



# Capacity Building for IWRM in Africa and the Caribbean

**Final Report  
Project Ref: 255**

UNDP's Cap-Net programme, in collaboration with the Global Water Partnership, has completed implementation of a three year project to strengthen capacity in water management in the Caribbean and Africa. Four regional network partners of Cap-Net were working together for implementation on the ground. These are Caribbean WaterNet, West Africa WA-Net, Nile IWRM-Net and Southern Africa WaterNet. The networks engaged in a challenging yet rewarding route to develop an effective delivery and support system for capacity development of government and civil society on sustainable management of water resources. The project activities were funded by the European Union, GWP and Cap-Net partners Sida and DGIS.



in collaboration with



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## Main Achievements

The project, implemented in collaboration with the Global Water partnership, has completed its three year programme to strengthen capacity in water management in Africa and the Caribbean. Regional capacity building networks in Africa and the Caribbean affiliated with Cap-Net, four in total, participated in this programme. The project has contributed to effective delivery of, and establishing a support system for, capacity development in sustainable water management. Funding from the EU Water Facility was supplemented by GWP and the Cap-Net funding partners Sida and DGIS.

Regional cooperation in capacity building for sustainable water management has been enhanced through support to networking initiatives in the respective regions. This support has been in the form of support to secretariat functions such as communication, coordination and reporting, or to the organisation of members meetings and improved visibility of the networks activities. The support led to improved strategies and work plans. Various training of trainers workshops have been organised to strengthen the network members and improve their delivery of capacity building in IWRM. A wrap-up meeting and lessons learned seminar were organised at the occasion of the Stockholm World Water Week in August 2009 at which important lessons were drawn to benefit future action in capacity building in water management. The collaboration at the regional level between the networks and GWP has been beneficial to identify capacity building opportunities that are relevant to water management implementation and it is expected that this collaboration continues also after this project.

The project supported and improved the delivery of training and education by the networks. Together they organised 26 courses for approximately 800 participants on various IWRM related aspects such as groundwater management, economic and financial instruments, water and climate change, water integrity and accountability, and conflict resolution and negotiation skills in water management. The partnership with GWP was particularly fruitful in this programme element as regional water partnerships organised some of the courses and brought participants to others. This enhanced the relevance of the courses as GWP members, water managers, would benefit from the courses and increase the chances of implementation and thus impact of the programme. The courses have been widely replicated, increasing the outreach of the project. Knowledge generated through the courses has been directly used in national IWRM planning processes, particularly in countries supported by the GWP national IWRM planning project.

Related to the implemented capacity building programmes, training packages have been developed in economic and financial instruments for IWRM, legal reform in IWRM, and IWRM as a tool for adaptation to climate change. The materials developed are flexible and can be adapted to local circumstances. In general, course materials have been widely used and integrated in capacity building curricula.

Case studies were implemented to explore capacity needs in water and sanitation. The studies varied from skills assessment to water management and safety in water utilities and sector-wide approaches. The studies have led to several focussed activities. Networks organised regional and national training courses on water supply, sanitation and hygiene (WASH) linked to IWRM. The courses formed a good platform for water users and services, sanitation practitioners and water managers to meet and explore planning opportunities.

Regarding implementation of the project it can be noted that most of the planned activities were achieved. Activities were over-budgeted in relation to implementation through the networks on the ground and as a consequence the project financial report shows a substantial under-expenditure in relation to the original project budget.

## Introduction

The project on capacity building for integrated water management in Africa and the Caribbean was developed with the Global Water Partnership (GWP) as a partner and the regional networks of Cap-Net as associates. The project was developed with these partners to address specific capacity needs identified on the ground that were associated with the improvement of water resources management and more sustainable access to water services.

The project started in September 2006 with the signature of the agreement. An initial transfer of Euro 526,793 was received by UNDP in October 2006. Administratively the project was implemented through UNOPS, the implementing agency of the United Nations (UN), and as the Cap-Net project was relocated from the Netherlands to South Africa, it was necessary to set up the new Cap-Net project administration with UNOPS. This transition phase lasted until this happened in February 2007. The relocation was undertaken at the request of various funding partners, the project evaluation at the end of the first phase and the network partners of Cap-Net to bring the programme closer to the issues on the ground and the main implementing partners.

As a background note it is important to identify the role that the project plays in relation to the capacity building networks that constitute the main members of the Cap-Net Global Network. Cap-Net was established as a project to scale up capacity building support to water sector reforms and the goal of sustainable management of water resources. The strategy adopted builds on the existing institutions for capacity building that are present in all countries and strengthens their ability to deliver appropriate capacity development services of good quality.

The programme therefore had three central elements:

- The establishment of effective networks of capacity builders assembling existing skills;
- Improving access to knowledge and the skills of the network members in water resources management; and finally but most important
- The development of capacity of water professionals and other stakeholders for sustainable management of water resources and water services.

The EU supported project was built around this philosophy and had the following objective and outputs:

### The partners

**Nile IWRM-Net** has country chapters in its 8 member countries in the Nile basin. Its 131 members are mainly academic institutions (44%) and government water use and management related agencies (31%). The rest of the membership comprises River Basin Organisations (RBOS), Water Utilities, Private Companies and NGOs. Some local country level networks such as the Kenya and Ethiopia chapters are sufficiently robust to be semi autonomous.

