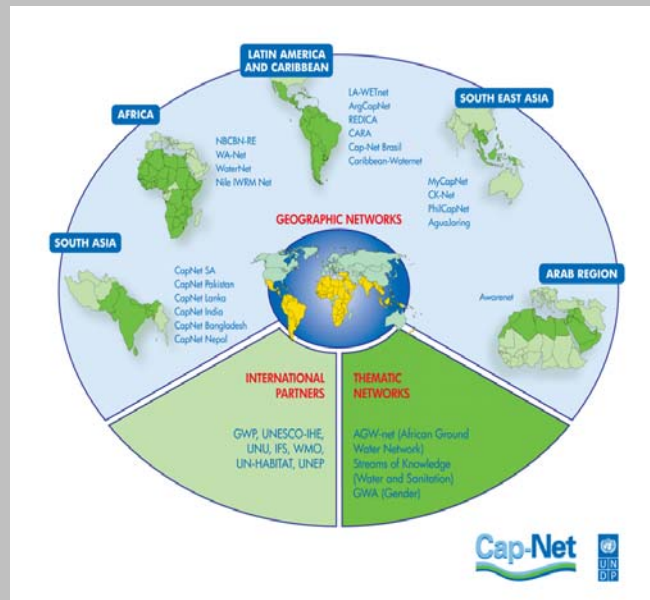


# INTERNAL REVIEW OF CAP-NET

## International Network for Capacity Building in Integrated Water Resources Management



**Professor E.R.N. Gunawardena**  
**Department of Agricultural Engineering**  
**University of Peradeniya**  
**Sri Lanka**

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## LIST OF ABBREVIATIONS

Aguajaring	Regional Network of South East Asia
ArgCapNet	Argentine Water Education and Capacity Building Network
Awarenet	Arab Integrated Water Resources Management network
BGR	German Federal Institute for Geosciences and Natural Resources
Cap-Net	International Network for Capacity Building in Integrated Water Resources Management
Cap-Net Bangladesh	Bangladesh Capacity Building Network for IWRM
Cap-Net Brasil	IWRM Capacity Building Network for Lusophone Countries
Cap-Net India	India Capacity Building Network for IWRM
Cap-Net Lanka	Sri Lanka Capacity Building Network for IWRM
Cap-Net Nepal	Nepal Capacity Building Network for IWRM
Cap-Net Pakistan	Pakistan Capacity Building Network for IWRM
CARA	Central American Water Resource Management Network
CK-Net	Collaborative Knowledge Network - Indonesia
DGIS	Directorate General for International Cooperation
EUWF	European Union Water Facility
GWA	Gender and Water Alliance
GWP	Global Water Partnership
GWP-SA	Global Water Partnership – Southern Africa
HRD	Human Resources Development
IWRM	Integrated Water Resources Management
LA-WETnet	Latin America Water Education and Training Network
MDG	Millennium Development Goals
MELP	Monitoring, Evaluation and Learning Plan
MoU	Memory of Understanding
MyCapNet	Malaysia Capacity Building Network for IWRM
NBCBN	Nile Basin Capacity Building Network
NGO	Non-governmental organisation
NileIWRM Net	IWRM Capacity Building Network for the Nile Basin
REDICA	Red Centroamericana de Instituciones de Ingenieria
Sida	Swedish International Development Cooperation Agency
Streams of Knowledge	Global Coalition of Water and Sanitation Resource Centres
ToT	Training of Trainers
UNDP	United Nations Development Programme
UNESCO-IHE	UNESCO Institute for Water Education
UNOPS	United Nations Office for Project Services
VietCap-Net	Vietnam Capacity Building Network
WA-Net	West-African Network for Capacity Building in IWRM
WARFSA	Water Research Fund for Southern Africa
WASH	Water supply Sanitation and Hygiene
WaterNet	Capacity Building Network for IWRM in Southern Africa
WSSD	World Summit on Sustainable Development

## EXECUTIVE SUMMARY

### **INTRODUCTION**

Cap-Net, an international network for capacity building in sustainable water management of the United Nations Development Programme (UNDP) with the focus on development of human resources in water management for the implementation of policies and programmes in integrated water resources management is at the mid-point of the current phase of funding. This internal review is expected to provide the Cap-Net project and partner networks the opportunity to assess their progress, relevance and impact and guide actions in the remaining period of the project funding cycle. In addition, this review will contribute to an external evaluation to be undertaken from October 2008 to January 2009.

This internal evaluation is intended to provide an insight into the progress and achievements of the programme to date. It assesses the intermediary character of the networks affiliated to the global network and its interventions in the context of the:

- Development of regional and country networks;
- Development of products and programmes to service these networks; and
- Effectiveness of capacity building delivery.

### **METHODOLOGY**

The Internal Review consists of peer reviews of five (5) regional and three (3) country networks by network managers assisted by local/regional consultants and a Lead Reviewer who assembled the peer review reports, carried out an assessment at internal level seeking inputs from networks not targeted for the peer review and obtained the feedback from the Cap-Net Partners.

The regional networks reviewed included Cap-Net - SA (South Asia), AguaJaring (South East Asia), LA-WETnet (Latin America), NBCBN and Nile-IWRM Net (both representing the Nile basin countries). ArgCapNet, Cap-Net Bangladesh and MyCapNet are the country networks reviewed.

The Peer Reviewers contacted the respective network coordinators and carried out the review which included a visit to network secretariats. These visits provided an insight into the network operation and provided an opportunity to meet the steering committee members and beneficiaries of network activities.

Websites, network documents such as operational guidelines, progress reports, work plans, activity reports, self assessment tools and questionnaires were also used to gather information. About 3-4 weeks were allocated for this exercise from August to October 2008 with the submission of final report by the end of October 2008. The Lead Reviewer maintained communication links with Peer Review process during this period.

The Lead Reviewer used the Cap-Net website, progress reports of networks, project and evaluation reports available at the Cap-Net Secretariat. A questionnaire was circulated among the Cap-Net Partners for their feedback. In-person and telephone interviews were conducted. The Lead Reviewer visited the Cap-Net Secretariat from 27-31<sup>st</sup> October 2008 to meet Secretariat staff, a Peer Reviewer, and representatives of partners.

## **CONCLUSIONS**

### **Network Management and Governance**

- Networks have no legal status, but derive it through its host institution. The majority of the secretariats of regional networks are based at reputed higher educational, research or international institutes.
- Networks have a governance structure, secretariat, vision, mission, objectives and operational procedures and matured over the years for delivering capacity building services.
- The most successful regional and country networks are located in higher educational institutes/research organizations/international institutions where qualified professional staff is available to provide much needed support to plan, coordinate and carry out capacity building activities in a voluntary basis in a cost effective manner.
- The majority of the secretariats do not have staff members working full time on network activities and it appears affect the regular activities such as communication with members.
- Success of regional networks depends largely on the regional secretariat with a good leader and a steering committee. A strong country level network with a country secretariat is a pre-requisite for well distributed, decentralized capacity building activities in the region.
- The Cap-Net Secretariat to work through the regional secretariat in planning, coordination and execution of regional activities whilst maintaining an independent link with country network appears to be the best arrangement.
- Participatory and bottom-up approach to prepare annual work plans, endorsed by country chapters/networks captures local needs. However, comprehensive long-term planning is required to make capacity building programmes more effective.
- The submission of half-yearly and annual progress reports to Cap-Net is less informative and irregular.
- The funds provided by Cap-Net to networks ranges from 50-70% of the total cost.
- Lack of adequate, secured funding and fundraising along with inadequate professional and institutional capacity of the regional/country secretariats to cope with the capacity building demand is a major concern for long-term sustainability.

### **Relations between the Networks and the Cap-Net Secretariat**

- The working relationship between networks and the Cap-Net secretariat is good though there are no formal institutional arrangements between them.
- The networks have not fully understood the change of operational procedure including the newly introduced Monitoring Evaluation and Learning Plan (MELP), contractual/financial arrangements with Cap-Net/UNOPS.

### **Intended and Achieved Output**

### Functioning global secretariat

- The secretariat is fully operational and provides an excellent service to regional and country networks. Management and operational procedures are well laid out and practiced. Demand on the Cap-Net Secretariat has increased with expanded activities of regional/country networks.

### Delivery of capacity building

- The project has succeeded in exceeding the targets in terms of delivery of capacity building activities in relation to number of people trained and the areas covered.
- Cap-Net has supported the development and revision of curricula to address sustainable management and development of water resources and water supply, sanitation and health in a few institutions.
- Though there are some initiatives, more work need to be done to engage capacity building networks to work with development activities on the ground and to develop programmes for delivery of capacity building linked to the implementation of water projects and programmes.

### Strengthening of network

- At present there are 22 regional and country networks in Latin America, the Caribbean, Africa, South Asia, South East Asia and Arab region representing more than 72 countries.
- The Cap-Net Project supported networks by providing funds for secretariats, communication, website development, facilitate travel of country or regional steering committee members for planning meetings, provide opportunities for network members to attend international training programmes and network managers to share their experiences during annual network managers meetings.

### Knowledge management

- New training materials have been developed and disseminated by Cap-Net during the reporting period.
- Cap-Net has supported case studies and a few research initiatives of networks.
- Cap-Net as well as regional and country networks provide training materials as well as other relevant information through their websites.

### **Effectiveness of Network Approach for Delivery of Capacity Building**

- The structure of regional and country networks works well and caters to regional and local demands.
- The membership and country coordinators make voluntary contributions to network activities without full remuneration.
- Availability of a diverse group of experts in the network with a differential resource base, such as information, expertise, educational programmes and facilities, research capabilities facilitate sharing of resources to deliver capacity building services.

## **Cooperation with Donors and Partners**

- Cap-Net and partners have jointly developed training materials and organise activities of common interest.
- Cap-Net has introduced regional and country networks to partners to form alliances for joint activities.
- Cap-Net and the Global Water Partnership (GWP) have a strong relationship and work at global, regional and country level. Cap-Net plays a very significant role in capacity building in Integrated Water Resources Management (IWRM) in order to support GWP mandate.

## **Relevance and Priority of Capacity Building Activities**

- The majority of training is focused on enabling environment followed by utility and natural resources management.
- Priorities decided by Cap-Net have a major influence on the capacity building at the global level.
- Capacity building activities have been targeted for diverse group of stakeholders.
- The materials developed have been relevant and used widely over all the regions where networks are in operation. The regional/country networks have modified the materials to suit local situation.
- Reasonable outcome has been achieved during the reporting period.

## **RECOMMENDATIONS**

### **Recommendations to Networks**

#### Strengthening of Secretariat with Improved Network Management

- Based on the lessons learned, continue good practices including existing network management with simple guidelines with flexibility, inclusiveness and transparency which promote mutual support, trust, respect and innovations.
- Strengthen the secretariat to cater for increased demand for capacity building and coordination with general members, member institutions, partners, resources centres, and donor organisations (etc).
- Improve the website to increase visibility, disseminate training materials, receive feedback from members and document progress in a systematic manner which in turn ensures transparency.
- Comply fully with the MELP with the objective of documenting progress and reporting at regular intervals. This would also help the network to review its own affairs, identify strengths to scale up, take measures to address weaknesses and document lessons learned.

- Conduct regular meetings of steering committee (at least twice a year) to help implement the activities of the work plan, review progress, both substantive and financial, prepare future plans and deliberate on strategic matters.

### Work Planning and Fundraising

- Assure the right balance in terms of discipline, sector, level of training, gender etc. in implementing capacity building activities to achieve the Cap-Net objectives.
- Target annual programme for diverse group of people ranging from school children to policymakers.
- Work towards the challenging output areas listed in the project document to assure an impact on the ground. The training and research activities should be linked to a programme with a longer duration compared to one-off training activities. Inclusion of the following attributes could facilitate the development of such future programmes:
  - a) Identify a current and important issue linked to water resources management with the relevant stakeholders including government institutions which provide services to the public; and
  - b) Formulate a capacity building programme which would include assembling of relevant training materials to be delivered, training of trainers, use such materials to raise awareness of local partners and resolve the issue collectively.
- Prepare a long term plan compared to an annual plan, which is now being practiced by the networks. Assemble lessons learned based on experience during the process. Use the experience to develop case study materials and circulate widely after editing, perhaps with the support of the global secretariat. Such a long-term strategic plan would help to secure funding from other donors as well.
- Work with existing government institutions which also are in need of capacity building services to leverage funding for capacity building activities and to use resources available at these institutes. Include members of these institutes in the governance structure of networks and prepare joint plans for capacity building.

### Execution of work plan

- Decentralise the execution of regional activities to some of the country networks. Employ the same principle at the country level through a suitable arrangement (e.g. country secretariat can sign Memorandum(s) of Understanding (MoUs) with capacity building institutions, which are mostly represented at the steering committee).

This principle of decentralization with delegation to network partners is likely to increase trust, inclusiveness and ownership while improving the completion of project activities.

### **Recommendations to Cap-Net**

- Based on the lessons learned, continue the good practices and stay on line with the same strategy adopted at the inception of the project.

- Ensure networks comply with MELP during capacity building activities, half-yearly and annual reporting.
- Facilitate a process for networks to develop long-term plans based on the Cap-Net objectives. These plans should be developed to address various components based on awareness creation, development of training materials, IWRM research, development of case studies and the implementation of IWRM on the ground with stakeholders (etc).

Networks tend to work on areas where they feel comfortable, such as awareness creation which will have less impact if the entire aspect, from awareness creation to implementation of IWRM on the ground is not addressed simultaneously. This approach is helpful to assess the relevance, effectiveness, efficiency and sustainability.

- Facilitate linking international partners with local networks to undertake some of the activities in their work plan with joint funding.
- Diversify funding sources, including development organisations, banks and the private sector (etc). On the operational side, more efforts should go into strengthening regional networks to ensure that they stay active and vivid.
- Outsource some of the regular activities of the Cap-Net Secretariat, such as development of training materials, case studies and organising training programmes (etc).
- Improve the Cap-Net website further with active participation of networks that would be able to upload locally developed materials for wider accessibility.

## **LESSONS LEARNED**

- The three principle strategies of the Cap-Net project, i.e. local ownership, partnership and responding to local demand appears to work very well.
- The governance structure from Cap-Net to regional to country networks with steering committees/core groups has captured the diverse stakeholders in higher educational institutes, water sector organizations, private sector, NGOs and regional partners to own and lead the capacity building activities.
- The success of networks depends largely on the selection of right leader, host and the steering committee.
- Simple guidelines of regional and country networks with flexibility, inclusiveness and transparency have promoted mutual support, trust, respect and innovations.
- Voluntary contributions from capable, professional members of networks have contributed to the success of network and its capacity building services.
- The cascading of training programmes from global to regional and country level with local adoption and up scaling of local experience to country, regional and global level has improved the relevance and effectiveness.

- While responding to demand for capacity building activities through developing training material, Cap-Net has also created the demand for such material through facilitating postgraduate programmes in IWRM in various regions.
- Informative, relevant, dynamic and regularly updated websites appears to be the best mode of communication to provide useful services in a cost effective manner to network members spread widely in countries, regions and the world.



## **1.0 INTRODUCTION**

### **1.1 Cap-Net Project**

Cap-Net is an international network for capacity building in sustainable water management. It is a project of the United Nations Development Programme (UNDP) and partner of the Global Water Partnership (GWP). The programme is composed of 22 regional and country networks of capacity building institutions, several international partners and global thematic networks. The focus of the programme is on the development of human resources in water management for the implementation of policies and programmes in Integrated Water Resources Management (IWRM).

### **1.2 Background**

The Cap-Net project took off formally in January 2002 with the development objective 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.

As reported in the completion report of phase I, implemented from 2002-2005, 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 Trainer(s) (ToT) 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 (2003) has been the engagement with GWP in developing a capacity building programme and materials for IWRM plan development in relation to the World Summit of Sustainable Development (WSSD, 2002) resolution to have IWRM and water efficiency plans by 2005. In the area of applied research for IWRM some initiatives have been undertaken.

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

The input from Cap-Net has helped 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.

The current project (Phase II) is expected to build on the experience of Cap-Net as a partnership of capacity building networks that has completed the initial start up period of establishing the global network from 2002 to 2005. The existence of a wide geographic network of capacity

institutions in Cap-Net provides an opportunity to bring improved coherence and scaling up of capacity building towards achievement of the Millennium Development Goals (MDG's).

## 2.0 PROJECT DESCRIPTION

The UNDP project titled Cap-Net – International Network for Capacity Building in Water Resources Management (Phase II): Project ID 0005201 is expected to run for four years from 1<sup>st</sup> January 2006 to 31<sup>st</sup> December 2009. The Funding for Phase II is received from the Swedish International Development Agency (Sida), the Dutch Ministry of Foreign Affairs (DGIS), Norway and the European Union (EU). The European Union Water Facility (EUWF) provides financial aid supporting activities in Africa and the the Caribbean under the Africa, Caribbean and Pacific (ACP) country support. The details of funding are given in Table 1.

Table 1: Major donors of the second phase of the Cap-Net Project

Donor	Amount (US\$)	Period
Norway	475,250	2005-2006
EU	3,155,000	Sept 2006 – Aug 2009
GWP	455,000	Sept 2006 – Aug 2009
DGIS	2,891,566	Jan 2006 – Dec 2009
Sida	4,285,000	Jan 2006 – Dec 2008

The Project is executed on behalf of UNDP by the United Nations Office for Project Services (UNOPS).

Through a functional global secretariat, the project is expected to undertake activities which lead to capacity building, strengthen networks and establish a knowledge management system. The following paragraphs from the project document on key output areas is extracted and reproduced since the internal review is expected look at how far those intended output is achieved during the reporting period.

