations working in the province are actually national level organizations like the National Rural Support Programme (NRSP) that have offices all over Pakistan. Also CapNet-Pakistan has one core group member –Dr. Abdul Majeed—based in the province and can be helpful in extending CapNet-Pakistan outreach there. Since he Dr. Majeed heads the IUCN-Pakistan country programme on water, relevant inquiries for the OA Tool were instead made with IUCN-Pakistan head offices from the Resident Representative Mr. A. L. Rao as it was logistically convenient and because it allowed collecting information on other IUCN-Pakistan projects as well wherein water is also an important component with planned capacity building activities.

All the CapNet-Pakistan members contacted for initial inquiries were in addition to the above list. Some of the members were excluded from detailed survey as they had very few plans for water related capacity building at the moment. Some of the larger organizations in CapNet-Pakistan –Water and Power Development Authority (WAPDA) for instance—were excluded for the simple reason that their institutional spread is so huge that covering them to any degree of satisfaction was considered beyond the scope of a simple opportunity assessment with limited resources. Therefore, not all of the CapNet-Pakistan institutions were included for detailed surveys.

### **Field Work**

The SSRC undertook field work to inventory the work plans of short listed organizations after necessary logistical planning. The geographical areas covered during the field work were Multan, Lahore, Islamabad and Bahawalnagar in the

Punjab province and Khairpur Mirs, Hyderabad, Tharparker and Karachi in Sindh. The Form-B from the OA Tool was used for inventory purposes. After establishing initial contact, the organisations were visited personally and briefed on the aims, objectives and activities undertaken by the CapNet Pakistan. The objective of the opportunity assessment was also shared with the organizations. Their project briefs were requested and sourced when available.

In all some 31 organizations were contacted for detailed survey. However, some of the organizations could not supply the SSRC with needed information and promised to send the same by mail after filling the form later in consultation with their organizational heads. However, not all of these organizations could do that. We are withholding the names of the organizations that were visited but no feedback could be obtained for form-B and none was received from them as promised despite reminders and repeated telephone calls in order not to offend potential members!

### Table of Projects

The following table summarizes the information collected during the course of this opportunity assessment:

#	Organisation	Water related Projects/Programmes	Opportunity for the Network
1	Asian Development Bank	1.Pehur Hight level Canal (Loan No 1278) 2.National Drainage Sector Programme (Loan No 1413) 3.Drought Impact Mitigation and Recovery (Loan No 1413) 4.Second Flood Protection (Loan No 1578) 5.Chashma Right Bank Canal (Loan No 1146)	No opportunity for the network
2	Development VISIONS	Regional Capacity Building for Gender and IWRM Advocacy for water policy DV-Multan Multimedia Research Institute	Training, Research, Higher Education
3	Indus Resource Centre	1.Irrigation Management Project 2.Natural Resource Management Programme	Training
4	Institute of Social Sciences Research, Multan	1.Rapid assessment of sanitation and water issues in Multan city 2.Sewerage and Water in Urban centres	Training, Education
5	Islamic Relief (UK)	Kashmir Community WatSan Programme Community Physical Infrastructure for Kharan, Chaghi and Bagh Kharan Water Project	Training, Research
5	IUCN-Pakistan The World Conservation Union	1.IUCN Water Programme 2.Pakistan Environment Programme 3.Environmental Health education	Training
6	National Rural Support	Training in Irrigation Water use	Training

#	Organisation	Water related Projects/Programmes	Opportunity for the Network
	Programme		
7	National Urban Poverty Alleviation Programme GOPunjab/UNDP	1.Local Environmental Improvement 2.Policy dialogue on sanitation and water 3.Water and Sewerage Network 4.Linkages with National Policies through documentation	Training, Research
8	Pakistan Council of Scientific and Industrial Research Laboratories	1.Removal of Fluoride and Arsenic from underground water and development of kits and filters 2.Assessment of Potable Water Quality and Toxic pollutants in Punjab 3.Reuse of waste water for sustainable management of water resources 4.Reuse of affluent for irrigation	Training, Research
9	Pakistan Fisher folk Forum (PFF)	Sustainable programme of rehabilitation Eco-region of Indus Delta Advocacy on Indus Delta Issues	Training, Research, Education
10	Pakistan Institute for Labour Education and Research (PILER)	Water Education	Training
11	Pattan Development Foundation	Flood protection-II Water Networking	Training
12	Plan Pakistan	1.Water Quality Testing 2.Water Management in Communities 3.Operation and Management of Community Water Schemes	Training, Research
13	Punjab Irrigation and Drainage Authority	1.Information dissemination 2.Mobilization and formation of FOs 3.Capacity Building and Training of Staff 4.Monitoring and follow up support	Training, Research
14	Rural Development Policy Institute	1.Policy Workshops on District Management including Water Resource Management in Three Districts of Punjab	Training
15	SCOPE (Society for the Conservation and Protection of the Environment)	1.Household Water Treatment through D10 Sand filters 2.Rainwater Harvesting 3.Cleanwater Network 4.Monitoring of water quality of the Indus river system	Training, research, Institutional Development
16	Sindh Development Studies Centre	1.Economic Valuation of Mangroves 2.Strategies for Coastal Development	Training, Research, Education