**WaterNet** has 63 members from 16 countries in East and Southern Africa. The membership is largely university based institutions (89%), but also includes NGOs and professional training institutes. UNESCO-IHE provide some management and technical backstopping to the network which is a recognised SADC programme.

**Caribbean Waternet** has 54 members from the 15 Caribbean States. Caribbean Waternet has provided training courses to water managers at the request of the Caribbean Community (CARICOM), through its partnership with GWP-Caribbean and the Consortium of CARICOM Institutions on Water.

**WA-Net** has 65 members from the West African region covering both Francophone and Anglophone countries. It has supported GWP projects with capacity building and facilitation for development of IWRM plans in 5 West African countries and is providing training to ECOWAS (Economic Community of West African States) technical members.

**Global Water Partnership (GWP)** is a global network that supports the sustainable development and management of water resources at all levels. It has built up a network of regional and country partnerships that bring various sectors and interest groups together to identify and discuss their common water problems and to develop action plans based on IWRM.

**Cap-Net/UNDP** is an international network for capacity building in sustainable water management. It is made up of a partnership of autonomous international, regional and national institutions and networks committed to capacity building in the water sector.

The **European Union Water Facility** supported the project financially. It aims at achieving the Millennium Development Goal targets in the water sector.

The objective was, through regional cooperation in training and education, to develop an effective delivery and support system for capacity development of government and civil society on sustainable management and development of water resources.

Outputs were:

1. Regional cooperation built to address capacity development on integrated water resources management;
2. Increased accessibility and delivery of good quality training and education on IWRM in Africa and the Caribbean has speeded the development of IWRM plans and raised the awareness of the importance of water governance to poverty reduction and sustainable development; and
3. Training on community management of water resources and on water and sanitation has reached 10 countries and is supporting strategies that contribute to the MDGs on water, health and poverty.

The project was implemented through the Cap-Net associated networks across Africa and the Caribbean. They work closely with Global Water Partnership (GWP) Global, Regional and Country Partnerships in the implementation of most activities and this has meant that GWP has participated in the preparation of training activities, the identification of participants and in some cases the management of funds.

The project document defined the activities for the first year of implementation and proposed capacity building actions for subsequent years, this has been the framework guiding the actions.

In the course of implementation of the project it became apparent that some subjects of training courses that were identified during the project formulation stage had already been implemented or new issues had arisen of more immediate relevance to water managers, for example water and climate change, and accountability and integrity in the water sector. Proposals for replacements were presented by Cap-Net and the participating networks and a complete list of training activities planned and implemented is given in Annex 1.

## **Report on activities**

A general summary of the activities undertaken during the three years of the project period is given below with summarised reports of each activity given in the Annexures.

### **Output 1: Regional cooperation strengthened**

The results of this output area are given in detail by activity in Annex 2 and discussed below under the activity areas:

- o Strengthening regional cooperation on delivery of capacity building; and
- o Training of trainers; and
- o Strengthening the knowledge base

Overall the project has contributed a large amount to the development of the capacity building networks as recognised and effective mechanisms to bring experts and institutions together to address capacity gaps. The networks have strengthened during the project period and have become recognised in their respective regions. The collaboration between networks has increased with the sharing of expertise in training courses and cooperation in the development of new programmes.

The training of trainers has proven to be an effective means to introduce or to strengthen the knowledge in important areas and enable the trainers to take the materials into their own programmes and implement additional training activities themselves. The networks are primarily catalysts, bringing in new ideas, sharing knowledge and stimulating change and during the project they have shown this to be an effective approach.

## Activity 1a. Strengthening regional cooperation on delivery of capacity building

**Indicators:** Project annual planning meetings; annual meetings of network members  
**Achievement:** Project planning meetings were held each year with a final meeting on lessons learned. All networks held annual meetings of members each year except for one which was scheduled for a date after the project ended.

This activity area reports on the planning meetings for the project, the members meetings for each partner network, and the core support provided to assist network strengthening and performance.

The planning meetings [Annex 2 (1a – 1f)] were considered essential for building the cooperation between the implementing partners, agreeing on common goals, roles and expectations. Specific means of implementation and reporting had to be agreed and also the project had to respond to the needs and interests arising from the ground and from partners. The meetings were held in different locations trying to give each network the opportunity to visit each other and contributing to better understanding of the conditions each partner was facing. These meetings were effective and achieved their goal although it was felt throughout the programme that there could, and should, have been better mechanisms to strengthen the linkages at local and regional levels between GWP structures and the Cap-Net structures. The final planning meeting was used as a wrap up of the project, summarising achievements and then a lessons learned session where the post project strategy was determined. These planning meetings were not only an essential part of the project management but contributed a lot to the building of the regional cooperation and knowledge sharing.

The Cap-Net strategy considers country and regional networks as effective instruments for delivery of capacity building. The project provided support to regional networks for core operations, improving competency of members, and exchange with other networks. One of the main achievements of this support has been the development of robust partnerships at different levels.

Support to secretariat functions (communications, coordination and reporting) and members meetings resulted in improved visibility of networks (through the development of websites and promotional material) and coordinated implementation of network activities. At the annual network meetings [Annex 2(2a-2h)], network members discussed network outputs and financial results. They also decided on their strategic directions and agreed on work plans. Network members meetings are now the primary means through which the following are achieved:

- The exercise of transparent procedures such as sharing of financial reports , admission of new members and election of steering committees
- Inclusive decision making such as how network resources are allocated, the partnerships to be developed and the capacity building themes to be addressed
- Action plans based on the needs and opportunities assessed by the diverse membership whose interests are channelled through their representatives at the meetings
- Peer review of proposed and completed activities
- Developing collaboration for activities where there is mutual interest by different members, thereby creating a support system for pooling complementary expertise and member to member capacitation and, avoiding unnecessary duplication of effort.