*“The development objective of the project is sustainable management and development of water resources and improved access to basic services are contributing to improvement of livelihood, reduction of poverty and environmental sustainability.*

*The programme is shaped through four output areas. A small global secretariat will be maintained to manage the programme and provide the enabling environment for the network to develop and act. The principle function of the network is to scale up the delivery of capacity building to meet the MDGs on water and therefore delivery of capacity is a second output area. However, it is a premise of the programme that existing capacity building institutions can be more effective by combining their skills and strengths in networks and the third output area addresses the formation and functioning of effective networks of capacity building institutions. Capacity building depends upon access to information and knowledge and is often constrained by lack of access to information, quality training materials and good measurement indicators to define progress. The forth output area therefore addresses knowledge management.*

*The four output areas are described below with indicative activities.*

### **Functioning global secretariat**

*A global secretariat is in place effectively supporting regional and country capacity building networks and strengthening partnerships and corporation with international organizations on capacity building on water resources.*

*The global secretariat will assist the development and operation of networks as transparent and inclusive organizations harnessing capacity building expertise at local level. The secretariat will coordinate with international and local partners the development of training support materials on water resources, water supply and sanitation and other water use areas, facilitate training of trainers, information management and dissemination. The development of lesson learned, facilitating exchange of experiences and knowledge across the global network and a scaling up of capacity building delivery will be core activities of the secretariat.*

### **Delivery of capacity building**

*The capacity of institutions and individuals is built to manage, develop and use water resources sustainably.*

*Capacity building will raise awareness, knowledge, competence and skills in key target groups to manage, develop and use water resources sustainably. Two focus areas for capacity building are*

- *The sustainable management of water resource through the introduction of IWRM; and*
- *The scaling up of water supply and sanitation services.*

*Capacity building actions will be linked to assessment of demand and to identify priority needs at country and regional levels. Attention will also be given to extending the concept of sustainable management of water resources to other major water uses sectors in particular agriculture and the environment. Targets for capacity building will include present and future managers, local government, utilities, communities and water institutions and will be placed within the river basin context.*

*Capacity building for water resources management will be focused on the implementation of IWRM principle in the context of sustainable management and development of water resources. The needs and target groups will vary from country to country according to the situation in water sector reforms, working closely with governments, regional bodies and the GWP. Particular attention will be given to implementation of IWRM within the river basin context both at national and international levels and the consequent linkages with water services.*

*Capacity building on water supply and sanitation will be focused towards support to implementation and therefore target primary local government, utilities and NGOs. However, attention will also be given to awareness raising especially in schools. Networks will form partnerships at local level with implementers look for a range of strategies and opportunities to support water and sanitation implementation projects with capacity building. To the extent possible, the capacity building will be carried out with joint funding between the partners. The goal behind the capacity will be to ensure that projects access the best knowledge in development strategies, technology choice and management systems to ensure that the resulting infrastructure is appropriate to the communities concerned, affordable and sustainable. The content of the information will also bring out the relevance of sustainable management of water resources within the decision making an implementation of water and sanitation programmes. The linkages with sustainable management of water resources, both surface and ground will be developed.*

*Capacity building will be solutions oriented, linked to specific development activities and focused on contribution to achieving the MDGs. The focus areas of water resources management and water supply and sanitation will be addressed to include important issues of poverty, gender, efficiency of use and environmental sustainability. For implementation of capacity building activities, use will be made of the structure put in place during the programmes' first phase. Delivery will be through training, education, research, information and knowledge sharing, peer to peer learning delivered by regional and country networks and will be linked where possible to implementation programmes on the ground for greater impact and relevance.*

### **Strengthening the network**

*Synergy and coherence of capacity building initiatives is improved with strong partnerships and capacity building networks acting as focal points for knowledge, multidisciplinary skills and competence in water management.*

*Multidisciplinary knowledge and expertise is gathered together in the capacity building networks that form the basis of Cap-Net programme. Networks have skills and experience that vary from network to network but cover various aspects of IWRM and very practical issues of water supply, sanitation and health. As leaders and implementers of the project the networks focus on knowledge development, quality, network effectiveness, and transparency of operation. The network by their nature assessable different skills and competencies and thus have access to a wide range of expertise on water related subjects. Strengthening training and educational institutions based on peer-to-peer learning within and between networks will enhance their ability to position themselves as knowledge centers on water resources management and water supply and sanitation. Training of trainers and access to international knowledge will develop south-south coordination and synergy.*

*Networks will be supported strengthen their management, communication and exchange between resource centers. Training of trainers will focus on two main goals:*

- *Scaling up of number of resource centers and individuals of with knowledge of , and access to, up to date experience of water supply and sanitation services delivery; and*
- *Sharing new and existing knowledge of how to implement IWRM.*

*The training of trainers helps to bring more coherence as well as scaling up action on the ground. The networks are increasingly being recognized as expert centers and important partners in their respective region and this will be strengthened through this project.*

*Partners in implementation may be identified at the international and national level and range from NGOs, private sector and government to international agencies. The project will continue to strengthen the linkages, corporation and synergy with these partners and assist them to be more effective, have greater impact and sustainability by working with established networks of capacity building institutions.*

### **Knowledge management**

*Knowledge management systems are in place that ensure access to the best of international and local knowledge, measure the effectiveness of capacity building services, and are based on good indicators and monitoring systems.*

- *Innovative material and strategies will be developed to improve access and sharing of knowledge and information on water resources, and water supply and sanitation while*

*strengthening the relations of water management to poverty reduction, gender and environmental sustainability. Specific attention will be given to:*

- *Assembling and improving accessibility of existing training materials on water supply and sanitation;*
- *Incorporating principles of IWRM into water supply and sanitation programmes;*
- *Development of new training materials to support IWRM implementation;*
- *Supporting local adaptation of materials to ensure the best of international knowledge is matched with important local and context and experience.*

*Case studies and research will emphasize learning from experience and application to implementation. The networks and the Cap-Net website will provide the main framework for development and dissemination of knowledge. Indicators for measurement of the results of capacity building, the attention to poverty, gender, environmental sustainability and the impact of the service delivery will form an important part of the knowledge management strategy. As part of the knowledge management strategy, a monitoring and evaluation plan will be prepared and implemented, where indicators for measuring the quality of the work being done as well as results of capacity building. The attention to poverty, gender, environmental sustainability and the impacts on service delivery will provide key feed back on how and what to improve.*

*Information accessibility of water supply, sanitation and IWRM will be addressed through further development of strategies that are already in place. These include:*

- *Website, CD and hard copy of all materials for those without good web services*
- *Translations done at regional level by networks to meet regional language needs and*
- *Improvement in communications and sharing between networks to gain from collective experience.*

*A combination of electronic and hard copy dissemination would be used to reduce the information gap between those who have access to email and/or the internet and those who do not. The dissemination of hard-copy materials will be selective targeting relevant users at the lowest level.*

*It is envisaged that the virtual knowledge facility would bring together the expertise, knowledge, and experience to foster IWRM dialogue, awareness, networking, and implementation. It would also serve as an international information network for learning and exchange.”*

### **3.0 INTERNAL REVIEW**

#### **3.1 Objectives**

As per the requirement of the project document, Cap-Net has to undergo an external evaluation since the project is at the mid-point of the current funding phase. This internal review engaged by Cap-Net is expected to provide the Cap-Net Project and Partner networks the opportunity to assess their progress, relevance and impact and guide actions in the remaining period of the project funding cycle. In addition, this review will also contribute to an external evaluation to be undertaken from October 2008 to January 2009.

This internal evaluation is intended to provide an insight into the progress and achievements of the programme to date. It assesses the intermediary character of the networks affiliated to the global network and its interventions in the context of the:

- Development of regional and country networks;
- Development of products and programmes to service these networks; and
- Effectiveness of capacity building delivery.

The purpose of the Internal Review is:

- A. To assist networks to improve their effectiveness and impact in capacity development for sustainable water resources management. Taking into account but limited to:
  - (i) Network management, the functioning of the network and its organisation and communication;
  - (ii) Network competence, the quality of work, its recognition amongst peers and the breadth of experience of members;
  - (iii) The development of capacity in the water sector, scope and scale of activities, main targets reached and impact, demand responsiveness;
  - (iv) The value of the network in the view of network members, recipient audience and other partners as a tool to address capacity building in water resources management;
  - (v) The role of the global network interaction, Cap-Net and other partners; and
  - (vi) Financial status, cost efficiency of the network activities and structures.
- B. To review the effectiveness, appropriateness and efficiency of the Cap-Net project strategy for capacity development:
  - (i) Comparison of intended and achieved outputs;
  - (ii) The effectiveness of the “network approach” for delivery of capacity building services, taking into account regional differences;
  - (iii) Cooperation with donors, partners and the consistency of the approaches; and
  - (iv) The need for a long term strategy for the network partners and for Cap-Net.
- C. To review the contributions and impacts of the Cap-Net project regarding capacity development for improved water resources management:
  - (i) Relevance of the areas identified as priority;
  - (ii) Relevance, quality and uptake of materials and information products; and
  - (iii) Measurement of outcomes of capacity building.
- D. To provide recommendations to the network partners and the Cap-Net Project to improve effectiveness and impact in the current project period and beyond:
  - (i) Recommendations to networks; and
  - (ii) Recommendations to Cap-Net in terms of:
    - a) Implementation strategy, emphasis, priorities, partnerships, funding.
    - b) Other issues such as structure, organisation, longer term views and visions.

### **3.2 Methodology**

The Internal Review had two elements as listed:

- 1) Peer reviews of networks by network managers assisted by local/regional consultants; and
- 2) A Lead Reviewer who assembled the reports from the peer reviews and carried out an assessment at internal level seeking inputs from networks not targeted for

the peer review. In addition, the Lead Reviewer was expected to obtain the feedback from the Cap-Net Partners.

The five (5) reviewers identified for five (5) regions, as shown in Table 2, assessed the allocated regional and country networks. They were assisted within the country or region by a local consultant identified in collaboration with the respective networks.

The Peer Reviewers and the Lead Reviewer were given a TOR including the methodology to be followed, time frames, detail of the output expected etc, and engaged by Cap-Net Secretariats to undertake the review (Annex 1).

The Peer Reviewers contacted the respective network coordinators and carried out the review which included a visit to network secretariats. The Peer Reviewers used websites, network documents such as operational guidelines progress reports, work plans, activity reports, self assessment tools and questionnaires. The detailed methodology followed by each Peer Reviewer is given in their respective reports.

The review exercise was expected to be carried out from August to October 2008 with the submission of final report by the end of October 2008. However, this timeframe was not followed during the review for various reasons, such as delay in appointing local consultants, an inability to arrange interviews in time and an attempt to coincide visits with local activities such as steering committee meetings of the local networks. The schedules of visits made by Peer Reviewers are given in Table 3.

These visits provided an insight in to network operation and an opportunity to meet the steering committee members and beneficiaries of network activities. The support provided at each visit and interactions the Peer Reviewers had with each region is reflected in their findings.

**Table 2: Networks for Peer Review**

REGIO N		NETWORK	LOCATION	NETWOR K STATUS	CONTACT PERSON	REVIEWER
South Asia	1	Cap-Net Bangladesh	Bangladesh (Dhaka)	National Network	Mr Golam Rabbani	Dr Muna Mirghani
	2	Cap-Net SA	Bangladesh (Dhaka)	Regional Network - South Asia		
South East Asia	3	AguaJaring	Malaysia (Kuala Lumpur)	Regional Network - South East Asia	Dr Salmah Zakaria	Dr M.I.M. Mowjood
	4	My Cap-Net	Malaysia, Kuala Lumpur)	National Network	Dr Elfithri Rahman	
Latin America	5	LA-WETnet	Argentina, Buenos Aires	Regional Network - Latin American	Mr. Damian Indij	Dr Jacob Opadeyi

	6	ArgCapNet	Argentina, Mendoza	National Network	Ms Graciela Fasciola	
Africa	7	NBCBN	Egypt Cairo,	Regional Network	Dr Sherif M El-Sayed	Dr Themba Gumbo
	8	Nile-IWRM-Net	Sudan, Khartoum	Regional Network – East Africa	Dr Muna Mirghani	Mr Damian Indij
Global	9	Global Secretariat	South Africa (Pretoria)	Global Network	Dr Paul Taylor	Prof. E.R.N. Gunawardena

The Lead Reviewer established communication links with Peer Reviewers as soon as the appointment was made in mid September and it continued until all the reports were submitted.

The Lead Reviewer made use of Cap-Net website and requested reports available at Cap-Net secretariats which facilitated the review process by providing documents and information available with them. Most of this information was uploaded to the website by the secretariat and made available to the Lead Reviewer.

Annex 2 lists the documents made available for the review. Progress reports were extensively used to assess the networks which have not been covered under the peer review.

**Table 3: Schedule of visits by Peer Reviewers**

Peer Reviewer	Place visited	Period	Participated Activity
Muna Mirghani	Dhaka, Bangladesh	13-18 September 2008	Meeting with Regional Coordinator and three steering committee members
M.I. Mowjood	Kuala Lumpur, Malaysia	27 Oct – 3 Nov 2008	Steering Committee Meeting
Jacob Opadeyi	Santa Fe, Argentina  Mexico	Sept. 21-27  Oct. 8-11	Meeting with Executive Secretary of ArgCapNet and staff of host institute.  Meeting with Network Manager, LA-WETnet
Themba Gumbo	Cairo, Egypt	3-7 Nov 2008	
Damian Indij	Nairobi, Kenya	26-28 August 2008	Country Coordinators Meeting

A questionnaire, given in Annex 5, was prepared and circulated among the Cap-Net Partners for their feedback. Interviews both in person and via telephone were made. The respondents were very cooperative with most of them have sending their feedback within a reasonable time period.

The Lead Reviewer made a visit to Cap-Net Secretariat between the 27<sup>th</sup> -31<sup>st</sup> October 2008 to meet Dr Paul Taylor (Director, Cap-Net), Mr Kees Leendertse (Human Resources Development Specialist) and Ms Simone Noemdoe (Water Resources Specialist). The Lead Reviewer had

adequate time to discuss various aspects in relation to the internal review with the secretariat staff that extended an excellent support.

The Lead Reviewer was able to go through training and case study materials developed during the second phase. This visit also provided an opportunity to the Lead Reviewer to participate at the Annual WaterNet/WARFSA/GWP-SA symposium held in Johannesburg from 29-31 October 2008 and meet individuals to get their opinion on Cap-Net and WaterNet in particular. These individuals included past and present WaterNet Coordinators, GWP representatives, UNESCO-IHE staff and more importantly the alumni of WaterNet post-graduate programme.

## **4.0 FINDINGS**

It is a challenging task to consolidate the findings of five review reports and the independent review by the Lead Reviewer while addressing all the objectives listed in 3.1. In order to improve the clarity and avoid repetitions, the findings of the internal review is presented under following sections.

### Section 4.1: Network Management

The section of network management describes:

- A review of the global network to provides a rapid, overall assessment of the global network; and
- A summary of the findings from the Peer Review reports on network management, network activities implemented, Strength, Weaknesses, Opportunity and Threats (SWOT) analysis and the relationship between networks and the Cap-Net Secretariat. This is considered useful since insights from the peers on regional networks provide views on the how networks manage their affairs from an outsider's perspective.

### Section 4.2: Assessment of Intended and Achieved Output

- Compare intended and achieved outputs which provide an assessment as to how far Cap-Net has succeeded in achieving the project output during the reporting period.

### Section 4.3: Effectiveness of Cap-Net Project Strategy

- Effectiveness of the network approach provides an assessment of the validity of the strategy followed by Cap-Net from its inception.
- Finding of the feedback on Partners show how they perceive Cap-Net as a capacity building organisation.
- The need for a long term strategy for the network partners and Cap-Net. A synthesis of findings from the Peer Review, independent study and discussion with various individuals.

### Section 4.4: Impact of Cap-Net Project on Capacity Development

- This section includes relevance, priority areas of training, quality and uptake of materials and outcome of capacity building.

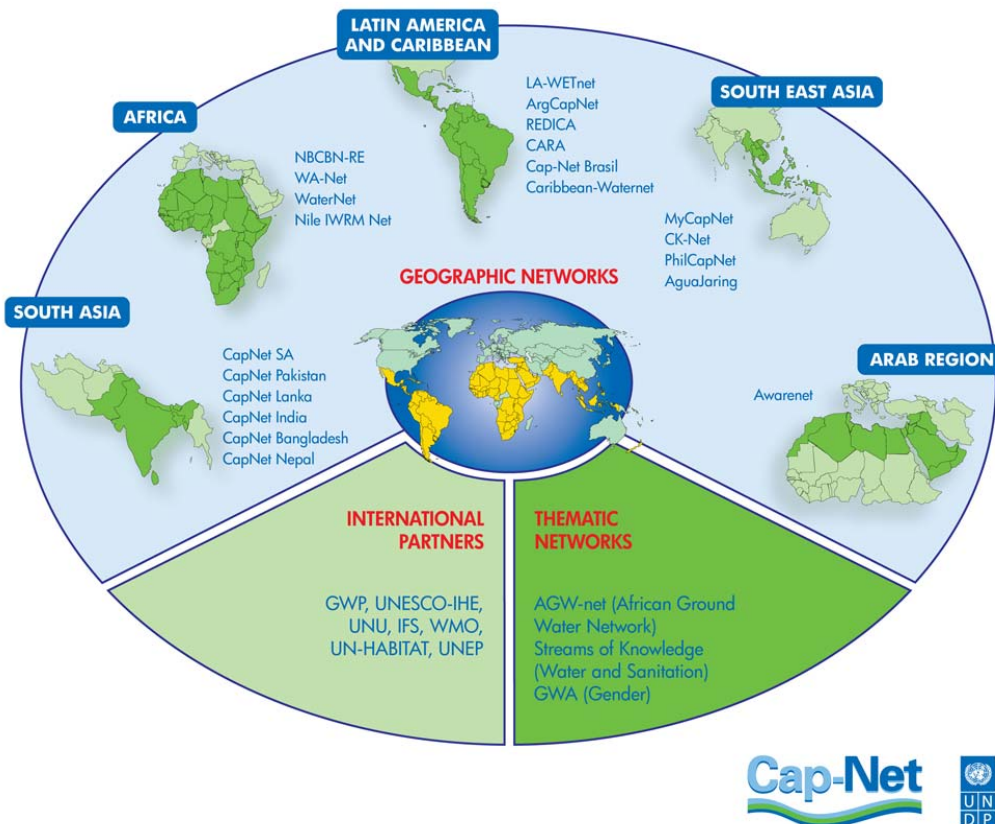
Conclusions, Recommendations and lessons learned are given at the end of the report.

## 4.1 Network Characteristics

Cap-Net has identified three categories of partnerships according to their roles and expected contribution to the programme. These are:

- The geographic (regional and country) capacity building networks that form the core structure of the programme;
- 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
- 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.

Figure 1 shows the geographical distribution of the networks, thematic capacity building networks and international partners. At present there are 11 regional and 11 country networks as shown in table 2. The summary on coverage, host institute, contacts, management structure and activities conducted from 2006 to June 2008 of each network is given in Annex 3.



As reflected by the management structure and activities conducted, most of the regional networks are performing well whilst few country networks appears to be lagging behind in conducting activities due to various reasons.

#### 4.1.1 Network management

The finding of five regional networks, namely, Nile-IWRM Net, NBCBN, LA-WETnet, Cap-Net-South Asia and AguaJaring are given in individual peer review reports. A synthesis is given here which takes the findings of the Peer Reviews and the independent study of the Lead Reviewer of other networks in to account.

