

Network Management Tool

Guidelines for establishing a network

Summary

Networks are usually informal linkages between people and institutions that have a common interest in working together and see some benefits emerging. A network can be defined as a group of actors or members (individuals or institutions) who contribute resources or time in a two way exchange or communication, interacting to achieve common objectives. Networks can be structured in different ways, but the existence of a secretariat or a managing or facilitating body is considered as a prerequisite to be defined as a network.

Therefore reasons to establish a network have to be considered from the view of the members, as well as from the external environment. Any one benefit may be enough to make a network effective and as long as the benefits are being gained then the network will remain together. As soon as benefits are not being felt then the network will start to fall apart.

The reasons to establish the network shape the purpose and membership of it. The clear definition and understanding of what is the final goal to be reached provides the answer to this question. Starting from an understanding of the problem situation and the definition of the vision, goal and objectives a network may be identified as the appropriate instrument to achieve the goal. The following are drivers for establishing networks:

1. Understanding the problem situation is a basic for planning and definition of activities.
2. Identifying the mission, objectives, principles and values to be adopted is key.
3. The network is not the end goal, but a mechanism to deliver project objectives.
4. The purpose of the network may also define its geographic and subject coverage.
5. Open and inclusive networks make maximum use of local expertise.
6. Networks become formal when they have operational guidelines in place.

Networks for capacity building are a vital tool to support water sector reform but individual members must see the benefits of networking or it will fail. Local ownership, relevance and sustainability can be increased through capacity building networks.

Expected output

The information presented is intended to assist the start group and network managers to reflect and make informed decisions on the establishment and development of a network. It may be revised at the foundational moment of a network as much as later on with the intention of strengthening the network.

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Links with other management tools

This tool is a window to most network management areas, which have their specific tool presenting a more in-depth approach: running a network, financing networks, managing membership, amongst others.

Keywords: network benefits, principles, justification, mission statement, operational guidelines, coverage, objectives, legal framework, host, membership, governance, secretariat.

PART A. ESTABLISHING A NETWORK

I. Introduction

Networking is a common and growing practice in today's world. It is about working together, collaborate, sharing information, communicate, learn together; all possible as individuals and institutions are connected through different ways and for different purposes.

The “what for”, “who”, and “how” and is what finally defines each particular network. There is no best way to establish a network; it all depends on what the network is for, who is part of it, and how will the network operate.

Networks are usually presented under three categories (GTZ, 2006):

- **Social networks:** the basis on which formal networks are built; there are maps of personal, friends, or business relationships. They generally don't have a defined purpose, nor are actively planned and managed.
- **Communities of practices (CoP):** a group of people sharing a common interest. Members come together to share and develop their knowledge, solve common problems and support each other.
- **Formal networks:** interrelated groups of individuals and/or organisations that are established according to a specific design or need. Members share a common vision, objectives, rules, and they carry out a set of common activities. In contrast to CoP's, formal networks are not only based on the needs of members, they also have the goal of achieving changes in their own contexts.

Established capacity building networks for sustainable water management, with or without legal status, are formal networks.

Box 1. Networks added value for capacity building in water

1. Networks can create the multidisciplinary base necessary for the introduction and support of complex approaches, like integrated water resources management.
2. By combining scattered strengths of institutions into a critical mass networks can maximise use of local skills and enhance local ownership and relevance of capacity building.
3. By sharing knowledge and expertise through communication and collaboration, networks combine strengths, and each member becomes stronger. Networking develops in a learning environment.
4. Networks enhance the impact of the delivered products by coordinating and making use of other members' capacity, skills and experience.

II. Networks principles (adapted from Creech, H.; Willard, T.: 2001):

As much as networks respond to their members (inside), they are purpose driven responding as well to the outside.

Network managers must allow the network to become a catalyst in this inside-outside relationship which will generate benefits on both areas.

- **Networks are purpose driven.** The ultimate purpose is to generate specific changes in a broader context. In our case, changes in practices and policies leading to sustainable water management of water resources and improved access to water and sanitation.
- **The whole is greater than the sum of the parts.** The network output generates an added value and unique contribution which is no likely to have occurred without the network arrangement.
- **Networks are functional to their members.** A significant benefit of participating in networks is that each one of the parts becomes stronger. The network mission, vision, and activities reflect members' interests and needs to be bottom-up to be genuine.