#	Organisation	Water related Projects/Programmes	Opportunity for the Network
		3.Academic Courses	
17	Social Sciences Research Centre, BZU, Multan	1.Opportunity assessment for CapNet-Pakistan 2.Participatory Assessment, Monitoring and Evaluation of Water sector projects	Training, Education
18	South Asia Partnership- Pakistan	1.Capacity Building regarding advocacy skills 2.Leadership Management 3.Training on Water harvesting techniques	Training
19	Sughra and Akhtar Foundation	Safe Drinking Water	Training, Research
20	Sungi Development Foundation	1.Dialogue on National Water Policy 2.Dialogue on National Resettlement Policy 3.Media Seminars	Training, Institutional Development
21	Sustainable Development Concern- SDC	1.Training programme of CBOs on Awareness raising on water issues through information dissemination 2. Training programme on water use 3. Community Newspaper	Training, Institutional Development
22	Thardeep Rural Development Programme	1.Integrated Water Resource Management Training 2.Village level water supply schemes 3.Environmental Health education	Research/Training
23	UNICEF	1. School Water, Environment and Sanitation (WES) 2.School Water, Environment and Sanitation (WES) 3.Water Quality	Training/Research
24	Urban Resource Centre	1.Water and Sanitation Network 2.Urban Resource Centre	Training, Research, Education
25	WWF	1.Freshwater and Cotton Initiative 2. Indus River Dolphin Conservation 3. Fresh Water Programme (Wetlands Project) 4. Hudiara Drain	Research and training

### Donors

Most of the projects carried out by the stakeholders have been funded locally except a few which are of large organisations. A list of donors supporting water projects in the country as obtained from the OA Tool feedback is given below:

1. Action Aid Pakistan (AAP)
2. DFID Pakistan Office (DFID)

3. Global Environment Facility (GEF)
4. UNICEF
5. Canadian International Development Agency (CIDA)
6. Swiss Development Cooperation (SDC)
7. Pakistan Agricultural Research Council (PARC)
8. Pakistan Council of Scientific and Industrial Research Laboratories (PCSIR)
9. Pakistan Poverty Alleviation Fund (PPAF)
10. Islamic Relief (UK)
11. European Commission (EC)
12. WWF-Switzerland (WWF)
13. World Bank (WB)
14. Government of Pakistan (GoP)
15. Japan Bank for International Cooperation (JBIC)
16. United Nations Development Programme (UNDP)

### **Analysis**

Work plans of surveyed organizations were analysed and ranked to assess opportunities for the network members on the basis of their capacities to meet identified needs. Opportunities were analysed and ranked according to the following criteria:

#### **Considerations in ranking:**

- Relevance to network objectives and skills
- Timing and feasibility for network management and members
- Funding availability
- Work required to get the capacity building assignment
- Likelihood of getting the capacity building assignment
- Possible follow-up activities

#### **Rank:**

- 1 = high likelihood of implementation and allocation to network, and high relevance to network;
- 2 = high likelihood of implementation and allocation to network;
- 3 = reasonable chance that the activity will take place and the network will be considered;
- 4 = activity uncertain or already to be implemented by others;
- 5 = very low likelihood of network success or relevance to network.

After prioritising the opportunities were related to the identified capacities of CapNet-Pakistan network members. The main criteria was whether the network can meet the demand for capacity building expressed by the organisations or institutions contacted and analysed. Information base on identified network members in relation to capacity building needs of the institutions and organisations were assessed.

After analyzing the available data and feedback from the field it is evident that both members and non-member organisations have the opportunity to interface with each other for mutually beneficial capacity building as their planned activities are complimentary. One salient outcome of this analysis was that the demand for capacity building was arising from within the network more than from outside the network.

So the feedback from the OA Tool primarily needs to be used to build capacity of the network for the services that are needed in the country both by members as well as non-member water managers and institutions. However, this compositional distinction of the capacity building network in Pakistan should not be considered its weakness but its strength.

## Opportunities

Opportunities were assessed on the bases of the interfaces that are possible between network member organizations' projects and plans. Interfaces show commonality of interests as reflected in their activity objectives and plans.

