



Capacity Building Networks in Water. 'Lessons Learned' from WaterNet



The full report is available on www.cap-net.org

Foreword.

Whilst networks are not new there are many experiences now available that can assist new networks become more effective in achieving their goals. Networks are established for many different purposes but capacity building in water has achieved a high degree of relevance and also requires the partnership of different institutions to achieve the multidisciplinary skills and expertise necessary. This study was carried out with the full support of WaterNet and we shall all benefit from the experience and openness that characterises the WaterNet network.

This summary is adapted from a study carried out on WaterNet by Hartmut Krugmann and Low Kwai Sim. The full report is available on www.cap-net.org.

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List of abbreviations

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| Cap-Net | International Network for Capacity Building in Integrated Water Resources Management |
| GWP | Global Water Partnership |
| IHE Delft | Institute of Hydraulic Engineering Delft |
| IWRM | Integrated Water Resource Management |
| IWSD | Institute for Water & Sanitation Development |
| SADC | Southern African Development Community |
| SADC WSCU | SADC Water Sector Co-ordination Unit |
| UZ | University of Zimbabwe |
| WARFSA | Water Research Fund for Southern Africa |

1. Purpose of the Report

The purpose of this paper is to examine the history, constraints and progress of WaterNet, a network for capacity building in water, and distil lessons that can be used by other networks.

WaterNet was the first regional capacity building network specifically established to support the implementation of IWRM as a pilot for Cap-Net and has now had several years of accumulated experience. Cap-Net is supporting the development of new networks of capacity building institutions worldwide and thus it is important to capture WaterNet's experience, transfer lessons and provide guidance to other emerging networks. More generally this will add to the global knowledge and understanding of best practices in capacity building and networking for IWRM.

Methods

- ▶ Study of WaterNet documentation.
- Meetings with:
- ▶ representatives of WaterNet member institutions;
 - ▶ members of the WaterNet Steering Committee;
 - ▶ current staff of the WaterNet Secretariat;
 - ▶ representatives of WaterNet supporting members;
 - ▶ selected graduates of relevant existing Master's courses and short courses in the region; and
 - ▶ selected water managers, mainly from government and public sector water institutions

Limitations

Several constraints pose limits to the objectivity, validity and/or power of the findings and lessons learned. Constraining factors include:

a) *Limited sample size—*

Coverage for most samples was good but only few representatives of course graduates and water managers could be mobilised within the lead times available. In the case of water managers few seemed to know about WaterNet, let alone being in a position to provide informed views about the relevance and impact of the initiative.

b) *It is still relatively early days for WaterNet –*

WaterNet has only been running for three years and major envisaged WaterNet capacity building products are still under development.

c) *The Regional Master's Course in IWRM or any other WaterNet course is not yet in place, at this point making it possible only to examine the effectiveness and impact of closely related existing courses as proxies for the envisaged courses.*

2. WaterNet Network

2.1 Formation

WaterNet, a regional grouping in Southern Africa, was born out of regional circumstances shaped by two recent major global water-related development trends. One trend is that water is being perceived, ever more, as one of today's most critical development needs, arising at local, national, regional and global levels. The other trend is that integrated water resource management (IWRM) is being advocated worldwide as a new approach to address more effectively the increasingly crucial and complex water challenge.

The global shift in water management approaches since the international water conference in Dublin (1991) and the Earth Summit in Rio (1992), and the more recent water sector reform processes at regional and national levels in Southern Africa have all highlighted the need for institutional and human resource development necessary to implement the new IWRM principles and policies in the region. Realisation of the dearth of knowledge and expertise in IWRM in the region motivated the formation of WaterNet to offer capacity building services designed to bridge the capacity gap.

The idea and concept of WaterNet were generally supported and gradually took shape, in the course of discussions at various regional and international fora.