**Table 1: Regional and Country Networks**

Region	Network	Coverage
Africa	WA-Net	Bénin, Burkina Faso, Cape Verde, Côte d'Ivoire, The Gambia, Ghana, Guinea, Guinée Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Togo, Sénégal, Sierra Leone
	WaterNet	Botswana, Kenya, Lesotho, Mozambique, Namibia, South Africa, Tanzania, Uganda, Zambia, Zimbabwe
	NBCBN-RE(Nile Basin Capacity Building Network – River Engineering)	Burundi, DR Congo, Egypt, Eritrea, Ethiopia, Kenya, Rwanda, Sudan, Tanzania and Uganda
	Nile IWRM Net	Democratic Republic of Congo, Rwanda, Burundi, Eritrea, Ethiopia, Southern Sudan, Northern Sudan, Egypt, Kenya, Tanzania and Uganda.
Asia	AguaJaring (East Asia Regional Network)	Indonesia, Malaysia, Vietnam, Thailand, Cambodia, Lao, Myanmar, Philippines
	CK- Net	Indonesia
	MyCapNet	Malaysia
	VietCap-Net	Vietnam
	PhilCap-Net	Philippines
	Cap-Net-South Asia (South Asia Regional Network)	Bangladesh, Bhutan, India, Pakistan, Nepal , Sri Lanka
	Cap-Net Lanka	Sri Lanka
	Cap-Net Pakistan	Pakistan
	Cap-Net India	India
	Cap-Net Bangladesh	Bangladesh
Cap-Net Nepal	Nepal	
Central and South America	LA-WETnet	All of Central and Southern America
	REDICA	Panama, Costa Rica, Nicaragua, El Salvador, Honduras, Guatemala, Belize
	CARA	Costa Rica, Nicaragua, Guatemala, Honduras, El Salvador, Panama, Mexico, Cuba, Canada
	ArgCapNet	Argentina
Cap-Net Brasil	Brazil and Lusophone countries	
Middle East	Awarenet	Bahrain, Egypt, Iraq, Jordan, Lebanon, Oman, Palestine, Qatar, Kuwait, Saudi-Arabia, Syria, United Arab Emirates, Yemen
Caribbean	Caribbean Waternet	Trinidad & Tobago, Barbados, St Kitts and Nevis, Antigua and Barbuda, St Lucia, St Vincent & the Grenadines, Grenada, Dominican republic

The regional networks are established based on a) political boundaries, i.e. South East Asia (Aguajaring), South Asia (Cap-Net - South Asia), Latin America (LA-WETnet), and b) shared water resources, namely Nile basin (Nile-IWRM Net and NCBCN). Therefore, each network has a unifying factor.

All the networks reviewed do not have legal status, but derive legal status through its host institution (Except Waternet, which has a legal status, all other networks belongs to this category). The majority of the secretariats of regional networks are based at reputed higher educational, research or international institutes. The highest authorities of each of these institutes or individuals identified as network managers serve as the regional coordinators responsible for managing the affairs of secretariats.

The representatives of countries in the region serve as steering committee members of the network. Most of the regional networks have a vision, mission, objectives, governance structures, operational guidelines, network members, general assembly procedures, functions of the steering committee, advisory group, secretariat and financial arrangements.

Although, above arrangements are available in most of the networks, how best these procedures are being adhered by each network varies. Some of the networks have matured over the years and developed very sound institutional arrangements whilst others are lagging behind as reported in peer review reports.

A regional network comprises a regional coordinator, steering committee, country networks, resource centers, partners and members. Country networks facilitate the decentralisation of network activities. Their roles are clear with operational guidelines, and there is a positive relationship with the regional network. Country managers recognise the need for a regional secretariat as a guiding body for the whole network.

The structure of having a regional secretariat and country networks/chapters seems to be working very well in most of the regions. A regional leadership with country networks and members along with the support from partners provides a regional recognition for local initiatives. This structure is very conducive and provide flexible platform for regional planning, pooling the resources and delegating the network activities.

Three country networks identified for the Peer reviews, such as ArgCapNet, Cap-Net-Bangladesh and MyCapNet are performing equally well. In addition to the various capacity building activities, all these three country networks are associated with capacity building in IWRM at post-graduate level through their country partners.

#### **4.1.2 Membership**

In general the memberships are open to individual institutions and organisations interested in the development and implementation of capacity building activities in IWRM as a strategy towards the sustainable management of water resources. Individual members representing such institutions are also accommodated.

The membership numbers are fairly modest; the highest reported is 163 in Aguajaring. Member organisations represent universities, research institutions, government institutions and non-governmental organisations. Members are well placed in the water sector in their own countries, have a diverse background of water related disciplines and are considered as a valuable asset for the networks.

### **4.1.3 Secretariat Functions**

Cap-Net provides partial support to all the secretariats of regional networks. Functions of the secretariat are well established in the network operational guidelines which include:

- Support and facilitate the implementation of the network activities through members and partners;
- Facilitate communication with and between members of the network;
- Ensure the development and management of the network's web site including the maintenance of appropriate data bases of activities, members and partners;
- Organise and facilitate the annual planning and evaluation meeting with the network members;
- Develop partnerships with key users of the network services; and
- Technical and financial reporting.

The performance in the delivery of the listed tasks varies among the reviewed networks. The overall performance of the networks reviewed is good. The majority of the secretariats do not have staff members working full-time on network activities. The exceptions are very few, e.g. WaterNet and LA-WETnet.

Almost all the networks are yet to develop efficient communications channels with country networks and members. Some of the networks have developed fairly good communication systems via regularly updated websites, e-mail, telephone and newsletters (etc), while others do not update their website on an annual basis or do not have a website at all. The members should at least have access to the summary version of an annual report. This aspect of reporting and communication to the membership needs more attention.

### **4.1.4 Operational Procedures**

Most of the networks have clear and comprehensive operational guidelines. The rigidity of these guidelines differs. Although some of the coordinator/steering committee members argue for more formal legal status with rigid guidelines, the majority feel simple, clear and flexible guidelines nurture strong networks and promote innovations. There is no use in drafting comprehensive strict regulations, which some of the networks have, if it is not being practiced.

Even with the simple operational procedures and guidelines, employing basic good network management practices like regular communication and steering committee meetings, financial management and transparency in decision-making cannot be over emphasized and would lead to very strong credible networks as reflected in the findings of the Peer Reviews.

### **4.1.5 Work Planning and Reporting**

Most networks practice participatory and bottom-up planning to prepare annual work plans. The existence of country chapters/networks facilitate and motivate country coordinators to identify local needs, draw from members' strengths and benefit from partnerships with local and international organisations that are active at country and regional level.

Regional annual work planning takes place at steering committee meetings. Once endorsed, this work plan is further improved at the Cap-Net managers meeting. Regional activities are cascaded into national activities in subsequent work plans.

There is considerable time spent in the preparation of work plans at the network level. It is discussed at the annual managers meeting; changes are incorporated and it is subject to approval and signing of contracts before activities are actually implemented. This delay leads to execution of majority of activities during the second half of the year; in some instances few activities may have to be shifted to the following year. It is worth exploring the possibilities to prepare long-term plans so that such delays can be avoided.

Mid-term and final progress reports are periodically submitted to Cap-Net. Regional networks send a consolidated report to Cap-Net Secretariat after combined country network reports. In some networks, such as Aguajaring, the host country network is responsible for preparing the report and uploading it in the website.

All regional and country networks reviewed have provided regular progress reports to Cap-Net secretariat whilst some of the country networks have not complied with this requirement.

#### **4.1.6 Financial resources**

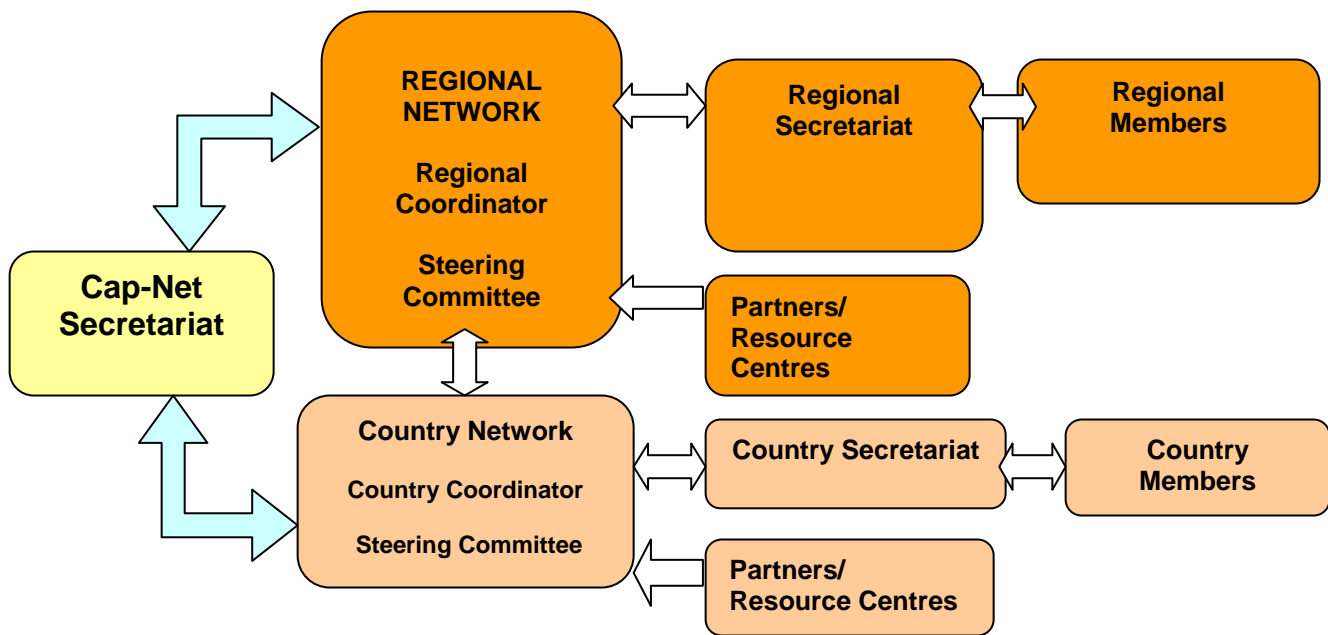
There is inadequate information available on financial resources in peer review reports to make an overall judgment. Some of the Regional networks, such as Cap-Net-South Asia, did not make such information available to the reviewer while another who reviewed ArgCapNet has to spend considerable time compiling information since records were not easily available in usable formats. Overall, there appears to be a poor financial management and reporting which needs to be addressed urgently during the remaining project period.

From the information available, it appears that substantial portion of financial resources for network activities are provided by Cap-Net. The balance is generated by networks through income generating activities, voluntary contribution, membership fees, contribution from partners, host institutions etc. The funds provided by Cap Net ranges from 50-70% of the total cost.

All the networks are of the opinion that network requires a long term financial strategy to make it sustainable in the long-run.

#### **4.1.7 Issues on Network Management and Governance Structure**

The five Peer Reviewers have come out with various governance models in existence in four different regions, an attempt was made to combine them together to form one (Figure 1) which has substantial features of all these different models. There are inherent advantages and disadvantages in each model. These concerns and some of the attributes for sustainable networks are also discussed.



**Figure1: Network Management Structure**

Host institute

The power of the network lies with the coordinator and the steering committee - the management board. The regional secretariat executes the decisions taken by the management board. Similar structure also exists at the country level, where the decision making power lies with country coordinator and members of the core group/steering committee. This is referred to as country management board. The decisions of country management board are executed by country secretariat.

Irrespective of the number of plans drawn or decisions made, success of the capacity building activities depends on how best the regional secretariat or country secretariat operates. The coordinator at the regional level and country level is responsible for all the organizational and implementation work at regional and country level respectively. Execution is dependent on the resources at this disposal of the regional coordinator or country coordinator.

The most successful regional and country networks are either located in higher educational institutes or research organisations where qualified professional staff is available to provide much needed support to plan, coordinate and carry out capacity building activities in a voluntary basis in a cost effective manner. Networks hosted at such places have a likelihood of continuity even if Cap-Net withdraws its support at the end of project period.

Therefore, it is important to consider where regional or country networks will be located when they are shifted around. If the resource base is not available, Cap-Net has to virtually bear the entire cost of the capacity building activities since all the services, including secretarial staff, professional staff, infrastructure etc has to be outsourced. The cost per trainee would become high and unsustainable in the long-run. The ultimate result would be a defunct network since Cap-Net might not be able to provide a continuous financial support of elevated expenditure.

Because of the informal nature of the network in terms of its legal status, there might be a danger of interested parties who could take control of the network and host it in an environment which

does not have the resources appropriate for capacity building activities. These attempts should be identified and discouraged.

#### Linkages between Cap-Net and Regional and Country Networks/Secretariats

The success of regional networks depends on the strength of different institutions and links in the network management structure as given in figure 1. Evident from the findings of the peer reviews, suggest that success of regional networks depends largely on the regional secretariat with a good leader and a steering committee. Although planning is done at the regional level, execution of country level activities and some of the regional activities are conducted in different countries. Therefore, a strong country level network with a country secretariat is also a prerequisite for well distributed, decentralized capacity building activities in the region.

Weak country networks/country secretariat leads to a concentration of regional programmes to few countries with strong country secretariat. For example, four country networks are found strong and active out of 11 in the South Asian Region. However, overall capacity building services provided by the regional network is found to be satisfactory with a strong regional secretariat and four country secretariats. The regional secretariat can help rest of the weak country secretariats to improve over time.

There is also a possibility to have a weaker regional secretariat. In such situations, the entire regional network can collapse if there is a hierarchical system. A separate linkage from the Cap-Net secretariat to country networks in this instance reduces the risk of failure and ensures the continuity of strong country secretariats. At a later date, these country networks would be able to resurrect the regional secretariat with a good leader and host. Therefore, the strategy adopted by the Cap-Net Secretariat to work through regional secretariats in planning, coordination and execution of regional activities whilst maintaining an independent link with country networks appears to be less risky in the long-run.

This analysis shows that the existing network governance and management structure, which has been evolved during last the 6 years, as shown in figure 1, appears to be a robust, workable arrangement which could face challenges to various unforeseen shocks in future.

#### Regional versus Country Membership

Membership includes institutional and individual members. There are individual members from different countries served by the regional secretariat. These members have not necessarily taken up membership in their own countries due to various reasons. Some countries have restricted membership only to institutional members who are represented at the steering committee of country networks (e.g. MyCapNet).

In such instances, those who would like to become a part of the Cap-Net family have to get a membership from Aguajaring, the regional network. However, the regional secretariat finds it difficult to provide an effective service to all the members from in the 11member countries. Therefore it is imperative for the regional secretariat to devise more pragmatic communication channels, such as an informative, functional and dynamic website. Currently it is mostly a one way communication from the regional secretariat to members and not vice versa. Appropriate arrangements have to be made to get inputs from members to regional secretariat directly or via country secretariat so that they could also participate in activities of regional/country networks.

#### **4.1.8 SWOT Analysis**

The Strength, Weaknesses, Opportunities (and) Threats (SWOT) analysis of the regional and country networks reviewed are specific to regions and are given in their respective Peer Review reports. This summarised version provides an overall reflection of the findings.

##### **Strengths**

Key identified common strengths are:

- The biggest strength of the Cap-Net global network is the establishment of viable networks for IWRM capacity building in the respective regions. The networks have delivered capacity building over the years and as a result are recognised by their governments, peers, donors and global networks. In addition to Cap-Net as a provider, some of the networks have already secured complementary funding from various donors;
- The competence of members with different backgrounds, commitment and willingness to deliver capacity building is the biggest strength for the viability and sustenance of the networks. The members are being trained, aware of IWRM and related disciplines and are competent to carry out capacity building in IWRM;
- A “network culture” of working together, support given by country networks to strengthen regional network, openness and transparency of network members are considered added strengths;
- The resource base (both physical and human) of host institutions and the competence of network managers are also considered as strengths of individual networks;
- Networks have already initiated, developed and delivered capacity building in IWRM at various levels, i.e. from post-graduate courses to school programmes; and
- Network members representing key capacity building institutions, has important positions in the water sector in their own countries and, are therefore, in a position to participate in a “change process”.

##### **Weaknesses**

The weaknesses include:

- Lack of adequate, secured funding and fundraising;
- Inadequate professional and institutional capacity of the regional/country secretariat to cope with the capacity building demand, communication needs of members, attend to administrative and financial matters of network management;
- Lack of commitment from the majority of the members for network activities;
- Unavailability of long-term strategy/plan for capacity building;
- Poor visibility in host and member countries;

- Poor accessibility of the network to decision making/grass root levels.

## **Opportunities**

The opportunities identified include:

- B. IWRM has been accepted for sustainable water resources management by many countries which are at various stages of reform process. Therefore, demand for capacity building in IWRM will continue to increase;
- C. Growing recognition of IWRM at local/regional and global level may provide many opportunities for capacity building;
- D. Funding from international and local sources is made available for capacity building in the water sector in meeting the MDGs; and
- E. Many international funding agencies may be willing to channel their programmes through established, competent and credible networks.

## **Threats**

Common threats identified are:

- Lack of available funds to continue network activities is considered as the major threat;
- Successful networks depend on good hosting arrangements with competent network managers. Less flexible, poor corporative hosting arrangements with weak network managers would have serious consequences on the network performance;
- Most of the network members who are water professionals contribute to activities on a voluntary basis. An increased workload among them is likely to reduce their commitment towards the network and could subsequently affect the network activities;
- Emerging and competing networks with similar objectives; and
- Changing priorities of international organizations and governments.

### **4.1.9 Relation between the network and the Cap-Net secretariat**

It appears that there are no formal institutional arrangements between Cap-Net and the regional/country networks as evident from the Peer Reviews. This finding is not a surprise as Cap-Net expect the networks to operate more on an autonomous mode

Similarly, regional networks also maintain that they are independent networks and available to work with any partner or donor as long as the activities proposed are in line with the objective of the network. This independent, loose arrangement without a more rigid, structural, institutional arrangement is advisable for long-term sustainability of a global network. This 'loose' arrangement may be the reason for requesting "a unified and formalised model applicable to all member networks in the next phase" as reported by some respondents during the Peer Review.

Even in the presence of these less formal arrangements, the relationship of Cap-Net and its networks partners is considered good. Several global programmes have been conducted in collaboration with regional networks in respective regions on the request from Cap-Net secretariat.