### **Example**

NileI IWRM-Net has used members' meetings to continuously develop a prioritised list of capacity building actions at regional and country level to be undertaken by the network and partners. Coordinated, planning at the regional level has been instrumental in the evolution of country chapters in Burundi, DR Congo, Kenya, Uganda, Rwanda, Ethiopia, South Sudan, Sudan, and Tanzania. These country chapters are efficient for country level activities and allow for a high degree of decentralised capacity building action.

Regional networks have developed direct partnerships with international organisations that have expertise in specific themes of water management. This has happened for example in the development and testing of several training packages. Partnership with GWP has been particularly valuable to target capacity development actions at national level and to assemble knowledge for new training materials.

Network exchange has been achieved through participation in the Network Managers Meetings, TOTs and courses (as participants or facilitators) hosted by other regional networks. The Network Managers Meetings (funded outside of this project) is an ongoing annual forum that has facilitated networks' peer review and exchange. Network management has therefore been enhanced through peer supported work planning and outcomes review. Cap-Net has developed network management tools to assist network development and management. Managers have been learning from each other's experiences on the successes and challenges of applying the tools.

Results from the Cap-Net biennial, Network Assessments show that the four networks are maturing and are recognised by both local and international stakeholders as legitimate partners for capacity building. Their greatest strengths lie in the broad based and multidisciplinary membership which is aware of capacity building needs and leads planning and fundraising for activities. Capacity building activities are therefore fully decentralized. These factors have produced a combined positive feedback of gradual improvements in members' capacities and the quality of outputs and their outcomes. The challenge however has been for networks to create and update a database of their members and experts that can show potential partners their particular strengths. The secretariat is now providing this service through the members' database on the Cap-Net website.

The commitment of members to sharing information and expertise has been shown through formalised membership and active participation in activities of their networks and those from other regions.

There is much evidence that regional cooperation, both with a regional network and between regional networks in Africa and the Caribbean, has significantly strengthened and is a reality as a result of the project activities.

#### Activity 1b. Training of trainers

Network members have been supported to attend Training of Trainers courses [Annex 2(4a-4g)] that were delivered by the participating networks and Cap-Net. From these, participants have gained both subject related knowledge and facilitation skills. The courses provided an opportunity for network to network exchange of expertise. This indicates the creation of an efficient and self sustaining internal mechanism of knowledge transfer (within developing country regions).

#### **Results in summary**

Indicator: numbers of training of trainers courses and number of trainers trained on IWRM and WASH subjects.

Achievement: 7 TOTs were carried out on: IWRM, Gender, Economic and Financial Instruments (2), Integrity and Accountability, Climate Change and Negotiation Skills and Conflict Management.

A total of 194 trainers were reached through TOTs of which 73 (38 %) were female. A further 75 trainers attended as participants in courses for water managers. This assumes a conservative figure of 3 trainers attended each course for water managers.

Countries reached 44 : Anguilla, Barbados, Guyana, Grenada, St Lucia, Trinidad, Bahamas, Suriname, Ghana, Burkina Faso, Cameroon, Ivory Coast, Mali, Rwanda, Sierra Leone, Nigeria, Ethiopia, Senegal, Niger, Benin, Botswana, DRC, Kenya, Burundi, Malawi, Lesotho, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Uganda, Zimbabwe, Rwanda, Zambia, Argentina, Bangladesh, Brazil, Costa Rica, India, Indonesia, Liberia, Malaysia,

Philippines. As can be noted the courses attracted participants from non-target countries who were funded through other donors and further strengthened the south -south cooperation. Only the topics where training materials were available (or at an advanced stage of development) were covered. As noted below, supporting materials have proven to be critical if training is to be replicated. The TOT on WASH was not implemented because there were no training materials to support the process. The development of knowledge in the area has only recently taken off. The approach taken has been for networks to propose and develop individual actions and case studies where some more lessons will be collected for the development of training packages.

Observations from the courses show that the interaction between network members, practitioners and decision makers has been mutually beneficial in the identification of capacity building opportunities and the refinement of concepts so that they are applicable to practitioners' day to day conditions. This has been enhanced by the collaboration between networks and GWP at the regional scale. It is assumed that courses replicated by the trainers were enriched with the cases and experiences provided by water managers and other stakeholders. As can be seen from some courses such as the economics course and the climate change course there has been considerable replication taking place with trainers from the networks taking a lead role and even being exchanged across continents.

#### Activity 1c. strengthening the Knowledge base

The capacity building project recognised the need for more knowledge to be gathered to guide the capacity building actions and to contribute to the capacity building content. The knowledge was mainly envisaged to be gathered through case studies as the limited life of the project did not lend itself to more formal research interventions.

Case studies have therefore been used for several purposes being:

- To understand the situation before action is taken e.g. the case studies on water supply and sanitation reported under output 3;
- To identify the needs and demands for capacity in the water sector as reported below; and
- To assist in the development of training materials.

See case studies in Annex 2 (5a-5c); Annex 4 (1a-1d)

Two main systems have been used for identifying demand and developing the networks programmes. The first is a formal system of needs or opportunity assessment which produces reports based on surveys.

