

COMPLETION REPORT

Project No. GLO/02/115

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List of abbreviations

AIT	Asian Institute of Technology
ANA	Agência Nacional de Águas
APFM	Associated Programme on Flood Management
ArgCapNet	Argentine Water Education and Capacity Building Network
ATP	Applied Training Programme
AwareNet	Arab Integrated Water Resources Management network
BCAS	Bangladesh Centre for Advanced Studies
Cap-Net	International Network for Capacity Building in Integrated Water Resources Management
CapNet Bangladesh	Bangladesh Capacity Building Network for IWRM
CapNet Brasil	IWRM Capacity Building Network for Lusophone Countries
CapNet India	India Capacity Building Network for IWRM
CapNet Lanka	Sri Lanka Capacity Building Network for IWRM
CapNet Nepal	Nepal Capacity Building Network for IWRM
CapNet Pakistan	Pakistan Capacity Building Network for IWRM
CARA	Central American Water Resource Management Network
CK-Net	Collaborative Knowledge Network - Indonesia
CSD12/13	12 th /13 th Commission on Sustainable Development
DGIS	Directorate General for International Cooperation
ESCWA	Economic and Social Commission for Western Asia
GEF	Global Environment Facility
GWA	Gender and Water Alliance
GWP	Global Water Partnerships
HRD	Human Resources Development
IAC	International Advisory Committee
IFS	International Foundation for Science
IHE	International Institute for Infrastructural, Hydraulic and Environmental Engineering
InaCapNet	Indonesia Capacity Building Network
IUCN	International Union for the Conservation of Nature
IW-LEARN	International Waters: Learning and Exchange Network
IWMI	International Water Management Institute
IWRM	Integrated Water Resources Management
JPO	Junior Professional Officer
LA-WETnet	Latin America Water Education and Training Network
MDG	Millennium Development Goals
MoU	Memory of Understanding
MSc	Master of Science
MyCapNet	Malaysia Capacity Building Network for IWRM
NBCBN-RE	Nile Basin Capacity Building Network for River Engineering
NBI	Nile Basin Initiative
NGO	Non-governmental organisation
NileIWRMnet	IWRM Capacity Building Network for the Nile Basin
PoWER	Partnership for Water Education and Research
REDICA	Red Centroamericana de Instituciones de Ingenieria
ResNet	South Asia Research Network
SaciWATERs	South Asia Consortium for Interdisciplinary Water Resources Studies
SADC	Southern Africa Development Community
SC	Steering Committee
SeaCapNet	South East Asia Capacity Building Network
SEATAC	South-East Asia Regional Technical Advisory Committee (GWP)
SIDA	Swedish International Development Cooperation Agency

STREAMS	Global Coalition of Water and Sanitation Resource Centres
TAC	Technical Advisory Committee (GWP)
ToT	Training of Trainers
TRIB	Transboundary River Basin Initiative (UNDP)
UnB	University of Brasília
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNESCO-IHE	UNESCO Institute for Water Education
UNOPS	United Nations Office for Project Services
UNU/INWEH	United Nations University – International Network on Water, Environment and Health
VietCapNet	Vietnam Capacity Building Network
WA-Net	West-African Network for Capacity Building in IWRM
WaterNet	Capacity Building Network for IWRM in Southern Africa
WBI	World Bank Institute
WSSD	World Summit on Sustainable Development
WVLC	Water Virtual Learning Centre
WWF	Worldwide Fund for Nature
WWF3/4	3 rd /4 th World Water Forum

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Executive summary

The Cap-Net project originated from UNDP/IHE symposia in 1991 and 1996. The Project became operational in 2002 with the arrival of the complete project staff.

The project's development objective was to enhance integrated water resources management and service delivery for the improvement of livelihoods and the protection of the environment. The immediate objective was to enhance human resources development for integrated water resources management through the strengthening or establishment of a number of regional IWRM networks able to deliver education and training support for improved management of water resources.

Five output areas were identified: a functioning secretariat; an operational global network; developed regional networks; knowledge developed and awareness raised; and, a framework for innovative materials and tools.

The project strategy was based on three principles: local ownership of the capacity building process; partnerships of capacity building institutions; and, capacity building in response to demand.

The Cap-Net global network has been composed of three categories of partnerships: (i) geographical capacity building networks; (ii) thematic global capacity building networks; and, (iii) international partners. The characteristics of these partners are detailed in the document.

The project has performed particularly well in establishing an operational global network and assisting regional and country networks in network management and programme development. The collaboration with GWP in IWRM plan development capacity building has been very productive to the benefit of both parties.

Development of capacity building materials and innovative tools has been a long-term commitment and has resulted in several training packages and tools being used widely.

Knowledge management has been an important programme element for Cap-Net and has focused on availability and management of information and materials, transfer of knowledge, encouraging applied research in IWRM, and the development of tools and materials. Cap-Net developed 10 training packages that have been disseminated on CD and some in hard copy.

The delivery of capacity building by the Cap-Net project has concentrated around three delivery mechanisms: (i) training of trainers in principles and subjects relevant to IWRM; (ii) support to training events organised by regional and country level capacity building networks; and (iii) delivery of training at international events. With partners Cap-Net organised 9 international training of trainers courses, the spin-off of which resulted in over 20 regional courses and more than 800 trainers being trained. At four international events Cap-Net organised short courses for water professionals and delegates.

The development of educational programmes by the partner networks, which make up the global programme, has been impressive. ArgCapNet, MyCapNet and WaterNet have developed MSc programmes and a school education package developed in Latin America in collaboration with LA-WETnet and REDICA. Most networks have delivered multiple training and education events reaching senior government politicians, water professionals, students, local government and the public. This has resulted in a major contribution to understanding IWRM.

Sharing of information and facilitating interaction between capacity building institutions, member networks and partners has been at the forefront of the Cap-Net programme, and activities have been undertaken to improve its communication with partners and to advise geographic networks on the subject.

The project management structure has been conducive for efficient and effective implementation of the activities programme. The Steering Committee or

Management Board provided guidance to Cap-net's policies and strategies, whereas the Network Managers' Meetings functioned as an advisory committee and advised on policies and operations.

The staffing of the Cap-Net secretariat has remained below optimum throughout the project period as the planned JPOs never materialised but this has been compensated for by short-term network and student attachments. The financial management of the project through UNOPS and UNESCO-IHE has allowed for an effective budget realisation.

In conclusion, and supported by the findings of the external evaluation mission, it is observed that the Cap-Net strategy in addressing capacity building has been effective and that the commitment, particularly by the partner networks, is impressive. The materials for IWRM capacity building developed by Cap-Net are highly appreciated whilst the need for capacity building action remains great.

In implementing capacity building through the Cap-Net strategy of partnerships and local ownership, it is noted that its impact is sustainable but that monitoring the impact and effectiveness of capacity building for IWRM is a challenge that Cap-Net needs to take up in another phase and address at the network/local level.

The global network has provided a unique opportunity to bring more coherence and coordination to capacity building, especially important when addressing water from a multidisciplinary perspective. After Cap-Net's first phase the capacity building networks are now well placed as a mechanism for scaling up and coordinating capacity building efforts in water for a significantly increased impact.

Acknowledgements

We would like to thank our partners, especially those managing the regional and country networks, for the privilege of being able to work with them over these last 4 years. The work described here is their work, carried out despite difficulties and constraints, because they are committed to make change possible.

0. Introduction

0.1 Origins of the project

The project idea originated from the 1991 UNDP/IHE¹ Symposium on Water Sector Capacity Building that resulted in a Capacity Building Programme for Sustainable Water Sector Development (from 1993 to 1998), managed by UNDP. This global project was funded by UNDP and The Netherlands, with some supplementary funding from other multilateral and bilateral donors². In 1996, UNDP and IHE organised a second symposium on water sector capacity building. At this symposium the idea was launched to create “a network for capacity builders which would not only allow the sharing of information and expertise but also become proactive in synthesizing experience and lessons learned, identify research areas and encourage “virtual exchange of views”³. The symposium resolved to “establish a network that assists multi-mode training development, and its delivery”, and “sharing of knowledge and networking to (i) institutionalise learning from others, (ii) take professionals, researchers and other experts out of local isolation, (iii) enhance institutional support, and (iv) improve regional and cross-sectoral coordination in terms of making best use existing, but dispersed experience and information”⁴.

A preparatory phase of the project in which a project document would be prepared started in February 1999. The document was prepared on the basis of consultations and workshops with four regional Technical Advisory Committees of the Global Water Partnership (GWP) and other stakeholders, and a survey of human resources development needs and resources. The preparatory phase was co-funded by UNDP and the Netherlands Government. A first draft of the project document was issued in June 1999. The project would have three components:

- technical support, through consultants, to seminars, workshops and study tours, curriculum development, education training and networking equipment and tools;
- applied research through research grants;
- networking for sharing of ideas and experiences among individuals and institutions.

The project was presented at the 2001 Water Education and Training Symposium, held in Delft and organised by IHE in collaboration with UNESCO, UNDP, WBI, and UNU/INWEH⁵. Cap-Net was to serve as a global network operating as a support programme for regional and national networks of training and education institutions, which would deliver capacity building on integrated water resources management (IWRM). Multilateral, bilateral, non-governmental and private sector organizations were expected to join the multi-country, multi-donor undertaking.

Although some preparatory activities were undertaken by IHE and UNDP, the project did not take off until early 2002 when the office was staffed, first by the office manager, followed by the director and human resources development specialist. The project was fully operational in April of that year, with the core staff in place. The formal starting date was January 1st 2002.

¹ Later to become UNESCO-IHE.

² Krijnen, J. and C. Tucci. 2005. Final Report Programme Evaluation of Cap-Net. Delft, The Netherlands.

³ Alaerts, G.J., F.J.A. Hartvelt and F.-M. Patorni. 1999. Water Sector Capacity Building: Concepts and Instruments; proceedings of the 2nd symposium on water sector capacity building, Delft, 1996. A.A. Balkema, Rotterdam, Brookfield

⁴ *ibid.*

⁵ Bogardi, J. and F.J.A. Hartvelt. 2001. Water, Education, Training - towards a strategy on human capacity building for integrated water resources management and service delivery. Delft, the Netherlands.

0.2 Importance of capacity building for IWRM

Water is essential for life and a driving force for development, central to economic activities such as agriculture and industry and a vital part of any ecosystem. Concerns over water scarcity, increasing competition for water and water pollution gave rise in the early 1990's to action to address the unsustainable development and use of water resources. Poverty is compounded by unsolved problems of water supply and sanitation, unsustainable water management practices and rising problems associated with climate variability. Integrated water resources management, accepted as a strategy towards more sustainable resource use, has an important role to play in addressing poverty eradication and in particular the poverty, health and environment related Millennium Development Goals (MDGs). The Millennium targets on water supply and sanitation, and environmental sustainability and poverty reduction, are the central focus of IWRM policies and strategies.

The Dublin principles in 1992 heralded significant changes in how water should be managed giving rise to the acceptance of the integrated approach embodied in integrated water resources management (IWRM). Guided by the Dublin principles, governments, water management agencies, international organisations, civil society agencies, and others have engaged in a long-term change process to improve management of water resources. Thirteen years down the line, progress can be noted but also that much remains to be done. GWP analysed in 2004⁶ the implementation of IWRM on the basis of some basic criteria and the conclusion is that by far the majority of countries in the developing regions are in the initial stages of IWRM implementation or have just gone through some initial steps. Only 14 out of 108 surveyed countries show a good progress towards IWRM implementation.

Achieving sustainable management of water resources and addressing the many problems of water and sanitation service delivery requires human skills and competencies, as well as effective institutions. It is generally recognised that political will and public awareness of the advantages of integrated management are not lacking but that the capacity to do so is not there. IWRM remains a relatively new concept and there is a need for capacity building to support the transformation process. Since it has been established, GWP has been promoting the concepts and implementation of IWRM through a partnership approach. The liaison between Cap-Net and GWP is therefore highly beneficial to both organisations and in particular to the capacity building process in support of IWRM.

0.3 Project objectives and outputs⁷

The development objective of Cap-Net is to enhance integrated water management and service delivery for the improvement of livelihoods and the protection of the environment. The assumption was that better resource and service management will result in a more sustainable use of increasingly scarce water resources, a reduction in water pollution, water use that is economically more productive, prevent conflict over access to water resources, and improve health.

The immediate objective of Cap-Net was to enhance human resources development for integrated water resources management through the strengthening or establishment of a number of regional IWRM networks able to deliver education and training support for improved management of water resources.

Five outputs for the project were identified as follows:

⁶ GWP. 2004. Informal Stakeholder Baseline Survey – current status of national efforts to move towards sustainable water management using an IWRM approach. Stockholm, Sweden.

⁷ Cap-Net project document, June 2000

- Cap-Net secretariat established and functioning; particular emphasis placed on effective exchange between regional IWRM networks and institutions.
- An operational, sustainable and functioning global network established for the support of regional networks on IWRM and for the development of a framework of capacity building materials and tools.
- Regional networks developed, strengthened and functioning facilitating exchange between sectors, network members and disciplines to serve country, regional and global needs for IWRM.
- Knowledge developed and awareness raised among decision makers and stakeholders better equipped to deal with IWRM through training of trainers and awareness raising events. HRD programme started for present and future water managers.
- A framework of materials and tools (innovative and strategic) developed to raise awareness on concepts and issues on capacity building and IWRM and to act as a resource base for education and training (simulation games, role play).

0.4 Project strategy

As identified by the external evaluation the project document was ambiguous as to the mode of implementation suggesting a top down delivery of training, it gave a focus on human resources development rather than capacity building and underestimated the efforts required to establish and manage a global network.

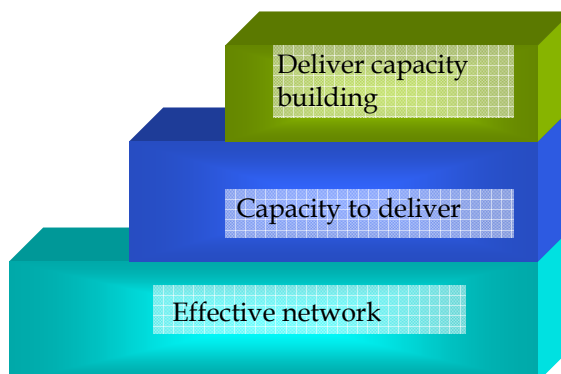
In the first year of implementation, a project strategy paper was developed specifically to address these issues and provide a defensible and well reasoned argument for the strategic approach of the project⁸. The strategy was based on three principles:

- Local ownership of the capacity building process ensures social and environmental relevance as well as sustainability;
- Partnerships between capacity building institutions improves access to knowledge and skills, ensures a critical mass necessary for effective delivery; and overcomes resource constraints;
- Responding to capacity building demands from water managers increases the relevance and impact of capacity building activities.

The project strategy has been well received, guiding the project relation with partners and networks and has resulted in real ownership and commitment at the local level.

Given the complexity of the networking process a clear distinction was drawn between the different stages of activity building up to the scaling up of delivery of capacity building.

