Freshwater Action Network
FAN Global Strategy, 2010-2015

1 About this document

This strategy is intended to guide the development of FAN Global over the period 2010 to 2015. FAN Global means the FAN Secretariat and its Governing Council. FAN regional networks are referred to frequently in the document, but are expected to develop their own plans and strategies independent of this document.

The strategy has been drawn up through a process of consultation with FAN members, its Governing Council and staff, and selected sector stakeholders. The consultation process was facilitated by BPD, and the strategy paper was drawn up by FAN Secretariat staff. We are very grateful for the contributions of all those who participated. It was discussed and approved by the Governing Council meeting in January 2010.

2 Setting the scene

2.1 The freshwater sector in developing countries

Access to safe, affordable water and sanitation are basic human rights. Water is also central to the maintenance of a healthy environment. However, lack of political will, water scarcity and profound socio-economic limitations are preventing the poorest from accessing water and sanitation or participating in the governance of water resources.

In spite of the slow progress towards the MDGs in the poorest countries, and despite the fact that water is consistently prioritised by the poorest communities, governments and donors have failed to respond by pushing water and sanitation up the policy and planning agenda. Investment in the sector is low and government agencies and service providers responsible for delivering safe, affordable water and adequate sanitation do so in a fragmented, uncoordinated and incoherent manner. The sector is beset by poor governance and a lack of accountability mechanisms. Access for the poor is made more difficult by competing needs for water. Population growth, the increasing demands of industry and large-scale agriculture, changes in land use and climate all place pressures on the resource.

It is crucial that the political will necessary to deal with these challenges in the freshwater sector is generated, as well as ensuring accountability and transparency at all levels.

Crucially, citizens themselves have an important role in planning and delivering water and sanitation services. To achieve this it is necessary to build the capacity of citizens to engage with policy and decision makers, and to ensure that these bodies in turn make the space available for and are responsive to, civil society.

2.2 Civil society in the freshwater sector

Civil Society Organisations (CSOs) working on water issues are often working in several areas targeting social, political, cultural and economic sustainable development. The work of FAN's own members covers many aspects of social and environmental justice, including for example

projects with poor farmers, women's groups, health and education programmes, as well as watershed management and water supply and sanitation services. Many CSOs work with communities to find sustainable solutions to environmental and social problems.

Opportunities for CSOs to contribute to better planning and policy-making on environmental sustainability and issues that affect poor communities are limited. Our experience tells us that CSOs are keen to engage decision-makers in policy influencing but have limited capacity to do so. Whilst many possess extensive knowledge and expertise at the local level in terms of service delivery, water management and community participation, which they are keen to share, they have limited access to information and require support in order to be able to engage more effectively.

There are few platforms or networks to facilitate targeted dialogue and strategic partnerships between Civil Society Organisations (CSOs) and governments, donors, multilateral organisations and water utilities. Yet these activities are vital if responsive and accountable governments and service providers are to emerge.

CSO networks are often stifled by limited human, financial and technical resources among the members, as well as lack of experience in developing appropriate organisational structures, clear objectives and sustainable business plans. Poor quality communications technologies and under-developed advocacy and awareness-raising skills prevent target audiences being reached. As a result, the high demand for and expectations of Southern-led networks are often not met and their potential is not fulfilled; CSOs remain unable to effectively promote their experience and research to propose efficient, proven solutions that work for the poor.

In the light of these challenges, it is vital to ensure that a vibrant and well organised Southern civil society works effectively together to identify solutions, share information and exert influence to achieve coherent policies and positive, sustainable change. Relationships with Southern governments and with the donor community also need to be maintained and developed to facilitate dialogue.

3 What is FAN?

3.1 Our history

FAN was established after the 2nd World Water Forum in March 2000 as a freshwater advocacy network, based on the identification of the need to ensure that local experiences and voices were brought to policy-making discussion and debate.

FAN has been instrumental in supporting southern CSOs to participate in many international processes and to network and exchange experiences and information. FAN has had success to date with relatively few resources, such as high profile coordination of CSO participation in the World Summit on Sustainable Development 2002, three World Water Forums, three UN Commissions on Sustainable Development, the Stockholm Water Week meetings, and most recently at SACOSAN III.