Indicator: 4 Case studies to assess the status of water resources management, capacity building priorities and institutions that have the capacity to deliver training

Achievement: 2 assessments were carried out:

1. Nile IWRM Net compiled country reports for all the 8 countries in their basin (2008)
2. Caribbean WaterNet compiled a joint report for all the Caribbean countries (2007)

The second system of identifying demand has been through consultation with stakeholders. Where the network membership comprises water users and managers, they articulate their capacity building needs by identifying the priority areas that should be addressed each year. Proposals for capacity building actions on the topics identified are then developed. While this system may seem rudimentary, the evolution of networks into broad based partnerships – especially their interconnectedness with the GWP regional and country partnerships, has provided sufficient linkages for insights on the demand for capacity. The partnerships also provide the necessary checks and balances from local stakeholders and international partners to ensure good proposals are produced.

Networks have continuously made use of various assessments including those from GWP and other partners. Some of these were developed before the advent of the project. For example, WaterNet developed their professional training strategy from the Global Water Partnership

Capacity Building Plan for Southern Africa (GWP, 2006) and other studies WA-Net developed case studies on the status of IWRM and institutions involved in Ghana, Nigeria and Sierra Leone (WA-Net, 2004) before the project started.

These reports were complemented by membership and partner consultations that were carried out each year before producing a work plan and activity proposals. Thematic assessments on WASH, groundwater and Integrity and Accountability were also supported by Cap-Net and used by networks to craft their work plans. Stakeholder consultations were used to update work plans and in part explain the changes in priorities as the project progressed.

The relationship between regional networks, GWP and regional government bodies is illustrated through the following examples.

- Network members participate in GWP Consulting Partners meetings and vice versa. Regional partnerships and Country partnerships of GWP have been especially instrumental in linking networks to regional intergovernmental water organisations and governments respectively. Country water partnerships are now viewed as a key instrument for articulating the demand for capacity at national levels.
- Caribbean WaterNet has provided training courses to water managers at the request of the Caribbean Community.
- WA-Net has provided capacity building support to the Water Resources Coordination Unit of ECOWAS through their partnership with GWP West Africa; and
- WaterNet is the officially recognised institution for capacity building for the Southern Africa Development Community and has a MoU with GWP Southern Africa to collaborate on all capacity building activities.

## **Output 2: Delivery of training and education**

The results of this activity are given in detail in Annex 3 and are summarised below under:

- Information and training materials development;
- Capacity development of water managers, high level decision makers and stakeholders; and
- Mainstreaming IWRM into education.

Overall it is believed that this component of the project has been very successful, reaching many water managers and impacting on the way water sector reforms are being implemented across many countries of Africa and the Caribbean. To take one very specific example, after a regional course on conflict resolution and negotiation skills in Guyana the Minister of Amerindian Affairs, Guyana, immediately organised a national workshop on the same topic to specifically help with issues being faced by the government.

The engagement with GWP has assisted in reaching water managers concerned with water sector reform and in particular has assisted the progress of IWRM planning in several countries. Measuring the impact of capacity building is not easy but some methods have now been introduced and applied as reported below. The contribution of training materials is believed to be very significant and the materials developed in the project are now being used across the developing world and not only in Africa and the Caribbean.

### **Activity 2a. Information and training materials development**

New training materials were developed [Annex 3 (B1-B3)] to support IWRM implementation and addressed critical new areas where inadequate information was available. The benefit of the programme was being able to develop a common platform of knowledge into training materials that could then be adapted to local condition by trainers. Trainers add local case studies and local experience making the training materials relevant to their audience. These materials are flexible as they are provided in both pdf and Word they can be adapted and translated to suit local circumstances thus increasing the extent to which they can be disseminated or used. The materials have been translated (up to 4 languages) and are freely available online (<http://www.cap-net.org/databases/training-materials-0>) and on CD with additional support materials for easy distribution. Supporting local adaptation of materials has ensured the best of international knowledge is matched with local context and experience.

**Performance indicator:** 6 Training materials developed on Institutional arrangement for IWRM, Economic and Financial Instruments; Negotiation Skills and Conflict Management, Legal Instruments for IWRM, Water Demand Management and Local Water Management  
**Achievement:** 3 Training Materials on IWRM as a tool for adaptation to climate change; Economics in Sustainable water management and Streams of Law: Water legislation and legal reform for IWRM

The variation between the planned and realised outputs was owing to the following:

- The changing global and local priorities on water management. The demand for training on climate change and integrity and accountability has rapidly gained demand;
- Some of the training packages were already produced before this project started (Negotiation Skills and Conflict Management; and institutional arrangements for IWRM); and
- The availability of suitable training materials from other stakeholders. Water Demand Management materials are available from IUCN

The participation of international experts together with experts from the regional networks provided a good mix of the academic and the practical. GWP and EU Finance Working Group together with other international partners such as WMO and UNESCO-IHE contributed to materials design and development. In all cases training materials development starts with a workshop of key expertise from the networks and from international agencies.

The availability of training materials made it easier for members to host both TOTs and other courses for water managers. Materials in support of training reduce the time input for teaching and organisation and improve the consistency of the content. Where training materials exist, running of courses has been shown to be more resource efficient.