The building blocks show the stages of development of the programme. The initial focus of work was on effective networks able to assemble members with capacity building responsibilities into an effective and functioning network. Given the careful nurturing that networks require this has been given ongoing attention through the life of the project.



⁸ Capacity Building for Integrated Water Resources Management. The Importance of Local Ownership, Partnerships and Demand Responsiveness.

As IWRM is a relatively new subject training of trainers and other information and skills development activities were necessary to ensure that network members have the knowledge of IWRM to be able to deliver capacity building (the capacity to deliver training and education). That knowledge development in network capacity building institutions and individuals is also required over a long period as IWRM implementation goes through different stages.

Finally, the scaling up of capacity building delivery to water managers and other water professionals is possible from competent and knowledgeable capacity building professionals within the network. Reaching this stage is critical and with the building blocks all in place the maximum impact of the investment in the programme can start to be achieved.

0.5 General overview of achievement of goals

As stipulated in the project document, the project objectives were to be achieved through building the capacity in developing countries and regions to manage water resources in an integrated manner. The strategic approach of Cap-Net was to focus on human resources development by building partnerships with and between education and training institutions in the regions that will actually build the required capacity.

The immediate objective of the project to enhance human resources development for IWRM was to be achieved through the strengthening of individuals and through them, institutional capacities in a number of countries and regions.

Annex 2 presents the major achievements of the project in relation to the project components. The quantitative indicators in the table are based on the qualitative indicators presented in the project's logframe in the project document. The percentages of achievements are therefore relative to the quantitative goals established in each annual work plan.

Annex 2 shows that the project has performed particularly well in establishing an operational global network and assisting regional and country networks in network management and programme development. The Training of Trainers programme has been very successful, addressing various aspects of IWRM, and has been followed up with many regional and country level training activities and incorporation of new concepts in existing curricula.

A successful project element that emerged in its second year has been the engagement with GWP in developing a capacity building programme and materials for IWRM plan development in relation to the WSSD resolution to have IWRM and water efficiency plans by 2005. In the area of applied research for IWRM some initiatives have been undertaken the outcomes of which are to be expected only in the long term.

In innovative tools and materials development, the project has primarily focused on identifying and developing training materials on IWRM and developing the web site as a reference point for information on IWRM and capacity building and all Cap-Net outputs.

The input from Cap-Net has been to help to shape the member institutions to address issues of IWRM in a more effective and efficient manner. The increased emphasis on capacity building activities in water resources and associated development issues has enhanced the relevance of these institutions at the local level. New institutions have not been created in the project and sustainability of impact is enhanced by the local capacity building centres working together in a network.

1. Partnerships in the global network

Partnerships can be a complex arrangement to manage and even more so when they are informal in nature. Cap-Net has identified three categories of partnerships according to their roles and expected contribution to the programme. These are:

1. The geographic (regional and country) capacity building networks that form the core structure of the programme;
2. Thematic capacity building networks, also a core component of the programme but identified by a specific subject focus which has a special contribution to make to IWRM; and
3. International partners, donors and technical agencies that have varied roles in the programme from providing technical support to being cooperation partners in implementing specific capacity building activities.

WaterNet has a regional MSc programme covering the whole of southern Africa and is the capacity building vehicle for SADC water sector.

1.1 Capacity building networks

Formation

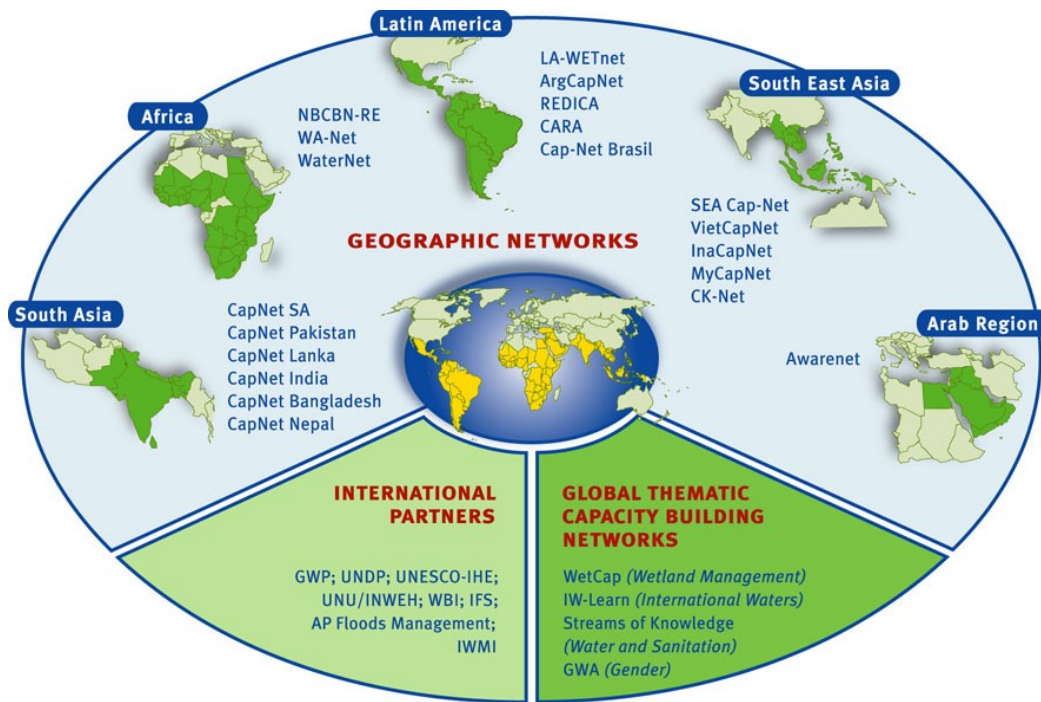
In the implementation of the project strategy to enhance capacity building through partnership in response to effective demand and safeguarding local ownership of the process, the project has been aiming to build on existing local structures. Capacity building networks formed in the course of the project implementation period all arose from local initiatives. Some may have been externally supported (such as through collaboration with northern capacity building institutions) or related to other processes such as the establishment of GWP regional and national partnerships.

At the time of start-up of the project, related and unrelated water capacity building networks were operational:

- REDICA, a network of engineering departments in selected universities in six Central American countries. The focus of the networks was mainly on environmental education and has moved since towards integrated water management.
- CARA, a collaboration between Canadian and Central American universities for education in water resources.
- WaterNet, network of universities in Southern Africa that was initiated as a predecessor of Cap-net, funded by Dutch government and implemented by UNESCO-IHE.
- NBCBN-RE, a river engineering capacity building network of universities in the Nile Basin, also Dutch funded and supported by UNESCO-IHE.

Currently there are some 20 affiliated geographic (regional and country level) networks, working in the structure of the global network and with international partners of Cap-Net and affiliated global thematic capacity building networks (see map).

WA-Net has supported GWP projects with capacity building and facilitation for the development of IWRM plans in 5 West African countries and is providing training to ECOWAS technical members.



The networks have in common that they are composed of capacity building institutions and/or individuals and that they operate in the area of IWRM. The global network being established, the project's focus progressed from supporting the formation of networks to strengthening and assisting networks in developing and implementing programmes. New initiatives to form networks may still come up and these have been supported by the project but in the final year the emphasis was on delivery of capacity building by the networks.

The geographic networks have their own specific origins and backgrounds. The formation of some of them has been triggered by the global network and its performance but others may have been established independently and joined the global network at a later stage.

The networks also vary in terms of funding. Very few networks have assured external funding from donors whereas most depend for their functioning on raising their own resources and seed money provided by the Cap-Net secretariat.

The role of the Cap-Net secretariat in the development of geographical networks has been that of facilitator. As mentioned, the secretariat acted upon local initiatives supporting the establishment of networks (often through seed-money to support the secretariat) and assisting them in delivering capacity building activities based on strengths of their memberships. Although Cap-Net actively advocated the advantages of networks for the delivery of capacity building, it has never taken the lead in the formation of such networks.

Nile IWRM net, with 47 members across the Nile basin has trained over 60 water professionals on the basic principles of IWRM.

The Cap-Net evaluation mission assessed the network specifics in more detail. The Annex 4 presents the main characteristics per network.

Membership

The number and characteristics of members varies per network, from exclusively universities to a cross-section of civic society. Generally, members of the networks are capacity building institutions. The networks can be inclusive or exclusive and the membership can vary from engineering departments at selected universities in one

CapNet Pakistan has assembled a membership of 126 organisations ranging from NGOs, universities and international

network to government institutions, water management agencies, NGOs, social development agencies, through to engineering schools in another.

The foundation for the strength of the networks is in their member institutions. Generally, the network members are well respected and established institutions with a particular forte in an area related to IWRM (water supply and sanitation, environment, agriculture, engineering, etc.). The more diverse the membership in terms of knowledge and skills, the better the chances for a network to deliver a comprehensive capacity building programme. Bringing these skills and knowledge together under the denominator of IWRM and building a joint programme is the major challenge for network management.

Management

The type and organisation of management may vary per network from full time engagement in network activities to part time supplementing a regular teaching assignment in a university. Some networks may be managed by staff of capacity building institutions, network host institutions, whose time may be partially or fully dedicated to coordinating the network but in other cases support staff may be assigned the day-to-day management. A recent survey revealed that on the average some 20 hours per week is spent on network management either by the coordinator or support staff.

Most networks have a steering committee or management board or otherwise a governing body for decision making on issues beyond the day-to-day activities, such as the way the network is managed, the direction in which activities are developed, relations with other institutions or organisations, etc. The governing bodies are often composed of key capacity

building institutions or individuals, the founding network members and/or interested parties such as water management agencies. In some cases the network is (partially) governed by an institution set-up for other purposes, for example Awarenet being governed by the ESCWA Commission on Water Resources, or WaterNet by SADC. In case the network is hosted by a capacity building institution, that institution inevitably plays a key role in the network's management and performance as well as how it is being represented.

To assist management of networks, Cap-Net produced a series of network management tools:

- ✓ Guidelines for establishing a network
- ✓ Operational guidelines
- ✓ Knowledge management
- ✓ Opportunity assessment
- ✓ Monitoring and measuring network performance
- ✓ Indicators for capacity building
- ✓ Facilitation and presentation techniques
- ✓ Communication strategies

Performance

The networks have addressed, as a collective or by individual members, existing gaps in capacity building for IWRM. Annex 5 shows key activities of the networks that have been supported in part by Cap-Net. Various training and workshops have been organised on IWRM principles, gender and water, legal reform, flood management, economic instruments and institutional arrangements. The networks have also advocated the importance of IWRM and capacity building at international forums and meetings. In most cases the majority of the cost of the event was raised by the network from other donors.

The table also demonstrates differences in performance and programmes between the regions. The networks in Latin America have been strongly output oriented with a high rate of delivery of diverse courses and workshops. The networks in Africa have been heavily involved in the special programme in capacity building in IWRM plans

development and focused on IWRM principles, planning and facilitation. Awarenet in the Arab Region has been mainly engaged in capacity building for decision makers and expert consultation for concepts development. In South Asia the country networks have been active gender programmes and IWRM training delivery at the national level while the regional coordination ensured the outreach of activities in the region. In Southeast Asia the networks in VietNam and Malaysia have been most active in developing educational programmes, such as a MSc programme and university courses, as well as advocating and training for water authorities. Some networks have put effort in organisational aspects of networking by developing constitutions or operational guidelines. These are to guide the network in questions regarding management, membership, operations, etc.

Sustainability

Networks are made up of existing institutions responsible for capacity building. These institutions are sustainable in their own right. The network enables a strengthening of these institutions and staff to work in partnership on cutting edge issues relevant to development. The benefits and outcomes of the network are

AWARENET with 91 institutional members has developed a comprehensive package of training materials on IWRM specific to the issues of the Middle East.

therefore sustainable by strengthening existing institutions, enhancing local knowledge and ensuring greater likelihood of continued capacity development over time. The network itself remains in place only as long as members find it beneficial and the work of the network is more likely to be sustainable when it enhances the quality and capacity of the members to deliver. The network functions as a vehicle to enhance cooperation and mutual benefit for improved delivery.

The input from Cap-Net has been to help to shape the member institutions to address issues of IWRM in a more effective and efficient manner. The improved relevance of capacity building activities in water resources and associated development issues has enhanced the validity of these institutions at the local level. Therefore, unlike new institutions created as a result of funds made available through projects, the local capacity building centres working together in a network, have a much better chance of long-term sustainability in carrying out capacity building.

Annex 4 presents network characteristics details per network: the funding situation, the support provided by Cap-Net and the opportunities for each of the networks to develop. Based on those variables, the table shows that the probability of sustainability may vary per network. Some networks are externally funded as projects by bilateral donors whereas others may be depending on the facilities and time allocated by the network host institutions. Allocation of time and facilities will also only be done when the benefits are clear to the host institution. Sharing responsibility for implementation of actions between members not only strengthens those members but also cements the network structure and thus contributes to sustainability of the network.

A definite end-point of the lifespan of a network remains an open question. The question to be answered is at what stage a network has completed its function and becomes obsolete. It may be expected that a network has outlived its mandate when benefits are no longer obvious to the members or when effective demand for capacity building is being met elsewhere.

Network basic data		
<p><i>Africa</i></p> <p>Southern Africa – WaterNet waternet@eng.uz.ac.zw www.waternetonline.org Members: 49 institutional members, 5 supporting members, 132 individual members</p> <p>West Africa – WA-Net westafricanet@yahoo.com Members: 763 individual and 48 institutional members</p> <p>NBCBN-RE (Nile Basin Capacity Building Network – River Engineering) s.el-sayed@hri-egypt.org www.nbcbn.com Members: 145 individual members</p> <p>Nile IWRM Net munamirghani@yahoo.de Members: 46 individual members</p> <p><i>Arab Region</i></p> <p>Awarenet (Arab Integrated Water Resources Management Network) awarenet-escwa@un.org Members: 89 individual members, 34 institutional members</p>	<p><i>Asia</i></p> <p>South East Asia – SeaCapNet lkspec@tm.net.my 21 institutional members, 41 individual members</p> <p>South Asia – Cap-Net SA capnet_southasia@spdindia.org www.capnetsouthasia.org Members: 10 core members</p> <p>Bangladesh – CapNet Bangladesh atiq.rahman@bcas.net Members: 32 Core group: 16</p> <p>India – CapNet India capnetin@irma.ac.in Members: 360 individual members</p> <p>Indonesia – InaCapNet inaseaunand@yahoo.com Members: 10 institutions</p> <p>Malaysia – MyCapNet mazlinmokhtar@yahoo.com Members: 21</p> <p>Nepal – CapNet Nepal nwcf@wlink.com.np Members: 38 (meeting attended) Core group: 9</p> <p>Pakistan – CapNet Pakistan daima@brain.net.pk Members: 120</p> <p>Sri Lanka – CapNet Lanka nimalgun@pdn.ac.lk Members: 42</p> <p>Vietnam – VietCapNet vietontran@yahoo.com Members: 22</p>	<p><i>Latin America</i></p> <p>Latin America – LA-WETnet (Latin American Water Education and Training Network) dindij@fibertel.com.ar www.la-wetnet.org Members: 45</p> <p>Central America – CARA (Central American Water Resource Management Network) bethuned@ucalgary.ca www.caragua.org Members: 7 institutional members, 2 associate members</p> <p>Central America – REDICA (Red Centroamericana de Instituciones de Ingenieria) liliarrieta@hotmail.com www.redica.net Members: 20 institutional members</p> <p>Argentina – ArgCapNet argcapnet@fich.unl.edu.ar www.argcapnet.org Members: 18 institutional members</p> <p>Brazil – CapNet Brasil brandbaptista@globo.com ninon@alternex.com.br www.capnet-brasil.org Members: 53</p>

1.2 Thematic capacity building networks.

The strength of the cooperation with these partners has varied according to the complementary readiness of the partners to act. Cooperation with the Gender and Water Alliance has been strong throughout the project period with several joint activities and products including over 10 training courses on gender and water in various languages and regions of the world, the development and production of materials and promotional events. STREAMS which has a focus on water supply and sanitation has strengthened partnership in the last two years as we have given increasing attention to the application of IWRM within water use sectors. STREAMS members are also members of geographic networks in their respective regions and therefore there is great potential for continued strengthening of the partnership and realistic opportunities to integrate water resource management issues into the decision making and management systems for water supply and sanitation. The partnership with IW-Learn has not been so fruitful as in the initial years they were without any financial support and now that they have become operational Cap-Net is

winding down its first phase. International waters are clearly an important issue for IWRM although not well tackled at this point in time and there remains much work to be done.