III. Benefits of networks

Benefits are key for the network to stay together. They maintain commitment and are the ultimate objective for members.

Box 1. Benefits of networking for capacity building for IWRM

Benefits to members:

- Linkage and exchange with peers.
- Establishing partnerships.
- Access to new information, materials, and experience (know-how).
- Context understanding: needs assessment, opportunity assessments, knowledge maps, stakeholders' maps.
- Financial gain: pooling of resources.
- Access to more work opportunities.
- Earn influence and prominence.
- Practical support to capacity building delivery.
- Knowledge management and creation: formation of multidisciplinary teams and approaches.
- Strengthened capacities: training of trainers, shared lessons, benchmarking.
- Access to social networks and CoPs.

Benefits to society:

- Improved information and knowledge base for decision-making.
- Increased attention for certain topics in the policy agenda.
- Strengthened stakeholders: users and policy implementers.
- Capacity building demands attended.

IV. Building commitment

By definition a network is not just one person. Therefore the vision has to be shared amongst a group of like minded people. At what point does this happen? How does the network actually start?

Networks for capacity building have emerged as a result of:

- Demand for capacity building support from Regional Water Partnerships;
- Interest of professional capacity builders in the water sector.

However the idea has to be 'sold' and this can be done by:

- Bringing some key regional or national respected institutions into the planning.
- Drawing critical mass of capacity building institutions or individuals into the planning group.
- Having a sound financial planning.
- Making the benefits clear and attractive for potential new members.
- Having a relevant purpose, linked to the reforms in the water sector.

FROM EXPERIENCE: The backing of influential institutions speeds acceptance and access to broader support.

V. Strategic position of a network

According to its coverage networks can be classified as local, national, regional or global. It is also defined by its focus of activity e.g. capacity building. In addition to this the network needs to clearly determine the type of activity it will engage in and how it will fit into the existing framework of interests. This is a strategic decision, which may affect its future success, and how it will be perceived.

There are some key points to be considered:

1. The network should not compete with its members and should look for complementarity, building on the strengths of the members.

2. Networks can bring benefits of scale, knowledge and skills together for sharing facilitating activities that may not be feasible by individual members.
3. The network can provide a focal point for exchange with the international community accessing international knowledge and resources.
4. An open network allows a member to join and also to leave when it considers that appropriate.
5. Open and inclusive networks enhance commitment, local ownership and leadership through participation and decentralisation.

FROM EXPERIENCE: If networks decentralise activities and use the strength of their members this avoids competition and increases network performance, network benefits to members and output.

VI. Starting up

In several cases capacity building networks have started up with a meeting or workshop of one form or another. Usually with a mixture of capacity builders and the users of capacity building services – the implementers. This gives a better understanding of the benefits of networking and the rationale for forming a network.

In other cases a project proposal has originated first and then been used as a basis for 'selling' the idea further. Whatever the case, whenever a group has decided that a network is necessary and identified a small 'working group' to pursue then it can be said that the network is born.

Three key areas need to be considered immediately:

- **Membership strengthening.** Attract new members. What benefits can be brought to potential members in terms of information, training, exchange and development of skills.
- **Network management.** How will the network be managed and administered. Where will it be located and how will it recruit and communicate with members. Where will it get the operational funds, what will be the operational guidelines to be followed?
- **Delivering capacity building.** How will it work to increase delivery capacity building to water managers and other water stakeholders? Work planning, target groups, main focus areas and strategy of the network, linkage with the target group.

FROM EXPERIENCE: Start up can be slow unless there is a well motivated person in charge, preferably with some seed money to enable some activities to begin. It is important to demonstrate the network is alive as soon as possible by raising visibility through one or two activities.

PART B. OPERATIONAL GUIDELINES

Management aspects as coverage, objectives, activity areas, principles and values, membership, and governance structure shape the network and are available within the “Operational Guidelines”.

With operational guidelines in place, networks become formal, regardless of having or not a legal status of their own.

Some networks call their operational guidelines their “Constitution”, this seems correct. Although it is subjected of being revised, operational guidelines have a foundational and continuous value giving identity and operational framework for the network. Nevertheless, because of their orientation towards the way the network will work, we prefer to refer to them as “operational guidelines”.

