



Framework Programme for  
Research, Education and  
Training in the Water Sector

sharing KNOWLEDGE

BUILDING capacity



**water & sanitation**

Department:  
Water and Sanitation  
REPUBLIC OF SOUTH AFRICA



# The Framework Programme for Research Education and Training in the Water Sector (FETWater)

## A Guideline and summary of decisions

An initiative of Department of Water and Sanitation and the Water Research Commission

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Guideline and summary of decisions for the Framework Programme for Research, Education and Training in  
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## SUMMARY

The Framework Programme for Research Education and Training in the Water Sector (FETWater) is a programme that supports training and capacity building networks in integrated water resource management in the water sector in South Africa. This document describes the programme and serves as the Fifth Edition of a Guideline and Summary of Decisions to the programme. The FETWater Steering Committee is the responsible decision making body and bases their management on this Guideline and summary of decisions to the programme.

The document outlines the background to the establishment of the framework programme, the vision, aims and objectives of the framework programme, and the focus areas for FETWater Phase I, and Phase II. It also provides guidelines for establishing networks as a method for effective cooperation in research, education, training and capacity building. The decision-making structure of FETWater is also described.

### **Acknowledgements**

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### **Comment on this document**

It is envisaged that this Guideline and Summary of Decisions will remain valid as a guiding document for the management of FETWater. It will be reviewed and amended where necessary based on practical experience. Comments on this document can be forwarded to:

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## 1. INTRODUCTION

The National Water Act (Act 36 of 1998), and the National Water Policy that preceded it, have brought about fundamental new thinking of the integrated approaches to water resources management in South Africa. The emphasis changed from development of new water resources to careful management of existing resources. Water managers are required to recognise and balance the basic human needs of present and future generations, the need to protect water resources, the need to share some water with other countries and the need to promote social and economic development through the use of water (National Water Act 1998: Explanatory notes to Chapter 1).

Significant challenges have been created by the new policy and legislation for the entire water sector. A new set of competencies and refreshing of current competencies is central to the achievement of the goals of the national water policy and legislation. The policy explicitly recognises that the single most important factor in achieving wise and efficient water resource management is the “training and development of the full potential of the people who will work in this sector in all relevant organisations and agencies, at all levels” (White Paper on National Water Policy, April 1997). “Strategies to give effect to the provisions of the National Water Act (the Act) will not be effective if there are too few competent people available to implement them. “It is imperative to ensure that sufficient capacity is created in the water sector to implement and sustain the implementation of water policy and legislation”, (NWRS, First Edition 2004). The National Water Resources Strategy Second Edition says “While skills and capacity are key to the implementation of the NWRS2, recent reforms within Government have placed the responsibility for the coordination of education, training and skills development across various sectors in the Department of Higher Education, through the various Sector Education and Training Authorities (SETAs)”, (NWRS, Second Edition 2013). The UNESCO International Hydrological Programme (IHP) is currently on its eighth phase (IHP VIII from 2014 to 2021) and amongst other sectoral issues, the IHP VIII endorses the effort in water education, training, capacity building and hydrological research.

The process of implementing the National Water Act requires, among other things, the gradual devolution of authority and responsibility for managing water resources to lower-level institutions such as catchment management agencies (CMAs) and water user associations (WUAs). The shift in emphasis from the development of water resources to their management, and the strong commitment to achieving equity of access to the use of water, requires a range of new skills and competencies for water professionals. Training and capacity building at all levels in the water sector, particularly the development of a broad base of capacity at operational levels, is therefore seen as an essential requirement for success.

The Framework Programme for Research Education and Training in Water (FETWater) is a programme to effectively cooperate in education, training and capacity building initiatives to achieve integrated water resources management and is currently on Phase III.

FETWater programme supports training and capacity building networks related to integrated water resource management in the water sector. FETWater will provide institutional and financial support to encourage the creation of training networks as a method for effective co-operation between universities, research institutions, and the public and private sectors.