1.3 International Partners

Quite a number of actions have been carried out with international partners and are listed in the attached box. The relationship with partners at the global level from the Secretariat or from the local level through the networks has been rather opportunistic. This has been successful in actually meeting the needs of both partners without being overly concerned with the formality of Memoranda of Understanding and unfulfilled promises of 'intention to cooperate'. The practical nature of the international partnership has tended to promote the idea of the networks as tools for the delivery of capacity building and the global network as an instrument to reach out with capacity building initiatives from a global level and have real impact on the ground. The significant impacts of the partnership are exemplified by two examples – the Global Water Partnership, and UNESCO-IHE.

Over the project period GWP has strengthened the relationship with Cap-Net to the extent that Cap-Net is now routinely a part of GWP reports and action planning at global level and in many regions of the world. This is as it should be as Cap-Net was conceived as a complementary programme to GWP bringing the necessary capacity building support to the promotion of the IWRM approach. There have been many joint activities and several joint products of which IWRM planning materials and capacity building actions are a good example. GWP sees Cap-Net as an indispensable partner for the future implementation of their programme. The added value of GWP to Cap-Net has been the interaction between networking, capacity building and

Examples of joint actions with key international partners:

UNDP:

- Promotion of the gender resource guide
- Collaboration in the water governance programme
- Organisation of trainings at CSD
- Cap-net linked in UNDP water programmes
- Organisation of training for UNDP country officers

GWP:

- Collaboration in capacity building for IWRM plans programme
- Development of IWRM plans training package
- Training in facilitation and presentation skills
- Joint workshops with ToolBox

UNESCO-IHE:

- Facilitation in ToTs
- Collaboration in several networks development
- Organisation of WWF sessions and development of capacity building chapter in WWDR-II

GWA:

- Joint ToT programme on gender mainstreaming
- Joint development of tutorial
- Incorporation of gender modules in Cap-Net trainings
- Development of training package

Streams of knowledge:

- Facilitated modules on participatory approaches in trainings
- Proposal development on WSS

IFS:

- Collaborative programme on applied research
- Workshop on research proposal development

WBI:

- Organisation of ToT on IWRM principles
- Development of Nile network in the framework of the NBI - Applied Training Programme

IRC:

- Organisation of ToT in local water management

UNU-INWEH:

- Facilitate implementation of WVLC at regional level

IWMI:

- Contribution to IWRM tutorial

APFM:

- Joint proposal developed on assisting communities to cope with climate variability

IUCN:

- Contribution to the IWRM tutorial

activities on the ground. Cap-Net makes use of the GWP structure of regional and country level water partnerships to enhance the relevance of its capacity building programme and GWP is a client bringing capacity building work to the networks.

UNESCO-IHE, being the host institution for management purposes, a member of the Management Board and also a significant partner in implementation, has played several roles in relation to Cap-Net. The management role is addressed elsewhere but of significance is the role as an international partner. Whilst not conducting many joint activities as such the UNESCO-IHE role has been particularly important first of all in promoting the concept of capacity building networks. UNESCO-IHE has been instrumental in supporting and mentoring the first 'pilot network' for Cap-Net – WaterNet, as well as other networks now within the Cap-Net global partnership such as AWARENET, NBCBN, CK-Net and LA-WETnet. Their role in developing and strengthening the networks and the network capacity building programmes has gone a long way towards strengthening the knowledge sharing within the global network. On a more specific basis the access to international calibre of professionals is an important (but often unappreciated) backstopping for networks striving to deliver quality capacity building services at the local level. UNESCO-IHE MSc students provided research inputs to the programme and Cap-Net also benefited from attachment of the international students to the secretariat. More recent collaboration with the PoWER programme of UNESCO-IHE takes cooperation to a new level of products and delivery of capacity building.

Cap-Net Lanka has brokered water policy progress with government, held national training events on IWRM and is the main facilitator of IWRM training in Sri Lanka.

The attached box of collaborative activities with partners is not complete and does not do justice to the extent of collaboration but demonstrates that much can be achieved with only limited resources.

Cap-Net South Asia coordinates cooperation in capacity building for IWRM across 6 countries in South Asia.

The interest and extent of the cooperation with Cap-Net indicates that Cap-Net brings added value from several perspectives.

Firstly, Cap-Net provides access to a global network of institutions and individuals specialised in the delivery of capacity building. For an international institution this provides easy access as a means to access experience, knowledge and needs from the ground as well as to deliver knowledge from the international level to a point where it may be applied and institutionalised. In other words relevance and impact can be improved.

Secondly, the network provides an easy entry point for capacity building at a local level. The network can assemble local skills and also provide some assurance of quality with the back up of regional and international support.

Cap-Net has equally benefited from being an integral part of the UNDP Energy and Environment Group and its Water Governance Programme. It is recognised as UNDP's flagship in water capacity building in its capacity to coordinate and support capacity building for IWRM, transboundary waters, and gender mainstreaming in water resources management.⁹ UNDP has benefited from Cap-Net in various ways and not in the least to train its staff in IWRM and related subjects, using Cap-Net developed training materials. Cap-Net has been closely involved in the organisation of UNDP country officers training in IWRM in the Arab Region. It is anticipated that relations with the renewed Cap2015 project will lead to mutual strengthening of both Cap2015 and Cap-Net.

As a focal point for capacity building materials and tools on IWRM Cap-Net has provided a structure and system for the coordinated development of materials and a

⁹ <http://www.undp.org/water/capacity.html>

vehicle for distribution, adoption and adaptation. This has been of benefit to international partners wishing to develop or promote their products.

2. Addressing IWRM knowledge management

2.1 Knowledge Management

Knowledge management is an important consideration when addressing capacity building. The availability of information on IWRM is limited and it is even less accessible to partners in the developing world. Information materials, training materials, knowledgeable capacity builders and experts are part of the inputs to a capacity building programme. The transfer of knowledge, building capacity and skills, constitutes the goal and the knowledge cycle is completed through a learning/ research component where experience is documented and transformed into new knowledge.

REDICA has carried out numerous training activities across Central America raising awareness about IWRM, gender, climate change and environment.

A tool has been developed to describe how information and knowledge is managed within the programme¹⁰. As stated in the external evaluation this still requires further conceptual development to distinguish more clearly between information and knowledge. However it has been useful in attributing effort to the most important

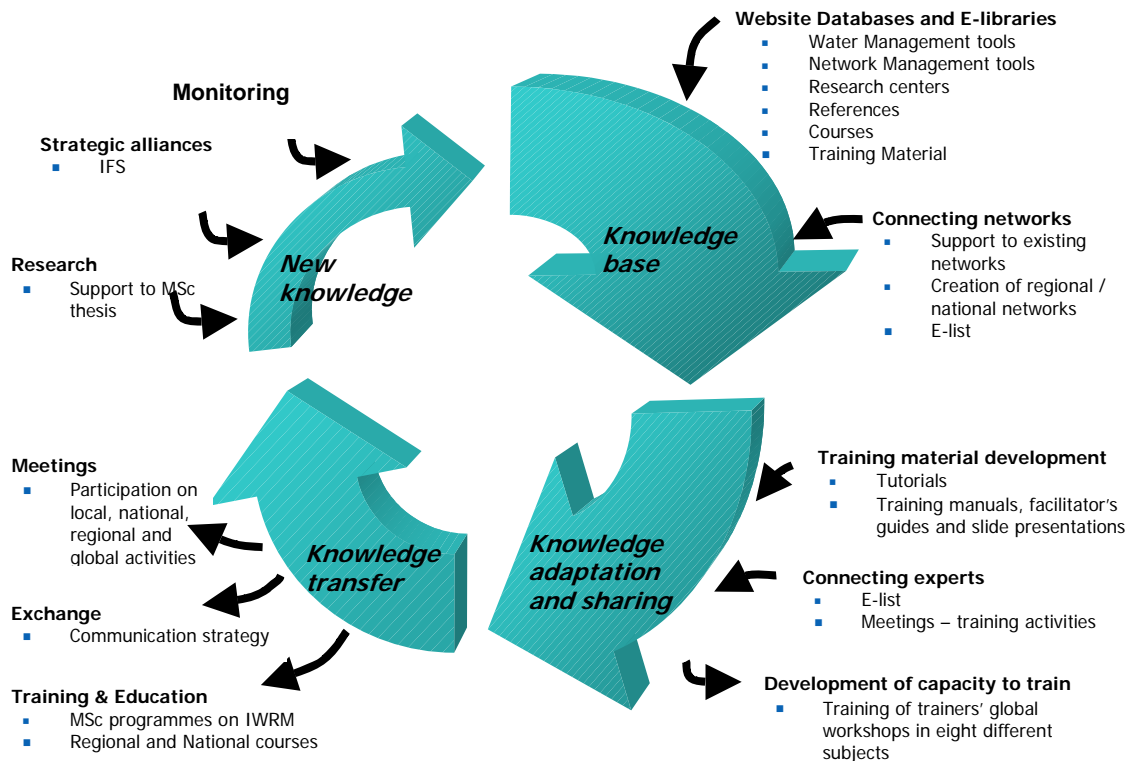
NBCBN-RE has established functional development nodes in the ten Nile Basin countries.

activities. (See figure). As also argued elsewhere in the report, measuring the impact of capacity building is difficult but even more so when capacity building is delivered through a network approach. Monitoring and evaluation of capacity building and

its impact on water management implementation is an integral part of knowledge management that provides relevant inputs for the development of new knowledge. It can be argued that monitoring and evaluation is required throughout the process but its main function is in the translation of results into new concepts and theories that lead to an expanded knowledge base.

¹⁰ Applying Knowledge Management; a tool for capacity building networks. In: *Network Management Tools*. Cap-Net, 2005.

Knowledge management system. Conceptualising the flow and management of knowledge in the context of capacity building and the strategy of the Cap-Net programme. Size of central arrows reflects the relative strength of the elements in the Cap-Net programme to date.



As stated elsewhere in the report Cap-Net has had to take a gradual approach to capacity building, starting with the enabling environment before expecting capacity building to be delivered. This is indicated by the relative strength of the different parts of the knowledge cycle in the figure. Considerable progress has been made in the establishment of the information base, the development of new training materials, the sharing of information and the training of trainers. Capacity building delivery has started to scale up whilst the learning component is still weak. These results are to be expected in this time frame for a project of this nature.

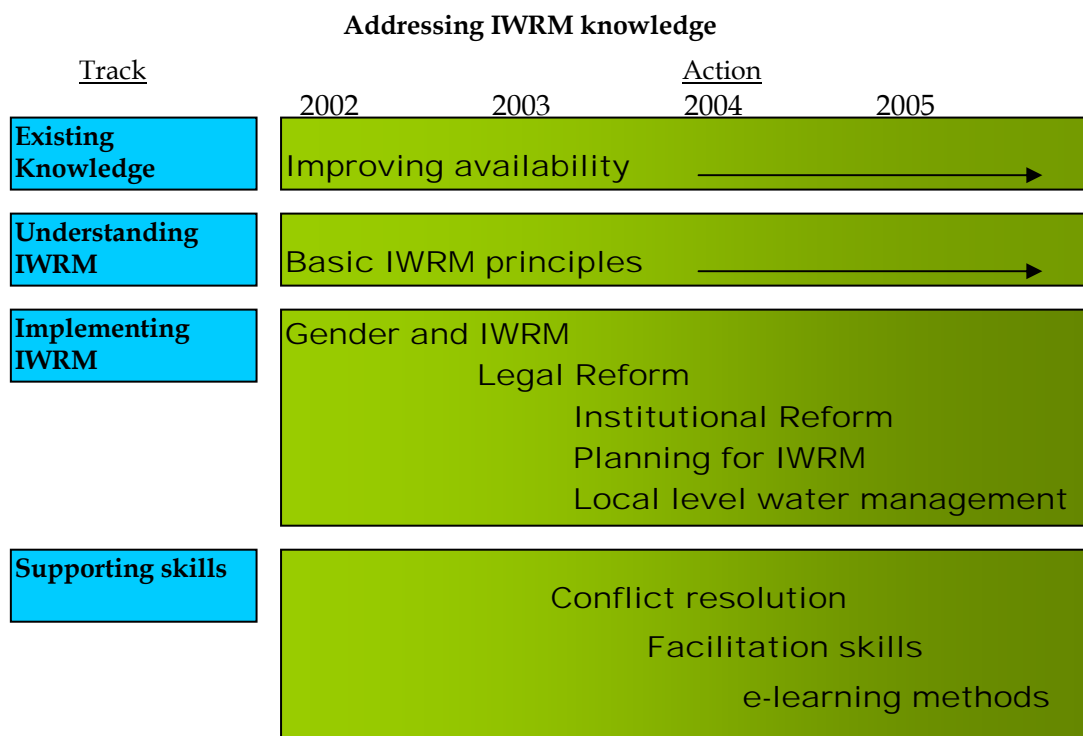
Below we describe the information management systems, the development of training materials and research activities undertaken in the project. Capacity building delivery (knowledge transfer) is described in chapter 4.

Cap-Net Brazil has been chosen as the lead partner to organise capacity building support on IWRM for the National Government and River Basin Commissions.

2.2 Progress with IWRM

At the project outset IWRM remained a new concept for many and whilst there has been significant progress it still remains poorly documented, especially in terms of practical implementation. The commitment of governments to the Johannesburg Plan of Implementation in 2002 meant that the development of action plans for implementing IWRM gained a high priority and visibility. This brought additional impetus to the implementation of IWRM at national level. However this has served also to highlight the lack of knowledge and experience on how to move beyond the basic principles guiding IWRM into actual methods and tools for implementation.

The project therefore has followed several parallel tracks to support the development and availability of knowledge on IWRM with a particular focus on training materials and decision making tools for use by capacity builders.