From experience: The preparation of an operational guide is a valuable process for building consensus about what the network is for and what it will do.

Box 5. Basic contents of operational guidelines

1. Network name
2. Network coverage (countries/region)
3. Purpose definition:
 - a. Justification (why to establish it?) and Mission Statement
 - b. Principles to be adopted
 - c. Development goals / objectives
 - d. Network definition
 - e. Legal and institutional framework
 - f. Working areas / means to achieve the goals
4. Membership
 - a. Defining membership
 - b. Members categories (e.g. Associate, supporting, regular)
5. Governing/administrative bodies:
 - a. Organisational bodies and their roles
 - b. Centralised and decentralised schemes
 - c. The network secretariat
6. Ownership of assets
7. Financial resources
8. Network dissolution
9. Modifications of the constitution

1. Network name

The network name has a vital relevance and careful thought should be placed in selecting the best possible one. Things to consider:

- Is it easy to understand and remember? Is it too long? Can you find a good acronym?
- Does it reflect what the network wants to be? Be sure that it does not reflect something that the network does not want to be taken for.
- Is it similar to other existing names, organisations? Will you need to be explaining all the time that it is a different thing?
- You will later design a logo, web site, posters, brochures, cards, how good will the name fit in there? Check the **communication** tool for more about this.
- How well does it reads and sounds in other languages?

2. Network coverage

Both thematic and geographic coverage are essential parts of the network identity.

When networks are established one important decision to consider is coverage, in terms of geographic criteria, networks may be:

- **Global:** operational world-wide, like Cap-Net.

- **Regional:** operational in regions, which are limited using various criteria. For example, LA-WETnet is a regional network for Latin America, as REDICA is a network for Central America. Waternet is a network for various countries in Southern Africa. The Nile IWRM-Net is a network for countries in the Nile basin. AWARENET is a regional network for the Arab region, which includes countries in Northern Africa, the Persian Gulf, and Mid East.
- **Country:** operational at country levels, as Cap-Net Lanka, MyCap-Net, Cap-Net Brazil, or ArgCap-Net.
- **Local:** networks may also be formed to be operational at a local area, or local basin, like the Lerma-Chapala-Santiago network in Mexico.

Networks also need to clarify their **thematic focus**. Thematic focus should be clear to all (members and others). Some networks have a thematic orientation; nevertheless, they still face the need to be clear about their geographic focus. Two examples are: i) GWA, the Gender and Water Alliance, with a global geographic coverage; ii) AGW-net, the African Ground Water Network, regional for Africa.

Table 1. Country or regional networks: implications for management.	
Country networks	
<ul style="list-style-type: none"> ▪ Usually members know each and have a “common history”. ▪ Agendas match. Members face common problems, have similar goals and opportunities. ▪ Distances are shorter and members meet regularly. ▪ Donors are attracted to support a country level initiative as the impact seems tangible. 	
Regional networks	
<ul style="list-style-type: none"> ▪ Identifying members may require more effort. Bonds need to be built or strengthened. Working with leaders results gate opening. ▪ Agendas don’t necessarily match; problems vary as much as the region is larger and faces different situations and stakeholders (except with regional–thematic networks, e.g. Nile Basin). ▪ Distances are large, although members travel within the region, this is less frequent and usually not all of them at the same time. ▪ It is usually difficult for donors to support a regional activity, it seems to loose focus and the impact seems abstract. ▪ The network has the opportunity to generate exchange and level knowledge within the region. ▪ More variety of members, more expertise availability. ▪ More variety of activities, more variety of donors distributed within the region. ▪ More flexibility as the regional agenda is open. 	

3. Justification & Mission Statement

Networks are formed for a reason. The reason for a network creates a line between an existent problem and the mission statement which defines the ultimate objective of the network.

Box 2. Understanding the problem

Understanding the problem situation is a basic input for network planning. Networks are part of a broader context and so are their members. Activities to be done at this moment are:

- Revision of documentation: start by searching the web sites of recognised organisations as UN agencies, GWP, universities, research institutes, development banks, and NGOs.
- Contact key resources persons.
- Attend meetings, forums, congresses. Participate in web-based discussions.
- Build a “problem tree”¹
- Carry out capacity building needs assessments.
- Benchmark: how is the problem perceived by other networks? Visit the [Cap-Net web site](#)

¹ The problem tree displays the identified problems in a cause – effects scheme. Using arrows, a diagram indicates the problems and how they are connected.