## **1.1 Background**

In 1996 the Department of Water Affairs and Forestry requested support from the United Nations Educational Scientific and Cultural Organisation (UNESCO) and the World Meteorological Organisation (WMO) to assess education and training needs for integrated water resources management in South Africa. These two organisations agreed, and the assessment was conducted in 1998 at national, provincial and community levels.

The assessment evaluated the education and training needs and capacities of the then Department of Water Affairs and Forestry and linked it with the needs of other government departments, non-governmental organisations and the private sector dealing with water. The assessment took into account various imperatives, including South Africa being a country in transition, its affirmative action policy, staff and career development concerns, capacity building required for achieving sustainable development and the need to link and interact with efforts by southern Africa and the international community. The conclusions of the assessment stimulated the Department of Water Affairs and Forestry to embark on a concerted process of establishing a framework programme for effective cooperation for the provision of education, training and capacity building needs in the water sector, briefly outlined below.

## **1.2 Process to the inception of the FETWater Phase III**

On the basis of the outcomes of impact assessment report of the FETWater Programme Phase I, 2002 to 2005 and Phase II, 2007 to 2010 completed in 2010 and a meeting held between DWA and UNESCO on 26 to 27 August 2011 made recommendations to continue into Phase III of the Programme as the Programme has proved to be effective in addressing its capacity needs for effective implementation of the National Water Act (Act 36 of 1998).

The process of advancing into Phase III of the Programme involved, among others, the appointment of an implementing agent of the Programme for the entire period of the Phase. An Implementing Agent agreement was signed between the Department and the Water Research Commission on 21 May 2014 for implementation.

## **2. FETWATER VISION, AIM AND OBJECTIVES**

The capacity problem, long-term vision, aims and shorter-term objectives of the FETWater Phase III are stated in this section. Beneficiaries and service providers are also noted, as well as financial support.

### **2.1 The Capacity Problem**

The major concern in South Africa is the lack of appropriately-qualified individuals with sufficient experience to implement the provisions of the National Water Act, 1998 (NWA), in order to ensure the achievement of integrated water resources management (IWRM). Inadequate and fragmented implementation of transfer of knowledge and capacity has the potential to hinder endeavours to manage water resources in ways that address issues of equity, sustainability and efficiency, and contribute to social and economic development and the eradication of poverty.

The Department of Water and Sanitation has already initiated the establishment of Catchment Management Agencies (CMAs) in order to take the implementation of the provisions of the NWA further by decentralising responsibility for managing water resources to a catchment or regional level. The successful implementation of CMAs will also critically depend on the creation of capacity for IWRM.

In addition, successful cooperation between South Africa and its neighbouring countries where water resources are shared also requires improved capacity in these countries to facilitate and support the necessary degree of collaboration. These countries include South Africa's six immediate neighbours – Botswana, Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe – but also include other countries in the Southern African Development Community (SADC) and further north.

## **2.2 Vision**

The long-term vision of FETWater is to provide, through effective and co-operative networking, appropriate capacity building, training and education opportunities to practitioners in the water sector in South Africa to empower them to solve water-related problems and to manage water resources in an integrated way.

## **2.3 Aims**

The aims of FETWater Phase III are to:

- support the creation of networks for water-related knowledge transfer, generation and dissemination of information to achieve integrated water resource management;
- establish effective cooperative networking among capacity builders, employers and employees in the public and private sector, where problems could not be solved by individuals;
- strengthen partnerships and networking throughout the sector to capitalise on the existing strong areas and to supplement the weak areas; and
- foster effective cooperation between government, research institutions and training institutions and programme anchorage.

## **2.4 Objectives**

The objectives of FETWater are:

- to provide opportunities to share knowledge and to develop effective co-operative approaches to building human resource capacity related to integrated water resources management;
- to assist the transformation process in the water sector by building the capacity of previously disadvantaged groups and individuals;
- to provide and facilitate capacity building, training and education opportunities in the water sector;
- to financially support networks that reflect the general principles and priorities identified within FETWater and for which no or insufficient funding is available elsewhere;
- to support and complement existing national initiatives, programmes and activities in line with the identified needs;
- to support innovative initiatives to address identified capacity building and training needs in the water sector;
- to strengthen national, sub-regional and international co-operation of academic and research institutions and other human capacity development service providers to work towards a common goal;
- to contribute to unity, understanding and mutual respect within the sub-region;

FETWater will capitalise on existing education, training and capacity building activities in the water sector, but will also strive to bring about new activities that are characterised by:

- being priority and demand driven;
- integrated approaches to improve interdisciplinary practice;
- bringing together the service providers and the beneficiaries of the intended knowledge transfer as well as the service providing institutions;
- strengthening the research and service capabilities on knowledge generation and dissemination through networks.