A series of actions were taken to turn the WaterNet idea into an operational regional network:

- A survey carried out in 1997 identified various IWRM related activities, competencies and capacities in the region.
- A selected number of potential partners were brought together for a workshop in April 1998 – to further deliberate on the concept, network modalities and programme thrust for WaterNet.
- In early November 1999, a questionnaire was sent to 44 institutions in the region that were thought to be potentially interested in WaterNet to solicit a response on their interest in becoming a WaterNet partner and to seek feedback on their IWRM needs and capacities. In total, 17 institutions responded affirmatively.
- In March 2000, a WaterNet Founding Workshop formally established the network. The Workshop agreed on WaterNet objectives and operating principles, formulated and signed a WaterNet Charter (Vision and Mission), defined a basic curriculum and thematic clusters for the envisaged Regional Master's Course on IWRM, outlined a plan of activities, and elected a Steering Committee. The participating institutions endorsed the Southern Africa Vision for Water, namely the "Equitable and sustainable utilisation of water for social and environmental justice and economic benefit for present and future generations in Southern Africa". With a view to making that Vision a reality, the founding members of WaterNet gave the regional network the following Mission: "To enable the people of Southern Africa to efficiently and effectively manage their water resources, WaterNet seeks to enhance regional capacity in Integrated Water Resources Management (IWRM) through training, education, research and outreach by harnessing the complementary strengths of its members".

2.2 Organisation

Structure:

WaterNet's founding members agreed at the Founding Workshop in March 2000 that the network should be a non-profit membership organisation, consisting of training, education and research institutions in the region as members, with three basic constitutional building blocks – a Steering Committee, a Secretariat, and the Membership (as represented collectively through the Annual General Meeting).

Legal Foundation:

Not yet legally established but on the basis of its Constitution, WaterNet is in the process of establishing itself legally as a Common Law Trust, governed by a Deed of Trust. The main purpose is to allow WaterNet to handle its finances and recruitment more independently, effectively and efficiently. Up to six Trustees are nominated by different WaterNet partners.

Membership:

Overall membership has expanded from 18 founding members coming from 10 countries to 29 members from 12 countries two years later. All but four members are university entities – i.e. university departments, programmes, faculties, schools, institutes, and centres.

The WaterNet programme has been approved by the SADC Water Sector Co-ordination Unit (SADC WSCU), as well as by the Global Water Partnership (GWP).

WaterNet also has 'supporting members'. They currently include the Southern African Water Partnership (GWP), the Dutch and Swedish governments (financially supporting WaterNet), and IHE Delft (facilitating the establishment of WaterNet). WaterNet wishes to be an open organisation in that new members may join the network at any moment of time.

Constitution:

WaterNet has approved a Constitution that defines the regional network as "a non-profit making membership organisation". The Constitution also delineates the Region within which WaterNet is to operate – Southern Africa, the islands adjacent thereto, as well as Uganda and Kenya (in Eastern Africa) – and defines membership as "institutions based in the Region that are involved in training, and/or education, and/or research in fields directly related to IWRM". The primary obligations of any member are to subscribe to the principles of IWRM, to commit itself to further IWRM through the sharing of expertise and facilities with other members, to actively contribute to the development and maintenance of selected course modules toward a regional Master's degree programme in IWRM, and to allow peer review.

Objectives:

- To strengthen the overall human and institutional capacity of the water sector in the Region in order to contribute to the wise use of water resources;
- To stimulate regional co-operation in the field of education in IWRM;
- To increase the accessibility to training and education in IWRM for participants from the region; and
- To stimulate, regionalise and strengthen research in the field of IWRM in the Region.

Activities:

WaterNet has been concentrating its efforts on one flagship activity – the development of a Regional Master's Degree Programme in IWRM. More recently, in 2001, WaterNet facilitated, under contract by SADC WSCU, the development of a proposal on how to address broader IWRM training and capacity building needs in the SADC region.

Support Mechanisms:

WaterNet has developed and used several Funds:

- Fellowship Fund ;
- Nodal Strengthening Fund;
- Staff Development Fund;
- Staff Exchange Fund; and
- Water Research Fund for Southern Africa (WARFSA).