In terms of relationship with Cap-Net, the networks have strong links through joint hosting of activities, sponsorship of training activities, and support for secretariat operation. Cap-Net has provided training materials, resource persons and funding for capacity building activities of the networks. Most of the networks have participated in activities organized by Cap-Net. They have subsequently made use of the knowledge gained and materials given to organize regional/country programmes. Country coordinators have mostly benefited from Cap-Net's website by downloading materials for training activities and even requesting materials seen on the site. All the regional/country networks received various materials from Cap Net.

There is no protocol for communication between Cap-Net and regional/country networks. Country networks could communicate with Cap-Net directly or through the regional network. In some regions, planning is carried out collectively at the regional steering committee meeting and the contracts for activities contracted between the Cap-Net Secretariat and the individual host network or focal points. Reports of completed activities are submitted to the regional secretariat and the Cap-Net Secretariat.

In some regions, such as South Asia, Cap-Net communicates and works directly with country networks. It was noted however (as reported in the Peer Review) that the South Asia process lacks transparency and coordination between the regional and country secretariats. Also country members are hardly linked or aware of operational procedures of the secretariat. This independence of country networks from the regional network is quoted as a barrier for a strong regional network.

The networks value the association they have with Cap-Net and wanted to strengthen and continue this relationship further. The financial support given for network management, by Cap-Net is considered as a vital support for the sustenance of networks. Some networks wanted their network to be fully integrated into the Cap-Net structure as a means towards the strengthening of the network. In addition to financial support, the motivation, guidance and moral support through communications are greatly appreciated by the members. The annual managers meeting organised by Cap-Net is the most sought after activity by the networks to strengthen the relationship between their networks and Cap-Net.

Review of progress reports of regional and country networks show that the information reported appears to be inadequate to assess the progress in an objective manner. Non availability of a detail format for reporting in the past may have contributed this problem. However, this weakness has been addressed by Cap-Net with the introduction of Monitoring, Evaluation and Learning Plan (MELP) in 2007.

The networks have not fully understood the change of operational procedure including the newly introduced MELP. They are also not clear about the contractual/financial arrangements with Cap-Net/UNOPS. Therefore, more efforts are needed to make networks comprehend these new tools and requirement on operational procedures. In addition, they should be persuaded to adhere to the formats given for reporting to ensure the information flow that Cap-Net and its donors require.

## 4.2 Assessment of Intended and Achieved Output

As per the project document of Phase II, there are four output areas, namely: a) Functioning global secretariat; b) Delivery of capacity building; c) Strengthening the network; and d) Knowledge management.

Except for the “functioning global secretariat” the other three aspects are evaluated against the intended outputs given in the Logical Frame for more objective assessment. The details of activities completed against intended outputs are given in Annex 4. A summary of the progress made are given below.

### 4.2.1 Functioning global secretariat

The Cap-Net secretariat is responsible for implementation of Capacity building activities in IWRM through the regional and country networks. At present it has the full cadre of five staff members as shown in Box 1.

**Box 1: Cap-Net staff**

Paul Taylor, Director, operational since March 2002  
Kees Leendertse, Senior HRD specialist, operational since April 2002  
Noloyiso (Nolo) Bangani, Finance Associate, since May 2007  
Shirley Machelesi, Programme Assistant, since May 2007  
Simone Noemdoe, Water Resources Specialist, since September 2007

The secretariat was located at UNESCO-IHE in Delfts in the Netherlands during its first phase up to 2005. Based on a Cap-Net Management Board recommendation, the secretariat relocated to the Water Research Commission in Pretoria, South Africa in early 2007. Therefore, 2006 is considered as a transitional year both in terms of preparing to relocate for the second phase with new funding arrangements with the donors.

The strong foundation of Cap-Net, i.e. regional and country networks continued their activities with less intensity during this transitional period since funding was not fully available. The Cap-Net Secretariat along with its global structure of networks and partners accelerated their activities during 2007 and continued the same momentum in 2008.

The financial management system has also changed along with the relocation of the secretariat. The secretariat as well as the affiliated networks adjusted to the financial administration system of UNOPS without much difficulty. The new systems provided better transparency and control mechanisms and improved the reporting format which helps the secretariat to monitor the expenditure against different activities and outputs.

The annual plans prepared by the Regional and country networks are shared, discussed and agreed at the network managers meeting, mostly held during the month of December in the preceding year. The final plan submitted after incorporating suggestions at the managers meeting by each regional and country network is approved by the Cap-Net Secretariat. The Cap-Net Management Board, which also meet annually endorses the work plans, review the progress and deliberates on new strategies to be followed in improving the project output. The Management Board, expanded by accommodating two representatives from the networks in 2006, met three times during the reporting period.

The secretariat is fully operational and provides an excellent service to regional and country networks as reported by them. However, there appears to be some lack of clarity in understanding about the relationship of regional and country networks with Cap-Net.

The reasons included: a) Lack of formal arrangements with guidelines; b) Change of operational procedure as a result of the transition from a host organisation based financial management system to a UNOPS based management system; and c) Introduction of a rigorous monitoring and evaluation system (Monitoring, Evaluation and Learning Plan) introduced during the second phase of the Project. Therefore, interventions should be made to educate the network managers on new financial management systems, planning, reporting and monitoring requirements and any other issues on linkages. This knowledge should also permeate to the steering committees at country level to remove ambiguities.

In addition to granting funding, the secretariat facilitates global and regional training by providing its own resource persons and liaises with thematic partners to produce relevant training materials. The secretariat takes a lead in organising regular training programmes to enhance the capacity of network members with the aim of building a critical mass at the local level.

Demand on the secretariat staff has increased with the scaling up of network activities, in addition to the EU Water Facility project to accelerate the Cap-Net activities in Africa and the Caribbean regions. The realization of the allocated budget is 2006 and 2007 although there has been an improvement towards 2007. It is anticipated to improve further in 2008. There are many reasons attributed to the slower expenditure, such as over budgeting, an inability of the networks to fully implement their planned programme etc.

#### **4.2.2 Delivery of Capacity Building**

In general, Cap-Net has succeeded in exceeding the targets as per the project document in terms of delivery of capacity buildings (Annex 4). This is true especially in the case of number of people trained and the areas covered. Activities to be undertaken in developing an IWRM approach in basin management has been mostly completed. Case studies have been developed, disseminated and plans for implementation at the ground level were discussed. This process should be followed by implementing the IWRM planning at river basin level.

Cap-Net has supported to the development and revision of curricula to address sustainable management and development of water resources and water supply, sanitation and health in a few institutions in Latin America, South Asia and South East Asia.

One of the most important outputs with regard to the implementation of IWRM is to engage capacity building networks to work with development activities on the ground and to develop programmes for delivery of capacity building linked to implementation of water projects and programmes, based at least partially on cost recovery. Cap-Net has succeeded in identifying the appropriate entry point in this regard.

Water supply, sanitation and hygiene (WASH) is considered as an area where, all stakeholders, such as service providers, customers and local authorities are facing problems and has common interests to resolve issues. This was added as a new programme element by Cap-Net with the intention of providing a comprehensive picture of capacity needs in the interface between WASH and IWRM, and strategising capacity building accordingly.

The initial attempts made in Latin America and South East Asia should be expended with more concrete long-term plan with partners, such as Streams of Knowledge. A start has already been made by Cap-Net to develop a programme for national planning for WASH, comparable to the process that has been implemented for capacity building for IWRM plans. Discussions have been held with strategic partners on capacity building for local authorities and activities will be programmed with networks that have indicated interest in the subject through their annual work plans. However, it is important to use IWRM principle in designing WASH plans because of the tendencies of service providers to continue with sectoral plans without integration.

#### **4.2.3 Strengthening of Network**

At present there are 22 regional and country networks in Latin America, the Caribbean, Africa, South Asia, South East Asia and Arab region representing more than 72 countries.

Cap-Net continued to support these networks by providing funds for secretariats, communication, and website development (etc). Facilitating travel of country or regional steering committee members for planning meetings, providing opportunities for networks members for international training programmes, networks managers sharing experiences during annual network managers meetings and constant support from the staff at the Cap-Net Secretariat contribute to strengthening the networks.

Knowledge and competence development in networks and their members is a very important strategy to ensure the long-term sustainability of the capacity building services of the networks. The training they receive along with the materials made available to them during training is being used for local ToT(s) and other training programmes. The networks as well as individuals are able to enhance their capacity to serve as resource person through this capacity development programmes conducted by Cap-Net and its partners at the global and regional levels.

Cap-Net also has a scheme to accommodate members of network to serve short periods at the Cap-Net secretariat. These attachments bring renewed insights to their respective networks when they return and provide more effective services.

Financial support appears to be the most important contribution of the Cap-Net Secretariat to the regional and country networks. In Nile IWRM Net, an estimated 60% of their costs are funded with contributions received from Cap-Net. This is complemented with a 15% costs leverage from funds received from partners and the remaining 25% is in-kind contributions. Cap-Net has provided about 63% of the total cost for two regional activities conducted by Aguajaring. LA-WETnet generates comparatively higher portions of funding on their own.

During reporting, some of the networks indicates the description of activity along with the abstract information such as numbers trained and funds spent. Experiences, insights and lessons learnt during the training and subsequent activities associated with that training is hardly been reported.

#### **4.2.4 Knowledge management**

Knowledge Management (KM) is a key element of the Cap-Net programme. The Knowledge Management Cycle developed during the first phase provided a framework for Cap-Net activities and programmes which led to enhanced knowledge and hence improved capacity building. During the second phase, special attention is given to knowledge generation through case studies

and applied research, as well as dissemination through communication and information technology. The development of capacity building materials on subjects relevant to IWRM is expected to contribute to better capacity building delivery.

New training materials developed by Cap-Net since January 2006 includes the following;

- a) Tutorial on gender mainstreaming in IWRM in collaboration with GWA;
- b) Joint CD of the Cap-Net materials with the GWP Toolbox;
- c) Economic and financial instruments for IWRM; a joint product of Cap-Net, GWP and EUWI-Finance Water Group; and
- d) IWRM application by River Basin Organisations; a collaborative effort of Cap-Net Lanka, LA-WETnet, AguaJaring, Nile IWRM-net, UNESCO-IHE and SWECO.

The material covered in first two, Gender Mainstreaming and Joint CD of Cap-Net Materials with the GWP Toolbox was available during the first phase. They were packaged in such a way to facilitate easy access to knowledge with more user friendly presentation of materials with easy navigation system. As a result, networks used to distribute these CDs to supplement the training programmes. These CDs are used by academic institutes to provide additional reading material for post-graduate students for their assignments. These CDs have been widely distributed and well received.

The Cap-Net has supported six (6) case studies by network members during the reporting period. Some of the networks have also commenced research on IWRM. For example, “MyIWRM – What Can I Do” is an ongoing research project focused on developing capacity for the practical implementation of IWRM in Malaysia covering people from four sectors, i.e. academia, NGO’s, private sector and government.

The objectives of this exercise are to: a) Strengthen their role in the IWRM processes; b) Develop the capacity and further scrutinize the role of their sectors; c) Heighten the key supporting role of them towards participatory actions; d) Enhance the knowledge of them on IWRM aspects; and, e) Understand and accept the IWRM as an approach in managing water resources in the country.

Cap-Net as well as regional and country networks provide training materials as well as other relevant information through their websites. The Cap-Net website has improved substantially compared to the initial period. The Cap-Net website provides current information in addition to providing access to training materials. It is reported that the Spanish website is now effectively decentralised and being developed by LA-WETnet.

### **4.3 Effectiveness of Cap-Net Project Strategy**

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

In the first year of implementation in 2002, 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 project. 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 validity of the above strategy is discussed below.

#### **4.3.1 Effectiveness of Network Approach for Delivery of Capacity Building**

The network approach initiated about six (6) years ago appears to work well as shown during the internal review. The details are provided in individual Peer Reviewer reports. The summarised findings are given below.

- Establishment of country chapters/networks has helped to decentralise network activities. Country coordinators are instrumental in leading local/national level activities as well as coordinating different aspects of the network such as membership, identification of potential participants for various activities, publicity and delegate secretariat functions.

The structure of having a regional secretariat and country chapters seems to be working positively and presents facilitating possibilities for the identification of local demands, development of local cases studies, and decentralised delivery and hosting of activities. Country chapters/Network does not replace the regional secretariat, and all have country coordinators who recognise importance of the existence of a strong regional secretariat.

- Although operational guidelines are required to manage the regional networks excessive regulations which could hinder initiatives and natural expansion of networks, should be avoided. Simple, flexible guidelines can accommodate the differences of country networks.
- The willingness of the membership and country coordinators to work without full remuneration is one of the strongest attributes of the network arrangement. Most of their time is spent on voluntary basis for network activities.
- The majority of the networks are hosted at higher educational/research institutions which any way has a mandate for capacity building activities. Therefore, the resources, human and physical, available in these institutions are used for training activities with some additional resources from the Cap-Net Secretariat. This arrangement is very cost effective and also explains why most of the networks do not fully exhaust funds allocated for network activities.
- The majority of the networks have members representing universities and higher educational institutions which offer courses on various aspects of water resources management. The availability of a diverse group of experts in the network helps to assemble resources persons and organise training programmes with ease.
- Members of country chapters/networks represent a diverse group of sector organisations like universities, non-governmental organisations, governmental and private agencies. This combination of stakeholder groupings facilitates the identification of important water management issues to be addressed through the network.

This approach guarantees the relevance and importance of the issues to be resolved while encouraging all the stakeholders to focus on the common problem. This approach plays a significant role in bringing different sectors together and ensures integration which is a key requirement in implementing IWRM on the ground.

- The establishment of regional networks by assembling country chapters/networks, which share a common water resource, for example the Nile River for the Nile-IWRM Net, is strategically very important towards implementing IWRM. The Nile Basin countries have a shared resource that requires cross-boarder cooperation with a common understanding and approach. The regional network is the best platform that they could use to facilitate the dialogue. Similarly, many other regional networks have common rivers and, thus common interest to share water without creating conflicts.
- Different countries of the network have differential resource base such as information, expertise, educational programmes and facilities and research capabilities (etc). The network provides a platform for sharing these resources among experts and institutions involved in management of water resources which promotes IWRM.

However, this network arrangement also has its inherent weaknesses. Lack of assured funding both for activities and network management is one of the key concerns of the networks which create uncertainty among network members. The resource constraints of the network secretariat, especially the man power, of the network to cope with the demand of its members for capacity building and other network activities appears to be a problem.

#### **4.3.2 Cooperation with Donors and Partners**

The following section is a synthesis of the responses given by the Partners to the questionnaire forwarded to them in addition to the interviews held with representative of Partners. Annex 2 lists the Partners who were interviewed and responded.

##### Working arrangements

Cap-Net has worked with the partners since the inception of Cap-Net Project in 2002 and continued to connect new partners based on the demand for capacity development activities. This arrangement has benefited both Cap-Net and Partners. The global network of Cap-Net has been used by the Partners to disseminate their mandated thematic work while Cap-Net has benefited by the specialised expert knowledge and materials that the Partners provide.

There were instances where expertise of Cap-Net and Partners have jointly developed training materials. This synergy of strong partnership is valued by the Partners who wanted to continue to work with Cap-Net in the future too for mutual benefit. It is also noted that resources have also been shared when joint activities were pursued. All these attributes of Cap-Net and Partner collaboration could lead to stronger partnerships in the future provided that both parties could identify activities which are of common interest, within their mandate and more importantly interested and demanded by the regional and country networks.

The Partners appreciate the role played by Cap-Net in introducing regional and country networks to Partners to form alliances for joint activities. This new cooperative arrangements has benefited both regional/country networks and Partners. Partners were able to organize regional and country level activities through the networks. It is worth mentioning that some Partners identified the

strengths of regional/country networks and continued to organize activities. *This ability of the Cap-Net to link many networks together around the globe and introduced them to Partners when opportunities arise is identified as the biggest strength of Cap-Net by most of the Partners. As a result, Partners are willing to work very closely with Cap-Net for mutual benefit.*

The Partners also value the institutional and intellectual support provided by the Cap-Net Secretariat through back stopping, arranging meetings with networks, helping with the printing of educational and promotional materials and distribute materials produced by Partners through the Cap-Net regional/country networks.

The GWP has been the strongest Partner of Cap-Net from the inception and worked together for Capacity Building in IWRM. Joint product, such as Cap-Net – Toolbox CD has been one such example. GWP and Cap-Net also work together at regional and country level. GWP is of the view that Cap-Net has a very important role to play in capacity building in IWRM in order to facilitate GWP's mandate to implement IWRM. This synergy is to be harnessed in the coming years by working together in all regions (At present GWP is a co-funder of EU-ACP Water Facility project of Cap-Net in Africa and the Caribbean).

The following section is a synthesis of SWOT analysis of Cap-Net by the Partners.

#### Strengths

The global, regional and country networks which are anchored locally with local ownership are being considered as the biggest strength of Cap-Net by the Partners. This network could be used as a vehicle for global outreach in a more systematic manner.

The effectiveness of the programme is ensured due to locally operated networks. An additional benefit is the possibility to share the experiences gained at the regional and global level. The network arrangements can also be used to concentrate skills and experiences at country and regional level.

Cap-Net is considered as the leading capacity building organisation in IWRM with a global reach. As a result there will be a continuous demand for Cap-Net services as long as capacity building in IWRM remains high in the global agenda.

#### Weaknesses

Cap-Net has to rely on partner networks to a large extent to achieve its goals, and a lack of resources to ensure that partner networks do focus on capacity building in IWRM is considered as a weakness.

The difficulty of ensuring gender representation is seen as a weakness in the training programme. Accommodations of adequate number of female trainees have still seen as a problem (*Though this was a perception of a partner, network were able to accommodate 43% of female participants in their training programme according to Annual Report 2007*).

The Partners also feel that Cap-Net should focus less on areas such as IWRM planning and move towards implementation of IWRM on the ground.

## Opportunities

The increasing demand in capacity building in the water sector is seen as a major opportunity for a network with global outreach.

The ability of Cap-Net to support and encourage other networks to focus on capacity building/IWRM activities, its ability to source, select and deliver suitable materials for training, identify funding and other partners and promote networking are considered as opportunities.

## Threats

Partners have some concern about the quality control of the training programmes, because the members decide themselves what they do, and no minimum requirements are set by the Cap-Net secretariat.

The perception amongst the networks of Cap-Net as a donor is considered as a threat. Networks only ask for funding for their training, but will not feel any obligation to give something back to the Cap-Net and its network members in return. Scarcity of funding could become a major threat for sustainability of Cap-Net and its network.

IWRM as a concept receiving less attention (IWRM fatigue) along with changing donor priorities are considered as threats.