**Table identifying stakeholder interfaces**

#	Organisation	Projects identified	Type of collaboration
1	Development VISIONS & Sungi Development Organisation and Pakistan Fisher Folk Forum, National Urban Poverty Alleviation Programme UNDP	Advocacy on Water Policy and Advocacy on Indus Delta Issues, Policy Dialogue on sanitation and water, Linkages with National Policies through documentation	Support actions and collaborate to organize events
2.	Development VISIONS and Social Sciences Research Centre, BZU	Short courses and workshops and seminars on IWRM and research	Share resources for collaborative organization of courses
3.	National Urban Poverty Alleviation Programme UNDP, Institute of Social Sciences Research, Social Sciences Research Centre BZU, Development VISIONS	Local environment improvement, research on water issues	Share information and collaborate in research
4.	Pakistan Council of Scientific and Industrial Research Laboratories and Sughra and Akhtar Foundation, Plan Pakistan, SCOPE (Society for the Coservation and Protection of the Environment)	Removal of Floride and Arsinic from underground water and development of kits and filters, Assessment of Potable Water Quality and Toxic pollutants in Punjab Safe drinking water, Water Quality Testing, Household Water Treatment through D10 Sand filters	Exchange of information and technologies
5.	Islamic Relief (UK), Plan Pakistan, South Asia Partnership- Pakistan, Indus Resource Centre, NUPAP	1. Kashmir Community WatSan Programme, 2. Community Physical Infrastructure for Kharan, Chaghi and Bagh, 3 Kharan Water Project, 1. Water Management in Communities 2. Operation and Management of Community Water Schemes, 1. Training on Water harvesting techniques, 1. Irrigation Management Project 2. Natural Resource Management Programme	Exchange of information, use of technology and colloboration in national level events, Training
6	Development VISIONS and WWF	Regional Capacity Building for Gender and IWRM and The Wetlands Conservation Strategy Programme	Can jointly undertake the higher education component in WWF- Pakistan's Wetland Conservation Strategy Programme and DV's planned Regional Capacity Building for Gender and IWRM project.

#	Organisation	Projects identified	Type of collaboration
7	Sungi Development Foundation, Development VISIONS and Pattan Development Foundation	Flood protection-II Water Networking Water Policy	Training, Research

The analysis also showed that there are some opportunities for CapNet-Pakistan which could be used for capacity building without looking for financial help, or a very small amount of financial help is needed. The following table shows the opportunities for Network:

### Opportunities for CapNet-Pakistan

S.No	Organization	Project	Opportunity for CapNet involvement
1	IUCN-The World Conservation Union	IUCN Water Programme Pakistan Environment Programme, Environmental Health education	Training on IWRM for NGOs could be organized under these programmes
2	Sindh Development Studies Centre	Academic Courses	Network could find support for some people to get admission in these courses to build capacity of its members
3	Thardeep Rural Development Programme	Integrated Water Resource Management Training	Send participants (by supporting travel costs) and provide resource persons
4.	Indus Resource Centre	Irrigation Management Project and Natural Resource Management Programme	Could design a training for Sind NGOs on IWRM, provide resource persons
5	South Asia Partnership-Pakistan	Training on Water harvesting techniques	Could exploit the opportunity to introduce the concept of IWRM by sending a resource person
6.	Urban Resource Centre	Water and Sanitation Network	Could become a member of the network
7	Sustainable Development Concern- SDC	1. Trainings of CBOs for information dissemination / awareness building on Water issues in global /regional context with direct reference to Local problems and exercise to identify the solutions, and 2. Trainings on water use	Could exploit the opportunity to introduce the concept of IWRM by sending a resource person
8.	Sustainable Development Concern- SDC	To launch Community News paper to highlight issues / problems of communities with special emphasis on water. It will also serve as tool of information sharing and education.	Provide information for publication in the newsletter, sharing of information
9	Rural Development Policy Institute	3 workshops on District Policy Workshops on District Management	Send a resource person to introduce the concept of IWRM
10	Punjab Irrigation and Drainage Authority (PIDA)	Irrigation Management Transfer in Punjab	Research to identify gaps and capacity building of

S.No	Organization	Project	Opportunity for CapNet involvement
		(different steps are involved in the process)	stakeholders
11	Pakistan Institute for Labour Education and Research (PILER)	Water Education of Labourers	Could identify and send resource persons
12	National Urban Poverty Alleviation Programme UNDP	Water and Sewerage Network	Could join as member
13	Social Sciences Research Centre, BZU, Multan	Short Course on Participatory Assessment, Monitoring and Evaluation of Water sector projects	Could send some participants and resource persons
14	Pattan Development Foundation	Flood protection-II Water Networking	Training on Floods can be organized with Pattan and Research for Water Policy Advocacy can be jointly undertaken
15	Development VISIONS	Regional Capacity Building for Gender and IWRM	Could exploit the opportunity to introduce its agenda on IWRM

Following are the specific recommendations for work planning based upon this opportunity assessment. The mode for harvesting these opportunities should be partnerships for implementation as few institutions have the capacity to deliver needed services singly.