The materials described below have been made available widely through a variety of channels and products, described elsewhere in this report, taking into account the limited internet accessibility of many of our partners.

2.3 Website

The Cap-Net web site has proven to be its most important knowledge management instrument. Set up as an information and news site at the beginning of the project, it has moved focus to a contents based site with a wealth of capacity building materials and resource materials, and information on member networks, partners and links.

Following a substantial review of the of the web site in 2004 (main findings attached), it is currently divided into an information section with information on the programme and strategies, the networks and partners, on courses and electronic discussion groups, and a database containing training materials, water management instruments, network management tools and references. The IWRM tutorial also appears in the menu.

After the extensive overhaul in 2004, the web site improved on usability as well as presentation.

Through a contract with LA-WETnet the Spanish web site has been managed and followed track of developments on the English web site. The French web site has been further developed through the attachment of a French student

The Cap-Net web site attracts on the average 1,500 visitors per month. This number has been increasing over the last two years. It is encouraging to notice that the

On the Cap-Net English web site:

- ✓ 27 training materials
- ✓ 14 network management tools
- ✓ 40 water management tools
- ✓ 46 references
- ✓ information on 284 resource centres
- ✓ information on 130 training courses

And more on the Spanish and French web sites

average page views per month is around 6,500, which means that the average visitor at least views 4 pages on the Cap-Net web site. Thirty to 40 new subscribers submit their email address each month to be kept up to date on Cap-Net activities with the number of subscribers now over 1000.

2.4 Research

A collaborative programme has been set up between Cap-Net and the International Foundation for Science (IFS) in Sweden. IFS wishes to expand its portfolio in water related scientific research and Cap-Net would use the facility to encourage applied IWRM research. Interested networks with research environment advertise the programme through their members and joint workshops for research proposal development organised. A first such workshop was organised between IFS and REDICA, with support of Cap-Net. For the purpose of the programme a scientific panel from network member institutions was established. Some 15 applicants participated in the workshop to further develop the proposals submitted to IFS. Unfortunately, the workshop did not have the anticipated result and so far there had not been a successful application form the workshop participants although the submitted proposals can still be improved and re-submitted for IFS's consideration.

CapNet Bangladesh has taken the lead in facilitating applied multidisciplinary research in the south Asian region.

A second workshop for research proposal development was prepared in South Asia and will take place in April 2006. The workshop is organised by CapNet Bangladesh with the support of ResNet, the research network related to CapNet SA, and will be facilitated by IFS. The IFS partner institution in Bangladesh is participating in the organisation and the intention is to bring applicants from both sides together in the workshop.

Three UNESCO-IHE students were supported through their MSc thesis phase with scholarships and supervision for subject areas relevant to Cap-Net and IWRM. The intention of the "student attachments" was to have them attached to the secretariat for a short term assignment after completion. The Cap-Net support to the MSc students resulted in publications on:

- Private Sector Participation in Implementation of IWRM Principles
- Institutional Arrangements for Water Resources Management
- Review of Networks: Guidelines for Networking in Capacity Building for IWRM

2.5 Materials and tools development

At the start of the project Cap-Net planned to focus on improving availability of the networks to existing training and decision making material on IWRM. However, intensive searching for available materials in IWRM resulted in relatively few suitable materials to be used for teaching or training by network members and it became apparent that substantial effort had to be undertaken to develop such materials. Since then, development and availability of capacity building materials has been an important activity of the programme.

- Freely available materials have been identified and assessed and disseminated through the Cap-Net web site. The structure of the training and resources materials sections of the site has followed the GWP ToolBox format to facilitate exchange between ToolBox tools and Cap-Net materials. Linking of both web sites has been implemented. Analysis of web site statistics reveal that on the average the site attracts some 1,500 visitors per month, mainly from the developed world. Therefore, all of the resource and training materials on Cap-Net website have also been made available on CD (E-library) for those with limited access to Internet. The CD is updated as new materials are placed on line and there have been two issues.

CARA established a north-south collaboration between universities in Canada and Central America.

These have been distributed to networks and members and their demand indicates that suitable access to Internet is still an issue when disseminating training materials;

- In 2003 a self-learning tutorial on basic principles of IWRM was developed by Cap-Net and issued early 2004. In first instance the tutorial was issued in three languages (English, Spanish and French) but the second edition included also Portuguese;
- Following this format, a tutorial is presently being finalised in collaboration with the GWA on gender mainstreaming in IWRM. The contents development has been completed and the technical development is now being implemented. The tutorial is to be issued before the 4th World Water Forum in March 2006;
- A training manual and facilitators' guide for IWRM Plan development has been elaborated in collaboration with GWP and partner networks in Africa. The material has been issued first in English and in the second edition also in French, Spanish, Portuguese and Russian. The manual is being used for training purposes by GWP in the context of the special programme for IWRM plan development support, but also by the Cap-Net member networks in their capacity building activities. It has been issued on CD as well as in printed format. GWP has distributed it to all regions;
- Similar training manuals and facilitators' guides are being developed on IWRM related issues and following Cap-Net training of trainers' workshops (see next section). Other materials developed are on legislation for IWRM, on institutional arrangements, on local water management, and on conflict resolution and negotiation.
- The development of an educational package for schools in Spanish has been supported by Cap-Net and is being tested to assess its applicability and possible adaptation to other regions than Latin America.
- CDs with assembled course materials (session descriptions, presentations, references, course outlines) from network capacity building events have been made available and shared in different languages, primarily English, Spanish, French, Portuguese, Russian and Arabic.

Materials

The following course and study materials are developed by Cap-Net, networks and partners, and available on CD (in several languages):

- √ IWRM Tutorial
- √ Basic principles of IWRM
- √ Gender mainstreaming in IWRM
- √ Legal and regulatory framework for IWRM
- √ Institutional arrangements for IWRM
- √ IWRM Planning
- √ Local water management
- √ Conflict resolution and negotiation
- √ E-learning for water management
- √ Economic instruments for IWRM
- √ Facilitation and presentation skills

Cap-Net materials disseminated on CD:

- √ IWRM Tutorial – 14,200 copies
- √ E-library – 1,800 copies
- √ IWRM plans training package – 4,300 copies
- √ ToT course materials – 2,000 copies (estimate)

Training materials produced by partner networks have been copied and disseminated upon request.

To stimulate the development of capacity building materials in IWRM related subjects, Cap-Net established in its 2nd year a special materials development fund.

After one year no applications had been received even though it had been widely announced to the networks and the idea of the fund was abolished.

The development of capacity building materials remains a long-term process and efforts continue to be needed if IWRM

CapNet India has gender as one of its main focus areas in capacity building in water and works closely with the Self Employed Women's Association (SEWA) on Women, Water and Work.

is to be properly addressed through training and education. In particular some IWRM related subject matters and possibly inter-sectoral interaction need further attention.

3. Capacity building delivery

3.1 Triggering and supporting change

Capacity building activities have been used in three primary roles:

- Training of trainers to strengthen the capacity of networks to deliver capacity building on IWRM;
- Awareness raising to increase understanding about IWRM and trigger further commitment to adopt and implement IWRM;
- Building capacity of water actors to implement IWRM.

CK-Net is working with GWP and the Indonesian government to develop capacities in planning for IWRM and water efficiency.

Several methods are used to reach the different groups including training, education, workshops, self learning materials and other information distribution strategies. The descriptions given below cannot describe the full extent of the programme as knowledge, like water, finds its own way. However an important impact of the network approach is the evidence that networks have incorporated international knowledge with their own experience and many are actively engaged at a local level in promoting and supporting IWRM through capacity building actions.

3.2 Training events

Global programme

Cap-Net (co-)organised a series of training of trainers' workshops on issues related to IWRM. The ToT programme was initiated with a course on basic principles of IWRM, developed in collaboration with the University of Neuchatel, WBI and UNESCO-IHE, followed by ToTs on subject matters relevant to the implementation of IWRM.

In the implementation of the training of trainers' programme particular attention was paid to the strengths of partner networks in particular relevant areas, to get maximum benefit of the existing capacities. Training has been developed in collaboration with the networks and member institutions where the training would take place. For example the ToT in legal reform and regulatory framework for IWRM has been organised in collaboration with the Brazilian national water agency (ANA), the university of Brasília (UNB) and the regional network in Latin America (LA-WETnet) in order to take profit from the advanced developments in Brazil and the knowledge assembled by the network member in this particular area. The training was held on the premises of ANA. BCAS, the host and coordinator of CapNet Bangladesh, had extensive experience in the area of conflict resolution and negotiation for natural resources. A

workshop on the subject had been organised by LA-WETnet in Bolivia and WaterNet has an educational programme on the subject. The related ToT took place in Dhaka to have the Bangladeshi case as a red thread through the programme and facilitators from WaterNet and LA-WETnet provided inputs in

Cap-Net (co-)organised training of trainers:

- Basic principles of IWRM (2003)
- Gender mainstreaming in IWRM (2003)
- Legal reform and regulatory framework for IWRM (2004)
- Institutional arrangements for implementing IWRM (2004)
- IWRM plans (2005)
- Local Water Management (2005)
- Conflict resolution and negotiation skills (2005)
- Facilitation and presentation skills (2005)
- Online learning for water management (2005)

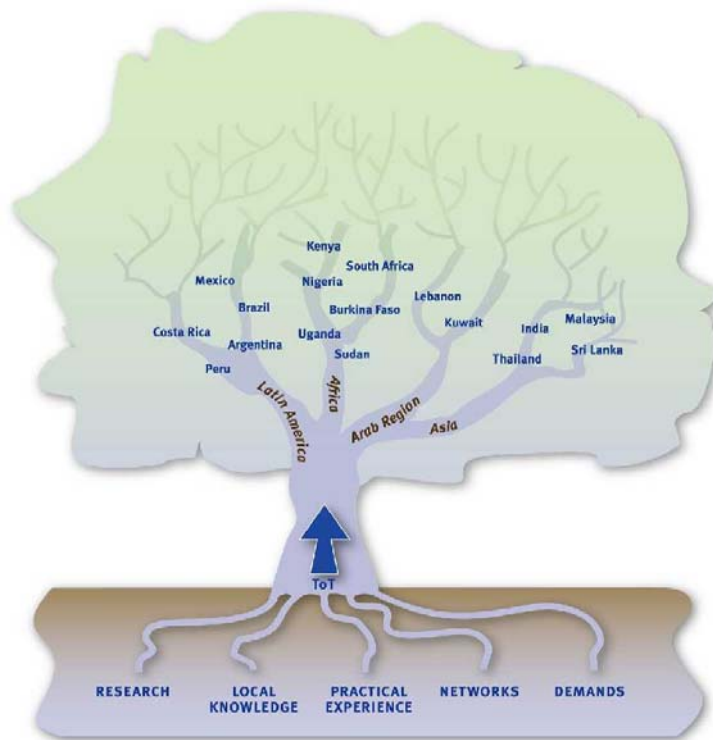
LA-WETnet is now seen as one of the most important partners to facilitate regional IWRM capacity building activities in Latin America.

the programme. The location and programming of the other trainings were organised in a similar manner.

A special capacity building programme was developed with the GWP special programme on IWRM planning. In close collaboration with partner networks in Africa, trainings have been organised together by Cap-Net and GWP on IWRM principles, planning for IWRM, and facilitation and presentation skills.

Training events supported by Cap-Net

The effectiveness of the ToT programme can tentatively be traced through the follow-up activities at the regional and country levels. The regional and country level training supported through Cap-Net (see table 5 in annex) have triggered investments as much as seven times as high as the seed funds provided by the programme.



The ToT programme outreach visualised.

As a consequence of the ToTs, over 800 trainers have been trained and more than 20 regional and national trainings have been organised. These workshops would not only train other trainers but, among others, also water managers, researchers and decision makers. An assessment of the use of acquired knowledge and skills by the course participants indicated that not only regional and country trainings would be organised but it would also be used to raise awareness and develop curricula, as well as for workshops for colleagues.

MyCapNet has raised awareness of senior government, brought 11 universities to develop a joint

The full impact of the programme can not be assessed as geographical networks have organised follow up activities of which the secretariat has not been informed or is unable to track. In the next phase of Cap-Net, monitoring and impact measurement of this type of programme needs to be addressed.

International events

In the course of the project period, Cap-Net has promoted IWRM and capacity building at several international events, such as the World Summit on Sustainable Development (WSSD) in Johannesburg in 2002, at various Water Weeks (Stockholm, The Hague, Tunis, etc.) and annually at the Consulting Partners meetings of GWP. At various occasions Cap-Net organised trainings and workshops, at the 3rd World Water Forum in Kyoto in 2003, at 12th and 13th sessions of the UN Commission on Sustainable Development in 2004 and 2005 in New York, and at the 2nd Southeast Asia Water Forum in 2005 in Bali.

At WWF3, Cap-Net raised support for the strategy on capacity building in IWRM it had developed in its first year. A special theme on Water, Education and Capacity Building was organised by a working group with UNESCO-IHE, ESCWA/Awarenet, and UNU-INWEH. Sessions were delivered on partnerships, knowledge and learning systems, integrated demand responsive capacity building, and local ownership and leadership.

In two consecutive years at CSD, Cap-Net organised trainings under the umbrella of The Institute@ and the Learning Centre. The trainings workshops addressed water management in relation to the MDGs and basic principles of IWRM (CSD-12), and IWRM and poverty reduction (CSD-13).

A special workshop on regional capacity building was organised by Cap-Net in collaboration with ToolBox at the 2nd Southeast Asia Water Forum. The outcome is a strategy document and action plan for 2006 that would particularly pay attention to the regional function of capacity building activities.

3.3 Facilitation, information sharing

Capacity building has a specific role in facilitating the change process towards new water resources management practices. As such, the networks and their members have a responsibility as agents of change to engage with government and civil society to facilitate the transition. Activities have been undertaken by Cap-Net and its members to engage in discussions with water authorities and other parties, and

CapNet Nepal conducted a capacity needs assessment on 32 water organisations in Nepal.

various awareness raising actions were conducted (see Annexes 2, 4 and 5). At the same time, through their activities networks have advocated and facilitated the change process by contributing to developing the capacities of water authorities and other parties to implement integrated water management.

Sharing of information and facilitating interaction between capacity building institutions, member networks and partners has always been at the forefront of the Cap-Net programme. A network attachment in 2005 has worked on improving communication within the global network as well as within networks and with partners and donors. The work resulted in a communication strategy paper with recommendations that will be implemented by Cap-Net, and disseminated to the networks as a network management tool.

3.4 Education

Various networks have developed or are developing Masters of Science programmes in IWRM in their member institutions. The first to start an MSc programme was been WaterNet, implemented through three member universities (Dar es Salaam, Zimbabwe and Western Cape) with support from UNESCO-IHE and before Cap-Net was in place. MyCapNet, the capacity building network in Malaysia, has developed a similar programme between nine of their member institutions. It is being implemented as a blended (online and face-to-face) learning programme through the Open University of Malaysia. A third MSc programme was developed by ArgCapNet in the Universities of Santa Fe, Cordoba and Mendoza.