## Suggestions of Partners for Sustainability of Cap-Net as a Global Network for Capacity Building in IWRM

- Diversify funding sources, including finding funding from development organisations, banks, private sector (etc). On the operational side, more efforts should be spent on strengthening regional networks to ensure that they stay active and vivid.
- Assessing and monitoring impacts of training is inherently difficult. However, a continuous attempt should be made to address this aspect.
- It is important to continue to work on the concept of IWRM and explore possibilities of implementing it on the ground along with devising methodologies to measure the impact of such activities.
- Real participation of water users, women, men, poor and ethnic minorities and their interests need to be important subjects in the training. The serious attention for the social aspects of IWRM will in the end facilitate implementation of IWRM.
- There is currently a number of training programmes on IWRM in the world. Cap-Net could take the lead as a global player in Capacity building in IWRM (or initiate with partners) to do some stock-taking of last 10-years to formulate future training programmes to enhance training on water resources management issues.
- Cap-Net should continue to work with existing Partners and engage new Partners who are working in specialised areas which are strategically important in capacity building for

IWRM. For examples Partners working in water supply and sanitation, climate change etc.

### **4.3.3 Need for Long-term Strategy for Network Partners and Cap-Net**

All the networks identify funding as a pre-requisite to carry out their activities, although part of it is secured through outside sources. The impact of less funding is reflected by fewer capacity building activities conducted during the transition period. The Peer Reviews have identified a lack of adequate, secured funding, and fundraising as major threats for the sustainability of networks.

As identified by international partners, the need for capacity development in the water sector will continue and as a result it is opportune for Cap-Net and its partners to prepare themselves to address this need with a long-term strategy. Some networks, such as Aguajaring and Awarenet have already taken initiatives to prepare 3-year strategic plans. The direction to be taken in this regard is given under recommendations.

#### **4.4.1 Relevance and Priority of Capacity Building Activities**

Capacity building in IWRM is considered as a pre-requisite to facilitate sector reforms and to provide the necessary person power for reformed new institutions. The demand is expected to be substantial since participatory approaches with local ownership for managing water resources is anticipated under IWRM.

The Cap-Net strategy has been to establish a global network with local ownership so that the capacity building demand can be channelled through the networks. Cap-Net has succeeded in establishing networks and providing them with newly developed training material in IWRM and related disciplines during the first phase (2002-2005). During the second phase (2006-2009), it is expected to upscale this training towards implementation of IWRM on the ground which addresses issues of water resources management in relation to improved livelihood, poverty alleviation and environmental sustainability.

The global Training of Trainer(s) in IWRM held at Neuchatel, Switzerland from 23-28 June 2003 is considered as a major activity of where Cap-Net could disseminate new materials in IWRM, which was widely used for subsequent training programmes in IWRM. Some of those who were trained has been instrumental in establishing regional and country networks and disseminated the knowledge gained through ToT(s) in IWRM at regional and country levels. The trainees of these earlier ToT(s) have continued to work with regional and country networks participating in capacity building activities.

The network members were given additional training in various related areas of IWRM such as gender, conflict resolution, local water management, institutions etc. These training materials provided by Cap-Net has been locally adopted and used for training at various levels, from school to university degree programmes. Materials were also adopted to suit various target groups, such as professionals and policy makers.

The transition from the first phase to the second phase is synonymous with awareness to practice. More emphasis was placed in capacity building towards implementation of IWRM while training to disseminate materials developed during the first phase, such as IWRM, Gender (etc), continued to maintain the momentum and increase the number of trained personal.

The development of new materials on river basin organisations, economic and financial instruments and identifying new areas for training, such as water supply and sanitation indicate the direction that Cap-Net has followed to comply with the requirement of the second phase.

More than 125 training activities have been conducted by the networks during the reporting period from January 2006 to June 2008. Details are provided in Annex 3. The first ten (10) areas ranks highest, arranged in a descending order are given in Table 4.

Table 4: Priority of training area by networks (January 2006 to June 2008)

Rank No	Training area	Percentage from the total training programmes conducted
1	Integrated Water Resources Management	26.2
2	Water and sanitation	9.8
3	Gender and water	9.0
4	Economic and financial instruments for IWRM	7.3
5	Conflict resolution and negotiation skills	6.5
6	River basin organizations	5.7
7	Water resources management	5.7
8	Legal reforms	3.2
9	Flood management	2.4
10	Ground water management	2.4

Table 4 shows that more than 1/4<sup>th</sup> of the training has been conducted in IWRM. Except water and sanitation, water resources management, flood management and ground water management, training materials have been developed and disseminated for the other six (6) areas by Cap-Net through global-level training programmes. The trainees in turn organise training activities at the regional and country level to disseminate the new knowledge and materials to their membership.

This indicates that the priorities decided by Cap-Net have a major influence on the capacity building at the global level. This could perhaps be considered as an advantage because Cap-Net can guide the change process required in the water sector with carefully planned training programmes.

Most of the balance programme in Table 1 is influenced by the association of partners and thematic networks which made use of Cap-Net for capacity building in their mandated areas. There is also evidence to indicate that capacity building activities have been targeted for various stakeholders, such as school teachers, practitioners, policy makers, post-graduate students, academics and researchers. This is a welcome development in streamlining IWRM within the society. However, the adequacy and effectiveness of training programme has to be closely monitored to ensure the quality of training.

One of the key interventions has been made to encourage local educational institutions to initiate new degree programmes in IWRM. Although it takes extra efforts to develop the training programme, get it approved and delivered, this is one way to guarantee the sustainability of capacity building activities in IWRM after the termination of support from Cap-Net.

The development of local training programmes, anchored at training institutions where most of the networks are hosted should be pursued as a long-term strategy for sustainability of the

capacity building activities in IWRM. Ecosystem/Environment training, although a part of IWRM training, appears to be less conspicuous among the list of training programmes.

#### **4.4.2 Relevance, Quality and Uptake of Materials and Information Products**

The core business of Cap-Net, i.e. delivery of capacity building services in IWRM, depends on the material developed, produced and distributed by Cap-Net

The materials developed for the first ToT in IWRM in Neuchatel, Switzerland in collaboration with UNESCO-IHE, the World Bank Institute and University of Neuchatel is considered as one of the best materials in IWRM available at that time. As reported before, those who followed this course was instrumental in establishing regional/country networks, organized regional and country ToT(s) in IWRM and in some instances and revised their post-graduate curriculum to incorporate IWRM. These post ToT activities have led to widespread of this material over the years, and individuals have modified them to suit local situations. However, original slides are still being used. The subsequent ToT(s) have helped to enrich these introductory materials in more depth.

Cap-Net has also improved the training materials based on feedback they received. One of the widely used materials for those who wanted to know what IWRM is the IWRM tutorials, available both in CD version as well as online through Cap-Net website. Many senior professionals who do not have been exposed to IWRM through specially organised training also make use of Cap-Net website when they are being requested to write or talk on IWRM.

Cap-Net has continued to produce new materials during the second phase. The emphasis has changed from basic principles of IWRM during the first phase to operational aspects during the second phase as shown by the list of new material produced in Annex 2.

The group which uses the materials developed by Cap-Net most is the academics and students in the postgraduate programmes in IWRM. These programmes, initiated after 2000 in four regions, i.e. Africa, South Asia, South East Asia and Latin America make use of these materials extensively. The students are being instructed to make use of Cap-Net-Toolbox materials for assignments. The association of Cap-Net project in these newly developed programmes is given in Annex 6.

The regional/country networks modify the materials to suit local situation when they organise regional and country ToT(s). Information available or generated at the local level is used for this purpose. The Cap-Net materials can be used for training programmes for professionals, academics and researchers as it is and complemented by local material to make it relevant. The extent of change varies with the level at which the training is delivered. Materials used for school programme for teachers and students are based on basic, more practical aspects which they might find useful.

It became evident from the peer review that most of the network members have participated in activities organised by Cap Net or its partners. They were of the opinion that the programs have been very useful. During follow up trainings where participants from networks to Cap-Net programme became facilitators at the regional and country level programmes.

Country coordinators have mostly benefited from the Cap-Net's website by downloading materials for training activities and requesting materials seen on the site according to the Peer Review. Most of the networks received various materials from Cap-Net.

#### **4.4.3 Outcome of Capacity Building**

Assessing the outcome of activities conducted in a widespread global network is a difficult task. Little emphasis was given to monitoring and evaluation during the first phase of the project as networks were young and getting established. It is logical to introduce a monitoring and evaluation system to assess the outcome during the second phase in view of the availability of reasonably matured, established networks. This monitoring system was put in place (MELP) in latter part of year 2007 and introduced to network managers at the managers meeting in December 2007. It is expected to make use of this MELP for network activities from 2008 onwards.

Activities are one of the available indicators which provide an assessment of the outcomes. This MELP introduced by Cap-Net secretariat has improved the reporting as evident in the Annual Report 2007. The activities were categorised against relevant output areas which facilitate an objective assessment of outcomes. Analysis of annual report 2007 has shown that activities have been undertaken in 7 output areas out of 13 listed in the project document. However, attempts have been made by Cap-Net as well as networks to start addressing the other output areas during 2008 as shown in Annex 4. However more emphasis should be given to develop work programmes which embark on such challenging output areas not addressed during the 2007.

## **5.0 CONCLUSIONS AND RECOMMENDATIONS**

There are five sets of conclusions and recommendations given in each Peer Review report with respect to each Regional network (and some country networks) reviewed. What is given here is a consolidated view from all the above recommendation and the findings from independent study of other networks and International Partners associated with Cap-Net project.

As per the TOR, the Lead Reviewer is expected to provide recommendations to networks and Cap-Net separately. Though an attempt was made to comply with that requirement, overlaps can not be avoided and some of the recommendations for one group might appear to be valid for the other group as well.

The most important aspect is the recommendations which provide useful information for mid-way correction and more importantly provide future direction that Cap-Net and its partners need to take to provide ever increasing capacity building demand in the water sector from where they are at present.

### **5.1 CONCLUSIONS**

#### **5.1.1 Network management and governance**

- Networks have no legal status, but derive it through their host institutions. The majority of the secretariats of regional networks are based at reputed higher educational, research or international institutes.

- Networks have a governance structure, secretariat, vision, mission, objectives and operational procedures and matured over the years for delivering capacity building services.
- The most successful regional and country networks are located in higher educational institutes/research organizations/international institutions where qualified professional staff is available to provide much needed support to plan, coordinate and carry out capacity building activities, mostly on a voluntary basis in a cost effective manner.
- The majority of the secretariats do not have staff members working full time on network activities and appears to have affected the regular activities such as communication with members.
- Success of regional networks depends largely on the regional secretariat with a good leader and a steering committee. A strong country level network with a country secretariat is a prerequisite for well distributed, decentralised capacity building activities in the region.
- The Cap-Net Secretariat to work through the regional secretariat in planning, coordination and execution of regional activities whilst maintaining an independent link with country network appears to be the best arrangement.
- Participatory and bottom-up approach to prepare annual work plans, endorsed by country chapters/networks captures local needs. However, comprehensive long-term planning is required to make capacity building programmes more effective.
- Submission of half-yearly and annual progress reports to Cap-Net is less informative and irregular.
- The funds provided by Cap Net to networks ranges from 50-70% of the total cost.
- Lack of adequate, secured funding and fund raising along with inadequate professional and institutional capacity of the regional/country secretariat to cope with the capacity building demand is a major concern for long-term sustainability.

### **5.1.2 Relation between the network and the Cap-Net secretariat**

- The working relationship between networks and the Cap-Net secretariat is good though there are no formal institutional arrangements between them.
- The networks have not fully understood the change of operational procedure including the newly introduced MELP, contractual/financial arrangements with Cap-Net/UNOPS.

### **5.1.3 Intended and achieved output**

#### Functioning global secretariat

- The secretariat is fully operational and provides an excellent service to regional and country networks. Management and operational procedures are well laid out and

practiced. Demand on Cap-Net secretariat has increased with expanded activities of regional/country networks.

#### Delivery of capacity building

- Project has succeeded in exceeding the targets in terms of delivery of capacity buildings in relation to number of people trained and the areas covered.
- Cap-Net has supported to revise and develop curricula to address sustainable management and development of water resources and water supply, sanitation and health in few institutions.
- Though there are some initiatives, more work need to be done to engage capacity building network to work with development activities on the ground and to develop programmes for delivery of capacity building linked to implementation of water projects and programmes.

#### Strengthening of network

- At present there are 22 regional and country networks in Latin America, Caribbean, Africa, South Asia, South East Asia and Arab region representing more than 72 countries.
- The Cap-Net supported networks by providing funds for secretariat, communication, web development, facilitate travel of country or regional steering committee members for planning meetings, provide opportunities for networks members for international training programmes and networks managers to share their experiences during annual network managers meetings.

#### Knowledge management

- New training materials have been developed and disseminated by Cap-Net during the reporting period.
- Cap-Net has supported case studies and few research initiatives of networks.
- Cap-Net as well as regional and country networks provide training materials as well as other relevant information through their websites.

#### **5.1.4 Effectiveness of network approach for delivery of capacity building**

- The structure of regional and country networks works well and cater to regional and local demands.
- The membership and country coordinators make voluntary contributions to network activities without full remuneration.
- Availability of diverse group of experts in the network with differential resource base, such as information, expertise, educational programmes and facilities, research capabilities facilitate sharing of resources to deliver capacity building services.

### **5.1.5 Cooperation with donors and partners**

- Cap-Net and Partners have jointly developed training materials and organize activities of common interest.
- Cap-Net has introduced regional and country networks to Partners to form alliances for joint activities.
- Cap-Net and GWP have strong relationships and work at global, regional and country level. Cap-Net play a very significant role in capacity building in IWRM in order to support the mandate of GWP.

### **5.1.6 Relevance and priority of capacity building activities**

- The majority of training is focused on enabling environment followed by utility and natural resources management
- Priorities decided by Cap-Net have a major influence on the capacity building at the global level.
- Capacity building activities have been targeted for diverse group of stakeholders.
- The materials developed have been relevant and used widely over all the regions where networks are in operation. The regional/country networks have modified the materials to suit local situation.
- Reasonable outcome has been achieved during the reporting period.

## **5.2 Recommendations to networks**

### Strengthening of Secretariat with improved network management

- Based on the lessons learned, continue good practices including existing network management with simple guidelines with flexibility, inclusiveness and transparency which promote mutual support, trust, respect and innovations.
- Strengthen secretariat to cater for increased demand for capacity building and coordination with general members, member institutions, partners, resources centres, donor organizations etc.
- Improve the website to increase visibility, disseminate training materials, receive feedback from members and document progress in a systematic manner which in turn ensures transparency.
- Comply fully with the MELP with the objective of documenting progress and reporting at regular intervals. This would also help the network to review its own

affairs, identify strengths to scale up, take measures to address weaknesses and document lessons learned.

- Conduct regular meetings of steering committee (at least twice a year) to help implement the activities of the work plan, review progress, both substantive and financial, prepare future plans and deliberate on strategic matters.

### Work Planning and Fundraising

- Assure the right balance in terms of discipline, sector, and level of training, gender (etc) in implementing capacity building activities to achieve the Cap-Net objectives.
- Target annual programmes for a diverse group of people ranging from school children to policy makers.
- Work towards the challenging output areas listed in the project document to assure an impact on the ground. The training and research activities should be linked to a programme of longer duration compared to one-off training activities. Inclusion of following attributes could facilitate the development of such future programmes:
  - a) Identify a current and important issue linked to water resources management with the relevant stakeholders including government institutions which provide services to the public; and
  - b) Formulate a capacity building programme which would include assembling relevant training materials to be delivered, training of trainers, use such materials to raise awareness of local partners and resolve issues collectively.
- Prepare a long-term plan compared to an annual plan, which is now being practiced by the networks. Assemble lessons learned based on experience during the process. Use such experience to develop case study materials and circulate widely after editing, perhaps with the support of the global secretariat. Such a long-term strategic plan would help to secure funding from other donors as well.
- Work with existing government institutions which also are in need of capacity building services to leverage funding for capacity building activities and to use resources available at these institutes. Include members of these institutes in the governance structure of networks and prepare joint plans for capacity building.

### Execution of work plan

- Decentralise the execution of regional activities to some of the country networks. Employ the same principle at the country level through a suitable arrangement (e.g. country secretariat can sign MoU(s) with capacity building institutions, which are mostly represented at the steering committee). This principle of decentralisation with delegation to network partners is likely to increase trust, inclusiveness and ownership while improving the completion of project activities.

### **5.3 Recommendations to Cap-Net**

- Based on the lessons learned, continue good practices and stay on line with the same strategy adopted at the inception of the project.
- Ensure networks comply with MELP during capacity building activities, half-yearly and annual reporting.
- Facilitate a process for networks to develop long-term plans based on the objectives of Cap-Net. These plans should be developed to address various components based on awareness creation, development of training materials, IWRM research, development of case studies, and implementation of IWRM on the ground with stakeholders (etc). Networks tend to work on areas where they feel comfortable, such as awareness creation which will have less impact if the entire aspect, from awareness creation to implementation of IWRM on the ground is not addressed simultaneously. This strategy is helpful to assess the relevance, effectiveness, efficiency and sustainability.
- Facilitate linking international partners with local networks to undertake some of the activities in their work plan with joint funding.
- Diversify funding sources, including development organisations, banks, and the private sector (etc). On the operational side, more efforts should go into strengthening regional networks to ensure that they stay active and vivid.
- Outsource some of the regular activities of the Cap-Net Secretariat, such as development of training materials, case studies and organising training programmes.
- Improve the Cap-Net website further with active participation of the networks that would be able to upload locally developed materials for wider accessibility.

### **6.0 LESSONS LEARNED**

- The three principle strategies of the Cap-Net Project, i.e. local ownership, partnership and responding to local demand appear to work very well.
- Governance structures from Cap-Net to regional to country networks with steering committees/core groups has captured the diverse stakeholders in higher educational institutes, water sector organizations, private sector, NGOs and regional partners to own and lead the capacity building activities.
- Success of a network depends largely on the selection of right leader, host and the role of the steering committee.
- Simple guidelines for regional and country networks with flexibility, inclusiveness and transparency have promoted mutual support, trust, respect and innovations.
- Voluntary contributions from capable, professional members of the networks have contributed to the success of network and its capacity building services.

- The cascading of the training programmes from global to regional and country level with local adoption and up scaling of local experience to country, regional and global levels have improved the relevance and effectiveness.
- While responding to the demand for capacity building activities through developing training material, Cap-Net has also created the demand for such material through facilitating post-graduate programmes in IWRM in various regions.
- Informative, relevant, dynamic and regularly updated websites appears to be the best mode of communication to provide useful services in a cost effective manner to network members spread widely in countries, regions and the world.