It is important to note that the improved technical competence of networks members has come from training of trainers but also from improved access to training materials of good quality. The access to training materials has encouraged networks and trainers to deliver training to local water managers. The synergetic effect of: (i) the availability of training materials to support training delivery; (ii) support provided for network staff exchange; and (iii) the wide replication of courses from training of trainers, has facilitated the capture of opportunities to deliver training in regions /countries where this would have been more difficult. In this way, the Cap-Net knowledge management strategy has not only created capacity building opportunities but made their capture by networks more efficient, providing leverage to project funding. This availability of training materials and the resource efficiency from networking has opened up opportunities for wider participation in course delivery from the network membership, including the less experienced members.

The training materials have been widely used and taken up in other regions outside the project area. In particular the economic and financial instruments have been in high demand with many courses given across the world and materials being used by programmes and organisations outside the Cap-Net structure. The same is starting to be seen with the climate change materials which are more recently finished.

### Follow-up on Training Materials: Economic and Financial Instruments for IWRM

Training courses using "Economic and Financial Instruments (EFI) for IWRM" were selected for detailed training material follow-up in the context of Cap-Net's monitoring programme. The material had been developed with assistance of the EU project and has been used beyond Africa and the Caribbean reaching into Latin America, South Asia, South East Asia. The lead course facilitators were requested to provide their inputs in order to assess the relevance and appropriateness of the training material. Eight lead course facilitators from six networks (Arg Cap-Net, Nile IWRM Net, WaterNet, WA-Net, Caribbean WaterNet, CK Net) participated in the follow-up exercise. Three lead course facilitators from Arg Cap-Net sent their joint responses.

Assessment:

- **Use of Training Material:** Four lead course facilitators used material in its original form, while others used it for preparing their course notes. Four lead course facilitators used the training manual completely, whereas the others used only few chapters. Two lead course facilitators used presentations only after modifications. Three lead course facilitators used case studies, which were complimented with some local case studies.
- **Relevance of Content:** All the respondents found the training material very relevant. The comments / suggestions, given by them have been summarized in the next section.
- **Depth of Knowledge:** All the respondents agreed that the depth of knowledge is appropriate.
- **Format & Language:** In general, all the respondents found it appropriate. However, they have given specific comments / suggestions regarding the format and language. The suggestions are provided in the next section.
- **Dissemination of Training Material:** Except three lead course facilitators from ArgCap-Net, all the lead course facilitators distributed training material package to the participants of training programmes.

Respondents appreciated the manual. However, some suggestions were provided for further improvement on the training material:

- Develop materials suitable for distance learning courses i.e. smaller and with clearer explanations and examples.
- The current course is basically an appreciation course aimed at exposing participants the eco-fin instruments and their relevance. After this course, there is a need to have an advanced, application course to add more value to the course.
- Training material should be updated regularly based on recommendations / feedback from course facilitators and participants.
- Language: Some phrases were difficult to understand after their translation to Spanish, while they were very clear in the original (English) version. Materials should also be developed in French.
- It maybe useful to distribute the material beforehand to allow participants to prepare in advance, but this may probably require separating facilitators guide from the main manual.

The component of economics needs to be slightly modified to cater to participants do not come from an economics background.

Use: the materials have been used widely by the networks for short courses; used by the EU-Finance Working Group in training activities; Used by some universities in Masters education; and widely distributed to other trainers.

### Activity 2b. Capacity development of water managers, high level decision makers and stakeholders.

The project has been successful in delivering most of the training activities envisaged in the original project document [Annex 3(A1-A23)]. Training courses have been delivered with GWP to improve knowledge and competence in key target groups to manage, develop and use water resources sustainably. Participants have gained individual skills for application in their day to day work in water management. This in turn has improved institutional capacity especially when the knowledge is also disseminated at that level. Training courses have also been utilised to raise awareness of issues such (such as integrity and accountability and information management) that are important but were previously not awarded prominence.

**Performance indicator:** Planned 18 regional courses addressing IWRM, IWRM Planning, IWRM Institutions, River Basin Management, Economic Instruments, Negotiation Skills and Conflict Management, Gender, Water Resources Assessment, Transboundary Water, Environmental Flows (x2)

**Achievement:** 23 Regional and national courses with some thematic changes (see Annexes 1 and 3). Four national courses on WASH (Output 3) were replaced with national courses related to water resources management as per demand. These complemented the regional trainings, by paying sufficient detail to the more localised gaps.

634 water managers were trained (70% male) from 56 countries- Burundi, Kenya, Rwanda, Uganda, Egypt, Tanzania, Eritrea, Sudan, Ethiopia, DRC, St Lucia, Nevis, St Kitts, Barbados, Guyana, Dominica, Anguilla, Bahamas, Jamaica, St Vincent, Grenada, Antigua, Trinidad and Tobago, Suriname, Grenada, Haiti, Dominican Republic, Montserrat, Cuba, Mali, Cameroon, Ivory Coast, Cape Verde, Benin, Burkina Faso, Niger, Senegal, Central African Republic, Mauritania, Guinea, Liberia, Sierra Leone, Togo, Gambia, Ghana, Nigeria, Lesotho, Malawi, Mozambique, Swaziland, Uganda, Zambia, Zimbabwe, São Tomé, Brazil, Angola and South Africa. It can be noted that the courses attracted additional participants from outside the target countries and these were part of the leverage effect of the programme where course costs were supplemented by other financial partners.