Prepare an analytical problem description. This should summarise the problem situation and give a first indication to possible responses. Circulate findings as many times as needed until you are sure you have a proper problem understanding.

With the problem properly identified, the basis is there to find a response: the mission statement (mission). The mission is the justification and ultimate objective for the network.

Box 3. Identifying the mission statement

Investing time in identifying the mission, or using network meetings for this is a good decision. A clearly framed mission statement allows members (and potential members), collaborators, clients, and donors to recognise the essential contribution of the network.

A complete and clear mission statement should give an indication of:

- What the network wants to do.
- Who can be part of the network.
- The aim of the network.
- Where the network does operates.
- Which are the approach and central values.

It is recommended not to use technical² concepts when writing the mission as using them might prevent people for a straightforward and interpretation free understanding.

Network experience: A revised mission statement

Mission statements can be revised and doing so is a good practice. This may be done during the process of **strategic planning**, which may usually take place every 3-5 years.

This was the case for LA-WETnet. The first mission statement included technical concepts as “capacity development” and “IWRM”. These were difficult to understand and their inclusion was not positive for potential members or stakeholders. The mission did not manage to reflect what the network was there for.

When the 2007-2010 strategic was prepared, the mission statement was analysed and a revised statement was elaborated. The revised mission reads as follows:

“To form a network of organisations and individuals dedicated to teaching, research, and water management, with the aim of strengthening stakeholders capacities in Latin America for sustainable water management and improved access to water and sanitation, contributing to health, environmental protection, and poverty reduction in the region.”

The revised mission statement clearly gives an indication of:

- What LA-WETnet wants to do: form a network.
- Who can be part: open not only to capacity builders (teaching and research), but also water managers.
- The aim: to strengthen stakeholders for sustainable water management and improved access to water and sanitation.
- Where: Latin America
- Approach and values: a broad development focus, considering health, environment and poverty reduction.

Source: LA-WETnet, Strategic Plan 2007-2010.

² “Capacity building”, “capacity development”, and “IWRM” are technical concepts which require expertise to be understood. Text in the mission statement should be easy to follow not only for potential members, but for most persons who want to understand, and support, the network contribution.

4. Principles

These generally describe the network approach. As with the mission statement, principles give a precise description of the network, reflecting views about finding a response to the identified problem. Network [principles](#) have been presented in part A.

5. Development goals and objectives'

The **development goal** refers to a long-term change, such as sustainable water management. Usually problems in the development context are so vast that no organisation will be able to solve them on their own, but will rather *contribute or enhance a situation* to the achievement of the goal.

Objectives are more specific and unlike development goals they need to be achievable. When being part of operational guidelines, objectives appear as the framework for working areas. They remain as indicating elements which lead to operational areas, such as: courses delivery, training materials development, research, knowledge management, and others.

Tip: When writing objectives, choose action verbs that indicate a change and the direction that change will take, e.g. increase, strengthen, improve. Avoid verbs that refer to activities, e.g. train, produce.

6. Network definition

Defining the network follows a proper problem understanding, justification, having worked out the desired geographic and thematic focus, and having identified the principles and major goals.

The result is a clear image of what the network wants to be, it includes issues as: who are we? What do we do? Who do we target our activities to? Where do we work?

Example of network definition: What is Cap-Net?

Cap-Net is an international Network for Capacity Building for Integrated Water Resources Management. It is a partnership of autonomous international, regional, and national institutions and networks committed to capacity building in the water sector.

7. Legal and institutional framework

It may not be necessary or desirable to establish the network as a legal entity. Certainly this decision is not advisable at the beginning and should be deferred until the network and its members have enough experience to make an informed decision about the most appropriate legal and institutional status.

As much as it is true that funding is only provided to legally registered organisations, it is also true that networks may perfectly operate under a host agreement. A good agreement with a host institution will provide what is needed in terms of legal representation, and contract signing.