## **Annex 1: Terms of Reference, Cap-Net Internal Review**

### **BACKGROUND**

Cap-Net was established in 2002 as a global programme under the United Nations Development Programme (UNDP) to support capacity building needs in a growing process of water sector reforms towards the sustainable management of water resources in the broad context of Integrated Water Resources Management (IWRM).

This international network comprises a partnership of autonomous international, regional and national institutions and networks committed to capacity building in the water sector. Phase I ran started in 2002 and ended in 2005. Phase II commenced in 2006 to end in 2010. Funding for Phase II is received from the Swedish International Development Agency (Sida) and the Dutch Ministry of Foreign Affairs, the European Union Water Facility (EUWF) provides financial aid supporting activities in Africa and the Caribbean under the ACP country support.

Sectoral challenges as in the project document:

- *The difficulties developing countries face in applying the principles of IWRM and the need for capacity building support.*
- *The strategies required by Capacity Building Networks to address the varying levels of capacity building needs.*

Phase II Objective:

*The Sustainable management and development of water resources and improved access to basic services are contributing to improvement of livelihoods, reduction of poverty and environmental sustainability.*

Cap-Net's immediate objectives are to:

- *Build capacity of institutions and individuals to manage, develop and use water resources sustainably;*
- *Improve synergy and coherence of capacity building initiatives by assembling partnerships and strengthening capacity building networks to act as focal points for knowledge, multidisciplinary skills and competence in water management; and*
- *Develop and implement knowledge management systems that ensure access to the best of international and local knowledge, measure the effectiveness of capacity building services and establish indicators and monitoring systems.*

The Global Water Partnership (GWP) is a key partner to Cap-Net in building capacity to advance sustainable water management using an IWRM approach. Cap-Net's effectiveness as a strategic mechanism for improved capacity development in the water sector is largely dependent on the capabilities of the different networks to deliver capacity building services.

This internal evaluation is intended to provide an insight into the progress and achievements of the programme to date. It will assess the intermediary character of the networks affiliated to the global network and its interventions in the context of the:

- Development of regional and country networks;
- Development of products and programmes to service these networks; and
- Effectiveness of capacity building delivery.

Internal and external reviews were carried out in the first phase of the project. The project is at the mid-point of the current phase of funding. This internal review will guide the networks in terms of their capacity building programme development and implementation. It will further feed into an external evaluation to be undertaken from October 2008.

## **2. Internal Review**

The objective and scope of this Internal Review is to provide the Cap-Net project and partner networks the opportunity to assess their progress, relevance and impact and guide actions in the remaining period of the project funding cycle.

The purpose of the Internal Review is:

- A. To assist networks to improve their effectiveness and impact in capacity development for sustainable water resources management. Taking into account but limited to:
  - (i) Network management, the functioning of the network and its organisation and communication;
  - (ii) Network competence, the quality of work, its recognition amongst peers and the breadth of experience of members;
  - (iii) The development of capacity in the water sector, scope and scale of activities, main targets reached and impact, demand responsiveness;
  - (iv) The value of the network in the view of network members, recipient audience and other partners as a tool to address capacity building in water resources management;
  - (v) The role of the global network interaction, Cap-Net and other partners; and
  - (vi) Financial status, cost efficiency of the network activities and structures.
  
- B. To review the effectiveness, appropriateness and efficiency of the Cap-Net project strategy for capacity development:
  - (i) Comparison of intended and achieved outputs;
  - (ii) The effectiveness of the “network approach” for delivery of capacity building services, taking into account regional differences;
  - (iii) Cooperation with donors, partners and the consistency of the approaches; and
  - (iv) The need for a long term strategy for the network partners and for Cap-Net.
  
- C. To review the contributions and impacts of the Cap-Net project regarding capacity development for improved water resources management:
  - (i) Relevance of the areas identified as priority;
  - (ii) Relevance, quality and uptake of materials and information products; and
  - (iii) Measurement of outcomes of capacity building.
  
- D. To provide recommendations to the network partners and the Cap-Net Project to improve effectiveness and impact in the current project period and beyond.
  - (i) Recommendations to networks
  - (ii) Recommendations to Cap-Net:
    - a. Implementation strategy, emphasis, priorities, partnerships, funding; and
    - b. Other issues such as structure, organisation, longer term views and visions.

## **Methodology**

**Structure:** The review will have two elements 1) Peer Review of networks by network managers assisted by local/regional consultants; and 2) one Lead Reviewer who will assemble the reports from the Peer Reviews, carry out assessments at the international level and seek inputs from networks not targeted for the peer review.

### **1. Peer reviews**

Peer Reviewers shall visit the field in each region and include assessment of regional and country networks. Several network managers will be tasked with the reviews and will be assisted within the country or region by a local consultant identified in collaboration with the network but not a member of the network.

The Peer Reviewer may be requested by the Lead Reviewer for additional information or clarification or for certain issues to be addressed. Each peer evaluation is allocated a time frame of 3 weeks being 1 week in preparation time, reading, email communications etc, 1 week field visit and one week compilation of the report. Less time may be necessary in the field where only one network is being visited by the reviewer. The reviewer is expected to share the draft report with the network management for comments and clarification before finalising it for distribution.

The Peer Review will primarily focus on the response under section 2A but will place this in context of the international relations by reference also to sections 2B and C. Recommendations arising from the evaluation are the response to 2D. The review is expected to use the following sources of information and tools:

- Network self assessment tool as a basis for questions;
- Cap-Net monitoring, evaluation and learning plan;
- Network documents such as operational guidelines, progress reports, work plans and activity reports;
- Interviews with network management structures, members, partners and beneficiaries;
- Where possible participate in a network activity such as a members meeting; and
- Previous evaluation reports of Cap-Net.

#### Role of the local consultant

The local consultant should assist the Peer Reviewer by:

- Collecting basic documentation;
- Identifying list and contacts of persons to be interviewed
- Collecting answers to specific questions from the Peer Reviewer;
- Carrying out some interviews; and
- Preparing programme for the meetings of the Peer Reviewer.

### **2. Lead Reviewer**

The Lead Reviewer shall carry out the following tasks in the context of preparing the overall internal assessment report:

- Liaise with the Peer Reviewers where possible;
- Manage data collection for items 2 B,C, and for other comments on 2A; and
- Synthesise the reports from Peer Reviewers to produce one internal evaluation report with recommendations.

The review of the Lead Reviewer is expected to use the following sources of information and tools:

- Cap-Net monitoring, evaluation and learning plan;

- Documents and information available at Cap-net offices and on the web site;
- Telephone and email communication with networks and the Peer Reviewers;
- Meetings with partners where possible and otherwise questionnaires or telephone interviews and
- Previous evaluation reports of Cap-Net.

A meeting between the Lead Reviewer, Peer Reviewers and Cap-Net may be organised if considered of value as a means to share and discuss the draft final report.

### **Time frame**

The Consultancy will be carried out over the period August to October 2008. It is expected that the Peer Reviewers will require 3-4 weeks for the assignment and the Lead Reviewer 5 weeks (not necessarily a continuous period).

July	Consultation with networks and Identification and appointment of Consultants
August	Desk study of literature. Workplan for the consultancy delivered to Cap-Net
September	Interviews and field visits.
October	Draft findings circulated to Cap-Net secretariat
October	Final Report

### **Reporting**

Peer Reviewers:

The Peer Reviewer will submit a report to Cap-Net and the lead consultant at the agreed time. The structure of the report should follow the proposed format in Annex (a) for ease of future compilation.

Lead Reviewer:

The Consultant will report to Cap-Net Secretariat handing in a Draft Report on 31 October 2008.

The report should include at least the following headings:

- Executive summary;
- Project description;
- Methodology;
- Findings;
- Conclusions and recommendations; and
- Lessons learned.

**Table 2: Networks for Peer Review**

<b>REGION</b>		<b>NETWORK</b>	<b>LOCATION</b>	<b>NETWORK STATUS</b>	<b>CONTACT PERSON</b>	<b>REVIEWER</b>
South Asia	1	Cap-Net Bangladesh	Bangladesh (Dhaka)	National Network	Mr Golam Rabbani	Dr Muna Mirghani
	2	Cap-Net SA	Bangladesh (Dhaka)	Regional Network - South Asia		
South East Asia	3	AguaJaring -	Malaysia (Kuala Lumpur)	Regional Network - South East Asia	Dr Salmah Zakaria	Dr M.I.M. Mowjood
	4	My Cap-Net	Malaysia, Kuala Lumpur)	National Network	Dr Elfithri Rahman	
Latin America	5	LA-WET-Net	Argentina, Buenos Aires	Regional Network - Latin American	Mr. Damian Indij	Dr Jacob Opadeyi
	6	Arg-Cap-Net	Argentina, Mendoza	National Network	Ms Graciela Fasciola	
Africa	7	NBCBN	Egypt Cairo,	Regional Network	Dr Sherif M El-Sayed	Dr Themba Gumbo
	8	Nile-IWRM-Net	Sudan, Khartoum	Regional Network - East Africa	Dr Muna Mirghani	Mr Damian Indij
Global	9	Global Secretariat	South Africa (Pretoria)	Global Network	Dr Paul Taylor	Prof. E.R.N. Gunawardena

## **Annex a. Internal Review - Peer Review Reporting**

Max 25 pp

Executive Summary (max 2 p)

1. Introduction (1 p)
2. Description of the network (5 p)
  - a. Network management
  - b. Membership
  - c. Secretariat functions
  - d. Operational procedures
  - e. Work planning and reporting
  - f. Financial resources
3. Network activities implemented (5 p)
  - a. Training
  - b. Education
  - c. Workshops and conferences
  - d. Materials developed
  - e. Monitoring and evaluation
4. SWOT analysis of the network (3 p)

Internal: what are particular strengths of the network and what are the weaker elements in terms of management and delivery?

External: what are opportunities for the network to develop further and what are threatening factors for the network's future?
5. Relation between the network and the Cap-Net secretariat
  - a. Work planning and operations
  - b. Support
  - c. Processes and administration
6. Conclusions and recommendations (2 p)
7. Lessons learned that are of use for network management and capacity building delivery by other networks (3 p)

## Annex 2: Documents Used and Persons Interviewed

### a) Documents used for Internal Review

- Project document
- EU project 255 document
- Evaluation phase 1
- Completion report phase 1
- Annual report 2006
- Work plan 2007
- Progress report June 2007
- Annual report 2007
- Work plan 2008
- Progress report June 2008
- EU progress reports June 2007, May 2008
- EU work plans August 2007 and 2008
- Strategy document 2006
- Monitoring, Evaluation and Learning Plan
- Products phase II:
  - o EFI manual
  - o RBO manual
  - o Network management tools
  - o E-library and Toolbox
  - o Case studies reports
    - RBOs
    - Groundwater
    - Water integrity mapping

### b) Partners feedback via Interviews and Questionnaire

GWP - Dr Martin Walshe  
GWA - Dr Joke Muylwijk  
UNESCO-IHE - Prof. Pieter Vanderzag  
SIWI - Dr Håkan Tropp  
UNW-DPC - Dr Reza Ardkanian  
AGW-Net - Dr Richard Owen

### c) Meetings with Individuals

1. Dr Paul Taylor, Director Cap-Net
2. Mr. Kees Leendertse, HRD Specialist, Cap-Net
3. Ms Simone Noemdoe, Water Resources Specialist, Cap-Net
4. Dr Themba Gumbo, WaterNet Manager and Peer Reviewer for NBCBN
5. Mr. Lewis Jonker, Former WaterNet Manager
6. Prof. Pieter Van Der Zaag, UNESCO-IHE
7. Dr M.I.M. Mowjood, Country Coordinator, Cap-Net-Lanka and Peer Reviewer of Aguajaring and MyCapNet

- d) Numerous documents including progress reports and financial reports of the individual networks during the reporting period (2006 to mid 2008), minutes of Cap-Net Board Meetings and regional networks meetings (etc.) were uploaded to a yahoo group and made available to the Lead Reviewer by the Cap-Net Secretariat. In addition, e-mail and telephone communications were made with a few network coordinators and individuals who were involved with the Cap-Net Project for additional information when needed.

**Annex 3: Activities undertaken by Networks during the reporting period (Source: Annual Reports of Cap-Net, 2006, 2007 and Progress Report Jan-June 2008)**

Region/Network		Coverage and Host Institution	Management structure	Activities Conducted
Africa	WA-Net	<p>Bénin, Burkina Faso, Cape Verde, Côte d'Ivoire, The Gambia, Ghana, Guinea, Guinée Bisseau, Liberia, Mali, Mauritania, Niger, Nigeria, Togo, Sénégal, Sierra Leone</p> <p>KNUST Department of Civil Engineering, Kwame Nkrumah University of Science and Technology, Kumasi Ghana</p> <p>Network Web: <a href="http://www.2ie-edu.org">www.2ie-edu.org</a> Host Web: <a href="http://www.knust.edu.gh">www.knust.edu.gh</a> Contact: Dr Harouna Karambiri Email: <a href="mailto:harouna.karambiri@2ie-edu.org">harouna.karambiri@2ie-edu.org</a></p>	<p>Based on language and geographical coverage, there are three nodes with centres in Ouagadougou, Kumasi and Kaduna. The Burkina Faso node cover Franco-phone West Africa including Cape Verde and Guinea-Bissau. The Ghana node include Ghana, Liberia, Sierra Leone and The Gambia while the Nigeria node cover Nigeria only. The Steering Committee comprises of three heads of capacity building institutions nominated from these three nodes, two representative nominated by the Supporting Partners and the Manager of the Secretariat.</p>	<ul style="list-style-type: none"> <li>• Regional course on Principles and Concepts for Integrated Management of Water Resources. Lome, Togo.</li> <li>• Training course: conflict resolution and negotiation skills for IWRM Accra, Ghana.</li> <li>• Taking a Gender Approach in IWRM, a regional training for francophone West Africa countries, Ouagadougou, Burkina Faso.</li> <li>• Network members meeting, Francophone and Anglophone countries of West Africa, Accra, Ghana.</li> <li>• Regional course on Groundwater Management and IWRM, Senegal.</li> <li>• Regional Training Course on Economic and Financial Instruments for Integrated Water Resource Management Lome, Togo.</li> <li>• Training of WA-Net members and water managers from the west Africa region in IWRM principles</li> </ul>

Region/Network	Coverage and Host Institution	Management structure	Activities Conducted
WATERnet	Botswana, Kenya, Lesotho, Mozambique, Namibia, South Africa, Tanzania, Uganda, Zambia, Zimbabwe University of Zimbabwe Waternet Secretariat, P.O. Box MP 600, Mount Pleasant, Harare Zimbabwe. Network Web: <a href="http://www.waternetonline.org">www.waternetonline.org</a> Contact: Dr Bekithemba Gumbo Email: <a href="mailto:bgumbo@waternetonline.org">bgumbo@waternetonline.org</a>	WaterNet was established in 2000 and currently links some 50 university departments and knowledge institutions in 14 southern and eastern African countries. What these departments have in common is an interest and expertise in topics relevant to water. Waternet is now a legally established independent entity managed by a secretariat with fulltime staff. A trust fund has been created and trustees are elected at the Annual General Meeting GM of the WaterNet members.	<ul style="list-style-type: none"> <li>• Economic and financial instruments for IWRM, Pretoria, South Africa.</li> <li>• Water Resources Assessment Training Course for Africa: Prediction in Ungauged and Data Scarce Basins, Tanzania.</li> <li>• Materials development, Economic and financial instruments for IWRM.</li> <li>• ToT RBO management course</li> </ul>
NBCBN	Burundi, DR Congo, Egypt, Eritrea, Ethiopia, Kenya, Rwanda, Sudan, Tanzania and Uganda HRI, Hydraulic Research Centre Regional Training Centre 13261 Delta Barrage, Cairo Egypt Network Web: <a href="http://www.nbcbn.com">www.nbcbn.com</a> Host Web: <a href="http://www.hri-egypt.org">www.hri-egypt.org</a> Contact: Dr Sherif M El-Sayed Email: <a href="mailto:s.el-sayed@nbcbn.com">s.el-sayed@nbcbn.com</a>		
NileIWRM Net	Democratic Republic of Congo, Rwanda, Burundi,	Nile IWRM-Net is a regional network established in	<ul style="list-style-type: none"> <li>• Training Conflict Resolution and Negotiation Skills, Ethiopia.</li> </ul>

Region/Network	Coverage and Host Institution	Management structure	Activities Conducted
	<p>Eritrea, Ethiopia, Southern Sudan, Northern Sudan, Egypt, Kenya, Tanzania and Uganda. The school of Rural Extension and Development (REED), Ahfad University for Women (AUW), P.O.Box 167, Omdurman, Sudan            Network Web: <a href="http://www.nileiwrn.org">www.nileiwrn.org</a>            Host Web: <a href="http://www.hri.egypt.org">www.hri.egypt.org</a>            Contact: Dr Muna Mirghani            Email: <a href="mailto:munamirghani@yahoo.de">munamirghani@yahoo.de</a></p>	<p>September 2004 (Khartoum, Sudan) to enhance capacity building in integrated water resource management (IWRM) in the Nile Basin countries, namely: Democratic Republic of Congo, Rwanda, Burundi, Eritrea, Ethiopia, Southern Sudan, Northern Sudan, Egypt, Kenya, Tanzania and Uganda. Regional coordinator with a steering committee representing country chapters manages the affair of the network. Work. Has a very elaborated detailed governance structure with regional secretariat, issues groups, country focal points and country teams.</p>	<ul style="list-style-type: none"> <li>• National workshop in IWRM, Kenya.</li> <li>• National training on the Role of IWRM in Ecological Conservation, Kenya.</li> <li>• Regional training in Conflict Management and Resolution Mechanisms in IWRM, Kenya.</li> <li>• Regional Training of Trainers in Facilitation Skills for Integrated Water Resources Management, Kampala, Uganda.</li> <li>• Institutional Arrangements for Implementation of Integrated Water Resource Management, Nairobi, Kenya.</li> <li>• Study of Groundwater management and capacity needs as an aspect of IWRM for the Nile Region.</li> <li>• Regional Training Course on Economic and Financial Instruments for Integrated Water Resource Management Nairobi, Kenya.</li> <li>• Workshop on IWRM for Southern Sudan- Juba.</li> <li>• Regional Training course on Hydroclimatic disasters &amp; IWRM.</li> <li>• Case studies on River Basin organisations: Mexico, Kenya, Sri Lanka, Malaysia.</li> <li>• ToT RBO management course.</li> </ul>