During the 3rd World Water Forum, FAN members from Africa met and decided to have an inception meeting in Kenya to create what is now known as the African Civil Society Network on Water and Sanitation (ANEW) in October 2003. The network has been developing steadily: it has taken a lead in NGO coordination at key events such as the African Development Bank

Water Week, African Union Summit and Africa-San; and is now funded by the EU Water Facility to establish regional offices across the continent.

The idea for a network of CSOs in Central America (the Central American Freshwater Action Network, FANCA), was born out of the activities of FAN at another international meeting; the UN World Summit on Sustainable Development (2002). FANCA, with support from Mexican and South American CSOs, was integral to the Latin American process for 4th World Water Forum. Subsequently FAN Mexico (FAN Mex) and FAN South America (FANAS) were formed.

FAN South Asia members who were present at the 4th World Water Forum in Mexico witnessed the positive impact that FANCA and ANEW are making, and expressed a strong interest in establishing their own network. FAN therefore facilitated the formation of FANSA and subsequently procured support from UK DFID; FANSA has recently had considerable success in influencing the SACOSAN process.

3.2 Our vision, mission and principles

Our vision

A world where water is respected and protected as an essential resource for all forms of life and universal access to water and sanitation is achieved responsibly and inclusively.

Our mission

FAN works to improve water governance by strengthening the role of civil society in decision-making, linking the environmental and developmental agenda, for the realisation of the right to water and sanitation for present and future generations.

Principles

We underpin our vision with a set of principles that inspire our work and mission

- FAN upholds the principles of non-hierarchical and democratic networking
- FAN is facilitative and innovative and is open to change and learning
- FAN works towards the progressive realisation of the human right to water and sanitation
- FAN promotes the voices of marginalised and excluded communities in policies and programmes
- FAN promotes gender equality and women's empowerment in its activities
- FAN members respect each other's unique skill, experience and perspective and take ownership of the network in a spirit of cooperation and sharing
- FAN considers sustainable water resource management and water supply to be integrally linked

3.3 Our structure

FAN is hosted by WaterAid and does not currently have a separate legal entity, but is governed by a council made up of nine members from Southern regional networks and two international agencies, WaterAid and BothEnds.

FAN has recently become a global consortium of national and regional/continental CSO networks from Africa, South Asia and Latin America, which have developed independently and with Southern leadership, under the umbrella of the global FAN network.

3.4 Our membership

FAN draws its strength from the varied background of its members, most of them having grass roots affiliations. They are respected for their unique skills, experience and perspective. They are local implementers of policies and programmes, working in challenging situations, such as urban slums and degraded environments, with weak governance and inadequate legal or regulatory frameworks. Many have established their professional credibility because of their project implementation, but have limited experience in advocacy issues and lobbying activities.

In early 2010, FAN has a membership of over 700 CSOs globally, spread over 89 countries. Many of these members are national networks, meaning that FAN's reach is actually beyond its membership numbers. Many of these networks function as FAN focal points at national level, representing their members to FAN and transmitting important information back to members.

FAN is open to all NGOs, community organisations or NGO networks with an interest in water and sanitation and/or water resource management and who are committed to the vision, mission and guiding principles of FAN. These organisations are our *Subscriber members*. They benefit from information shared and developed by FAN and are also expected to provide information for sharing and dissemination. Subscriber members can be invited to participate in advocacy training workshops and be able to contribute to NGO consultations on relevant policies.

Solidarity members are organisations or interest groups that do not fall within the above definition, such as research institutions, higher education institutions, advocacy/interest groups not involved in the water sector, consumer associations, trade/labour unions, human rights organisations and who support the vision, mission and guiding principles of FAN. They receive news and information from FAN but do not enjoy the rights and privileges of subscriber members.

4 Our approaches

4.1 A network of change makers

A strong and vibrant civil society will transform the way in which water is managed, accessed and respected. We are the local implementers of policies and programmes. We work in challenging situations, and seek innovative methods to improve the delivery of water and sanitation services for all and for effective water management.

Positive change is possible through communication, partnerships and cooperation. Freshwater Action Network capitalises on the creativity, drive and initiative of our membership to further our mission.

We amplify the diverse voices of our membership, identify the channels through which our experiences can be shared and offer a means to unlock our potential to influence, lead, and advocate.

4.2 A link between local and global

Global change must respond to local voices. Communities can use their experiences to influence policy.

Whether at the UN, the World Bank or a local municipality, we aim to ensure that debates are informed by and accountable to the practical reality of what works for people on the ground. Understanding how water can be managed within the unique contexts in which people live is critical if we are to seriously address the global water crisis.