Recommendations:

1. At the start up of a network it is necessary to have a host institution and to use the host as the legal, administrative and financial umbrella for the network. It may be possible to find a host which provides this support at low, or no cost.
2. Clear definitions of the hosting arrangements are needed in the form of an agreement.
3. Giving the network a legal status can make it rigid, and reduce its capacity to adapt to changes. It also has costs and responsibilities which need specific management.
4. Member's commitment to networking is required for sustainability and impact. This cannot be granted through a legal agreement. Getting a legal status will not magically solve key issues as activity level from members.

5. Some of possible legal status for a network: trust, consortium, non profit organisation, association. The selection should be made based on the appropriateness in the national and regional setting.

Box 7. Looking for a good host? What to look for?

Independency and autonomy: the host should provide a facilitating arrangement, giving space and opportunities for the network and not limiting the network within the host own culture, decision-making, and objectives.

Transparency and good record, being recognised nationally and internationally is essential, as when the network goes out for fundraising, it is formally the host institution who is receiving those funds. Be sure the network will have full decision on the use of those funds and there is transparency in funds management.

Recognition from potential members and stakeholders is another asset; if the newly born network is hosted at a relevant organisation is it saying already a good thing about the network.

Staff support, for web site management, administration or publications design is very handy. Many organisations have good departments handling these areas.

A **low or cero overhead** (3-5%) is important; founders will find it difficult to support the network if right from the start a high percentage of the funds go to the host.

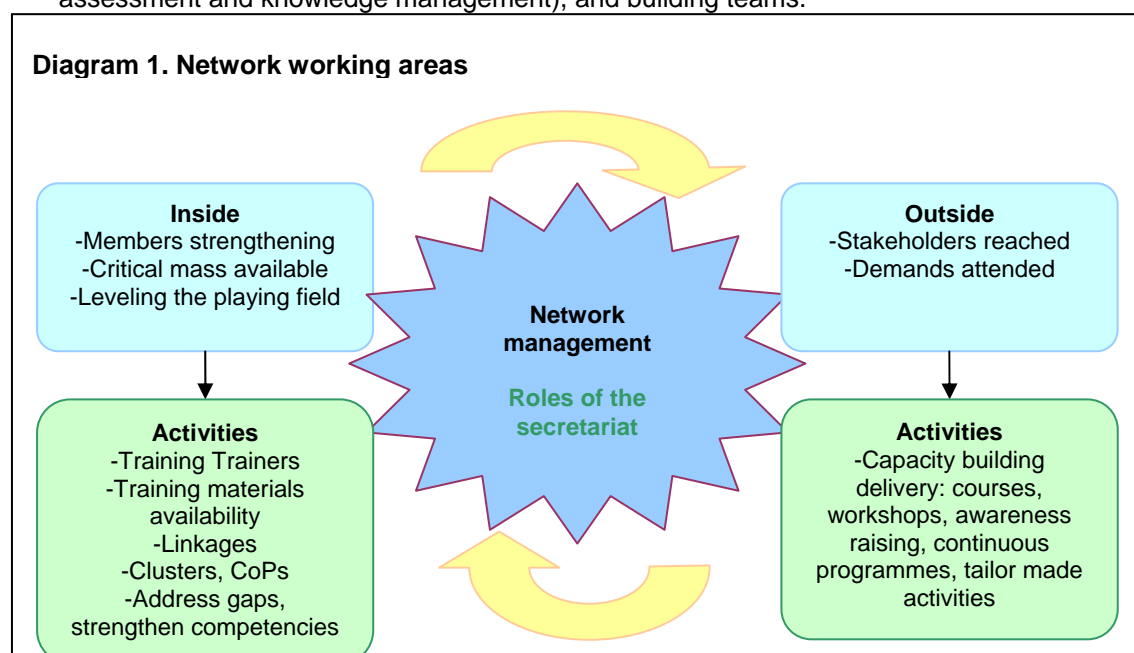
Other benefits as **office space and meeting room** are positive too.

8. Working areas

Attention must be placed at two directions, the inside and the outside of the network, keeping network management as a facilitation bond between these two.

- **Inside:** how will the network be managed and administrated? Where it will get operational funds? Inside management is an input to provide benefits to members and an input for work planning towards new activities.
- **Outside / Delivering capacity building:** it is about responding to demands, this requires work planning, proposals preparation, fundraising, understanding the context (needs assessment and knowledge management), and building teams.