## **2.5 Beneficiaries and service providers**

Beneficiaries of FETWater's education, training and capacity building outputs are institutions such as the Department of Water and Sanitation, the Water Research Commission, catchment management agencies, water boards, other government departments and other water management institutions.

Education, training and capacity building service providers include universities, research institutions, organisations in the private sector and the public sector (other government departments). Service providers will have the opportunity to submit proposals to FETWater for the establishment of education, training and capacity building networks based on long-term co-operative networking between various providers.

## **3. FETWATER PHASE I, 2002 TO 2005**

FETWater Phase I, 2002 to 2005, focused on the environmental management of water resources in accordance with the National Water Act. The priority areas were determined in accordance with the aims of the National Water Act to ensure that FETWater Phase I reflected the specific education, capacity building and training needs related to water environment management. The identified priority areas were:

- Resource directed measures, including quality, quantity, the Reserve and classification, and
- Aquatic system health, including rivers, wetlands, estuaries and groundwater.

The aim of FETWater Phase I was to act as a vehicle through which users/clients could access key stakeholders (academics) to help identify education, training and capacity building needs and priorities by making use of networks. FETWater Phase I managed the process to transfer knowledge related to the environmental component of the water resource and did not attempt to cover all aspects of integrated water resources management.

FETWater Phase I successfully established three networks, namely the RDM Training Network, the Groundwater Training Network and the Beneficial Use of Water Network. The Networks succeeded in encouraging people and institutions to work together and share knowledge. The Networks cooperated with most of the universities in South Africa. They matched the capacity needs of the users with the provision by service providers. The networks developed training material and provided short courses to enable professionals in the water sector to do their

work.

In Phase I the first Annual Consultation meeting took place in January 2003 in Stellenbosch, Western Cape Province with participation of a wide range of stakeholders, potential partners and representatives from the Flemish Government and UNESCO. The global network CapNet and the SADC network WaterNet were also present. The second Annual Consultation meeting took place in January 2004 in Lamberts Bay, Western Cape Province. FETWater reported to its stakeholders on progress with implementation. The two established networks reported on training material that was developed and training that they provided. A proposal for a third network was accepted. The third Annual Consultation meeting took place in January 2005 in St Lucia, Kwazulu Natal Province.

#### **4. FETWATER PHASE II, 2007 TO 2010**

During phase II a decision was taken by the FETWater stakeholders to change the governance structure of FETWater. A Steering Committee was established as the decision-making body with representatives from DWS, WRC, WISA, Academics, UNESCO and the FETWater Coordinator as an ex-officio member. Phase II officially ended on 31 December 2011.

#### **5. FETWATER PHASE III**

Phase III focus on six new thematic areas which are:

- Water Infrastructure,
- Water Monitoring and Assessment,
- Water Planning and Implementation,
- Water Regulation Requirements,
- Water Use, Services and Sanitation; and
- Institutional Management and Governance.

#### **6. FUNDING AND SUPPORT**

The FETWater Phase III is financially supported by the Department while other avenues of co-funding will be explored throughout the project. The total cost of implementation of the Phase III period 2014 to 2017 will amount to approximately R32 480 000.00.

#### **7. FETWATER STRUCTURE AND MANAGEMENT**

FETWater Phase III will be managed by an Executive Committee consisting of DDG: P&I , CEO: WRC, Chair of SANC, Chair of NATCOM, DHET, DST – WRC Coordinating Office as an Ex-Officio. The Executive Committee meet annually and is responsible for the effective functioning of FETWater and its networks.