Thematic changes mainly reflect the needs expressed by regional and local stakeholders. For example, the 6<sup>th</sup> Session of the African Ministerial Conference on Water (AMCOW) in 2007 (including other sub regional forums) provided strong political support for improved groundwater management. At the same time, Cap-Net was supporting the request by networks for Capacity needs assessment on Groundwater in Africa (which led to the establishment of the African Groundwater Network). African networks exploited this political momentum to craft activities on the theme as it had been largely neglected.

### **Capacity building outcomes**

Because countries are at different stages in their implementation of sustainable water management, capacity building actions have had to respond to a varied mix of demands. Training courses have ranged from being general principles (e.g. IWRM) to skills oriented (e.g. conflict resolution and negotiation skills) to being more highly specific and problem orientated (e.g. assessment of water resources in ungauged basins). As such, there is a non linear fashion in the development of outcomes –some occurring at the higher level of IWRM planning and others at the level of water management. Assessing the outcomes of capacity building has been a challenge for the network, with some progress being made towards the end of the project with the broad application of new monitoring tools by the global Cap-Net network.

### **Changes in IWRM Planning and implementation in the project area**

In their assessment of the progress in IWRM planning at national level since the World Summit on Sustainable Development, UN Water and GWP (UN Water, 2008) have reported considerable progress in Africa and the Caribbean. The percentage of countries having plans completed or under implementation has risen from 25%-38% in Africa, and from 7%-43% in the Americas (owing to a great extent to changes in the Caribbean who have advanced on key indicators more than the other American regions). It is likely that capacity building of regional and country water partnerships carried out together with GWP has contributed to the enhanced quality of IWRM planning. For example, Africa which usually lags behind the other regions on most issues has proved to be more advanced in stakeholder participation and the application of some economic instruments such as subsidies.

### Results from the course outcomes mapping (Cap-net Monitoring Report, 2009)

Overall, most of the participants reported using the knowledge gained from courses for individual (93%) institutional (87%) and societal (74%) benefits respectively.

- Almost all the respondents reported that knowledge from the courses improved their own performance at work. *"Most of the knowledge was already known and used at work. What I did learn from the course is that there is insufficient involvement of all stakeholders in Suriname. As Water Company we do our thing without consulting others. I think that awareness programs will help, so I've advised the general director to have brainstorm sessions with different groups of stakeholders. Also a presentation for the board of ministries is planned"* - Laetitia Fernand, Finance Manager, Suriname Water Company. (Participant: Training on Economic Instruments for Policy Makers by Caribbean WaterNet. May 1, 2009).
- Eighty seven percent reported that their institutions benefited either from report back sessions, improved personal performance at work, or new concrete actions taken as a result of the courses. *"I have used the knowledge to open up a Hydrological section, which was closed some years back. The knowledge has been shared through presentations and teachings to my colleagues"*.- Boniface Mbeve (Participants: water resource assessment training course – Dar es Salaam- Tanzania by WaterNet. 21- 25 January 2008)
- Most of the respondents who reported societal benefits perceived that this would emanate from their participation in meetings and conferences. A smaller number (14%) however, went on to take some concrete action to apply their knowledge to this cause: *"Prepared educational material and presentation and took part in educating visiting schools during the WMO day on the 23rd march 2009 at KMD headquarters. Key emphasis was on environmental protection as everyone's' responsibility to reduce the effects of climate change"* - Lilian Wanyiri , Kenya Meteorological Department (Participant; Training course on flood management by the Nile IWRM-Net)

While it is difficult to directly link our outputs to outcomes and impact on improved water management within river basins, many positive indicators have been documented from our monitoring that imply an improvement in decision making. These include the following:

- Course material has been integrated into capacity building curricula (for professional courses and educational programmes)
- Courses have been widely replicated
- New knowledge has resulted in better communication between water professionals and those from related sectors who have a stake in IWRM, especially because of the linkages with the country water partnerships and regional water partnerships.
- Knowledge from courses has fed directly into the IWRM planning process with the involvement of GWP.

#### Activity 2c. Mainstreaming IWRM into education

Formal education at post graduate level has been supported through scholarships to 2 Master of Science students in the Regional WaterNet IWRM MSc Programme. The two students (1 male, 1 female) successfully completed their studies and came in the top group of the class. One student was based at the programme in Harare and the other at the programme in Dar es Salaam. The course is held as a cooperative activity between several Universities in Southern Africa. The programme consisted of a period of formal education covering a number of modules on water management followed by a period of research and thesis writing.

The experience of MSc education on IWRM among the networks was shared at a workshop in 2008. Following the meetings the networks committed to a greater focus on the following:

- using post graduate programmes to strengthen the position of women in managing water by enrolling more female students especially into the traditionally male dominated themes;
- WASH education; and
- addressing the water use sectors especially -the biggest consumer, irrigation.

Three networks found immediate benefit of this platform:

- WA-Net who supported the development of masters programme in IWRM in a member institution during the same year;
- WaterNet who reviewed their masters programme in the same year; and
- ArgCapnet (Latin America) who supported the development of a Master programme in IWRM the following year.

The greatest impact of the programme in the sphere of education is probably the least visible. As most of the capacity building network members are from universities it is apparent that they have absorbed much of the experience from the project and used it to improve, update and in some cases develop new education programmes within their institutions. The interaction with water practitioners has made them more aware of water realities, bringing this into their classroom, and the access to good quality training materials has eased their materials preparation. Schools education has shown least progress during the project and the only action was undertaken by WA-Net who distributed materials from Project WET to many schools in two West African countries.