Region/Network		Coverage and Host Institution	Management structure	Activities Conducted
South East Asia	Aguajaring	Indonesia, Malaysia, Vietnam, Thailand, Cambodia, Lao, Myanmar, Philippines NAHIRM Ministry of Natural Resources and Environment  Lot 5377, Jahan Putra Permai, 43300 Seri Kembangan, SELanga Darul Ehsan, Malaysia Network web: <a href="http://www.aguajaring.org">www.aguajaring.org</a> Host Web: <a href="http://www.nahrim.gov.my">www.nahrim.gov.my</a> Contact: Dr Salmah Sakaria Email: <a href="mailto:salmah@nahrim.gov.my">salmah@nahrim.gov.my</a>	Aguajaring is governed by a Steering Committee consisting of Regional Coordinator and 12 members representing Indonesia (2), Malaysia (3), Vietnam (1), Thailand (1), Cambodia (1), Lao (1), Myanmar (1), and Philippines (2). Majority of Members represent the Universities, followed by government institutions and NGOs.	<ul style="list-style-type: none"> <li>• Economic &amp; fin Instruments – Thailand.</li> <li>• Regional IWRM Workshop and Toolbox, Thailand.</li> <li>• Case studies on River Basin organisations : Mexico, Kenya, Sri Lanka, Malaysia.</li> <li>• Capacity Building Needs Assessment Workshop - Indonesia.</li> <li>• Regional Training of Trainers course on IWRM, Davao City, Philippines.</li> </ul>
	CK-Net	IHE, Indonesia Jakarta Network Web: <a href="http://www.cknet-ina.org">www.cknet-ina.org</a> Contact: Mr Wendi Kadir Email: <a href="mailto:wendikadir@cknet-ina.org">wendikadir@cknet-ina.org</a>	Have a country coordinator, network manager and representatives from 10 universities govern the network.	<ul style="list-style-type: none"> <li>• Integrated Water Resources Management Planning, Bandung, Indonesia.</li> <li>• Legal and Institutional Arrangements in IWRM, Basic Concept and Implementation Issues, Indonesia.</li> <li>• Capacity Building Needs Assessment Workshop Bandung - Indonesia.</li> </ul>
	MyCap-Net	Malaysia The Secretariat, Malaysian Capacity Building Network for IWRM (MyCap Net)	MyCap-Net is supported by 15 institutions of higher learning and organizations that have similar interest in promoting IWRM in Malaysia through	<ul style="list-style-type: none"> <li>• Module development on a) IWRM for NGOs and b) IWRM for Academia and subsequent training. Kuala Lumpur, Malaysia.</li> <li>• IWRM and NGOs</li> </ul>

Region/Network	Coverage and Host Institution	Management structure	Activities Conducted
	<p>c/o Institute for Environment and Development (LESTARI) Universiti Kebangsaan Malaysia 43600 UKM BANGI, Selangor, Malaysia Network Web: <a href="http://www.lestari.ukm.my/myCap-Net">www.lestari.ukm.my/myCap-Net</a></p> <p>Host Web: <a href="http://www.lestari.ukm.my">www.lestari.ukm.my</a> Contact: Dr Mazlin B. Mokhtar Email: <a href="mailto:mazlin@ukm.my">mazlin@ukm.my</a></p>	<p>education and training in IWRM. The Steering Committee consist of the Coordinator and 10 members representing most of the above higher educational institutions.</p>	
PhilCap-Net	<p>Philippines</p> <p>PhilCap-Net-Ateneo Research Network for Development, Philippines Network Web: <a href="mailto:PhilCap-Netr08@gmail.com">PhilCap-Netr08@gmail.com</a> Contact: Prof. Dr. Ma. Cecilia G. Soriano Email: <a href="mailto:csoriano@admu.edu.ph">csoriano@admu.edu.ph</a></p>	<p>Governance structure is not clear</p>	<ul style="list-style-type: none"> <li>• ToT in IWRM and climate change</li> </ul>
ThaiCap-Net	<p>Thailand</p> <p>ThaiCap-Net-Mahidol University, Thailand Contact: Prof. Dr Kampanad Bhaktikul Email: <a href="mailto:enkpd@mahidol.ac.th">enkpd@mahidol.ac.th</a></p>	<p>Governance structure is not clear</p>	

Region/Network		Coverage and Host Institution	Management structure	Activities Conducted
South Asia	Cap-Net-South Asia	Bangladesh, Bhutan, India, Pakistan, Nepal , Sri Lanka Bangladesh Centre for Advanced Studies (BCAS) Bangladesh Network Web: <a href="http://www.Cap-Netsouthasia.org">www.Cap-Netsouthasia.org</a> Contact: Prof. Atiq Rahman Email: <a href="mailto:atiq.rahman@bcas.net">atiq.rahman@bcas.net</a>	The management team consist of the regional coordinator and five country coordinators representing Bangladesh, India, Sri Lanka, Nepal and Pakistan	<ul style="list-style-type: none"> <li>• River Basin Organisation case study.</li> <li>• Regional workshop on Ecological Sanitation.</li> </ul>
	Cap-Net-Lanka	Sri Lanka  Postgraduate Institute of Agriculture (PGIA) Old Galaha Road, Peradeniya, Sri Lanka Network Web : <a href="http://www.Cap-Netlanka.org">www.Cap-Netlanka.org</a> Host Web : <a href="http://www.pgia.ac.lk">www.pgia.ac.lk</a> Contact : Dr M.I.M. Mowjood Email : <a href="mailto:mmowjood@pdn.ac.lk">mmowjood@pdn.ac.lk</a>	<p>This core group consists of 11 individuals working in main capacity building institutions and organisations involved in capacity building in Sri Lanka.</p> <p>They meet periodically for planning activities and to discuss the progress. Other members involve a list of 40 individuals in various (not categorised) water related institutions. Conducted many capacity building activities during the reporting period</p>	<ul style="list-style-type: none"> <li>• Workshop Training Needs Assessment and Capacity Building in IWRM, Sri Lanka.</li> <li>• Gender and Water Dialogue, Sri Lanka.</li> <li>• IWRM at a glance for NGO's.</li> <li>• Awareness in IWRM for School Teachers, Sri Lanka.</li> <li>• School children activity: water quality awareness and monitoring in NanuOya.</li> <li>• IWRM at a glance for GO's, (National Water Supply &amp; Drainage Board).</li> <li>• National Training workshop on IWRM.</li> <li>• "Rain Water Walk", awareness raising campaign on rain water harvesting.</li> <li>• Symposium River Sand and Clay Mining.</li> <li>• Symposium on development initiatives in water sector: lessons learnt by NGOs.</li> <li>• Gender and Water Dialogue, Tholangamuwa.</li> <li>• Awareness programs for schools, NGO's, Government and other relevant sectors in IWRM.</li> <li>• Translation of IWRM learning materials into local languages.</li> <li>• Water quality awareness and monitoring for school children.</li> </ul>

Region/Network	Coverage and Host Institution	Management structure	Activities Conducted
			<ul style="list-style-type: none"> <li>• Research proposal formulation on IWRM.</li> <li>• Dialogues on National Issues - River Sand &amp; Clay Mining in Deduru Oya.</li> <li>• Training programs for water users (Agriculture and Industries).</li> <li>• Regional Planning workshop South Asia.</li> <li>• Case studies on River Basin organisations : Mexico, Kenya, Sri Lanka, Malaysia</li> </ul>
Cap-Net Pakistan	Pakistan  Contact : Ms Farzana Saleem Email : <a href="mailto:Farzanaahmad18@gmail.com">Farzanaahmad18@gmail.com</a>	Consist of country coordinator and four core group members representing NGOs and one university. This core group was established in late 2007. Had governance issues since 2004 and was unable to consolidate. Only one activity was conducted in early 2008	<ul style="list-style-type: none"> <li>• Workshop in IWRM concepts &amp; principles- Karachi.</li> </ul>
Cap-Net India	Kalinga School of Rural Management Bhubaneswar, At/PO KITT Pin 751024, Orissa, India  Contact: Dr Smita Panda Email : <a href="mailto:smitafem@gmail.com">smitafem@gmail.com</a>	Consist of country coordinator and six core group members. Active during the initial period of establishment. Only one activity is conducted since 2006	<ul style="list-style-type: none"> <li>• Regional Planning workshop South Asia.</li> </ul>

Region/Network		Coverage and Host Institution	Management structure	Activities Conducted
	Cap-Net-Bangladesh	<p>Bangladesh Centre for Advanced Studies (BCAS) Bangladesh</p> <p>Network Web: <a href="http://www.Cap-Netbd.org">www.Cap-Netbd.org</a></p> <p>Contact: Prof. Atiq Rahman Email: <a href="mailto:atiq.rahman@bcas.net">atiq.rahman@bcas.net</a></p>	<p>The Network is composed of eight member institutions representing the network core group (CG). Has a very active programme in Bangladesh and taken a lead to organize regional activities</p>	<ul style="list-style-type: none"> <li>• Course on Research proposal writing for IWRM.</li> <li>• Six divisional workshops on IWRM.</li> <li>• Community flood management – material development.</li> <li>• Gender vulnerability to water related hazards - case study.</li> <li>• Regional Planning workshop South Asia.</li> </ul>
	Cap-Net-Nepal	<p>Nepal Nepal Water Conservation Foundation (NWCF), P.O.Box 2221 Patandhoka, Lalitpur, Nepal Host Web: <a href="http://www.nwcf.org.np">www.nwcf.org.np</a> Contact: Mr Madhukar Upadhy</p>	<p>There is no information available regarding the management structure except the existence of country coordinator. No activities organized.</p>	<ul style="list-style-type: none"> <li>• Regional Planning workshop South Asia</li> </ul>

Region/Network		Coverage and Host Institution	Management structure	Activities Conducted
Latin America	LA-WETnet	<p>All of Central and Southern America</p> <p>International Institute for Environment and Development (IIED), Argentina.</p> <p>Network Web: <a href="http://www.la-wetnet.org">www.la-wetnet.org</a></p> <p>Contact: Mr Daiman Indij Email: <a href="mailto:damian.indij@fibertel.com.ar">damian.indij@fibertel.com.ar</a></p>	<p>Managed by head of LA-WETnet Secretariat and 9 Steering Committee members representing all other country networks in the region such as REDICA, Cap-Net-Brasil, Arg-Cap-Net and CARA.</p>	<ul style="list-style-type: none"> <li>• Capacity building sessions at WWF4, Mexico.</li> <li>• Legal Reform for Implementation of IWRM, training course at WWF4.</li> <li>• Regional ToT Capacity Building Organisation, Leadership and Communication, Mexico.</li> <li>• Conflict Resolution and Negotiation Skills for IWRM.</li> <li>• Hora Agua – water education in schools.</li> <li>• WASH capacity building needs assessments in Latin America.</li> <li>• Training course: the ownership of water: status in Latin America, Bogota, Colombia.</li> <li>• Workshop - Ownership of water.</li> <li>• WASH capacity building strategy for Latin America.</li> <li>• Materials development, Economic and financial instruments for IWRM.</li> <li>• Introduction IWRM – Peru.</li> <li>• IWRM planning at basin level – Paraguay.</li> <li>• Introduction IWRM – Venezuela.</li> <li>• Planning IWRM – Mexico.</li> <li>• Regional training course on economic &amp; Fin Instruments- Bogota.</li> <li>• Water in schools programme, Argentina.</li> <li>• ToT Economic and Financial Instruments for IWRM.</li> <li>• Case studies on River Basin organisations : Mexico, Kenya, Sri Lanka, Malaysia.</li> <li>• Materials development, Economic and financial instruments for IWRM.</li> <li>• Guaraní - Groundwater Management and IWRM – 6 capacity building weeks.</li> </ul>

Region/Network	Coverage and Host Institution	Management structure	Activities Conducted
REDICA	<p>Panama, Costa Rica, Honduras, El Salvador and Guatemala and since 2005 Dominican Republic and Cuba.</p> <p>University of Costa Rica REDICA Apdo, 5117-1000 San Jose, Costa Rica,</p> <p>Network Web: <a href="http://www.redica.net">www.redica.net</a></p> <p>Contact: Mrs. Liliana Arrieta Email: <a href="mailto:lilarrieta@hotmail.com">lilarrieta@hotmail.com</a></p>	<p>Governed by a Network Coordinator and a Steering Committee of 5 members selected from 12 universities members. University of Costa Rica support the Technical Secretariat with part time students that received scholarships form the university.</p>	<ul style="list-style-type: none"> <li>• Capacity building sessions at WWF4, Mexico.</li> <li>• Legal Reform for Implementation of IWRM, training course at WWF4.</li> <li>• Workshop Legal Framework for IWRM, Costa Rica.</li> <li>• IWRM and Gender, Costa Rica.</li> <li>• Conflict Management and Environmental Approach, Panama.</li> <li>• Water Legal Framework, Colombia</li> <li>• IWRM training manual CD.</li> <li>• National training course Guatemala.</li> <li>• National IWRM plans training Panama.</li> </ul>
CARA	<p>Costa Rica, Nicaragua, Guatemala, Honduras, El Salvador, Panama, Mexico, Cuba, Canada</p> <p>Faculty of Science University of Calgary, Canada</p> <p>Host Web: <a href="http://www.caraqua.org">www.caraqua.org</a></p> <p>Contact: Dr David Bethune Email: <a href="mailto:bethuned@ucalgary.ca">bethuned@ucalgary.ca</a></p>	<p>CARA is a network of six Universities in Central America, managed by a Canadian Coordinator and six programme coordinators of IWRM M.SC programmes of Universities of Costa Rica, Nicaragua, Guatemala, El Salvador, Honduras and Bolivia.</p>	<ul style="list-style-type: none"> <li>• Focus on higher education and research.</li> <li>• Represent at Cap-Net and LA-WETnet activities.</li> </ul>
Arg-Cap-Net	Argentina	Arg-Cap-Net is made up of 20 institutions, 14 of which are	<ul style="list-style-type: none"> <li>• Post Graduate course in IWRM, Buenos Aires.</li> <li>• Negotiation Skills for IWRM, Argentina.</li> </ul>

Region/Network	Coverage and Host Institution	Management structure	Activities Conducted
	<p>Universidad Nacional del Litoral Santa Fe Ciudad Universitaria, Santa Fe, Argentina</p> <p>Network Web: <a href="http://www.argCap-Net.org.ar">www.argCap-Net.org.ar</a></p> <p>Contact: Ms Graciela Fasciolo Email: <a href="mailto:argCap-Net@uncu.edu.ar">argCap-Net@uncu.edu.ar</a></p>	<p>national universities, 3 are government agencies involved in water management and the balance 3 are NGOs. Executive Secretariat carries out activities under the guidance of 14 member Executive Board (EB) representing 14 institutions. The members of EB are elected at every two years at the ordinary assembly.</p>	<ul style="list-style-type: none"> <li>• Post-graduate Course on Urban Hydrology</li> <li>• Integrated Water Management and Policy in Action Course.</li> <li>• Water in schools programme, Argentina.</li> <li>• IWRM Policy in Action.</li> <li>• IWRM Postgraduate course.</li> <li>• Negotiation tools and approaches.</li> <li>• Gender and Water workshop.</li> <li>• Introduction to IWRM – post-graduate course.</li> <li>• Negotiation tools and practices in IWRM.</li> <li>• Water in schools programme, Argentina.</li> <li>• Guaraní - Groundwater Management and IWRM – 6 capacity building weeks.</li> </ul>
Cap-Net-Brasil	<p>Brazil and lusophone countries</p> <p>Instituto Ipanema Rua Serafim Valendo, 6/304- Botafogo, 22260-110 Rio de Janeiro, Brazil</p> <p>Network Web: <a href="http://www.cpnnet-brasil.org">www.cpnnet-brasil.org</a></p> <p>Contact: Ms Ninon Machado Email: <a href="mailto:ninon@institutoipanema.net">ninon@institutoipanema.net</a></p>	<p>Have a coordinator and 12 Steering Committee members representing diverse institutions and professions.</p> <p>Considering the size of the country Cap-Net-Brasil is planning to improve the participation of stakeholders from all regions by establishing regional focal points within the country.</p>	<ul style="list-style-type: none"> <li>• Legal aspects and strategic actions for the management of the cross-boundary basin of Alto Rio Acre, Acre.</li> <li>• Principles of IWRM.</li> <li>• Water Resources and Strategic Management workshop.</li> <li>• Urban Flood Management workshop.</li> <li>• Integrated Urban Flood Management – 4 courses for local authorities.</li> <li>• Water Watch – assessment of the IWRM planning process.</li> <li>• Gender strategic workshop for Lusophone countries.</li> <li>• Guaraní - Groundwater Management and IWRM – 6 capacity building weeks.</li> <li>• Road show – capacity building for RBCs.</li> </ul>

Region/Network		Coverage and Host Institution	Management structure	Activities Conducted
Arab Region	Awarenet	<p>Bahrain, Egypt, Iraq, Jordan, Lebanon, Oman, Palestine, Qatar, Kuwait, Saudi-Arabia, Syria, United Arab Emirates, Yemen</p> <p>UN-ESCWA P.O.Box 11-8575, Riad el-Solh Square, Beirut, Lebanon. Network Web: <a href="http://www.awarenet.org">www.awarenet.org</a> Host Web: <a href="http://www.escwa.org.lb">www.escwa.org.lb</a> Network Manager: Ms Paul Hanna Contact: Wael Hmaidan, Email: <a href="mailto:hmaidan@un.org">hmaidan@un.org</a></p>	<p>AWARENET has a regional secretariat that coordinates all of the network's program and regional communication. AWARENET has national chapters in different Arab countries that conduct local projects and coordinate national efforts. The network also establishes regional thematic groups that cover urgent cross-cutting issues related to IWRM.</p>	<ul style="list-style-type: none"> <li>• 3<sup>rd</sup> International Conference on water resources in the Mediterranean Basin, Lebanon.</li> <li>• Gender Mainstreaming in IWRM.</li> <li>• IWRM training for water utilities in Lebanon.</li> </ul>