##### **7.1 Steering Committee**

The decision-making body of FETWater Phase III will be the Steering Committee (SC).

The SC will be chaired by the Capacity Building Chapter Champion of the NWRS2 and comprised of representatives from DWS, Champions, WRC, DST, UNESCO Water Related Institutes in RSA – Cat 2 - UKZN, Chair UWC and UP, WISA, SETA and FETWater Coordinator will be an Ex-Officio.

WRC Secretariat in the steering Committee meetings is not a decision making entity on the steering Committee. Network Coordinators should submit issues through the Secretariat to the Steering Committee. Other members may be co-opted as necessary should the need arise.

The WRC provide a dedicated coordinator, who will be responsible for the overall coordination and general oversight of FETWater activities, interactions with the programme's partners and the management of FETWater funding.

The Project Management team, DWS, and WRC will be responsible for the project management and coordination of the FETWater programme.

- The SC will be supported by the FETWater Coordinator.
- DWS will make funds available in accordance with the budget as agreed to for Phase III.
- The water sector will be invited to identify training and capacity building needs and submit proposals for new networks to the SC at the annual consultative meeting.
- The proposals for new networks will also recommend the names of the network partners as well as the network coordinator.
- Once established, individual training and capacity building networks will be managed by the approved network coordinators.

## **7.2 Chairpersonship**

The responsibilities for chairing the Steering Committee will be the DWS Champion of the Capacity Building Chapter of NWRS2. In case of the chair not available he/she will delegate the responsibilities to chair the SC. Only the Steering Committee Chair can communicate on behalf of the Steering Committee. Although the agreements with network coordinators are signed with the WRC, it is the prerogative of the chairperson upon concurrence with the WRC project manager and where necessary the funding partners, to advice on changes to decisions made by the steering committee as appropriate.

## **7.3 Meetings**

The Steering Committee will meet quarterly. At least one of these meetings will be an annual consultation meeting with the sector wide role players and funders to evaluate progress and review the agreed Work Plan.

The Steering Committee will be supported by the FETWater Coordinator. Formal committee procedure will be followed for meetings, with documentation reaching members at least seven working days prior to each meeting, and comprehensive minutes reaching members within three weeks of each meeting.

## **7.4 Responsibilities**

The responsibilities of the FETWater Steering Committee will inter alia include the following:

- To set the direction and long-term vision for FETWater.
- To serve as a forum where the priorities for training and capacity needs in the water sector could be determined.
- To decide on the priority areas where the creation of training and capacity networks are important.
- To decide on the provision of financial support to networks.

## **7.5 Objectives**

The objectives of the FETWater Steering Committee are to:

- establish internal rules of operation for FETWater,
- review the FETWater annual work plan to be developed by the Network Coordinators in cooperation with the FETWater Coordinator,
- review and approve the annual business plan,
- make the final decision on networks to receive seed funding,
- assess progress reports and final reports by networks,
- link with donor organisations and agencies,
- stimulate liaison with southern African countries and other training and capacity building networks such as WaterNet, CapNet, etc.,
- submit progress reports and final reports to agencies providing financial support,
- meet annually with the Flemish Government and UNESCO partners and South African water stakeholders to evaluate progress and reviewing the FETWater Programme, change direction where required.

## **7.6 Project Manager**

The Project Management team, DWS and WRC will be responsible for the project management and coordination of the FETWater programme. The Project Manager will be accountable for input into the Steering Committee. The Project Manager will chair the Steering Committee.

## **7.7 FETWater Coordinator**

The primary role of the FETWater Coordinator is:

- To ensure the efficient development, implementation and coordination of the programme,
- To focus on operational issues,
- Not participate in the DWS/WRC Committee; and
- To liaise between the Network Coordinators and the DWS/WRC Committee and the Steering Committee.