3. LESSONS LEARNED

Key lessons have been summarised and grouped. For a better understanding of the background readers are referred to the full report which can be accessed at www.cap-net.org/.

3.1 Network Structure

Lesson 1: Legitimacy –

For regional networks to be effective and to function properly, they must have the necessary legitimacy, credibility and ownership within the region that comes with a clear regional mandate and strong political backing from national governments and regional inter-governmental organisations.

WaterNet emerged from an earlier national capacity building project in Zimbabwe, based at the University of Zimbabwe and IWSD. This precursor project won early backing and enjoyed broad support from key high-level University of Zimbabwe and national government officials and thus, from the outset, was rooted institutionally within Zimbabwe. The process of getting the regional WaterNet established from the existing national institutional base in Zimbabwe was fast-tracked leaving the question of regional mandate and ownership as an issue to be tackled later, as part of project implementation.

The fast-track approach to setting up WaterNet may have got the network established sooner, but at the risk of being perceived as an external donor-driven initiative lacking the right legitimacy and regional commitment.

Other regions intending to set up networks similar to WaterNet will see it to their advantage to have clear mandates and official backing from country governments and regional inter-governmental bodies and from any other relevant inter-institutional bodies (such as regional university associations). However, at the same time, they should be careful to shield their emerging network initiatives from undue political interference and bureaucratic red tape that could also compromise the effectiveness.

Lesson 2: Constitution –

Any regional capacity building network must decide on its constitution, organisational form and legal identity so as to suit its mission and objectives.

WaterNet has developed a Constitution that establishes and outlines the network's nature, mission, objectives, activities, membership, governance structure, and institutional building blocks. Whilst it is too early to draw conclusions from WaterNet's experience the Constitution may serve as a model for other regions planning to set up IWRM capacity building networks as a non-profit making membership organisation

**Lesson 3: *Steering Committee –*
*There are different options for the composition (and size) of the Steering Committee of the network organisation which might be examined.***

The fact that only a small proportion of WaterNet countries are represented on the Steering Committee is not seen as an issue within the organisation, since elected members are not viewed as country representatives.

**Lesson 4: *Access and openness –*
*It is desirable for regional networks to maintain an easy access system allowing candidate institutions to join (or leave) at any time.***

Within the institutional boundaries for membership eligibility, WaterNet has been a rather open network organisation. Any eligible institution can join the network at just about any time, upon submission and approval of a written justification stating the reasons for joining and providing details on the applicant's IWRM related capacities and needs. Easy access to network membership, whenever an interested and eligible institution may feel ready for it (organisationally and financially), is an appealing feature that other regions should build into their networks.

**Lesson 5: *Multi-disciplinarity --*
*In a traditionally engineering dominated domain, making real progress toward a multi-disciplinary as well as regionally balanced network of water professionals is a long-term challenge.***

WaterNet has made significant efforts, so far with modest results, to motivate institutions active in disciplinary fields that are 'new' to the water sector – such as law, economics, social sciences, etc – to join the network. WaterNet's forthcoming regional Master's programme in IWRM does represent a real departure from the engineering-based courses of the past – and may, in time, contribute to making the network membership more multi-disciplinary as well. Other emerging regional networks should make every effort to attract institutions from 'new' disciplinary fields to the IWRM arena.

3.2 Network Management

**Lesson 6: *Decentralisation –*
*It is essential for regional IWRM capacity building networks to be firmly rooted within the national context of the membership countries. A decentralised way of network operation not only contributes to strong local commitment and ownership but also facilitates the stakeholder inputs vital for networks to understand and respond to country-level needs and priorities.***

The WaterNet network development process has been driven by the Secretariat and its host institution, UZ, in Zimbabwe, even though an expanding number of regional

members have bought into the network idea and made commitments to sharing responsibilities and resources.

Interviews with member institutions in half of the membership countries indicated strong variations in the levels of participation in and commitment to network activities.