Arg CapNet has built collaboration among several universities to develop the first Masters programme in water management in Argentina, and now moves to tailor-made trainings for local authorities.

The development of a school education package in Latin America has been supported by Cap-Net. The material is currently being tested to assess its usability and possible improvement. It is the intention that the material be adapted and shared with other networks.

In collaboration with PoWER, Cap-Net has investigated the demand for e-learning on water management. A kick-off workshop was organised where concepts and ideas

for e-learning for water management were exchanged and various cases were presented. Four proposals were drafted for the implementation of e-learning in Viet Nam, the Nile Basin, Southern Africa and Paraguay, each with a different focus and target group. The intention is that the development and implementation of these programmes will be followed through by Cap-net and PoWER for the wider use of the networks. Cap-Net has also facilitated the development of regional centres for the UNU-INWEH Water Virtual Learning Centre, an online UNU diploma course on IWRM which is being piloted in Africa, Southeast Asia and the South Pacific.

4. Project and resources management

4.1 Management structure

The proposed management framework for Cap-Net (IHE, July 2000) identifies the management arrangements under which Cap-Net would operate. As a UNDP project funded by DGIS, the executing agency for Cap-Net's implementation would be UNOPS and in its turn would subcontract the project to UNESCO-IHE. UNESCO-IHE hosts the project and offers a conducive environment for its implementation.

The Cap-Net Steering Committee (later called the Management Board) oversees and provides guidance to Cap-Net's policies and strategies, and monitors Cap-Net's day-to-day operations. The SC is chaired by UNDP as the owner of the project, with UNOPS, UNESCO-IHE and DGIS as members. Later the Management Board was expanded with the invitation of GWP to participate.

Initially, an international advisory committee (IAC) was established to advise the SC on Cap-Net's policies and operations. The IAC was composed of representatives of donors and of Asia, Africa and Latin America. With the growing number of affiliated networks and the growing accountability of Cap-Net towards these networks, it was decided that an annual network managers meeting would take up the role of the IAC and discuss and advise on Cap-Net's annual reports and work plans. The network managers' meeting has functioned as such since 2003.

4.2 Human resources

The Cap-Net secretariat was fully staffed in April 2002 with the director, the human resources development specialist, and the office manager. The plan for three junior professional officers never materialised despite continued efforts by the secretariat and UNOPS. This shortcoming in staff deployment has been somewhat compensated by the establishment of network attachments. Networks were invited to propose short-term outplacements of network member staff for a traineeship with Cap-Net for 3 to 6 months. This way, some 7 short-term assignments have been filled over the course of three years. This emerged as a very valuable strategy strengthening both the secretariat and the linkage of the secretariat to the individual networks. The attachments were distributed as follows:

Network	Assignment	Period
LA-WETnet	Network development	Jan - June 2003
CapNet Pakistan	Network development	Feb-April 2004
NBCBN-RE	Proposal development	Oct - Dec 2004
CapNet Lanka	Materials development and workshop organisation	Apr - July 2005
ArgCapNet	Communication strategy	Aug - Nov 2005
Awarenet	Website and newsletter	Aug - Nov 2005
LA-WETnet	Materials development	Sept 2004 - present

In addition to network attachments, the secretariat was strengthened by post-graduate student attachments from UNESCO-IHE. Although generally with relatively little experience, the student attachment instrument appeared successful in most of the cases and led to extended stays of some of them with the secretariat. In total 4 student attachments were realised, of which two extended their stay up to one year.

4.3 Financial resources

For the implementation of activities, the financial management of the project has been organised through a contract between UNOPS and UNESCO-IHE. The contract has been extended regularly according to the annual work plans and budget. The salary component of the project staff and short-term assignments was directly managed by UNOPS.

Table 1 in annex presents an overview of the budget realisation. It shows the expenditures by programme components and the final realisation of the budget at the end of the present project phase. The table shows that adjustments during implementation have been minor and that virtually all budget lines have been exhausted. It should be noted that it concerns an indicative financial report over the period 1 January 2002 - 31 December 2005; the final financial report will be submitted during the first quarter of 2006.

5. Conclusions

Cap-Net was established as a global programme to address the need for capacity to implement reforms in the water sector towards sustainable management of water resources. The scale and scope of action has been ambitious from the outset with the complexities of dealing with nurturing effective networking on a global scale, planning and delivering capacity building, managing a global knowledge base and developing new information and training materials on the emerging process of IWRM. From the results and experience gained several important conclusions can be drawn. Whilst not applicable across all participants in the Cap-Net programme they are sufficiently true to describe the main results of the programme after 4 years.

SeaCapNet has facilitated the establishment of several country networks in Southeast Asia and works with them to organise regional and country trainings for water professionals.

Strategy was effective.

The approach of the Cap-Net programme to address capacity building through networks was particularly effective. Many networks developed in different regions of the world and were able to assemble hundreds of individuals and institutions with a responsibility for capacity building on water. A key result is the global network that is now in place facilitating north – south and south – south communication and cooperation in addressing capacity building. This structure has proven to be an effective framework to address capacity building needs in a more coordinated and demand responsive manner than was previously possible.

As detailed below, the emphasis on local ownership has boosted self reliance, relevance and sustainability of the programme.

Commitment is impressive.

The emphasis on local ownership, respect given to local knowledge and needs as well as the modest seed funding have contributed to the evident commitment of networks. Many networks have achieved activities and impact well beyond the modest support provided from the project. The commitment of managers and members indicates the less tangible benefits that come from providing professional capacity builders with a means to work together, contribute to the development agenda, improve recognition with their peers, and improve access to work opportunities.

This commitment and local knowledge has enabled the more effective networks to access local funding, influence government and contribute significantly to the IWRM process.

Materials on IWRM appreciated.

Improving access to information and capacity building materials on IWRM has been widely appreciated. The demand from all regions for materials and information has been high and this reflects the difficulty of access that many professional capacity builders and implementers have in different parts of the world. This does not undervalue the importance of local knowledge and local experience and improved access to materials and information from the global level and from other countries/regions facilitates local adaptation. Experience sharing between networks has shown that our problems are often not as unique as first thought.

Need for capacity building is great.

It is clear that far reaching water sector reforms are taking place in most countries and regions of the world. This is bringing with it new institutional arrangements, new participants in decision making and new management systems. All of these require new knowledge, new skills and an increasing number of water professionals. In addition the emphasis on achievement of the Millennium Development Goals (MDGs) and poverty reduction requires significant capacity building to absorb and manage the investments in water supply and sanitation. The capacity building institutions that make up the networks themselves have to acquire the knowledge and capacity to act and this remains a challenging area for Cap-Net.

The external evaluation of Cap-Net indicated that the project suffered from a lack of funding for actual delivery of capacity building by the networks which was a constraint. However, networks in some cases managed to overcome these constraints calling on their own and other resources to implement a large number of training events, adapting at the local level some of the Cap-Net initiated programmes, working with partners such as GWP, and developing university and school educational programmes. The scale of the need is such that the networks found an important niche and delivered as best they could given the constraints. Clearly more capacity building is needed and the networks are also able to contribute more given additional resources.

Impact is sustainable.

Two key aspects of the programme implementation have contributed to the sustainability of the impacts and benefits.

Firstly, the networks are formed primarily from institutions and individuals with a capacity building responsibility. In many cases these are well-established institutions, sustainable in their own right as educational or training institutions. The individual network members are employed as capacity builders and give of their time and resources primarily because of the benefits that accrue to them professionally. The experience, materials and knowledge gained through the Cap-Net programme and associated activities are embedded in the members of the network and are sustained in the activities of those individuals and institutions beyond the life of the network itself.

VietCapNet organised training in managing short courses in IWRM.

Secondly, where the strategy of local ownership has been most effective the networks are not working as part of a project but are working for their members with the Cap-Net project acting as a facilitator or intermediary to the international level. These networks have limited dependence on the seed funding from Cap-Net and will continue to work and develop beyond the life of the Cap-Net global project.

Monitoring is a challenge.

The extensive network that makes up the Cap-Net programme coupled with the varied funding sources tapped by the networks and the multiplicity of activities from small meetings to higher degrees makes tracking action and impact almost impossible. Measuring capacity building has always been difficult but when carried out in a network mode it is even more so. Cap-Net has struggled to capture the extent of the activities carried out through the networks and to determine what is attributable to the programme and what is not. Like the small breeze that develops into a hurricane many factors combine to make networks a successful tool for scaling up capacity building.

Recording key events, target groups, participants, gender representation does not equate with relevance, performance or impact. Monitoring the effectiveness of capacity building remains a challenge for Cap-Net as well as other organisations and it has to be addressed at the network/local level before it can be effective at the global level.

Poised for greater impact

The external evaluation pointed out the careful nurturing that is required to develop an effective network. The Cap-Net programme has been addressing this and has matured through network development and training of trainers to the point where networks are significantly increasing their delivery of capacity building. Network management and strengthening of the knowledge base of capacity builders themselves will remain important in the future but it is clear that many networks have now reached a stage of maturity where they can scale up delivery of capacity building services. The question is how to continue the momentum forward from this good beginning.

Capacity building is a long-term activity that is required to adjust and adapt as the circumstances change and as water resources management systems are gradually implemented. The global network of Cap-Net has provided a unique opportunity to bring more coherence and coordination to capacity building, which is especially important when addressing the complex and multidisciplinary issues of water.

In a subsequent phase Cap-Net should give increased attention to implementation of IWRM and the important water use sectors such as water supply and sanitation and agriculture. These are sectors where most water is being used and where the principles of IWRM will be applied on the ground. Attention to these areas will also

increase the contribution of the programme to the MDGs and poverty reduction. The challenges Cap-Net will face in the next phase are:

- addressing the complexities of integration and public participation,
- the organisational and institutional reforms required to address the multisectoral dimensions of IWRM, greater equity and pro-poor water management policy development, and
- measuring and monitoring impact of water reform and capacity building to benefit the poor.

A multi-donor funding strategy will be followed to build on the opportunity for better coordination in capacity building and the secretariat will follow recommendations to relocate to a developing country.

After this first phase of Cap-Net the capacity building networks are now well placed as a mechanism for scaling up and coordinating capacity building efforts in water for a significantly increased impact. This opportunity should not be wasted:

“For the sake of contributing to the achievement of the MDGs it is deemed important that Cap-Net experiences will be scaled up to the level of global water management policies. For that reason, knowledge management is to become a major strategy, institutionally anchored in the regions with global coordination by the secretariat”.¹¹

¹¹ Krijnen, J. and C. Tucci. 2005. Final Report Programme Evaluation of Cap-Net. Delft, The Netherlands.

Annexes

1. Budget realisation
2. Realisation of key quantitative indicators
3. Overview of Cap-Net products 2002 – 2005
4. Networks' characteristics
5. Key events
6. Main conclusions from the Mid-Term Review and the Web Site Review
7. Major findings from the External Evaluation and action proposals.

Annex 1: Budget realisation

Indicative report 1 January 2002 - 31 December 2005
by output area

Programme element	2002	2003	2004	2005	total
1 Partnership development	107,149.00	265,936.00	334,465.00	348,721.00	1,056,271.00
a. global network			(150,896.00)	(174,104.00)	
b. regional networks		(4,500.00)	(183,469.00)	(174,617.00)	
2 Knowledge development and awareness raising	50,229.00	216,674.00	89,681.00	126,073.00	482,657.00
3 Information - innovative materials and tools development	337,286.00	28,113.00	90,830.00	113,464.00	569,693.00
4 Global secretariat established and functioning	166,943.00	158,978.00	193,691.00	133,226.00	652,838.00
UN staff and mission costs	227,996.00	228,304.00	281,885.00	292,669.00	1,030,854.00
5 UNOPS facilitation & administration	31,059.00	63,804.00	49,484.00	50,892.00	195,239.00
travel, communication, learning costs	15,036.00	1,768.00	37,829.00	31,276.00	85,909.00
Grand total					4,073,461.00

Annex 2: Realisation of key quantitative indicators

1. Organisational development of Cap-Net			
	Activity	Quantitative indicators	Realisation
1.1.1	Management Committee meetings	8 meetings	8 meetings
1.1.2	Half year and annual reporting	8 reports	8 reports
1.1.3	Post graduate attachments	3 MSc graduates attached	5 MSc graduates attached
1.1.4.	Attachments from networks	4 network members trained	7 network members trained
1.2.	Identify financial support from partners for capacity building programme on IWRM plan development in specific regions	2 donors contributing to regional programmes	4 donor contributors (CIDA, USAID, DGIS, France) through GWP
1.3.	Preparation of promotional materials and presentations of the Cap-Net programme, activities and outputs through brochures, conferences, meetings etc	Brochures Back to office reports Conference reports	Brochures, posters, folders. 65 BTORs 14 conferences
1.4.1	Review/evaluation	2 report	2 reports
1.4.2.	Project strategy and project proposal developed	1 project proposal	1 second phase core programme proposal developed and 4 related proposals developed and submitted for funding
2. Operational Global Network established			
	Activity	Quantitative indicators	Realisation
2.1	Development of international partnerships	5 networks - international programmes partnerships in place in specified IWRM related topics	Collaborative programmes and MoUs with GWP, UNESCO-IHE, GWA, Streams, WBI, UNU-INWEH, IW:Learn, WetCap, IFS. Links in UNDP internal water network
2.2	Promoting communication and exchange between networks on problems, experience, research interests	List serve used to share experience	13 lists (open, closed or hidden) on different IWRM related subjects and regional interests actively in use; topic-oriented collaborative platforms on 4 subjects
2.3	Annual network managers meeting	3 meeting reports	3 Meeting held and reported
2.4	Global level Training of Trainers	6 courses, 150 trainees	8 courses organised in collaboration with several partners (including on gender in collaboration with GWA); approximately 225 participants

3. Regional networks developed and strengthened			
	Activity	Quantitative indicators	Realisation
3.1	New networks to address IWRM capacity building	8 networks added to the global network	9 regional and 11 country level networks joined the global network
3.2	Core support to existing networks with seed money, communications, visits and consultations	10 networks supported, 10 network meetings attended	18 networks received regular core support, 17 network meetings were attended
3.3	Regional Training of Trainers, seed funds	10 regional ToT's supported	25 ToTs supported
3.4	Review of management of short courses	1 case study report	Draft report
3.5	Case study on lessons learned	1 case study report	WaterNet lessons learned publication
3.6	Proposal development skills and work planning training	10 network members trained	Was not taken up by networks
4. Knowledge developed and awareness raised			
	Activity	Quantitative indicators	Realisation
4.1	Promote CB and strategies at international forums with handouts, promotional materials, in our brochures and on web site and at presentations and conferences	Materials Travel reports Conference outputs	8 Brochures (one in Spanish) on Cap-Net and programmes 65 BTORs 16 international conferences Tutorial on IWRM (issued twice) and on gender mainstreaming
4.2	Provide training and awareness raising activities at international events.	Workshop and seminars organised at 3 events	Workshops and seminars organised, and presentations delivered, at WWF3, CSD12 and 13, presence at fairs
4.3	Support development of capacity building programme for IWRM plans with start-up activities	3 regional facilitators Workshop training materials 3 regional CB programmes developed	2 training materials developed 5 training workshops organised 1 global ToT prepared
4.4	Collaboration with IW-Learn	1 report on inventory of CB in GEF projects	Not realised
4.5	Development of the IFS network research programme	2 workshops facilitated	REDICA, Central America, realised South Asia workshop under preparation
4.6	Research agenda supported in network member institutions	3 networks carrying out research	4 networks with research activities. Proposals being developed in three networks.
5. Framework of innovative materials and tools developed			
	Activity	Quantitative indicators	Realisation
5.1	Assessment of web site performance, maintenance, promotion and improvements of the web site with more input and content added	1 evaluation report All networks have – updated- sections Resource and training materials expanded	Web site reviewed, recommendations implemented. Networks sections updated by the networks. Materials added regularly.
5.2	Development of new tools and	New materials on	Legislation, institutional

	materials with networks, GWP Associated Programmes and other partners	legislation, institutional arrangements, floods, IWRM planning, local water management, conflict resolution developed	arrangements, local water management, conflict resolution materials drafted. IWRM planning materials completed. Network management tools issued, and will be further developed. CDs developed/compiled and distributed.
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Annex 3: Overview of Cap-Net products 2002 - 2005