The FETWater Coordinator is responsible to:

- develop FETWater work plans in cooperation with the Network Coordinators and approved by the SC
- develop short-term and long-term financial plans in cooperation with the Network Coordinators for approval by the Steering Committee
- provide guidelines for network proposals,

- evaluate and select network proposals,
- appoint the Coordinators for FETWater Networks,
- oversee the coordination of progress reports and final reports developed by the Network Coordinators
- give effect to decisions of and requests by the Steering Committee only the Steering Committee Chair can communicate on behalf of the Steering Committee
- facilitate the creation of networks as well as network proposals
- review proposals for networks and make recommendations in this regard to the Steering Committee
- manage the annual call for network proposals and coordinate the evaluation of the network proposals
- review of project progress against reports and approve milestone payments.
- facilitate and coordinate the Research Managers/Network Coordinators
- responsible for the financial management of the Programme.

## 7.8 DWS/WRC Technical Committee

This Committee will deal with content and operational issues in support of the network coordinators. The FETWater Coordinator would not participate in this DWS/WRC Committee.

This Committee will give feedback to the Steering Committee and the Implementing Agent through the Project Managers, DWS (Mr Ramogale Sekwele) and WRC (Dr John Zvimba)

The functions of the Committee are to see that FETWater succeeds in what it is doing and to know what is happening in the water sector. Based on these two functions the WRC/DWS Technical Committee will make recommendations to the Steering Committee on content issues as well as broader strategic issues. This DWS/WRC Technical Committee is meant to enhance the visibility and impact of FETWater and ensure that all activities pertaining to this purpose are undertaken. The Committee will determine how it could strengthen the work of the networks and how it could assist to ensure that all the role players benefit and have a purpose to stay part of the network.

The purpose of the DWS/WRC Technical Committee is:

- To enhance FETWater and its impact in South Africa.
- To provide leadership to those who are implementing the programme;
- To provide an auditing and monitoring function, including appropriate interventions;
- To attain and align activities to the priorities of the water sector
- To ensure that FETWater is coordinated and complimentary to other capacity building national and regional initiatives
- To ensure that it provides technical inputs and will not act as another layer of management;

The **mandate** of the Committee is as follows:

- To make recommendations to the FETWater Steering Committee on content issues;
- To make recommendations on strategic planning on capacity building and training and the future direction of FETWater;
- To obtain the capacity and training priorities of the water resource sector and make recommendations in this regard to the Steering Committee to ensure appropriate alignment to those capacity priorities in the water sector;

- To make review and assess existing networks and make recommendations to the Steering Committee on their continuation;
- To make recommendations to the Steering Committee on new network proposals;
- To review and assess quarterly progress reporting of networks and make recommendations to the Steering Committee in this regard;
- To make recommendations that will ensure that the FETWater outputs are measurable;
- To put an evaluation process in place;
- To make recommendations on additional sources of funding;
- To support the appointed DWS FETWater Project Manager and provide the necessary technical guidance.

The DWS/WRC Technical Committee will be composed of technical experts from the Department of Water and Sanitation and the Water Research Commission

## **8. NETWORKS**

The establishment of training networks has been proven to address opportunities for capacity development in a more sustainable manner and with greater impact.

Networks are powerful mechanisms for sharing experience, information and knowledge and to reach the critical mass of expertise required to address the reform towards integrated water resource management.

Networks offer an opportunity to build up relationships and commitment between government, private sector, international and multilateral organisations as a basis for sharing information and knowledge.

Networks are formed by groups of experts who share a common vision.

FETWater's mission is to enhance human resources development for integrated water resource management by means of supporting the establishment of training and capacity building networks. Networks are the backbone for all the activities within FETWater. Other activities will not be financially supported if they are not proposed by a recognised network.

The success of networks mostly depends on each involved individuals commitment to a common goal. Personal contact is a pre-condition for the success of networks. Networks are built on relationships and trust between people.

The benefits of networks are inter alia the following:

- Having access to information;
- Pooling of resources, both human and financial;
- Learning from others;
- Better understanding of needs;
- Testing new ideas and innovative solutions;
- Improving the level of common knowledge and skills;
- Contributing to professional consensus; and
- Sharing experiences.

### **8.1 Aim of networks**

The aim of networking is to create a framework for partnerships and to promote effective long-term co-operation between the partners in the network. Co-operation within a network should lead to outcomes with a lasting impact on integrated water resource management. Networks should contribute to the promotion of integrated approaches.