However, few network initiatives in southern Africa (as elsewhere) would get off the ground if it were not for the initiative of far-sighted champions and prime movers to take decisive action. This may provide some explanatory historic context for WaterNet's own evolution as a centrally conceived and moved initiative.

Other regions with different histories, socio-cultural contexts, development experience, and water sector dynamics, may be able from the outset to build regional IWRM capacity supply networks in a more de-centralised fashion, building on existing strongly articulated institutional interests and using channels for linking up to ongoing stakeholder processes at country and institutional levels.

Lesson 7: Universities as network members – Regional networks should weigh the pros and cons of membership at the level of entire institutions or institutional sub-units.

WaterNet's principal membership base consists of the region's universities, but with university departments, faculties, schools, institutes, and centres – not entire universities -- being accepted as network members. This carries implications for the regional distribution of membership and voting power, for the process of getting a new regional IWRM Master's programme registered by different universities in the region, and for the goal of 'levelling the regional playing field'.

Other regions should keep these aspects in mind when deciding on the institutional membership criteria for their regional capacity building networks, in the light of their regions' institutional structures and higher education systems.

Lesson 8: Range and diversity of membership – Network membership range and diversity has implications for network identity and cohesion, for the need and scope for strategic partnerships, and for ways and means to interact with stakeholders.

WaterNet's eligibility criteria, as per its Constitution, restrict membership to education, training and/or research institutions active in fields directly related to water management. In practice, tertiary-level education, training and research institutions, mostly universities have dominated WaterNet membership, and member representatives tend to be academics. While this limits membership diversity, it tends to enhance membership affinity, identity, cohesion, and commitment to collective goals.

A more narrow membership underscores the need for engaging in strategic partnerships in capacity service delivery if a wider range of capacity needs are to be met. It also requires setting up channels and structured processes for consultation with stakeholders if their specific capacity needs are to be understood and met. More inclusive and diverse networks, on the other hand, will be in a position to internalise partnership building and stakeholder interactions, but perhaps at the expense of network cohesion, a clear network identity, and easier commitment to shared goals.

Lesson 9: Network Secretariat --

Secretariats should function in a facilitating manner, building as much as possible on the initiative and resources of the participating members, and networks should de-centralise operations and decision-making, as much as possible.

The WaterNet Secretariat invested greater time and resources in network development than would have been necessary in the case of a regional network that results from and can build on pre-existing country-level interest and initiative. From this perspective, it is not surprising to note that WaterNet activities, in particular the development of the regional Master's degree programme in IWRM, suffered significant delays and resources allocated for network activities have so far been underspent.

Bearing in mind the above, other regions could aim for setting up regional networks that are formed from the 'bottom up' and operate, as much as possible, in a de-centralised mode. Such de-centralised networks would be able to largely rely on the country focal points for network co-ordination and communication tasks and hence should require only a minimum-size regional Secretariat. The greater the level of local/national ownership, and the more interested and committed the regional network membership, the greater the scope for networks to operate in a de-centralised mode and for the Secretariat to be a facilitator rather than a doer.

***Lesson 10: Financial management --
Networks financial resources should be targeted effectively and managed efficiently, for maximum output and impact. Organising network activities into packages (Funds) for specific purposes can be used as a basis for marketing, resource allocation and financial management.***

WaterNet has developed and used a number of Funds (activity packages), each of them dedicated to a specific purpose, as mechanisms for network support and resource allocation. The Funds are serving two objectives – to streamline resource allocation and financial management, and to improve resource mobilisation through effective marketing. WaterNet has developed criteria and procedures for granting awards under each Fund.

To date, five separate Funds have been set up for the following purposes: MSc fellowship support; strengthening of network nodes; staff development; staff exchange; and research.

Other regional networks should consider setting up similar support and implementation mechanisms, organised and packaged according to their particular needs and priorities. Based on WaterNet's experience, one advantage of using such Funds is that activity packages can be organised and set up in such a way as to appeal to, and match the requirements of, specific donors and funding sources, while allowing networks to organise and prioritise their own agenda of activities. Another advantage lies in the transparency with which grant allocation decisions can be made.