### Work Planning Recommendations for CapNet-Pakistan

#	Opportunities	Recommendations for Work Planning	Potential Partners
	Training	Training is in demand. CapNet is already holding Training of Trainers in a cascading design. These will be a good vehicle to deliver capacity in Pakistan at the national level as they can be cascaded down to the provinces/regions. The network should organize trainings with suitable partners on the following: 1. TOT on IWRM 2. TOT on IWRM & Gender 3. Training on IWRM and Water & Sanitation 4. Training on IWRM and Floods 5. Training on Proposal Writing	IUCN for TOT on IWRM WWN for TOT on IWRM and Gender Pattan for Training on Floods and IWRM Plan-Pakistan for Training on IWRM and Water & Sanitation DV for Proposal Writing
	Research	The demand for research is complex ranging from simple Base Line studies for projects to thematic inputs for water policy research in addition to research on disasters and participatory methodologies for IWRM. It is recommended that CapNet-Pakistan launch a sub-network on IWRM Research in Pakistan	All interested members can come together to join the IWRM Research Network.

#	Opportunities	Recommendations for Work Planning	Potential Partners
		to address research needs for IWRM in the country.	
	Education	Education needs to be looked at in two tiers: 1) Short Term Courses, and 2) Higher Education for long term capacity building. It is recommended that short courses should be considered in the following: 1. Short Courses 2. Academic programmes	DV-SSRC-WWF-SDSC can collaborate on short term certificate courses of one to three weeks duration to cater to the demand. On Higher Education DV should partner with WWF-Pakistan to realize synergies in their respective plans. CapNet-Pakistan can facilitate the partnership.
	Communications	The network should have its own website to keep all local members informed and to deliver capacity building through online provision of materials. Another recommendation is to publish a periodical newsletter for regular communications among members.	DV should take lead in view of the fact that it houses the secretariat for CapNet-Pakistan and also has the capacity to design and generate content for the website and the recommended newsletter for the network.
	Institutional Development	A network officer should be in place to look after regular communications and necessary management Also the network should build its own capacity for IWRM CB service delivery by expanding its membership base. A membership drive is recommended. Fund raising is urgently needed. The CapNet-Pakistan secretariat needs to take charge of the situation for early results. Proposals should be prepared for the initiatives identified for early action above and funding requested from potential donors including CapNet-Pakistan members like WWF-Pakistan, Plan-Pakistan etc	DV Secretariat, Coordinator CapNet-Pakistan

### Special Needs Identified by stakeholders

Some organizations identified their special training needs which were not mentioned in the Form B but rather in small briefing meetings. Some of them are not directly related with the IWRM capacity building but they are indirectly related with the growth and development of organisation working in the field of water. These are listed below:

1. Training on Irrigation water use
2. Building Capacity to raise funding for water projects
3. National level water management trainings
4. Training to build capacity for networking with other organisations

## **Recommendations by stakeholders**

Further there were the following recommendations given by the stakeholders:

1. Better mechanism for information dissemination need to be adopted.
2. Local problems should be focussed.
3. Community level irrigation management videos are needed.
4. Materials on IWRM should be available in local languages.
5. Interactive material (CDs, Videos) should be produced in local languages.
6. There is a need to engage actively with the donors not only for more funding opportunities but also to share experiences in the field and in project implementation.
7. There is a need to help small organisations develop liaison with the donors

## **General Recommendations**

Following are some general recommendations for the Network based on the observations by SSRC during the course of the OA Tool field work:

1. The network should try to develop better networking with government departments, agencies and autonomous bodies working in the field of water. This will help reach the policy makers.
2. The network should actively engage in developing IWRM materials in local languages so that the dissemination becomes easier and more people are informed of the IWRM paradigm.
3. The network should focus its attention on development of interactive materials for the implementers of different projects and for the communities.
4. Should try to develop liaison with the donor agencies so that more financial resources are available for better participation and interaction with the people and organisations.
5. Pakistan Network should have its website up and running as soon as possible so that an information dissemination mechanism could be developed as soon as possible.
6. A periodical newsletter should be produced for improved communications and better networking.