## **8.2 Objectives of networks**

The objectives of networks are the exchange of ideas, the transfer of knowledge and the improvement of competencies through different methods. It is about the pooling of expertise and the transfer of technology. Networks disseminate information in different ways exploit methods, techniques, research results and best practices. Networks are important tools for effective co-operation. The objectives of a network should also be broad enough to be beyond the scope of any one group, and can only be addressed by pooling the expertise of several disciplines.

The basic approach is the effective co-operation of people with the same long-term vision, who work together to plan, design, implement, deliver, evaluate and assess network-based activities. It is also essential to establish useful information that network members can access. Information sharing platforms will be a key element.

## **8.3 Network Coordinators**

- Each network will be coordinated by a Network Coordinator who is also a partner in the network. The network members would recommend the appointment of the Network Coordinator and submit their decision for approval by the FETWater Steering Committee.
- The Steering Committee will support rotation of network coordinators to build the necessary capacity.

The Network Co-ordinator will be responsible to:

- determine the need for capacity in a specific area related to integrated water resource management
- represents his/her organisation in terms of contractual agreement with IA
- submit a network proposal to the Implementing Agent (IA)
- on his/her appointment will manage, co-ordinate and monitor the network activities
- work in close collaboration with the FETWater Coordinator
- liaise closely with his/her network partners
- assess the achieved outcomes of the network
- provide progress reports and final reports to the IA
- disseminate the outcomes of the network and best practices in network management
- manage the funds provided to the network

The Network Coordinator will be responsible for the administration of the financial support from FETWater, in accordance with the business plan presented in the network proposal and the terms of the contract.

## **8.4 Partners**

A good relationship between the Network Coordinator and the network partners is an important building block. Personal contacts and personal involvement in project implementation of network partners are the most important aspects of co-operation and

networking. Networks should be national networks that include universities, companies and industries, business organisations, professional associations and partners. A network could involve the following additional partners:

- Experts: Each network should identify appropriate experts from different fields of expertise in the specific priority area.
- Non-academic institutions: Networks should consider including relevant organisations other than academic institutions such as national, provincial and local government, parastatals and private organisations as partners of their network.
- Individuals: Individuals can take part in network activities.

A network will comprise approximately 6 to 8 partners. Each network partner is expected to play an active role in the network and add value to the network. Partners also need to know that their contributions will be visible and will be disseminated and/or rewarded.

## **8.5 Network activities**

FETWater will support the following types of network activities:

- Identification of needs/ capacity audits;
- Determining long and short term goals;
- Identification of target groups;
- Selection of best outputs;
- Adaptation to needs of the identified target group;
- Creating suitable and affordable access of the information for the target group;
- Training courses for selected target groups;
- Capacity building of staff from the national, provincial and local government, parastatals, industries and companies, and non governmental organisations;
- Curriculum development in priority areas;
- Identified trainers to be trained;
- Mobility of lecturers and students
- Accreditation of training courses and trainers by national authorities;
- Evaluation of network outcomes;
- Dissemination of network outcomes, lessons learned and best practice in network management.

The courseware developed by each network would undergo peer review to ensure a training standard and accreditation.

## **8.6 Characteristics of networks**

International experience shows that successful networks have the following characteristics:

- Long-term objectives clearly defined by the network
- Bottom-up approach
- Voluntary partnership and shared responsibility of each partner
- Non-hierarchical
- Mutual trust
- Not project-limited
- Clear offerings

- Strategic planning

Existing initiatives should not be duplicated, but rather be strengthened.

## **8.7 Pitfalls of networks**

A number of pitfalls of networks have been identified through lessons learned internationally:

- Lack of funding is the greatest threat.
- Short-term interests of partners should make way for a long-term goal, to overcome short-term related conflict.
- Lack of transparency.
- Complicated operational rules (bureaucracy).
- Duplication of activities with other organisations (competition).
- Lack of motivation from members. The network is only a portion of their time, they will not treat the network as their first priority.
- Lack of professionalism in operation and quality assurance.
- Obstacles due to diversity.
- Failing to bring together the right people.