***Lesson 11: Networking and communication --
The essence of effective networking is communication and person-to-person interaction.***

Within WaterNet, the principal means of communications and interactions have been electronic communications and exchange visits among member representatives in

connection with developing different modules of the envisaged regional Master's degree programme in IWRM and the Annual General Meeting.

However, beyond these mechanisms, the flow of communications seems significantly constrained during the year by the lack of time among (some of) the member representatives, the lack of resources at the level of the Secretariat to stimulate discussion and interaction among the membership as necessary, and more generally due to the historic lack of a 'communication culture' in large parts of the region

WaterNet has set up an interactive collaborative electronic platform on its website which, however, has been used very little so far, despite the production of a user manual. People are not used to this kind of interaction, the current platform may not be as user-friendly as it could, and the Secretariat has not had the resources to actively manage this tool.

It is crucial for regional networks to stimulate and maintain communications and interactions throughout the year for members to keep in touch with each other, for membership to be kept abreast of activities, and for the management to solicit and receive feedback on matters that may arise during the year.

Lesson 12: Sustainability –

Whatever the particular sources and mix of funding sources, network sustainability, including financial sustainability, ultimately depends on the demand for what the network does or could do. As long as the network itself understands and responds to real needs and effective demand (which may be changing over time), it will continue to be seen as relevant and there is likely to be continuing demand for its services.

WaterNet so far has relied on generous financial support from one particular international donor (the Dutch Government) to cover most or all of the costs of network activities and operation. Efforts are underway to diversify international donor support by marketing new areas of network activity. Other inputs have come from annual membership fees as well as substantial voluntary time inputs by member representatives in participating in network activities.

The greater the number and variety of different direct and indirect funding contributions and financial inputs, the greater the scope for spreading financial risks and opportunities and more resilient the network becomes financially.

Other emerging regional networks must develop their own particular mix of funding sources and revenue generation options, within the specific contexts of their regions. To the extent that they respond to real needs and demands, they will find it easier to secure the necessary financial inputs. If they do not already start out as decentralised networks, they should aim to de-centralise over time, helping to create capacities for IWRM capacity service delivery among their members and increasingly devolving responsibilities for such service delivery to their members.

3.3 Network activities

Lesson 13: Responding to demand –

Where the shared interests of capacity providers coincide with real capacity needs and demands, networks have a powerful rationale and raison d'être.

Regional networks aimed at IWRM capacity building tend to be conceived and evolve around the common interests of their members. But they should ideally be driven by regional IWRM capacity needs and demands or else they may fail to address the real problems.

WaterNet has argued that it makes strategic sense to start the regional IWRM capacity building effort with post-graduate degree training. It is possible this way not only to educate and train the future generation of senior water management generalists but also to train the trainers and produce other spin-off effects that could create IWRM capacities at lower levels. From this perspective, there appears to be a good fit between general IWRM capacity needs and WaterNet interests and capabilities.

However, under current circumstances in the region, general IWRM education and training needs do not always translate directly and immediately into effective market demand. Nor are specific needs and demands, as articulated by local and national multi-stakeholder groups, necessarily the same throughout the region. Questions of how to stimulate and respond to effective market demand for IWRM capacity and how to facilitate, channel and respond to specific stakeholder priorities, respectively, need to be addressed.

Lesson 14: Barriers to effective demand – Notwithstanding the general need for IWRM capacity building, various country-specific factors may constrain effective market demand for specific IWRM education and training programmes. It is in the interest of regional IWRM capacity building networks to take steps to help reduce or remove these barriers, with a view to stimulating effective market demand for network capacity supply services.