CDs:

- 2005 Tutorial on Gender Mainstreaming in IWRM
- 2005 Training of Facilitators - Online Learning for Water Management
- 2005 Integrated Water Resources Management Plans - training manual (2nd edition in English, Spanish, French, Portuguese and Russian)
- 2005 Water Resources Management - network management tools, training materials, water management instruments, references: e-Library (2nd edition)
- 2005 Gender Mainstreaming in Integrated Water Resources Management - a training of trainers package (2nd edition)
- 2005 Training of Trainers on Conflict resolution and Negotiation Skills for IWRM
- 2005 Integrated Water Resources Management Plans - training manual (1st edition in English)
- 2005 Practical Methods for Local Water Management
- 2005 Tutorial on Basic Principles of Integrated Water Resources Management (2nd edition)
- 2004 Training of Trainers Course in Institutional Arrangements for Implementing IWRM
- 2004 Training of Trainers Legal Reform and Regulatory Framework for IWRM
- 2004 Water Resources Management - network management tools, training materials, water management instruments, references: e-Library (1st edition)
- 2004 Tutorial on Basic Principles of Integrated Water Resources Management (1st edition)
- 2003 Gender Mainstreaming in Integrated Water Resources Management - a training of trainers package (1st edition)
- 2003 Training of Trainers in Integrated Water Resources Management
- 2002 Water - the drop of life: learning by observing

Documents:

- 2005 Perspectives on Capacity building for IWRM (in process for WWF4)
 - 2005 Final Report - Programme evaluation Cap-Net
 - 2005 IWRM Plans - Training Manual and Operational Guide (also in French, Spanish, Portuguese)
 - 2004 Networks at Work: from capacity building demands to delivery; proceedings of the annual network managers meeting.
 - 2004 Network Management Tools
 - 2004 Keeping in Balance: mid-term review of the Cap-Net project
 - 2004 Web site Review
 - 2003 Building the Global Network; proceedings of the annual network managers meeting.
 - 2002 Capacity Building Networks in Water - 'Lessons learned' from WaterNet
 - 2002 Capacity Building Networks for IWRM: Building the Partnership; outcomes of the network managers meeting.
 - 2002 Cap-Net in 2002
 - 2002 Capacity building for Integrated Water Resources Management: the importance of local ownership, partnerships and demand responsiveness.
- Half year progress reports
Annual Reports

Brochures:

- 2005 Harnessing the Power of Networks
- 2004 Achieving impact
- 2003 Cap-Net – International Network for Capacity Building in IWRM
- 2003 Water, Education and Capacity Building – Programme brochure for WWF3
- 2002 Cap-Net
 - International Network for Capacity Building in IWRM
 - Website
 - Networks
 - Capacity Building

Papers and articles:

- 2005 Capacity Building Networks – an effective way to scale-up capacity building. In: *Breaking Barriers to Information Flows – Symposium on Learning Alliances for scaling up innovative approaches in the water and sanitation sector; 7-9 June 2005, Delft, The Netherlands*. IRC, Delft.
- 2005 Legal Reform for Integrated Water Resources Management; a multi-level, dynamic approach to water law and policy. In: *Incorporación de la Gestión Integrada de Recursos Hídricos en los marcos legales de América Latina*. Universidad Externado de Colombia, Bogota, Colombia.
- 2005 Capacity Building for Water and Sanitation Services Delivery in Small Towns. In: *Habitat – forthcoming report on small towns*
- 2003 Networks as Instruments for Scientific Capacity Building. In: *Strengthening Capacity for Water Resources Research in Developing Countries; addressing the peaceful application of chemistry* (Cecilia Öman, Michael Ståhl, Eva Rostig eds.). IFS, Stockholm, Sweden.

MSc thesis:

- 2004 Private Sector Participation in Implementation of IWRM Principles – Mlingi C.E.. UNESCO-IHE, Delft, The Netherlands
- 2003 Institutional Arrangements for Water Resources Management – Amare Abate. UNESCO-IHE, Delft, The Netherlands
- 2003 Review of Networks: Guidelines for Networking in Capacity Building for IWRM – Giraldo D. Lopez. UNESCO-IHE, Delft, The Netherlands

Annex 4: Network characteristics¹²

Region	Network	Coverage	Maturity	Support Cap-Net	Funding	Opportunity
Africa	WA-Net	Bénin, Burkina Faso, Cape Verde, Côte d'Ivoire, The Gambia, Ghana, Guinea, Guinée Bisseau, Liberia, Mali, Mauritania, Niger, Nigeria, Togo, Sénégal, Sierra Leone	<p>One of the networks lagging behind</p> <p>Interesting mixture of public and private sector members</p> <p>Leadership problems</p> <p>Language problems</p> <p>Communication infrastructure is weak</p> <p>No service orientation developed (not familiar with concept of service charges)</p>	<p>Support to Secretariat</p> <p>Survey on IWRM & CB institutions</p> <p>Case study on management of short courses</p> <p>Strategic meeting IWRM Plans</p>	<p>Seed money Cap-Net: USD 3.500</p> <p>IWRM and CB survey's: Cap-Net USD 6.000</p> <p>Support to 2 SC meetings</p> <p>Proposals for project funding produced and circulated to donors</p> <p>Government of Ghana provides funding for office accommodation</p> <p>Prevailing attitude is to depend on external financing and not generate own stream of income</p>	<p>WA-Net is involved in support to GWP in the preparation of IWRM/WE Plans in five African countries (a.o. Burkina Faso)</p> <p>WA-Net desires a continued support to the establishment of its secretariat for another 2 to 3 years until national governments, GWP and NGO's take over the core-funding</p> <p>Strategic Plan with corporate, funding and marketing strategies urgently needs to be developed, based on identification of concrete opportunities for capacity building</p> <p>Diversify from support to IWRM/WE only, equally aim for introduction of IWRM dimensions in ongoing thematic operations</p> <p>Develop public-private partnerships among members in supporting CB for IWRM implementation and avoid over-centralization and state domination (explore link to PRSP's and decentralization policies)</p>
	WaterNet	Botswana, Kenya, Lesotho, Mozambique, Namibia, South Africa,	<p>Well established and active</p> <p>Participated in all global ToT and have</p>	<p>Survey on IWRM and CB institutions</p> <p>Strategic</p>	<p>Project funded (DGIS) upto December 2004</p> <p>SIDA contributes to core-funding</p>	<p>Cap-Net brought WaterNet into the collaborative efforts together with GWP on IWRM/WE Plans and is expected to pursue its supportive role in CB</p> <p>Decentralisation of activities; Should not entirely focus</p>

¹² source: Krijnen, J. and C. Tucci. 2005. Final Report Programme Evaluation of Cap-Net. Delft, The Netherlands.

Region	Network	Coverage	Maturity	Support Cap-Net	Funding	Opportunity
		Tanzania, Uganda, Zambia, Zimbabwe	the capacity to organize a regional follow-up Continued funding not yet guaranteed	meeting IWRM Plans Motivated GWP to fundamentally rethink its approach on IWRM/WE Plan development	Received funding from Cap-Net (purpose unidentified)	on IWRM/WE Plans but also on introduction of IWRM dimensions in ongoing thematically oriented operations Broadening finance base (WaterNet hopes that DGIS will continue, but equally should aim for other donors); Strategic Plan needed with corporate, funding and marketing strategies, based on concrete opportunities inside and outside IWRM/WE planning Continue to share best practices through the network, with a particular accent on IWRM/WE development and emphasizing the collaboration with the Africa-based Cap-Net networks
	NBCBN-RE	Burundi, DR Congo, Egypt, Eitrea, Ethiopia, Kenya, Rwanda, Sudan, Tanzania and Uganda	Well established and active Funding crisis Financial sustainability not sufficiently pursued because temporary project funding by external donors was guaranteed Participated in all global ToT's	Support to establishment of Secretariat Training need assessment	Seed funding by Cap-Net for establishment of Secretariat (amount unknown) Training need assessment in Nile basin: Cap-Net USD 5.000 Dutch (DGIS) and Egyptian governments In kind contribution from member countries NBI supported zone activities (World Bank)	Broadening into IWRM Emphasis on research on river engineering to be broadened to introduction of IWRM dimensions Opportunity assessment for capacity building Funding and marketing strategies

Region	Network	Coverage	Maturity	Support Cap-Net	Funding	Opportunity
Asia	SEA-CapNet Sout-East Asia	Indonesia, Malaysia, Vietnam, Thailand, Cambodia, Lao, Myanmar, Philippines	Participated in global ToT's Weak and not very dynamic leadership Language and communication problems Management culture in South East Asia not very much conducive for multidisciplinary and participatory approaches Civil society not very much developed in this part of the world (exception Philippines)	Support to Secretariat Meeting Planning Committee Survey IWRM status in 7 countries Identification of CB institutions Development and adaptation of material Organisation SEA-CapNet coordinators meeting Participation in ToT's	Seed fund from Cap-Net: USD 16.000 Proposals under development for funding for core-funding from donors	Building work plan Better linkages with partners; Synergy between and communication between members in order to obtain other opportunities Improved linkages to be developed between capacity builders and implementers Funding According to SEA-CapNet, regional and country networks may need to be trained to use the Cap-Net website for their own communication purposes According to SEA-CapNet, workshops should be organized for policy makers on the aspects were they need more knowledge or broaden their perspective
	InaCapNet,	Indonesia	Slow progress, few activities, lagging behind Network mainly focussed on contact with a number of universities and aims incorporating IWRM	Participation SEA-CapNet meeting Participation in Malaysian Water Week	According to Progress Report 2003 the network would be based on cost recovery. It is not known how this is done. It is believed,	Building work plan Better linkages with partners to be developed Opportunities for service delivery to be explored aiming strengthening of capacity building in IWRM implementation; Because of its particular management culture, IWRM ought not to be introduced up-front, but dimensions should be integrated in thematic operations

Region	Network	Coverage	Maturity	Support Cap-Net	Funding	Opportunity
			<p>principles in university curricula</p> <p>Language problem</p> <p>Participatory management culture little developed</p>		<p>however, that it is the host institution which covers charges for curriculum development and teaching, as part of its routine operations</p>	<p>Expand from predominantly academic orientation to capacity building and from University focus to development of public-private partnerships (including decision makers and NGO's working in water management); This equally should be reflected in the composition of the SC and in the profile of the Secretariat</p>
	CK Net	Indonesia	<p>Relatively recent, activities and coordination to be sorted out</p>	<p>CB materials and participation in Cap-net training events</p>	By NUFFIC	<p>Has project funds secured and wants to move from engineering based to wider management</p>
	MyCapNet	Malaysia (<i>not interviewed</i>)	<p>Slow progress, few activities, lagging behind</p>	<p>Field testing opportunity assessment tool</p> <p>Participation in SEA-CapNet meeting</p> <p>Participation in Malaysian Water Week</p>	<p>According to Progress Report 2003 the network would be based on cost recovery. It is not known how this is done.</p>	<p>Moving beyond education</p>
	VietCapNet Vietnam	Vietnam	<p>Lagging behind</p> <p>Considerable language problem in actively communicating</p>	<p>Participation in SEA-CapNet meeting and in Malaysian Water Week</p>	<p>Secretariat funded by by Cap-Net: USD 4.000</p> <p>Co-funded by Water Resources University</p>	<p>Network focus needs to be established</p> <p>Moving beyond education to support in capacity building for IWRM implementation</p> <p>There is an opportunity to address IWRM</p>

Region	Network	Coverage	Maturity	Support Cap-Net	Funding	Opportunity
			<p>through global/regional network</p> <p>Predominant academic orientation</p> <p>Developed four curricula for masters training</p> <p>Civil society in Vietnam is practically non-existent</p>	<p>Cap-Net has helped the network to improve its linkages between implementers and capacity builders, through brochures, meetings and opportunity assessment</p>		<p>implementation within the context of decentralisation, emphasized by the Government</p> <p>Given the relative immaturity of civil society opportunity assessment for IWRM should be based on an interaction with decentralized authorities</p>
	SaciWaters South Asia	Bangladesh, Bhutan, India, Pakistan, Nepal, Sri Lanka	<p>Well established and active</p> <p>Actively participated in global ToT's</p> <p>Regional networks should avoid to perceive themselves as part of a hierarchical line structure</p> <p>Well developed linkages with a number of international thematic water management networks operating in the region</p>	<p>Support to Secretariat</p> <p>Meeting regional coordinators</p> <p>Workshop India</p> <p>Participation in SEA-CapNet meeting and Malaysian Water Week</p>	<p>Some project funding from FAN, UNESCO and GWP for activity funding for institutional support</p> <p>Cap-Net for core-(seed funding) and project funding</p> <p>Mechanism for cost recovery (mentioned in Progress report 2003) not known</p>	<p>Flat hierarchy to be respected in communication with all national networks, facilitation only</p> <p>Institutional mechanism to be developed for settling conflicts with national network members; to be incorporated in operational guidelines (with participation of all regional networks)</p> <p>At the medium term, look into opportunity to shift regional network secretariat to Sri Lanka (IWMI based?)</p> <p>The network expects Cap-Net to be instrumental in initiating the process for a dialogue between public and private partners, as well as in accessing funds for regional operations</p> <p>Corporate Plan with funding and marketing strategies to be developed</p>