This is a two-way process.

For local change to take place, an understanding of the global agenda is needed. FAN shares key information with members working at the local level to enable civil society to monitor and analyse national progress against international commitments and best practice. We build the capacity of our members to understand the relevant policy debates and systems so they can engage strategically with the sector.

4.3 A platform for dialogue and influence

Providing spaces for meaningful engagement between civil society and governments can help to generate political will.

FAN actively identifies opportunities for members to access policy makers at the national, regional and global levels. Our members are equipped with years of local experience and many are strong and articulate advocates.

We work to ensure that during discussions that affect grassroots water users, the right people are in the room to present their experiences and share knowledge of how progress can be made.

We lobby for our members to be invited to key meetings and conferences and facilitate their participation. FAN works to increase the number of NGO advocates equipped with the skills and tools to communicate clearly on water policy issues.

FAN seeks representation, accountability and transparency at all levels. To facilitate this, we ensure that FAN delegations represent a diverse range of interests from organisations with a variety of perspectives and strengths.

4.4 A forum for sharing learning and experiences

FAN members have valuable lessons to share. We facilitate a continuous process of knowledge, experience and information transfer throughout our global network via our website, newsletters, eBulletins, listserves and face-to-face meetings. This strengthens the skills and know-how of our members and builds capacity to communicate clearly on water policy issues and to promote the right to water and sanitation.

5 Key themes of interest to FAN

FAN's members work on a wide variety of themes. The Network prioritises some of the more important of these, to provide a focus for its communications, advocacy and influencing.

Although there is broad consistency on priorities between FAN regions, there are some differences of emphasis. In consultations for this strategy, ANEW members identified integrated water resource management and transboundary water issues as key in their region.

In Asia, "Demand and supply gap is also forcing commercialisation of water. Inequity and injustice in water distribution is also growing" (FANSA). Members from FAN's Latin American networks highlighted environmental issues: "it is important … that the environment is also considered a water user and that suitable measures must be taken to guarantee the ecological functions of water" (FAN Mex member).

The priority themes that have been identified by members, through an on-line survey and a series of interviews, are described briefly below.

5.1 The Right to Water and Sanitation (RTWS)

The right to water and sanitation as an advocacy tool is the most important theme for FAN's members. "I believe that the most relevant issue for civil society in the coming years will be how to realise the Right to Water and Sanitation for the most disadvantaged groups in society and how to bridge the gap in access to water and sanitation in both urban and rural areas" (FANAS). However, surveyed members also felt that the "Right(s) to water and sanitation are critical, but require an integrated approach, and links to other sectors including water security and food security, since all are interlinked" and that "RTWS must be integrated with IWRM, transboundary issues, climate change and service delivery".

Thus, it is the realisation of rights that is central to FAN's concerns; legal recognition of rights is important, but legal recognition is only useful where it can be used as a lever for improved provision, through work in other themes.

5.2 Transboundary waters

All regions see the importance of water resource management and in particular of transboundary water. Understanding has shifted in recent years: beyond the immediate service needs of those denied access to water and sanitation, management of global water resources, transboundary issues and governance are overarching themes. If these are not addressed, we will not achieve universal access because basic water supply will not be prioritised; moreover, more people and communities will be affected by environmental impacts. FAN members cited the diminishing of lakes such as Victoria and Chad in Africa, and potential conflicts over international rivers. "We must take this crucial question in to account in managing water as it is the basis of many conflicts between river states. This could lead to future wars if we don't deal with it now" (ANEW Central Africa).

5.3 IWRM and climate change

Members repeatedly identified climate change as a key factor in scarcity of water resources, often aggravating issues of water management.

Water resource scarcity is a reality for many poor communities, exacerbated by growing pressures from increasing population, the needs of industry and industrial farming. The conflicting demands require management. Although individual events such as droughts cannot be attributed to climate change, people's ability to manage resource problems can be severely compromised by the increased frequency of extreme climatic events that are the consequence of climate change. It is therefore clear that these two themes are integrally linked. Challenges are especially acute in flood-prone areas of South Asia and drought-prone areas of Africa.

"Climate change is the most urgent issue. We are already a victim in terms of freshwater supplies, sanitation and environment" (FANSA member).

"Water and Climate Change is becoming a burning issue worldwide, thus FAN International would be in a good position to capture [and disseminate] knowledge about this issue and can contribute [to] its regional networks" (FANSA member).