## **8.8 Funding for networks**

Financial resources for networks are as follows:

- Operational structure and management (co-ordinator)
- Funding by participants
- Funding by sponsors
- Funding by selling expertise, services, products
- Funding by members.

The funding of the network activities is on a shared-cost basis where the network partners clearly indicate their contributions. FETWater will financially support networks based on the evaluation and approval of network proposals and where funding is not available from other sources.

## **9. NETWORK PROPOSALS**

New network proposals should be DWS demand driven rather than an offer of a network to FETWater. Preparing and managing a network means conceiving and reaching one main goal with pre-defined objectives, timetables, methods and a strategy. The following paragraphs are intended to provide an overview of what is expected from networks.

- Networks need to have a clearly defined long-term goal within the identified priority areas of FETWater. Both the management structure and the activities should be organised so as to achieve the planned end result (long-term goal) in the most efficient way. Exploiting the strengths of each member and monitoring the quality of the outcomes is essential.
- Each partner is expected to play an active role in the network. It is important that each network partner's contribution to the network is clearly indicated in the network proposal.
- When preparing a network proposal, it is important to clearly outline the logic of the

proposal.

## **9.1 Guidelines for designing a network proposal**

- **Needs Analysis**

When submitting a proposal for a network, a needs analysis has to be carried out and should be included in the network proposal. This analysis will provide a better understanding of the main strengths, weaknesses, opportunities and constraints faced by the network partners, and should provide a clear indication of the need to develop a particular network. The analysis should explain clearly why this need has arisen and how the network partners aim to tackle this need.

- **Network objective**

The overall long-term goal should be to have sufficient capacitated professionals in support of the integrated water resource management approach in the implementation of the National Water Act, 1998.

Bearing in mind the long-term goal, the members will define the specific objectives of the network. The specific objectives should describe the improved situation, which is expected as main outcomes of the network proposal.

- **Outcomes**

The network will also have to identify the specific outcomes that will be generated and that will lead to the achievement of the network objectives. The outcomes to be produced during the implementation should be described in concrete terms.

- **Activities**

A series of concrete activities should be planned in order to produce the expected outcomes. Each activity will use the resources available to contribute towards the planned outcome. Each outcome will have at least one activity linked to it.

- **Inputs**

The network proposal should give details of the resources needed for the activities to take place. These resources can be in terms of human resources, equipment, material, accommodation and travel costs.

- **External Factors and Risks**

The achievement of outcomes should not be beyond the control of the network partners. However, network partners should also be aware of any external situation, which might affect the success of the network activities. Having identified the external factors, which could affect the network goal, a strategy should be defined to address these issues.

## **9.2 Transfer of Network Outputs**

Dissemination of information developed by the networks and lessons learned is of utmost

importance as it maximises the impact of the network and increases the return on the investments made. Each network is expected to contribute to this effort. Networks should address the aspect of transfer of network outputs right from the start.

It is important to have lasting benefits of network outcomes so as to ensure sustainability beyond the period of funding. A high visibility of outputs, networking activities, feedback from end-users and official recognition, will contribute to increased sustainability.

Dissemination can involve the tangible and the intangible outputs of the network. Tangible outputs are physical products of network activities, such as manuals, course curricula, teaching software, books and manuals, etc. Intangible outputs can cover all the experience gained in the network such as skills of management of partnerships, methods by which the final products were developed or methodologies used, etc.

Needs has to be analysed prior to dissemination. It is therefore important to evaluate the demand for the product. The target audience for disseminating each of the outputs should be carefully identified. It is also important to identify the most suitable dissemination vehicle for a given output and for the target group identified.

Network activities in the areas of curriculum development and institution building should carefully examine the possibility of adapting existing best outputs rather than developing completely new ones.