### **Output 3: Water and sanitation capacity developed**

The activities in water and sanitation in Africa have developed slowly but good results have been achieved during the course of the project that will influence actions of Cap-Net and the partners in the future. Case studies provided a strong foundation to identify where Cap-Net and capacity building interventions are most appropriate and new partners were identified to assist in moving the programme forward. The capacity building actions undertaken had some impact on the ground but were also very useful in providing the background for development of a stronger programme in the future.

During the second planning meeting held in June 2007 the network managers and partners exchanged ideas on how the topic of adequate capacity building for water and sanitation to contribute to achieving the MDGs best be addressed. Capacity needs assessments have been organised in year two taking into account existing studies carried out by organisations such as Department for International Development (DFID).

The Caribbean Waternet network initiated a training needs assessment on the topic. Case studies undertaken by the Latin American network served as guidance for strategising capacity building in other regions as well. Professional training and materials need to be developed focused and targeted for specific audiences, such as local authorities, urban sanitation, rural water supply, etc.

Detailed reports are included in Annex 4 and the general discussion of achievements continues below under the activity areas of:

- Information and training materials development;
- Capacity development of local decision makers, professionals and communities on WASH; and
- E-learning.

#### **Activity 3a. Information and training materials development**

Indicator: 4 Training materials developed on WASH planning for local government, communities and NGOs

Achievement:

- 4 Case studies on Sector Wide Approaches (SWAP) in WASH from Uganda, Ethiopia, Zimbabwe and Philippines (2009)
- 5 Case studies on capacity needs of water and sewerage utilities in Africa with a focus on water management -Mali, Uganda, Ethiopia, Tanzania and Zambia (2008)
- Network members participation in the 1<sup>st</sup> International WASH Fair in Mombasa in 2007
- Inventory of skills and training materials on water and sanitation in the Caribbean, March 2008

Several case studies were carried out to provide the knowledge base by which to plan the engagement between water resources management and water supply and sanitation [Annex 4(1a-1b)]. These case studies have been critical in channelling attention to the most appropriate actions where Cap-Net and the networks can add value and make impact through capacity building.

Owing to the increasing number of countries adopting a sector wide approach to WASH coordination, it was identified that capacity development in WASH planning at national level would be based on this approach. The experiences gathered from SWAP case studies were used to plan for exploiting the opportunities and need for the capacity building arising especially from the UNDP GoAL WaSH programme and the Global Framework for Action (GF4A) on sanitation and water supply. The case studies on water utilities identified that opportunities exist for more attention to capacity development on water demand management and on water safety plans while utilities gave very little attention, if any, to sanitation and waste water disposal.

In the Caribbean, the case study reached agencies involved in water and documented skills in the organisations and the range of topics to be addressed. Participation in international WASH events was also used to network with international and local WASH players.

The outcome has not yet been the development of new information materials but the groundwork has been set and the strategy developed for after the project completion has included continued attention to water supply and sanitation training materials. Immediately after the end of the project one training was carried out with water utilities, based on the findings of the case studies, and new materials developed supporting training on Water Safety Plans

#### Activity 3b. Capacity Development of local decision makers, professionals and communities on WASH

Indicator: Country level meetings or training courses for local government, NGOs, and Community Members in 8 countries

Achievement: 2 courses on IWRM and WASH by Nile IWRM Net (May 2009 and July 2009) and 1 regional course on sustainable sanitation (Dec 2008)

Nile IWRM-Net have held regional (with the Ethiopia Country Water Partnership) and national (with the Kenya chapter) training courses to link IWRM and WASH [Annex 4 (2a-2c)]. In Ethiopia the training had participants from 10 countries and focused on WASH planning at national level incorporating the IWRM principles. The course in Kenya was national for water utilities introducing the concepts of sustainable water management and IWRM. The Course in Rwanda on sustainable sanitation had participants from 8 countries and addressed the challenging topic of sustainable sanitation.

These were all important issues demanding much more attention and greater scale of intervention. Progress has been made in the project to get to this level and the stage has been set in coming months to take this experience forward after the project with the development of new materials reaching national water and sanitation planning. Already there are improved skills within the networks and the knowledge is being applied at the local level.

### Activity 3c. E-Learning

Indicator: 4 case Studies and training materials were planned.

Achievement:

- Assessment of the use of e-learning in the Caribbean and the application to water issues, March 2008

The case study showed that while there was potential for e-learning, outcomes of such an activity would be limited by the ability of local WASH actors to access facilities and use distance education for planning. It was recommended that the potential use of such a facility would be to introduce a master programme by distance education. The planning for such a programme is within the University of the West Indies. E-learning, while a topic taken up by other networks in the Cap-Net programme, has not yet managed to take off in Africa or the Caribbean.

## **Visibility actions**

The project produced several documents and pamphlets. A programme brochure described the objectives and action areas of the project and has been distributed widely through mail and at international events. Handouts were produced for the Lessons Learned seminar that was held at the occasion of the World Water Week at Stockholm in August 2009.

Many of the courses organised with the support of the project produce course information sheets and often other materials such as banners or posters that improved the visibility of the action. The training packages produced by Cap-Net and the partner networks with support of the project (see sections 2 and 3) have the support clearly identified on covers and disclaimers. Cap-Net annual reports for 2007 and 2008 and eventually 2009 have the EU logo and mention the project.