Diagram 1. Network working areas



9. Membership

a) Defining membership: Who should be members of a network?

The success of any network depends upon commitment and interest of members. It should be clear at all times that the network is there for the members and not the other way around. The network is, on a first level, functional to its membership.

When deciding on who can be a member, several considerations must be made in order to provide a membership suitable for the network purpose. Selection criteria should bring in the right kind of members to achieve the goals and objectives of the network. It is important to do this at an early stage so that the right target group is involved from the outset:

1. Specify the target membership on the basis of the network purpose e.g. capacity building institutions and individuals.

2. Is there a geographic limitation or focus which will affect membership?

3. The need for multidisciplinary skills to address IWRM.

From experience: Membership needs to be broad enough to include all the multisectoral skills in integrated water resources management. **Open and inclusive networks** make maximum use of local expertise. An open network allows a member to join and also to leave when it considers that appropriate.

b) Members categories

There are many different arrangements and benchmarking is recommended to explore this possibility.

An important decision is whether membership will be open only to organisations, or also to individuals, or both. Then, other arrangements may include categories as: regular (voting) members; associated members; informal members; honorary members.

Institutions vs Individuals as network members:

Individual

- + Commitment
- + Informality
- + Flexibility
- + Influence

Institutions

- + Permanence
- + sustainability
- + Influence
- + Resource contribution
- Bureaucratic
- Lack of commitment

/

Exploring such arrangements is recommended specially if a membership fee is considered. However, this should be carefully explored and shared with members as a consultative process. The recommendation for start-up process is to look for simplified schemes rather to engage into complex arrangements, rather, these should be considered as practical solutions once the network has shown the need for them.

FROM EXPERIENCE: Committed individuals get the network moving and sustain the activities. Institutions are valuable as supporters and influencing resource allocation. Entry and exit of members should not be complicated.

10. Governance structure

a) Organisational bodies and their roles (adapted from GTZ, 2006):

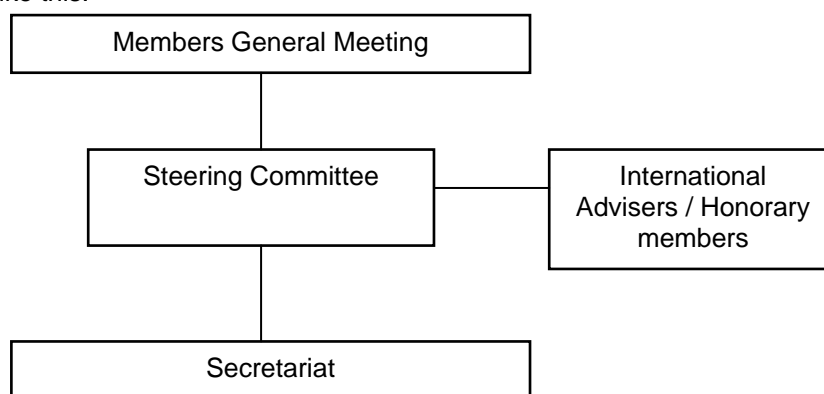
The governance structure is designed in response to the network identity and not the other way around.

Organisational element	Roles
General assembly (members meetings)	<ul style="list-style-type: none"> ▪ Elect the members of the Steering Committee. ▪ Decide on the dissolution and liquidation of the network.

	<ul style="list-style-type: none"> ▪ Approve any revisions to the operational guidelines. ▪ Deal with all matters placed on its agenda by the Steering Committee. ▪ Approve or reject the Annual Report submitted to it by the Steering Committee and prepared by the Secretariat. ▪ Approve or reject the Annual Plan and the Annual Budget submitted to it by the Steering Committee, and prepared by the Secretariat.
Steering Committee	Strategic guidance, control of operational work
Advisory committee	Gives advice to the network, technical or management tips
Honorary members	Improves the prestige of the network. Brings experience, connections.
Secretariat	Coordination of the network and its administration
Members	Operational tasks and decentralisation

The **decision-making process** should be carefully described in the operational guidelines. Usually members have voting rights and elect during members meeting the Steering Committee representatives. The Steering Committee then appoints the head of the Secretariat (network managers).