Region	Network	Coverage	Maturity	Support Cap-Net	Funding	Opportunity
			Well developed linkages with civil society based advocacy groups Set to emphasize knowledge management			
	CapNet Lanka	Sri Lanka	Promising, dynamic leadership Relatively new network (october 2003) but already quite active Proved capable to generate funds for regional ToT Members undertake teaching, consultancy, extension, and bring in IWRM dimensions into water management implementation	Support to establishment of secretariat Core Group Meeting Seed money helped to carryout the dialogue between Core Group members Training needs assessment ToT helped to strengthen linkages between members	Total Cap-Net contribution USD 9.500 for seed funding for strengthening Secretariat (network officer) and training needs assessment 50% of funding (appr. USD 5.000) for regional ToT by Cap-Net and the remainder from SL Water Partnership, IWMI, CARE and private sector	Network requests Cap-Net to provide basic minimum secretarial support at the initial stages until country Cap-Net's find their own resources to sustain the activities Programme development Need to improve very simple operational guidelines Network is apt to respond to opportunities for capacity building, which happens rather on an ad-hoc basis Long term planning needed, with funding and marketing strategies based on a more systematic assessment of opportunities
	CapNet Pakistan	Pakistan	Still young and in build-up phase	Support to Secretariat	USD 10.500 Cap-Net support for one year: USD 3.500 for setting	Improve communication with regional network Network desires adherence of GWP to network (in an

Region	Network	Coverage	Maturity	Support Cap-Net	Funding	Opportunity
			<p>Dynamic leadership</p> <p>Strong advocacy component in membership</p> <p>Working on public-private partnerships</p> <p>Active in developing audio-visual support material (DVD films)</p> <p>Young network but promising (a good mix of committed partners)</p> <p>Vulnerable because host institution does not have the financial means to sustain network operations</p>	<p>Core Group meeting</p> <p>Opportunity assessment tool</p> <p>In-house training at global secretariat</p>	<p>up and maintenance of Secretariat, USD 3.000 for travel and USD 4.000 for organization of members meeting</p> <p>Private contributions</p> <p>Host institution contributed USD 500</p>	<p>institutional capacity); Ex. Secretary is member of Core Group, in an individual capacity</p> <p>Network intends to become cost-recovery but for the time being continued support is needed for support of Secretariat</p> <p>Opportunity assessment has to be translated into a working plan. In order to avoid ad-hoc working style this should be incorporated into a strategic plan, with mid-term funding and marketing strategy</p> <p>Opportunity assessment to equally emphasize skills available with CB institutions and identify needs and means for strengthening skills of members capacities, needed for addressing identified opportunities</p> <p>Network wants to renew contacts with international civil society organizations</p>
	CapNet India	India	<p>Still young and in build up phase</p> <p>Leadership biased in favour of civil society initiatives; strength yet be demonstrated</p> <p>Strongly motivated in gender orientation</p>	<p>Support to launch meeting</p> <p>Support to Secretariat</p> <p>Core Group meeting</p>	<p>Seed funding from Cap-Net for Secretariat</p>	<p>Network is of the opinion that more funds are needed for strengthening the network</p> <p>Relation to regional network to be clarified (network manager emphasizes need for development of an autonomous country network)</p> <p>Work Plan to be prepared</p> <p>Opportunity assessment to be done (network managers that the network needs clarity on ways how to</p>

Region	Network	Coverage	Maturity	Support Cap-Net	Funding	Opportunity
						operationalize IWRM)
	CapNet Bangladesh	Bangladesh (<u>not interviewed</u>)	Very young	Support to Secretariat Core Group Meeting	Seed funds by Cap-Net (?)	Not yet included in Progress Reports
	CapNet Nepal	Nepal	The youngest sprout of the family Members include technical experts from departments who work as a resource person in training, supporting the cause of IWRM Network has met only once Secretariat still to be established Host organisation (NWCF) is experienced in knowledge broking and in enhancing capacity of young professionals	Yet to be decided	Request for seed funding of the Secretariat is pending with Cap-Net For the time being NWCF has been coordinating the initiative on a voluntary basis NWCF disposes of an endowment fund from Ford Foundation (USD 300.000) Project funding USD 10.000 for meetings and publications contributed through NWCF	Nepal's water resource development strategy for the next 25 years was published in 2001 (during preparation, NWCF's contribution was to share information). The implementation of this strategy forms a good starting point for network operations Network proves to be hesitant to use connotation "integrated" (in IWRM); might lead to a large controversy; Prefers WRM (based on lessons learned from the 1970's during which the IRDP's miserably failed) Network sees Cap-Net as a tool in the dialogue between stakeholders (government, NGO's and water users) Network intends to take into account: (1) livelihood strategies, (2) coping strategies, (3) market strategies, (4) community strategies. This should all be researched and documented. A good example of a "state of the art" knowledge brokerage and applied research partner, from which Cap-Net still can expect a lot It is recommended that the network will assess opportunities for capacity building for the implementation of the water resource development strategy
Central	LA-WETnet	All of Central	Very active and	Support to	Core funding,	Hosting institution

Region	Network	Coverage	Maturity	Support Cap-Net	Funding	Opportunity
and South America		and Southern America	<p>mature</p> <p>Network developed/piloted part of Cap-Net network management tools</p> <p>Network plays its role as regional network coordinator and facilitator very well</p> <p>Network fully internalizes Cap-Net philosophy</p> <p>Excellent leadership: ambitious young manager</p>	<p>Secretariat/coordinator</p> <p>Spanish website maintenance</p> <p>Development and upgrading materials</p> <p>Participation in workshop facilitation skills</p> <p>Participation in CSD12</p>	<p>website maintenance etc, since September 2002 received a Cap-Net contribution of appr. USD 50.000</p> <p>Capacity building: on a cost recovery basis</p>	<p>Funding</p> <p>Network wants more links with donors and a better and more work-oriented relation with GWP, including operational funds for networks</p> <p>Network has potential to facilitate and pilot IWRM implementation methodology</p> <p>Network manager to be further trained in development of strategic network planning, marketing and product development tools for capacity building services</p>
	REDICA	Panama, Costa Rica, Nicaragua, El Salvador, Honduras, Guatemala, Belize	<p>Well established and active</p> <p>It appears that the network manager's benefits are not in relation to inputs in time and energy invested (needs to diversify sources of income through external consultancies). There</p>	<p>Strategic planning workshop</p> <p>Language skill course</p> <p>ToT Mexico</p> <p>Support to research on climate change</p>	<p>Cost recovery; By donations and sometimes selling services</p> <p>University members put time and resources at the disposition of the network</p> <p>Cap-Net funding for training, workshops,</p>	<p>This network is sufficient mature to address opportunities and market its members' capacity building services to generate income (with e.g. overhead for running of network)</p> <p>Corporate strategy, marketing and product development approaches to be developed (in view of e.g. implementation of IWRM/WE Plans)</p> <p>In function of this, career policy and incentives to be developed for network staff</p> <p>Strengthening partnership with CARA (partial overlap</p>

Region	Network	Coverage	Maturity	Support Cap-Net	Funding	Opportunity
			is a limit to commitment and voluntary action, which makes the network vulnerable	Linkage to pilot research by IFS	<p>manual and for annual network meeting</p> <p>UNDP, GWP and IFS contribute for project funding in research</p>	<p>in area coverage)</p> <p>Network emphasizes the improvement of training skills</p> <p>Network emphasizes the importance of supporting pilot projects (see our concept of “product development”) and the need to establish a good-quality monitoring and knowledge management system</p> <p>Network manager to be further trained in development of strategic network planning, marketing and product development tools for capacity building services</p>
	CARA	Costa Rica, Nicaragua, Guatemala, Honduras, El Salvador, Panama, Mexico, Cuba, Canada	<p>Well established and active</p> <p>University focus: education and problem oriented research</p> <p>Co-funding by national water organizations provides leverage for support to IWRM implementation</p>		<p>Project funding mainly by CIDA but also by partner universities and national water organizations</p> <p>Core-funding by CIDA</p> <p>CIDA support coming to an end in 2005</p>	<p>Strengthening partnership with REDICA (partial overlap in area coverage)</p> <p>Develop network beyond education and research</p> <p>Funding strategy to be developed for operations after CIDA support comes to an end</p> <p>Work Plan to be developed, containing corporate plan, marketing and “product development” strategies, in function of concrete opportunities for capacity building in problem solving oriented IWRM</p>
	ArgCapNet	Argentina	<p>Well established and active</p> <p>Members form an Interesting mixture of universities, government and NGO's</p>	Support b Cap-Net for ToT on integrated flood management	<p>Activities self-financed: 17 members pay an annual membership fee of USD 150 each (total: USD 2.550)</p> <p>Cap-Net contributed</p>	<p>Sharing experience in the region</p> <p>Network would like Cap-Net being instrumental in soliciting donor funding</p>

Region	Network	Coverage	Maturity	Support Cap-Net	Funding	Opportunity
					to assessment of IWRM status in Argentina (USD 2.000), costs for secretariat (USD 5.500) and ToT on IFM (USD 4.500)	
	CapNet Brasil	Brazil and lusophone countries	Recently established but active Members from NGOs, water management institutions, universities and other capacity building institutions	Support to establishment and ToT workshop	Core support to secretariat and partially to activities	Good working relations with water management agency, politics and projects Attracts participation form Angola, Mozambique, Cape Verde and East Timor
Middle East	Awarenet	Bahrain, Egypt, Iraq, Jordan, Lebanon, Oman, Palestine, Qatar, Kuwait, Saudi-Arabia, Syria, United Arab Emirates, Yemen (not interviewed)	Young network but active	Network meeting Knowledge mapping Training in IWRM Support to research initiatives (IFS) Support to participation in Beirut IWRM experts meeting	Some core support but in principal cost recovery	Work out operational guidelines Expand into Arab countries in Northern Africa

Region	Network	Coverage	Maturity	Support Cap-Net	Funding	Opportunity
				Technical support		

Annex 5: Key events by Cap-Net and networks

Network	Courses	Meetings	Workshops
Global			
Cap-Net	<ul style="list-style-type: none"> • Concepts and principles of IWRM, 2003 • Legal reform for IWRM, 2004 • Institutional arrangements, 2004 • Planning for IWRM (with GWP), 2005 • Local Water Management, 2005 • Conflict resolution & negotiation, 2005 • E-learning for water management, 2005 • Facilitation and presentation skills (with GWP), 2005 	<ul style="list-style-type: none"> • Network managers' meetings (3) • Management board meetings (8) 	<ul style="list-style-type: none"> • Water, Education and Capacity Building (WWF3, 2003) • Principles of IWRM (CSD12, 2004) • Water management in relation to MDGs (CSD12, 2004) • IWRM and poverty reduction (CSD13, 2005)
Asia			
CapNet B'desh	<ul style="list-style-type: none"> • Global ToT Conflict Resolution, 2005 	<ul style="list-style-type: none"> • Core group meeting, 2004 	<ul style="list-style-type: none"> • IWRM workshop, 2005
CapNet Lanka	<ul style="list-style-type: none"> • Regional ToT IWRM, 2004 • National Training IWRM 2005 	<ul style="list-style-type: none"> • Core group meeting, 2004 • 3 core group meetings, 2005 	<ul style="list-style-type: none"> • National workshop IWRM 2005 • National workshop training needs, 2004, 2005 • Yearly Water Professionals' Day event, 2004, 2005 • Water Policy, 2005 • Training needs assessment workshop, 2005 • IWRM for Farmers, 2005

CapNet SA	<ul style="list-style-type: none"> Regional ToT IWRM, 2004 Gender & Water, 2004 	<ul style="list-style-type: none"> Regional coordinators meeting, 2004 Regional coordinators meeting, 2005 Network meeting CSO for the water sector, 2005 	<ul style="list-style-type: none"> Conference Sustainable Water Resources Planning and Management, 2003 National workshop IWRM, India, 2004 Capacity Building for IWRM, 2005
CapNet Pakistan		<ul style="list-style-type: none"> Launch meeting, 2003 Members meeting 2004 2 members meeting, 2005 Core group meeting 2005 	<ul style="list-style-type: none"> Knowledge management, 2005 Resume development and cover letter writing, 2005 Presentation Techniques, 2005
CapNet India	<ul style="list-style-type: none"> Regional ToT Gender and Water, 2004 	<ul style="list-style-type: none"> Core group meeting, 2004 CSO meeting, 2005 	<ul style="list-style-type: none"> IWRM workshop, 2005
CapNet Nepal		<ul style="list-style-type: none"> Core group meeting, 2005 	
VietCapNet	<ul style="list-style-type: none"> Training course Flood Damage Mitigation, 2005 	<ul style="list-style-type: none"> Steering committee meetings, yearly. Network members meetings, yearly 	<ul style="list-style-type: none"> National workshop IWRM, 2003
SeaCapNet	<ul style="list-style-type: none"> Legal Reform for IWRM 	<ul style="list-style-type: none"> Regional meeting, 2003 Regional meeting, 2004 Regional meeting, 2005 	<ul style="list-style-type: none"> Regional seminar Integrated River Basin Management, 2003 SEA Water Forum, 2003 SEA Water Forum, 2005 IWRM workshop, 2005
MyCapNet	<ul style="list-style-type: none"> IWRM for public executives Travelling roadshow for awareness and training 		

	<ul style="list-style-type: none"> • MSc in IWRM 		
InaCapNet			<ul style="list-style-type: none"> • Development CB network for Water Resources and Irrigation Management, 2003
Latin America			
ArgCapNet		<ul style="list-style-type: none"> • 2 steering committee meetings, 2004 • 3 steering committee meetings, 2005 	<ul style="list-style-type: none"> • Workshop Integrated Environment and Water System Management, 2003 • Conference on Multiple Water Uses, 2003 • Workshop Flood Management, 2004 • IWRM and Environmental systems, 2004 • Mainstreaming gender workshop, 2005 • National gender and water workshop, 2004
CapNet-Brasil	<ul style="list-style-type: none"> • National Training course IWRM, 2005 • ToT Legal Reform and Regulatory Framework, 2004 	<ul style="list-style-type: none"> • Steering committee meeting, 2005 	<ul style="list-style-type: none"> • Workshop urban floods

REDICA	<ul style="list-style-type: none"> • Regional ToT Gender and Water, Costa Rica, 2003 • Regional training Gender and IWRM, Dominican Republic, 2005 • Legal component of IWRM, Guatemala, 2005 • Local IWRM, Panama, 2005 	<ul style="list-style-type: none"> • Annual network members meetings 	<ul style="list-style-type: none"> • Regional workshop gender and water, 2004 • Regional workshop IWRM, 2004 • IWRM regional workshop, Salvador, 2005 • IWRM Local Governments workshop, Costa Rica, 2005 • Water and Sanitation workshop, 2005 • Awareness raising workshop for regional journalists, 2005 • IWRM workshop, Cuba, 2005
LA-WETnet	<ul style="list-style-type: none"> • Regional course IWRM, Peru, 2003 • Regional course Gender in IWRM, 2003 • Regional course IWRM, Mexico, 2004 • Regional course Legal Reform, Colombia, 2005 • Regional course Economic Instruments, Mexico, 2005 • Short course IWRM, Nicaragua, 2005 • IWRM training course, Uruguay, 2005 • Negotiation Skills and Conflict Resolution, Bolivia, 2005 	<ul style="list-style-type: none"> • Annual network members meetings • Steering committee meetings, annual 	<ul style="list-style-type: none"> • IWRM workshop Nicaragua, 2005 • IWRM workshop, Paraguay, 2005 • Gender and IWRM, Mexico, 2005 • Gender and IWRM, Bolivia, 2005
Arab Region			