5.4 Governance, transparency and monitoring

Civil society influence and participation in water governance is important because other stakeholders cannot be relied upon to take due account of the needs of the poor. For this reason, FAN should continue to work on the capacity of CSOs to monitor and influence government, on transparency of governance processes and monitoring of stakeholder commitments.

Increasing community participation in decision-making is also seen as key.

"For Africa, monitoring of Government commitments as a way of ensuring accelerated access to water and sanitation will be crucial. The role of CSOs will be shifting from service delivery only active advocacy including monitoring. CSOs will have to be more organized and demand for space in decision making processes to accomplish this task" (ANEW).

"Water law and structures are well established: the catchment council has sub-committees which provide space for CSOs; but in practice they don't permit a real participation" (FAN Mex).

A FANSA member noted the importance of "Local Governance (focusing on allocation and utilization of budget, transparency, accountability and capacity building at local level)"

"The commitments made … are not honoured in their true spirit. Inefficiency and corruption are major issues making public investments very futile. The progress reports at National and International level lack transparency and citizens' voice" (FANSA).

6 What FAN can contribute

6.1 Targets for influence

Historically, many civil society organisations, including large NGOs, have worked in isolation, focusing on what they could do directly and inadvertently disengaging with other actors. This is counterproductive. To make a significant difference, civil society has to engage with others.

The themes described in Section 5 provide the focus for FAN's activity. Advocacy and communications on these issues needs to be well targeted if the network is to make good

progress towards its objectives. Different organisations have interests in different areas and also vary in their opportunities for access to discussion forums and decision makers. These facts underline the importance of good planning and monitoring in advocacy work; the appropriate institution(s) to work with will depend on the goal and the nature of the influence that is sought.

Types of organisations, with examples, are shown in the table below. FAN will choose the organisations that it works with according to the functions that they fulfil, the network's goals and priorities, and the opportunities that potential partners offer through their processes and structures.

Functions	Type	Examples
Policy decision makers and strategic leaders; determine major initiatives and change	Political groups	National governments, African Union, international groupings (G8, G20), AMCOW, SACOSAN
Control of sector and programme funding, with influence on national practice	National governments	Ministry of Finance
	International development banks	World Bank, African, Asian and Interamerican Development Banks
	Bilateral funding agencies	DFID, GTZ, NORAD, EU, USAID
Research; monitoring and evaluation of best practice	Coalitions	GWP, WSSCC
	Research and academic institutions	ODI, IUCN, universities, research bodies
Programme managers and implementers; determine quality of work done	National and sub-national governments, UNOs, INGOs	Ministry of Environment, Ministry of Water, local governments, UNICEF, UNDP, CARE International, WWF, WaterAid
Resource management	Basin organisations, regulators	Nile Basin Initiative, CBLT (Lake Chad), CICOS (Congo basin), sub-national river basin organisations
Monitoring of practice and progress, campaigning	Local NGOs and CSOs	Community committees, FAN local members, WaterAid, EWP, COHRE, GPPN

6.2 Capacity of members

FAN's members see capacity building as a key function of the network. Weak capacity is a fundamental cause of the lack of influence of civil society in the freshwater sector. Capacity is desired by members to help build their ability and activity in a number of areas, including:

- Skills and materials for communicating confidently with decision makers
- Fundraising skills and links to funding organisations
- Planning and monitoring of advocacy and influencing work
- Communications and dissemination from regions and national networks to members, including translation
- Documentation and case studies from communities and projects
- Guidance on how to confront issues of transparency and corruption

- Governance and organisational development of FAN members: as the strength of the regional and national networks increases, there is more demand for the provision of guidance on strategic development and organisational structure

FAN has available a variety of potential mechanisms for building members' capacity, many of which are already used by the network. They include the following.