Region/Network		Coverage and Host Institution	Management structure	Activities Conducted
Caribbean	Caribbean Waternet	<p>Trinidad &amp; Tobago, Barbados, St Kitts and Nevis, Antigua and Barbuda, St Lucia, St Vincent &amp; the Grenadines, Grenada, Dominican republic</p> <p>University of West Indies St Augustine Campus St Augustine Trinidad, W.I.</p> <p>Network Web: <a href="http://www.caribbean-waternet.org">www.caribbean-waternet.org</a></p> <p>Host Web: <a href="http://www.uwi.tt">www.uwi.tt</a></p> <p>Contact: Dr Jacob Opadeyi Email: <a href="mailto:jopadey@hotmail.com">jopadey@hotmail.com</a></p>	<p>Formally launched in December 2006 and is the youngest and a fast emerging network. Has conducted several capacity building activities within a short time.</p> <p>The network is managed by a steering committee of 10 members representing different countries. Network coordinator serves as the secretary of the steering committee.</p>	<ul style="list-style-type: none"> <li>• Regional ToT in IWRM.</li> <li>• IWRM Capacity Needs Assessment, Caribbean.</li> <li>• Integrated Water Resources Management For Water Utility Managers, St Lucia.</li> <li>• Materials development, Economic and financial instruments for IWRM.</li> <li>• Training of trainers on Economic and Financial Instruments for IWRM.</li> <li>• Study of e-learning experiences in the Caribbean,</li> <li>• Preparation of a model IWRM Plan for the Caribbean.</li> <li>• Development of a model Water use Efficiency policy for the Caribbean.</li> <li>• Inventory of Skills and Training Materials for Water supply and sanitation in the Caribbean.</li> <li>• Economic &amp; Financial Instruments course-Trinidad</li> <li>• Gender and IWRM.</li> <li>• Materials development, Economic and financial instruments for IWRM.</li> </ul>

#### Annex 4. Comparison of Intended and Achieved Output

Intended Output	Realisation
<b>1. Delivery of Capacity Building</b>	
<p>1.1 Each year at least 500 decision makers, water managers and stake holders managing water supply and sustainable sanitation, water for food or water for environment have improved knowledge and/or skills regarding sustainable management and development of services based on IWRM principles.</p>	<p>From annual reports, It is difficult to differentiate 1.1 from 1.5. However, the interviews conducted during the review indicated that substantial numbers of trainings were conducted for the decision makers and water managers. More than 125 training activities have been conducted by the networks during the reporting period from January 2006 to June 2008 and more than 1/3<sup>rd</sup> of them are on IWRM, Water supply and sanitation.</p>
<p>1.2 Capacity to apply IWRM in a basin management approach has been strengthened for water managers and stakeholders in 3 catchments in each of Latin America, Africa and Asia and experience is being documented and shared between countries</p>	<p>In the area of application of IWRM at river basin level, a good foundation was laid through four case studies into organisational aspects in national river basins in Malaysia, Sri Lanka, Kenya, and Mexico, in collaboration with UNESCO-IHE. In parallel and commissioned by UNESCO, a similar study was conducted by Cap-Net-South Asia.</p> <p>Subsequently a planning workshop was organised in Sri Lanka, of which the objective was to develop a programme of capacity building action. This exercise gives solid ground for the development of capacity building materials and delivery of activities tailored to addressing obstacles to implementation of IWRM through river basin organisations. A course held in Paraguay on IWRM planning at river basin level is expected to provide inputs for such actions that could be developed further.</p> <p>A training manual on Integrated Water Resources Management for River Basin Organization has been developed and distributed (Hard Copy and CD). Document on Performance and Capacity of River Basin Organisations: Cross-case Comparison was also developed and distributed.</p>
<p>1.3 Each capacity building network is working with development activities on the ground and has developed programmes for delivery of capacity building linked to implementation water projects and programmes, based at least partially on cost recovery.</p>	<p>In general networks have not undertaken any capacity building activities with the development projects on the ground. However, some attempts have been made to link capacity building to utility services, for example by Caribbean Waternet, LA-WETnet, Cap-Net-Lanka (etc.). More emphasis is needed to plan and executive capacity building activities to achieve this output.</p>
<p>1.4 Revised curricula and new educational programmes, including distance learning opportunities have been introduced in member universities and institutions of networks to address sustainable management and development of water resources and water supply, sanitation and</p>	<p>Two networks have been supported in curricula and extra-curricula activities for school education in integrated water management. The Latin American network together with the Argentinean network has initiated a continuous training programme for secondary school teachers. Materials and methodologies developed under this programme are to be adapted and shared with other interested networks, particularly</p>

health.	<p>in West Africa. ArgCapNet also developed and initiated a Masters programme on IWRM with partial support from Cap-Net. The programme is collaboration between three key partner institutes in the network. Association of networks with some of the existing IWRM postgraduate programmes is given in Annex 6.</p> <p>Cap-Net-Lanka has collaborated with local partners to initiate an awareness programme for schools, NGOs and government.</p>
1.5 In partnership with implementers, 2500 water managers and stakeholders from over 20 countries are trained in IWRM planning, conflict resolution and how to enable public participation through participatory approach.	A total of 1883 water managers and stakeholders from over 50 countries were trained in 2007 alone in many relevant disciplines including IWRM planning, conflict resolution and how to enable public participation through participatory approach.
<b>2. Network Management</b>	
2.1 At the end of this project phase, at least 25 regional and country capacity building networks and their members have the knowledge and competence with an inclusive, multidisciplinary membership to provide capacity building services addressing water resources management and water supply and sanitation of appropriate quality to water manager and water users at various levels.	<p>From the inception in 2002, Cap-Net has been organizing ToT(s) in different disciplinary areas related to IWRM. The network members who attended these global level programmes conduct regional and country level training activities to train their membership.</p> <p>This procedure has led to increased membership with capabilities in different disciplinary areas. Recent training programmes include “Economic and financial instruments for IWRM”, “Conflict resolution and negotiation skills”, “Integrated Water Resources Management for River Basin Organizations”, and “Climate Change and Adaptation”.</p> <p>On several occasions regional training of trainers’ courses were facilitated by members of other networks.</p>
2.2 At the end of this project phase, at least 25 regional and country capacity building networks have developed work programmes and partnerships which focus on priority development activities and support implementation of sustainable water and sanitation services and water management systems.	<p>There are 22 regional and country networks in operation, though at different level of effectiveness. Older networks, such as WaterNet (established in 2000) has grown into independent institutions while the latest addition, the Caribbean Waternet (established in December 2006) is also functioning extremely well.</p> <p>Cap-Net has supported the organisation of network members’ meetings. Typically at these meetings work plans are being discussed and strategic decisions made. However the deficiencies of the existing system of planning work programmes to connect priority development activities and support implementation of sustainable water and sanitation services and water management systems need to be improved.</p>

<p>2.3 Cooperation between Cap-Net and at least five international and regional organization is improving the impact of their programmes, bringing resource support to networks and increasing the effective and sustained delivery of relevant skills and knowledge to water managers and users on the ground.</p>	<p>Cap-Net has collaborated with a number of international and regional organisations to carry out activities of mutual benefit.</p> <p>Some of them are listed below:</p> <ul style="list-style-type: none"> <li>• With contributions of GWP and UNDP, Cap-Net implements a project for capacity building in sustainable water management in Africa and the Caribbean funded by the EU Water Facility;</li> <li>• With UNESCO-IHE, Cap-Net has developed a training manual on river basin organisations;</li> <li>• The collaboration with the Associated Programme on Flood Management (APFM) of WMO has resulted in coordinated action in community flood management and urban flood management. Under this programme a module was developed on urban flood management which will be further elaborated into a training package;</li> <li>• An international workshop is being organised to discuss capacity building in ecological sanitation with the support of EcoSanRes of the Swedish Environmental Institute. Other international and regional partners such as UNESCO and Arghyam, an Indian NGO, are also supporting this initiative;</li> <li>• A collaborative programme with BGR, the German Federal Institute for Geosciences and Natural Resources on addressing groundwater management in the context of IWRM that was initiated in 2006 continued in 2007 with a case study in the Nile Basin and a training course in groundwater and IWRM;</li> <li>• On integrating groundwater management a programme was implemented between the networks in South America and the GEF programme for management of the Guaraní Aquifer (PSAG) with support of Cap-Net that resulted in a series of capacity building weeks for various target groups in the four countries concerned;</li> <li>• During 2007, Cap-Net engaged with the UNDP Water Governance Facility at the Stockholm International Water Institute (SIWI), the Water Integrity Network (WIN) and WaterNet in a mapping study on water integrity and accountability in Southern Africa; and</li> <li>• Cap-Net continued to work with the International Foundation for Science and several networks on applied research in IWRM relevant subjects. Several research proposal development workshops were organised and the first successful applications could be recorded in South Asia.</li> </ul>
<p>2.4 The global network is bringing corporation, synergy and coherence to capacity building in water resources management and water supply and sanitation through joint programmes and communication.</p>	<p>A network managers' meeting held annually provides opportunity to all partner networks and international partners to explore possibilities to plan and execute joint programmes.</p> <p>Most of the regional capacity building programmes are conducted jointly with country networks as reported by Peer</p>

	<p>Reviewers.</p> <p>Cap-Net participated in the IRC newsletter Source Bulletin with the intention to inform a wider audience on examples of Cap-Net activities and trigger the attention of the water and sanitation community, and to provide Cap-Net network members with information of other partners, i.e. IRC and GWA.</p> <p>Cap-Net organize activities at global forum such as the World Water Week in Stockholm. Some of the events that Cap-Net organized with other partners were:</p> <ul style="list-style-type: none"> <li>• Co-convenor of the workshop ‘Building Capacity for future Challenges’;</li> <li>• ‘Groundwater Capacity Building Initiative Africa’ , BGR and Cap-Net;</li> <li>• ‘Bridging the gap in research and education’ , BCAS, CREPA, WaterNet, UNESCO-IHE, IFS and Cap-Net; and</li> <li>• ‘Trend related monitoring and evaluation on IWRM’ SIWI, UNDP, UN-Water.</li> </ul>
<p><b>3. Knowledge Management</b></p>	
<p>3.1 At least eight training, educational and awareness materials and new methods are developed, accessible, adopted to local experience and knowledge and use innovative approaches to address implementation of water resources management, water supply and sanitation services and water governance.</p>	<p>Following the international training of trainers’ course on Economic and Financial Instruments for IWRM, a training material development workshop has been organised bringing together the authors of different sections of the training manual. The manual has been tested at a regional training workshop for Southern Africa and applied in a follow up course in for the Nile Basin. The package is a joint product of Cap-Net, GWP and EUWI-Finance Water Group.</p> <p>REDICA published a training manual for the implementation of IWRM at community level. The manual can be used for formal training as well as informal awareness creation activities. It has been tested in Costa Rica but the intention is to test it further in another location during the coming year and it will be reviewed with the objective to adapt it to other regions. For now the material is only issued in Spanish but the relevance for other regions will be assessed and the manual will eventually be translated in other languages.</p> <p>Other networks have also developed materials for capacity building on specific subjects relevant to IWRM in local context as reported in their annual reports. Posting it on the website for the wider distribution and accessibility is recommended.</p>
<p>3.2 Case studies, lessons learned and best practices relevant to capacity building are documented and shared contributing to knowledge development though applied research.</p>	<p>Several case studies and capacity building needs assessments were conducted by network members. A beginning was made to assess the capacity building needs in water and sanitation, particularly through case studies in Latin America, a rapid survey at the WASH fair in Kenya and at the third Southeast</p>

	<p>Asia Water Forum by AquaJaring and Streams of Knowledge.</p> <p>Several case studies are being implemented and they range from gender vulnerability to water related hazards, assessment of IWRM planning process, and e-learning experiences. In total six case studies by network members have been supported by Cap-Net.</p>
<p>3.3 A knowledge management system and strategy is in place both for networks and as a tool for supporting capacity development of water management organisations.</p>	<p>The Cap-Net web site has undergone a major overhaul. The site has wealth of materials and information.</p> <p>The Spanish web site is now effectively decentralised and being developed by LA-WETnet.</p> <p>In collaboration with MetaMeta a resource web site has been developed with communication and training materials tailored to the water sector (<a href="http://www.knowwiththeflow.org">www.knowwiththeflow.org</a>). The web site is populated with guides for presentations and the use of interactive media. The site is under continuous development.</p>
<p>3.4 Monitoring and evaluation plan has been developed and used to assist with measuring: a) the impact of and need for capacity building; b) the attention to poverty, gender and environmental sustainability within capacity building; and c) to provide feedback for improvement on the quality and relevance of the network being done.</p>	<p>A Monitoring Learning and Evaluation (MELP) strategy was developed and presented at the annual network managers meeting in 2007.</p> <p>Cap-Net has attempted to report network activities according to the new monitoring plan with more information such as the topics addressed, the countries covered, the number and gender of participants, the action required, and the networks and partners involved. It is expected to refine the data collection process further.</p> <p>Use of case studies, training materials, meeting and conference outputs are currently insufficiently monitored. Monitoring of these activities should also be improved.</p>

### Annex 5: Cap-Net Internal Review-2008: Questionnaire for Cap-Net Partners

The experience of collaborative activities either jointly conducted or supported by your organisation with Cap-Net are to be considered under the internal review process of Cap-Net. In view of that, your kind corporation is hereby solicited to complete the **Questionnaire** given below.

The space provided is unlimited and please feel free to write your comments in the second column.

Questions	Comments of the respondents
1. In which year did you initiate activities with Cap-Net?	
2. Please describe the working arrangement that you have with Cap-Net?	
3. List the activities that you jointly carried out with Cap-Net before 2006?	
4. List the activities that you jointly carried out with Cap-Net since January 2006?	
5. What benefits did you get with your collaboration with Cap-Net?	
6. In your opinion, how did your collaboration have helped Cap-Net?	
7. In your opinion,	
a) What are the strengths of Cap-Net as a global network for Capacity Building in IWRM?	
b) What are weaknesses of Cap-Net as a global network for Capacity Building in IWRM?	
c) What are the opportunities for Cap-Net to deliver Capacity Building services in IWRM?	
d) What are the threats for Cap-Net to survive as a global network for Capacity Building in IWRM?	
8. Did your corporation with Cap-Net helped to improve the impact of your programme/s? What evidence is there to support your answer?	
9. What are the programmes that you would like to implement in collaboration with Cap-Net in next few years?	
10. How do you plan to strengthen your collaboration with Cap-Net and enhance the effectiveness of your join activities in future?	

11.	What do you suggest to ensure sustainability of Cap-Net as a global network for Capacity Building in IWRM?	
12.	How far has Cap-Net succeeded in working towards implementation of IWRM on the ground?	
13.	What do you propose to steer Cap-Net programme towards implementation aspects of IWRM	
14.	Any other comments/suggestions	

Name of the Organization	
Name of the Respondents	
Position	
E-mail	
Telephone	

Thank you very much for spending your valuable time in filling the questionnaire.

I would appreciate very much if you would send this to [nimalgun@pdn.ac.lk](mailto:nimalgun@pdn.ac.lk) on or before 21st October 2008.

Professor Nimal Gunawardena  
Lead Reviewer  
Cap-Net Internal Review  
6<sup>th</sup> October 2008

## **Annex 6: Masters programme in IWRM associated with Cap-Net Project**

### **Africa**

WaterNet offer a unique and regional Master programme in IWRM, in which six universities are directly involved (University of Dar es Salaam in Tanzania, Chancellor College of Malawi, Polytechnic of Namibia, University of the Western Cape in South Africa, University of Botswana and the University of Zimbabwe), as well as many guest lecturers from other WaterNet member institutions. The WaterNet Master programme in IWRM involves 12 months course work and a 6 months thesis research. Over the period 2000-2007 over 170 students graduated. These were nationals from 15 southern and eastern African countries, of whom one third (55) were female.

Most of the academic staff members of these institutions have been trained in ToT programme conducted by Cap-Net. They used the knowledge and materials gained at ToTs for postgraduate teaching, short course and other capacity building activities. Most of these academic staff members now serve as resource persons for subsequent training programmes conducted by Cap-Net.

### **South Asia**

The Crossing Boundaries (CB) project aims to contribute to the paradigm shift in water resources management in South Asia, summarised in the concept of IWRM (Integrated Water Resources Management), by means of a partnership-based programme for capacity building of water professionals on IWRM and gender & water through higher education, innovation and social learning focussed research ('research with an impact'), knowledge base development and networking are offering a Postgraduate programme in IWRM in four Universities as listed below.

1. Institute of Water and Flood Management (IWFM), Bangladesh University of Engineering and Technology (BUET), Dhaka, Bangladesh (BCAS, The Bangladesh Centre for Advanced Study, where Cap-Net-SA and Cap-Net-Bangladesh are located, has signed a MOU with BUET to provide fellowships and research funds for IWRM masters programme under the Dutch funded Crossing Boundaries Project)
2. Centre for Water Resources (CWR), Anna University, Chennai, Tamil Nadu, India (A senior academic staff members trained at a TOT in IWRM conducted by Cap-Net in 2003 has introduced a new course module in IWRM for the Masters students)
3. Postgraduate Institute of Agriculture, University of Peradeniya, Peradeniya, Sri Lanka (Cap-Net Lanka is hosted at the PGIA and more than four academic staff members were trained in various TOT programmes conducted by Cap-Net. The materials are used by them for teaching in the postgraduate programme in IWRM),
4. Nepal Engineering College of Pokhara University, Kathmandu, Nepal (The Nepal Engineering College has signed a MOU with the Nepal Water Conservation Foundation, which provide resource persons for the teaching programme in IWRM. The Cap-Net-Nepal is hosted at the NWCF).

A total of 15 PhD and 185 M.Sc fellowships (85% of them are female) are provided in the above institutions under the CB project from 2006 to 2010. The total number of IWRM

students is higher since fee paying, non-fellowship students are also following the IWRM course at these four Universities.

### **South East Asia**

MyCap-Net with 15 Institutional Members, representing higher learning institutions and organizations, have designed a curriculum for Masters of Environmental Science (IWRM) which is conducted by the Open University of Malaysia (OUM). The first batch was enrolled in 2006.

### **Latin America**

Cap-Net is instrumental in developing a M.Sc programme in IWRM through Arg-Cap-Net. Three University partners of Arg-Cap-Net, namely, National University of Cuyo (UNCu), National University of Cordoba (UNC) and National University of Litoral (UNL) jointly offer the programme which is officially recognized by the National Ministry of Education in Argentina. The first three courses to be offered during the first semester included Introduction to IWRM, Water as a Resources and Basin Management. It is expected to use the materials developed by Cap-Net in designing these courses.

### **Central America**

CARA has initiated five M.Sc Programmes in Water Resources Management in University of Costa Rica (Costa Rica), University of Nicaragua (Nicaragua), University of San Carlos (Guatemala), University of El Salvador (El Salvador) and University of San Francisco Xavier (Bolivia). The sixth will commence in 2009 in National University of Honduras (Honduras). The project is funded by CIDA and technical support is provided by Universities of Calgary and Waterloo.