Interviews with selected water managers in Southern Africa and with graduates of existing MSc Courses offered in Zimbabwe and Tanzania, revealed or suggested a number of different country-specific barriers inhibiting effective market demand for post-graduate IWRM degree education in Southern Africa. These include:

- A lack of awareness and limited understanding of the strengths of IWRM approaches among some senior water managers;
- Lack of qualified graduates who could qualify for the programme coupled with pre-conceived views held by sceptical employers, about multi-disciplinary IWRM education 'not being here nor there' and generally lacking rigour, focus and depth.
- Public sector downsizing and lack of government finance to hire young IWRM professionals.
- Lack of incentives for young IWRM post-graduate professionals to join public sector.

There is little indication that WaterNet has yet given any systematic thought to these market issues. Beyond assessing effective market demand for IWRM capacity services WaterNet, or any other network, may also want to be in a position to help address certain of the identified market constraints. In particular the lack of understanding about IWRM among water managers may affect demand for MSc graduates and should be addressed.

Lesson 15: Strategic partnerships –

Active engagement with strategic partners in the region makes it possible to pursue a wider range of mutually complementary IWRM capacity building activities in education, training, research, communication, networking and in other areas.

Different role players and stakeholders have different capacity needs and demands. Regional networks should take a holistic approach to assessing and addressing capacity needs and demands, without necessarily having to supply all capacity services themselves.

WaterNet opted for concentrating its efforts on post-graduate degree education in IWRM, but recognises the training and education needs that exist at other levels – undergraduate degree training, awareness building and training among senior decision-makers (both professionals and elected officials), water technicians, secondary and primary schools levels, etc.

WaterNet has engaged in and benefited from strategic partnership building. Three of WaterNet's major strategic partners have been the Water Research Fund for Southern Africa (WARFSA) the SADC Water Sector Co-ordination Unit and the Southern African Water Partnership (GWP SA). The latter partner has a broad mandate in multi-stakeholder networking, awareness building and capacity enhancement in IWRM -- which is highly complementary to WaterNet's emphasis on post-graduate degree training.

Any regional IWRM education and training network, whatever the range of their membership, should not try to be 'all things to all people', but focus on what it does best. It should leave other capacity services to those organisations better placed to take them forward, while working with them and assisting them in their task. Strategic partnerships may go beyond education and training in IWRM and extend to related areas such as research, communication and networking.

Lesson 16: The regional Master's degree programme in IWRM – Developing a regional Master's degree programme in IWRM collectively by sharing expertise and resources is a complex and demanding undertaking requiring tight management, financial as well as professional incentives for support from specialists and member institutions.

The regional Master's degree programme in IWRM has been WaterNet's flagship activity. The idea of developing such a course originated from the earlier but still ongoing national IWRM capacity building initiative in Zimbabwe.

WaterNet has been crafting the envisaged regional Master's programme to consist of a number of core, specialisation, and optional modules that stand on their own and whose development has been assigned to a number of small teams of WaterNet member representatives spread across the region. Such an inclusive effort was a way to pool existing resources and competencies from participating institutions throughout the region to achieve the best possible product in a cost-effective manner. It was also to encourage regional collaboration and network interaction more generally and to help 'level the playing field' by enabling interaction and cross-fertilisation among member representatives from institutions and countries with stronger and more limited capacities.

The development of the regional Master's programme has experienced considerable delays as initially contributors were unpaid. Meanwhile, some adjustments have been

made and individual contributors are paid upon completion of their modules. Such payments will also allow WaterNet to own the product and claim copyright.

Other regional networks gearing up to develop a similar regional IWRM Master's courses can learn from WaterNet's course development work and experience, both from what has worked well and from what perhaps should have been done differently. Specifically, if a similarly inclusive and participatory module development process is to be followed, it should be tightly managed and there should be adequate financial incentives.

Lesson 17: Levelling the playing field –

Most regions are characterised by marked capacity differences, specifically capacity for IWRM and capacity to provide IWRM education and training services. Regional IWRM capacity providing networks should include 'levelling the playing field' in human resources and institutional capacity as a shared long-term goal.