- The Secretariat can foster connections and build alliances with other organisations and networks. This can bring in resources (knowledge, skills and possibly funding), which can either be channelled by FAN Secretariat to members or accessed directly by members through collaboration with other parties. Exposure visits to other organisations and their activities should also be developed.
- Regional discussions and exchange of information (both within and between regions) are fundamental in fulfilling the benefits of belonging to the network. FAN should continue to support these as part of its core activities. This includes exchange visits between countries and regions.
- More formal opportunities for training are also sought. Training is conventionally used to increase members' skills and knowledge, but if it is opened to other stakeholders it can also be used to build collaboration with other trainees and improve FAN's profile.
- In recent years FAN, through WaterAid, has begun to manage and direct funding to regions on a large scale, through the grant funding obtained from the European Union and the British government. This is potentially of great benefit to regional secretariats and to members; we need to recognise that it also influences the relationships between FAN Global on the one hand and the regions and members on the other. This is particularly true where FAN Secretariat actively manages funds and contracts and therefore needs to be responsible to donors for resources used by members.
- The provision of information in different languages through FAN's established mechanisms (web site, e-bulletins and newsletter) are much appreciated. Discussion of critical issues with which the network may not be fully engaged, and technical information could also be provided through these means. For further remarks on the use of information technology see the Communications section.
- FAN's earliest actions included supporting and coordinating members' attendance at international events, which boosts their experience and knowledge, as well as their opportunities to link effectively with other stakeholders. Members also appreciate the support to event effectiveness provided through FAN Global's presence at national or regional processes.

6.3 Communications

Effective communication is central to FAN's work. From lobbying high level decision makers at international events to developing our expertise by sharing knowledge and consulting grassroot communities, the role and form of communications within FAN is rich and varied.

Key areas of focus going forward in the next five year period include:
- Developing FAN's multi-lingual capacity
- Developing a more coordinated and joined up approach
- Maximizing opportunities presented by new technologies
- Deepening and strengthening the links throughout and across the network

Developing FAN's multi-lingual capacity

As a global network, ensuring FAN's communications are accessible to as many members as possible is essential.

The power of language for influencing can not be underestimated. The commitment made by South Asian governments following the third South Asian Conference on Sanitation as expressed in the Delhi Declaration was only released in English but by translating the document into eight local languages, FANSA transformed the document from a high level policy document to an invaluable tool for grassroots communities to demand their rights.

However, with FAN members speaking such a large number of different languages the undertaking of becoming a truly multi-lingual organization presents significant challenges and must be done strategically in order to minimize the high cost and administrative burden.

With online translation tools like google translate and babelfish becoming more refined and accurate, opportunities are growing for developing multilingual resources on a small budget. FAN is already experimenting with translating web pages in this fashion and inviting visitors to the site to provide their own edits.

FAN will continue to extend the multilingual offering of its communications as well as exploring funding opportunities specifically for translation and consult with other multi-lingual organizations to learn from their experiences.

Developing a more coordinated and joined up approach

FAN will concentrate on creating a clear set of policies and guidelines to ensure there is an even understanding of communications throughout the network – so that even if individual regions have their unique approach and communication strategies, each has a clear understanding of the tools and approaches available and what other regions are doing.

The documentation may include: brand guidelines to strengthen the identity of the network; a communications handbook, letterheads and business cards as optional resources for high level meetings where being part of a large network is a bonus.

FAN will continue to make efforts to link local needs and concerns to larger scale processes. It will therefore encourage regions to develop well-coordinated platforms and reflect grass-roots voices in policy discussions and high level decision-making.

Maximizing opportunities presented by new technologies

FAN will continue to explore and harness new technologies where appropriate. We are already keen users of Skype and have recently entered the world of micro blogging on Twitter as well as online collaboration, translation and photo sharing tools.

To build on this, FAN will develop a central information hub holding a library of communications tools where the various Communications Officers can share their ideas and experiences of different tools.

The opportunities presented by new online technologies are important and valuable but FAN will continue to ensure the appropriate media are used in the appropriate context.

Web access is low at grassroots level for example but mobile telephones are becoming an important means of communication at community level in developing countries.

Deepening and strengthening the links throughout and across the network

Communications channels are currently uneven. Communication between the Secretariat and the regions is strong but challenges remain to engage members further down the line. If local perceptions are to influence global actions, FAN must improve this situation.

This may be due to technological obstacles such as difficulties in receiving emails or a lack of capacity to spend the time and effort communicating.

FAN will explore how these channels can be strengthened, to deepen the two way flow of knowledge and experience, whether is it by developing its use of new channels, such as mobile phone technology, or by changing some practices where appropriate.

7 Objectives

From 2010 to 2015, FAN will continue to work according to the approaches described in Section 4. An aim for the first three years was agreed by the Council in January 2010.

Aim: between 2010 and 2013, FAN Global aims to ensure that its regions have the capacity and skills to build robust, accountable platforms that can accomplish their strategic aims at national, regional and international levels.