The network structure is a vehicle to operationalise the network objectives; it is sometimes presented like this:



b) Centralised and decentralised schemes:

The governance structure will show if the network has a centralised or a decentralised scheme:

- A **centrally organised** network has a strong secretariat; linkages between the secretariat and members are very strong, but linkages between members may not be so strong.
- A **decentralised network** with sub-networks (country or regional networks within broader regions) show strong linkages within the networks, and the secretariat acting as facilitator with little contacts with members.

There are mixed arrangements in between. And even similar schemes, like operating with country focal points which are not as organised as country networks. Once again, benchmarking comes as a recommended practice to learn from others. Visit the network section in [Cap-Net's web site](#).

c) The Network Secretariat

At the outset it may be committed individuals who give the time to the start up. For this reason it may be possible to argue for an institution to support the network and the secretariat at low or no cost. However, that person should be doing something *for the network*, not any more *for his/her particular organisation*.

Experience has shown that network secretariats should be facilitators of activities and these should

Rotational secretarial advantages

- Improves capacity at local level
- Strengthens participation
- Increases decentralisation
- Brings new ideas

Disadvantages

- Lost "momentum" each new period
- Program continuity can be affected
- Institutional memory tends to be scattered
- Communication changes according to management style and capacities
- Uncertainty for staff continuity
- Possibility for losing leadership.
- Need for training the new secretariat.

be anchored in one or more network members. This means that the secretariat may be very small and consist of the manager plus secretarial support.

There are three reasons why to keep the secretariat small (GTZ: 2006):

- Costs can be kept within certain limits.
- A small secretariat makes governance easier.
- If the secretariat is too active, it will crowd out other network members.

Box 9. Some considerations for network secretariats

- Link the size of the secretariat to the actual work to be done;
- Evaluate the advantages and disadvantages of the available locations for the secretariat, or else its rotational location.
- Decentralise work to the extent possible to network members;
- Consider sustainability of the secretariat when making decisions about the size, remuneration and type of staff.

More about the secretariat? Take a look at the [secretariat](#) tool.

11. Ownership of assets

Who owns the products, information, web site, databases, which are generated by the network? What happens to all the documentation if the network is dissolved?

Generally the answer is that all the information, databases, and products produced on behalf of the network will be freely accessible to all members, and whenever possible to all stakeholders. This is particularly recommended for knowledge networks.

When such products have been funded with public resources (donors of various kinds) public availability comes without question. Unless expressed differently by the donor, who might claim property rights (this should always be considered when applying for and receiving donor funds).

A completely different thing is who can use the network name and logo. And who can present project proposals to donors on behalf of the network. These issues must be considered in the operational guidelines. Normally, only secretariat staff is authorised to formally represent the network. In a similar level, this also applies to Steering Committee members, as well as advisers or honorary members.

Other members may show their membership, but can not act on behalf of the network, such a thing will create confusion. Members will only represent the network formally in specific events and with authorisation from the secretariat.

In terms of presenting proposals, the situation is even more limited. Only the secretariat has that possibility. Members may and are expected to bring projects, but they should not be allowed to include the network name and logo without the secretariats' approval.

12. Financial resources

When elaborating operational guidelines it is important to include an indication about the strategy and approach that the network will have in terms of sourcing financial inputs for operating. Indications may include: cost recovery mechanisms, in-kind contributions, donor applications, leveraging contributions.

The following are guiding points for funding

- Initially use commitment of members and host institutions for start up activity;
- Identify sources for seed money;
- Identify capacity building opportunities which the network members can carry out for a fee;
- Establish partnerships with other funded programmes where the network can bring added value in return for funding.

- Prepare project proposals to address network management; strengthening of members; and delivery of specific capacity building programmes.
- Plan for the secretariat cost

More about financing networks? Take a look at the [tool](#).

13. Network dissolution

An indication showing the process and steps needed to determine the network dissolution should be included in the operational guidelines. Such a process is usually predetermined and available from various sources. They should include the issues of ownership of assets, and continuity of on-going actions.

14. Modifications of the operational guidelines

As closure, the specific process for modifying the operational guidelines must be referred to. Usually, this may come out as a need identified by any of the governing bodies, but it is something which the Secretariat will work on, shared with the Steering Committee, and finally approved by the Members Assembly.

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Visit the Cap-Net web site, www.cap-net-org for information about networks principles, establishment, network examples, and many other.