### **9.3 Network funding**

- Successful network proposals will be awarded one contract for the duration of the network activity. The financial support is intended to be seed money to start up the implementation of the network's proposed activities. The total amount approved for a network will be split into annual amounts, which will be paid to the network subject to the submission of reports indicating progress made towards the approved network goal. The precise financial rules will be specified in the contract.
- The seed money must be spent within the contractual period.
- The seed money awarded may be used to cover the following expenses: staff costs, costs for printing and publishing, overheads, travel and accommodation costs.
- The seed money may be used to cover the costs for staff that performs administrative tasks that is required for the achievement of the network goal (e.g. the administration and co-ordination of project activities and planning of meetings.), on condition that salaries for these tasks are not covered from any other source. The partners involved in the networks are expected to invest part of their own staff resources in carrying out tasks. A detailed explanation of the number of people employed as well as the time spent working for the project, (expressed as a percentage of full-time employment) should be included in the network proposal.
- The seed money may be used to cover the costs of staff who perform academic tasks that are directly related to the achievement of the network goal and on condition that the salary for these tasks is not covered from any other source. Fees may be paid to academic staff to cover exceptional, limited and strictly justifiable academic tasks not

performed as part of regular duties. These tasks include course development, the development and adaptation of teaching materials, and the preparation and teaching of courses especially developed for the network activities. Networks could pay an honorarium to the network partners for one Network in-house meeting or the Annual FETWater meeting. This amount should be paid from the approved network budgets and could limit funding available for activities.

- All costs related to printing, photocopying and (electronic) publishing of teaching material and any other documentation necessary to reach the objective of the network should be recorded under this heading.
- Overheads include stationary, photocopying, office supplies, postage and telecommunication costs directly related to the network activity, but exclude staff costs and equipment. The maximum amount for overheads is 5% (actual costs) of the total annual amount.
- Funding for staff travel is intended to cover travel and accommodation costs.
- Activities should form a coherent whole that will generate the network outcomes. The network partners should choose relevant activities in line with the following list.
  - < Train the trainers.
  - < Re-training of professionals in the water sector.
  - < Curriculum development activities and/or visits for conferences, co-ordination, planning and quality control activities.
  - < Intensive courses, short and strictly targeted (re)training in a specific subject area.
  - < Visits for dissemination purposes to educational institutions, the business community, institutions etc.
  - < Participation in international conferences, symposia, seminars, etc., and events which directly contribute to achieve the network goal.
  - < The Network Partners can claim a honorarium for one meeting per year.
  - < Expert advice.

All networks should aim to achieve integrated approaches and sustainable outcomes.

## 10. SELECTION CRITERIA

- Only network proposals complying with **relevant priority areas** will be considered for support.
- The potential of the network activity to contribute to enhancing **quality** and promoting **innovation** in the field concerned; **relevance** of the themes and activities chosen in the light of demonstrated needs.
- The potential of the network activity in terms of its short, medium, and long term **impact**, its capacity to combine expertise from different fields of expertise (pooling of expertise), and its general **added value** in terms of integrated water resource management.
- Balanced **representation** in terms of types of institutions, provinces covered within the network activity.

- Emphasis placed by the network proposal on the promotion of **equal opportunities**.
- Clarity of **objectives** and **target groups**.
- Clarity and consistency of the **general design** of the network proposal and likelihood of attaining the desired goals within a reasonable period.
- Quality of the **management arrangements**, commitment and balanced involvement of the partners, precise work plans and budgets, clarity of co-ordination, etc.
- Quality of the proposals in terms of **monitoring and evaluation**.
- Quality of the arrangements for **disseminating good quality results** (multiplier effect).
- **Experience** of the participating organisations and quality of their human and technological resources, capacity of the partnership to fulfil the objectives of the network proposal.

### **10.1 Process after the network proposal selection**

Once a network proposal has been evaluated and decided upon by the Steering Committee, the following process will be followed:

- The Network Coordinator will be informed of the Steering Committee's decisions.
- A contract with the Network Coordinator's organization will be signed.
- Payments to the successful proposals will be made after submission of regular progress reports as deliverables.
- Implementation of the proposal will be the responsibility of the Network Coordinator.
- Dissemination of the results of the implementation of the network and lessons learned is compulsory.

## **11. WRC PROCEDURES**

The WRC as an Implementing Agent will apply its rules and procedures on executing the FETWater Phase III Project and such will be outlined by the WRC to a sub-contractor.