Subsequently the focus is expected to shift towards the structural changes outlined in Section 8.

The objectives presented below are derived from the preceding sections. The sub-objectives are intended to provide examples of the ways that FAN will apply its approaches to achieve goals based on its members' interests and wishes. We plan to achieve these sub-objectives by 2015.

Objective 1: By building the capacity of its regional networks, FAN Global will amplify the diverse voices of southern civil society and will work to create an enabling environment for influencing.
- FAN Global will support the development of regional networks, focussing on effective governance structures, good communications and influencing work
- FAN Global will also support regional networks so that they attract an increasing percentage of their own funding
- FAN Global will continue to welcome new regional networks where they share its goals

Objective 2: FAN Global will vigorously promote the generation of evidence-based messages from people on the ground, so that policy debates may be informed by and accountable to what is needed by and what works for these people.
- FAN Global will strengthen the capacity of members and individuals so that they are better able to identify opportunities and articulate 'grass-roots' positions in debates at all levels: it will do this through sharing of information, experience and training and support to planning and monitoring of advocacy work
- FAN Global will support the development of tools and relationships to assist members in enriching their dialogue with important sector stakeholders

Objective 3: FAN Global will work to increase the number of NGO advocates equipped with the skills to influence policy makers at national, regional and global levels.

- FAN Global will work to ensure that official international declarations, agreements and policies (e.g. the Delhi Declaration, Copenhagen Climate Change Treaty) reflect as far as possible the inputs of our members; to do this we will facilitate participation by our members in discussions and the preparation of materials that are likely to influence the processes leading up to these agreements
- FAN Global will maintain awareness of international events and facilitate members' active engagement in and contribution to these events
- FAN Global will build strategic relationships with influential stakeholders and seek opportunities for members to advocate appropriate messages to these stakeholders

Objective 4: FAN Global will facilitate a continuous process of knowledge transfer throughout its membership, in order to strengthen regional networks.

- FAN Global will develop effective and appropriate tools and processes for knowledge capture and dissemination, facilitating the recording and use of poor people's experience of freshwater issues
- FAN Global will facilitate members' contributions to and use of such material, generated throughout the network
- As an important contributor to this objective, FAN Global will develop a dynamic website, which uses appropriate and interactive technologies and provides information in multiple languages
- FAN Global will facilitate events and processes that strengthen its Members' work through shared learning

Objective 5: FAN Global becomes a strong and sustainable network with a reputation for effectiveness and efficiency.

- FAN Global will facilitate the strengthening and sustainability of its regional members, through activities listed under Objectives 1 to 4 but also by supporting their ability to access funding and to manage work programmes effectively
- FAN Global will continue to build the capacity of its constituent parts: the Secretariat and the Governing Council
- FAN Global will draw up operational plans to ensure the realisation of this strategy. In the early part of the strategy period, the focus is on capacity building; plans will also include a clear pathway for the structural development presented in Section 8, produced in discussion with WaterAid

8 Structural development

A lengthy process of discussion and consultation, facilitated partly by BPD, was completed with the Governing Council meeting in January 2010, which agreed a recommended course for FAN Secretariat's development.

Any change in FAN's status would require a period of transition. During this period it will be possible to review and refine the details of proposed changes. However it is important for both FAN and WaterAid that a common understanding of the expected course of FAN's development be reached.

FAN Global proposes a phased transition to a legally independent organisation. In the medium term we would like this organisation to remain hosted by WaterAid. We believe that this would require us to develop a plan, to be agreed between FAN's Council and WaterAid, that sets out clear expectations for the transition and for the mutual responsibilities and expectations of the final arrangement.

Important elements of the plan would include:

- Legal registration of FAN as a UK charitable company, including recognition of the Governing Council as Trustees
- Negotiation of a Memorandum of Understanding with WaterAid, which would cover the rights and responsibilities of both organisations within a partnership
- Identification of the capacity requirements of the Governing Council, so that it could provide the leadership and control required; drawing up a plan to develop this capacity
- Identification of the capacity required by the Secretariat so that it could operate effectively outside WaterAid
- A programme of capacity development for FAN Global, which would describe how the transition to an independent entity would be managed and at what stages (if at all) different functions would be relinquished by WaterAid, including line management and supervision, office facilities, support functions including finance and communications, fundraising and core costs

We propose that this plan should be implemented by March 2015.