AWARENET	<ul style="list-style-type: none"> • Application of IWRM in the Arab Region, Kuwait, 2005 	<ul style="list-style-type: none"> • GWA-Cap-Net Arab Planning Meeting, 2004 • Expert group meeting, Lebanon, 2004 • Members meeting, Kuwait. 2005 • Expert group meeting Lebanon. 2005 	<ul style="list-style-type: none"> • Workshop Knowledge Mapping, 2003 • Water Science and Technology Conference, Syria, 2003 • Training Needs Assessment Workshop, Bahrain, 2004 • Seminar Water Governance, 2005
Africa			
WA-Net	<ul style="list-style-type: none"> • Regional ToT IWRM, Nigeria, 2004 	<ul style="list-style-type: none"> • Planning meeting, Ghana, 2003 • Steering Committee 2004 	<ul style="list-style-type: none"> • Regional Workshop Networking for CB in IWRM, Ghana, 2003 • Sierra Leone IWRM Water Initiative, 2004 • Strategic Planning workshop, Nigeria. 2004 • Facilitation Skills workshop, Benin, 2005
NBCBN-RE / Nile_IWRMnet	<ul style="list-style-type: none"> • Regional Nile training course IWRM, Sudan, 2004 • Regional Nile training course IWRM, Sudan, 2005 • ToT Local Water Management, Egypt, 2005 	<ul style="list-style-type: none"> • Meeting of members, 2005 	
WaterNet	<ul style="list-style-type: none"> • Regional ToT IWRM, 2004 • ToT Institutional Arrangements, 2004 • Facilitation Skills, Eritrea, 2005 	<ul style="list-style-type: none"> • Regional meeting CB programming, 2005 	

Annex 6: Main conclusions from the Mid-Term Review and the Web Site Review

Mid-Term Review:

- There is not much room for improvement in concept and approach;
- Impact and outreach can only be assessed over a longer period of time;
- Stakeholders appreciate the global scope of the programme and the focus on network strengthening;
- The guiding principles (local ownership, demand responsiveness and true partnership) are well conceived but Cap-Net needs to be more pro-active on demand articulation and guiding local ownership;
- Strategy development in capacity building is a crucial initiative and the challenge is to get strategies incorporated in IWRM plans;
- The organisation of Training of Trainers are crucial for outreach, impact, delivery and promotion;
- It is recommended to carry out a needs assessment for capacity building and an inventory of capacity needs in the water sector at relevant levels;
- It is recommended to concentrate on one or more regions in which network development is emanating to see and analyse the whole process of network development;
- Decentralisation of management of specific themes and functions to selected nodes in the network is encouraged while reflection on the financial management structures could be useful and separate basket funding may be needed;
- Assessment of viability of networks is important and mechanisms for selection may have to be applied;
- The organisational set-up of Cap-Net, location at UNESCO-IHE and reporting structure should not be changed and further embedding in UNDP is advised as well as further links with relevant water programmes of the UN;
- Present activities need to be intensified rather than embarking on new ones;
- A scientific facility should be created, and cooperative knowledge development and demand responsive research facilitated. Specific case studies and theories should be collected, and comparative assessment and interpretation accommodated;
- Possibilities for improvement of innovative learning and delivery in a pedagogical and applied technological sense need to be assessed and applied;
- It is suggested to intensify the application of thematic spear points of direct poverty alleviation, environmental integrity and gender balance in capacity building and decision making and to monitor the impact thereof;
- Cap-Net promotion needs to be improved;
- A leverage function needs to be intensified and implemented for Cap-Net activities, for related and supported activities in the network and for local basic needs of the network partners.

Web site review:

- A survey showed that members as well as non-members of the network are quite positive about the Cap-Net site;
- Loading speed is only suitable for users on high-speed connections and needs to be improved;
- Training and resource materials are highly appreciated by respondents but this wealth of resources is a bit hidden and access is difficult for new users – a reduction of amount of clicks is recommended;
- Although generally the concept of the Cap-Net site and the database function of it were well appreciated, respondents were less positive about lay-out and navigation. It was recommended to give the site a more professional and appealing look, with images related to the content displayed, and the navigation bar should be clearer;
- The navigation bar is also slow-loading and appears last on the screen – it was recommended to replace the images by text buttons to improve loading;
- Filling out over the whole screen makes the lines too long and difficult to read;
- The inner pages can be improved in content, providing short and descriptive texts;
- Cap-Net communities of list-serves and discussion groups were found to be confusing and the difference between the two was not clear;
- The search engine is not working properly and needs to be improved;
- Regarding the multilingual option it was noticed that the availability of materials in French and Spanish is only limited;
- Receiving positive comments on content related to capacity building in IWRM, it was recommended to promote and advertise the site more aggressively as the usage is still very limited.

Annex 7: Major findings from the External Evaluation and action proposals.

Concept, scope and strategies

The evaluation observed differences between the conceptualisation of Cap-Net and its actual implementation. At the formulation, the process-oriented character of the project has been underestimated. Also, Cap-Net was conceived as an information dissemination network. However, capacity building methods, materials and tools equally need adaptation to and testing in the local context in order to address concrete water management problems. The secretariat needs to emphasize concrete time-bound process steps and indicators, whereas regional and national levels need to demonstrate how strengthened capacity building contributes to the achievement of development objectives.

The global network has been successfully established and there is a general consensus among international and geographic network partners that from now onwards capacity building in IWRM implementation has to be tackled in IWRM/WE Plans and in thematically oriented water management projects. The facilitating role played by the global secretariat has encouraged the establishment of regional/national networks, to organize regional ToT events and national training, as well as to undertake inventories of local capacity building institutions and assessments of opportunities.

Cap-Net's strategy for partnership development has proved to be a cost-effective way to connect international partners to capacity building institutions for water management in the field and to disseminate information with a strong exponential effect.

Project Outputs

Organisational development

Cap-Net has made good progress in contributing to the achievement of outputs, in a timely and efficient manner. A major bottleneck is that, in spite of a strategy to diversify funding resources, external support agencies prefer to wait until concrete service products will have been developed.

The management structure has functioned well. The Management Board has provided strategic orientation and has left operational responsibilities to the project director. It has endorsed strategic adjustments and thereby it has shown to be receptive for innovative strategies, develop by the project team and its partners. The secretariat is chronically understaffed.

Cap-Net assumes that regional and country networks will be in a position to generate their own financial resources to cover network administration and "product development". It is doubtful whether this assumption was realistic in the stage of network establishment.

Establishment of global network

The global network has been successfully established and network managers are being trained in network management, and members in IWRM principles and issues. Presently, all parameters are set for strengthening capacity building in IWRM implementation and the development of the there for needed materials and tools at regional and national levels.

A self-assessment exercise, done with the network managers, has enabled to identify strengths, weaknesses, opportunities and threats. The lack of funds is generally perceived as a major bottleneck for covering the networks operational charges and to further develop capacity building activities. The network has to build its own capacities in order to assess and respond to the effective demand.

Development and strengthening of regional networks

Regional and national networks have been established and are actively being strengthened. Exchange has mainly concentrated on sharing material and organising ToT on IWRM

principles and issues, within the regions of operations. Efficient solutions will have to be found for addressing less-active networks and for integrating promising potential networks. Cap-Net has provided a major contribution to the achievement of the present output.

There are considerable differences in the composition of the networks, varying from fully civil society-led advocacy oriented networks to state-managed institutions with an educational mission and at times without a vision on capacity building. The degree of self-financing is low. In particular networks financed over seed-funds only, would be at risk, if it were not for Cap-Net's flexible seed-funding policy. Members are reluctant to contribute to core-funding in the form of membership fees, as long as no concrete marketable products are developed with a potential of income generation.

Knowledge development and awareness raising

Knowledge on several IWRM linked issues has been successfully transferred through TOT's and relevant documentation. At times, the quality of regional facilitation skills appears to be a bottleneck, which needs to be addressed.

Cap-Net has been particularly active in advocating IWRM principles in numerous international and regional policy forums and in supporting its network partners in launching, coordination and planning meetings.

Development of innovative materials and tools

Cap-Net has effectively contributed to the achievement of this output. It is particularly appreciated that material is made available on CD-ROM's for those who do not have the opportunity to easily access Internet. Cap-Net is actively looking for solutions to address the Anglophone bias in material made available through the website. The quality of the material can be rated from satisfactory to excellent. There is a lack of short-term courses addressing the mid-level water managers at an implementation level (sub-watershed, municipality).

Recently, after an external review, the website has undergone a major overhaul. The result is an excellent, accessible, well structured and informative website. A detailed analysis done by the evaluators of the last 1.000 visitors confirmed earlier findings on modest access by the general public from developing countries.

Project Strategies

Cap-Net's strategy for partnership development has proved to be a cost-effective way to connect international partners to capacity building institutions for water management in the field and to disseminate information with a strong exponential effect. The global secretariat pursues a strategy aiming at maximum local ownership and although this is essential in order to respond to an effective demand, at times Cap-Net could be somewhat more pro-active. This in particular the case while strengthening quality control: (1) support to less performing networks should be made dependent of a mutual respect of commonly agreed expected outputs and (2) networks should equally respond to certain commonly agreed quality requirements in order to effectively remain responsive to demand for service products. In order to facilitate quality control at all levels Cap-Net is encouraged to continue with its support to its partners in the fields of work planning, impact assessment, monitoring and knowledge development and management.

Assessment of the Programme's Value to International Partners

Cap-Net has established itself as the unique network to strengthen capacity building in IWRM. Expectations are high that network members will be in a position to offer service products responding to an effective demand. Furthermore it is expected that best practices will be fed to a global policy level. The programme's added value is mainly situated in the connectivity between multiple partners at different levels for the sake of sharing knowledge and experiences in a cost-effective manner.

Value of International Partners to Cap-Net

The added value from the contribution of international partners is (1) that it gives Cap-Net credibility towards its geographic network partners; (2) that the network's knowledge base is enriched with knowledge and experiences from multiple multidisciplinary angles; (3) that it creates connectivity between service providers and the field reality.

Follow-up of MTR

As suggested by the MTR, Cap-Net is creating connectivity between service providers and service demand. The evaluation recommends making a regional differentiation in intensity of support, where the respect of commonly agreed outputs will be decisive for a continued cooperation. Another recommendation is the emphasis on quality control of training and educational material, as well as the measurement of impact on thematic spear points (poverty alleviation, gender-balance, and environment). There is a difference in perception between the two evaluations as to how the governance structure of the network and its embedding in UNDP should be materialised, as well as on the localisation of the network secretariat.

SUMMARY OF RECOMMENDATIONS

Present Phase

Network management

It is recommended that continued support will be given to regional and national networks in the preparation of marketing and funding strategies and yearly work plans. A short-term solution has to be found to address the chronic understaffing of the global secretariat.

A more directive and result based approach is needed in supporting the networks lagging behind. A pro-active attitude will be taken to the incorporation of networks interested to join the global network.

An effort is needed to motivate networks to share background information and capacity building materials with the global network. Particular attention should be paid to the collection of documents in Spanish and French.

Capacity building

Both GWP and Cap-Net have their own comparative strengths that should be combined to create greater synergy. International institutions could provide valuable support through a tandem arrangement with regional partners.

ToT's should not only target an exclusive public. For the sake of increased synergy Cap-Net should pro-actively include participants from other sectors in which multi-sectoral and multi-dimensional approaches are being applied; This inclusiveness equally ought to be reflected in documents and resources, made available via the website;

It is recommended that Cap-Net will support the development of non-directive facilitation and training skills for regional and national trainers. Support by UNESCO/IHE is an option that could be considered;

Given the limited access from developing countries to the website and consequently in order to more effectively and efficiently disseminate IWRM resource material to a larger target public in that part of the world, it is recommended to increasingly make use of CD-ROM and DVD media carriers;

The list-serv facility could be increasingly used to set up a follow-up system of ToT's; as desired by a number of course participants. E-groups need an active moderation in order to function effectively.

Next Phase

Conceptual

The network is challenged to develop a pragmatic vision of a problem oriented capacity building service delivery system. Research in water management should be challenged through interdisciplinary groups of different institutions. It is recommended to identify major regional issues and research groups. It is recommended that Cap-Net will develop an institutional learning culture based on an iterative process of information gathering and dissemination, adaptation, action-research in pilot projects, monitoring/impact assessment, data-collection and analysis, information sharing, knowledge development and management (sharing best practices), feedback to global policies, etc.

Network management

The logical framework of the project for the next phase should emphasize process indicators at a global level, whereas regional and national networks should be continued to encourage the use of work plans with concrete measurable outputs enabling monitoring of effectiveness and quality control.

It will be difficult to find an environment as conducive for the project as UNESCO-IHE. However, for psychological reasons (there is an impression that the network is dominated by Northern institutions) and therefore for the sake of increased local ownership and building greater synergy with local knowledge development it is desirable that the secretariat will shift to the South.

At the medium term it is desirable to conceive an equitable network management governance structure at a global level, with active participation and decision power of network managers. It is recommended to develop a stronger linkage between the regional and country networks and UNDP, in which UNDP expects Cap-Net to play a facilitating role but where the evaluators would also request UNDP itself to play a supportive role;

It is deemed important that Cap-Net experiences will be scaled up to the level of global water management policies. For that reason, knowledge management (assembling best practices from the regional/national networks) is to become a major strategy, institutionally anchored in the regions with global coordination by the secretariat.

It is recommended that for a next phase at least regional and national networks which have shown a satisfactory performance will be invited to prepare a plan, containing strategies for opportunity assessment, product development, funding and marketing, targeted towards capacity building institutions active in water management. Such strategic plans should form the basis for capacity building proposals for IWRM implementation. Such a market-oriented strategy is the logical continuation of the present phase emphasizing network establishment and therefore forms the major justification for recommending a continuation of the project with a next phase.

Capacity building

It is recommended that capacity building of IWRM implementation should be diversified. Except for support to IWRM/WE Plans, Cap-Net should in particular address opportunities to address multiple IWRM dimensions in thematically oriented water management activities on the ground.

It is recommended to create adequate space for trial projects, through which capacity building methods, materials and tools can be developed, piloted or adapted, which are context-specific. In order to provide networks with the necessary means for the implementation of trial projects, it is recommended to put at the disposal of the concerned networks a disposition fund to be used for piloting the capacity building component of separately financed water management projects on the ground. Decisions on the use of the disposition fund should be within the ambit of regional steering committees and be based on concrete project proposals.

LESSONS LEARNED

1. In order to promote financial leverage, it needs to be demonstrate that investments in IWRM yield proper dividends;
2. Recurrent costs of networking are high but well justified if value added by increased service delivery can be demonstrated;
3. Partnership development through networking is an efficient and effective manner to enlarge the outreach to professional organisations;
4. Differences in stages of network development need a regionally differentiated approach;
5. Dynamics of networking do not automatically lead to increased financial leverage, unless it is accompanied by a pro-active marketing strategy;
6. Be pro-active in targeting an inclusive target public while promoting IWRM;
7. The cascade approach proves to be a powerful and cost-effective means to disseminate information with a clearly demonstrated exponential effect;
8. Awareness raising and training in IWRM has led to an increased awareness that sectoral views and practices in the management of water resources ought to be challenged from multiple angles.