One of the main motivations for setting up WaterNet was the goal of 'levelling the playing field' in IWRM capacity. WaterNet has tried to further this goal by preparing the curriculum of the new regional Master's degree programme in IWRM through a process of linking up academics, lecturers and researchers across member institutions and countries into various teams tasked with developing different course modules. In future, WaterNet will have an important role to play in enhancing local capacities throughout the region, particularly in countries with greater capacity problems, towards registering and mounting the Master's programme. This will involve, among others, training and skill development among current local lecturers and educating a generation of new lecturers.

Most regions suffer from similar capacity gradients across countries. The challenge of levelling the regional playing field and of finding and using capacity supply mechanisms that actually work for that purpose, is a common one.

4. Replicability of networks – asking the right questions

Networks are context-specific, location-specific, and region-specific. It is not possible to try and replicate them elsewhere, simplistically and blindly. It may however be at the level of 'asking the right questions' that lessons can be transferred and learning can take place.

This section attempts to raise a number of major generic questions, along the lines of the lessons learned, that might be asked wherever new networks are in the process of being set up. While the questions may be 'replicable', the answers clearly are not. Answers will vary from region to region and also depend on the particular context and precise purpose of the network.

Generic questions pertaining to regional IWRM capacity network development:

- (1) Does the envisaged regional network have a clear mandate -- from national governments, regional inter-governmental bodies, and/or relevant inter-institutional bodies? If not, how would it be possible to obtain that mandate? What can be done to achieve greater legitimacy and political backing from within the region?

- (2) Does the envisaged network have a good understanding of priority needs, as defined by stakeholders? If not, what could be done to assess stakeholder needs and market demand for IWRM capacity building – and who could do it? Do the collective interests of the network members fit identified capacity needs and delivery channels? If not, how could network membership be adjusted or broadened to improve the fit?
- (3) What are the IWRM-related human resource development needs of the range of different stakeholders? Have these needs been determined by proper stakeholder processes? How and by whom could these needs be addressed in a comprehensive manner? What are the options for institutional restructuring to create space for new IWRM professionals? To what extent do IWRM capacity needs translate into effective market demand – and what are some of the market ‘imperfections’ constraining market demand?
- (4) What are some of the strategic partners that other regional networks should collaborate with? How should roles and responsibilities be divided up? How can IWRM capacities be built through/in education, training, research, communication, and networking – and how could strategic partner join forces to cover the whole spectrum of activities?
- (5) Does the envisaged regional network have a strong institutional base at the national/ local level? If not, how could such a base be created? What option should the regional network pursue to secure stakeholder inputs – opening the network to broad stakeholder membership or instituting structured stakeholder consultation processes? Are there functional Country Water Partnerships and if so, how could the regional networks link up to these Partnerships to establish two-way communication processes and secure vital stakeholder inputs?
- (6) What are possible options of (and trade-offs between) different organisation forms and legal identities – and which option is most suited to the mission and objectives of the intended regional network? Who are some of the institutional and legal experts in the region that could provide advice?
- (7) What type of overall structure and management system should the regional network adopt? At what level – university department, university or country – should institutional membership be keyed? How can constant communication flows throughout the year between the membership and the Secretariat be organised and maintained? What is the appropriate composition and size of the network Steering Committee – should there be a system of country representation or not? How could the network be organised such that the Secretariat assumes a facilitating role? What is an appropriate size for the Secretariat to ensure that it is dynamic yet lean?
- (8) From a point of view network identity and cohesion, how narrow or broad should the network ideally be? How can easy access to network membership be ensured? What can be done to make progress on the desired multi-disciplinarity of the membership?
- (9) What mechanisms are in place to work towards levelling the regional playing field? How can course development and implementation contribute to evening out regional capacity gradients?

- (10) Is it appropriate to develop and mount a regional post-graduate degree programme in IWRM? If so, what existing degree courses could the regional master's course be built upon, and how could existing capacities and resources best be shared to develop the curriculum, through a tightly managed process?
- (11) What are the financial requirements and external/ internal income sources of the network? What mix of income sources and levels can be realistically expected? How could financial sustainability be ensured by reducing financial requirements and enhancing income?