## **Financial Report**

The summary financial report over the project period from 1 September 2006 to 31 August 2009 is presented in Annex 5.

Despite a slow start and considering the relocation of the secretariat, expenditures have taken a certain time to take off but the budget realisation accelerated particularly in the second half of the period after the new administrative system had been implemented, and the partner networks have been geared up to implement the programme as per the project document.

All elements in the budget show under-expenditure but particularly in the area of development of training materials and case studies initiatives. Overall it can be noted that activities are over-budgeted due to modes of implementation of the activities. For example, per diems were budgeted based on the EU daily subsistence allowances but in practice partners carry out training courses using local systems which often lead to lower costs. It can also be observed that for none of the realised workshops or training the travel costs have met the budget, indicating that these also have been over-budgeted. On the other hand, the

organisational costs budgeted were well in line with the real expenses realised. As the secretariat and networks put the programmes in place, also the staffing and running costs were picking up and the human resources budget has come closest to realisation over the project period. The following table shows the final expenditures broken down by budget category as compared to the budget and the percentage of under-expenditure.

Budget realisation by category:

<b>Category</b>	<b>Budget</b>	<b>Realisation</b>	<b>+/- %</b>
Human Resources	1,317,815	811,826	- 33
Travel	654,300	275,824	- 58
Office equipment, vehicles and supplies	18,600	10,166	- 45
Local office/Action costs	108,000	36,813	- 66
Other costs, services	119,000	34,468	- 71
Other	733,000	245,298	- 67
Administrative costs	206,550	97,919	- 53
<b>Total</b>	<b>3,315,128</b>	<b>1,512,316</b>	<b>- 54</b>

The detailed budget realisation table in Annex 5 shows the expenditures per budget line. It can be observed that on very few budget lines there has been an over-expenditure related to the original budget and that none except for annual planning meeting per diems there has been an excess of more than 15 percent in expenditures on the original budget. The expenditure on per diems for annual planning meetings was increased by an extra project wrap-up meeting as proposed and agreed during the last planning meeting. The travel expenditure for planning meetings remained below the budget despite the added meeting.

The partner contributions have been significant and Cap-Net has added additional funding beyond the project UNDP counterpart contribution to enable additional participants to attend meetings and courses as well as to facilitate the exchange of experience across the global network. The GWP contribution materialised through participation in the activities and the funding of several events. The UNDP and GWP contributions reached the 25 percent contractual counterpart contribution budgeted. The expenditure table in Annex 5 provides further details on contributions of the funding partners in this project.

	<b>€</b>	<b>€</b>
Project budget		<b>3,315,128</b>
Received Oct 06	526,793	
Received June-08	742,410	
Total expenditure	1,512,316	
Of which EU (74.75%)	1,130,486	

The management of funds was challenging in that it required a different system than was in place in Cap-Net. A visit by a verification mission before the end of the project was in time for the compilation of the final financial report to be improved and all EU expenditures to be fully traceable although this entailed a lot of work. The implementation through the structures of the UN is different than the usual mode of implementation of projects in the Water Facility but we believe that it shows promise of being an effective mechanism.

## Evaluation

Budget from the project was used in support of an external evaluation of Cap-Net at the end of 2008. The funding was focused on the Africa and Caribbean networks although the final analysis brought all the evaluation findings together into one report. The evaluation was very positive and gave the following 5 main recommendations to Cap-Net:

### Recommendation #1

The overall recommendation is to pursue the current strategies – because although there is room for improvement the capacity to recognize and act upon these opportunities within Cap-Net is present and can be relied upon.

#### Recommendation #2

Accelerate the building of IWRM and water services implementation skills by insertion of IWRM approach into the human resource function and institutional tools of key institutions (public, private and civil society) e.g. within continuing professional development courses and within mandate statements, strategies and performance contracts.

#### Recommendation #3

Develop a systematic ladder of key institutional achievements and steps that the networks can self-graduate along.

#### Recommendation #4

Formalize key elements of the knowledge management cycle by

- Improving on the web based knowledge management
  - Update the web sites of networks
  - Portuguese translation
  - Classify the specialist areas of the networks
  - Use the knowledge mapping approach of Nile Basin Capacity Building Network (NBCBN)
- Improving on monitoring and evaluation practice

#### Recommendation #5

Support a phase 3 with a similar activity set and governance set up as phase 2 but with the gradual goal over a 10 year period of Cap-Net becoming an autonomous network managed organization.

## **Discussion and conclusions**

### Management:

The project has developed satisfactorily with only minor delays at the outset due to management changes in Cap-Net and relocation to South Africa.

UNDP and GWP funds were used to meet the required counterpart funding of 25%. GWP had set aside funds for support to the programme and networks were encouraged to access the funds in collaboration with regional and country water partnerships in the regions.

This report showed that the project delivered on track as regards achievement of outputs although substantially under-spent. In the course of implementation of the project, relevant capacity building needs have been analysed and new subject matters have been addressed subsequently. An external evaluation in 2009 established that the project, in line with Cap-Net as a whole, was efficiently run. Cost norms are well established and appropriate. Finance is leveraged from a number of sources so that the end impact of Cap-Net activities is at least double the resources put in. Many networks, host organizations and individuals make valuable inputs at little or no cost. The UNOPS based administrative systems have worked very well. The funding provided by the EU Water Facility however required special administrative and accountancy procedures. This tended to reduce the efficiency of the operation as they require special reports and accountancy procedures.

The project proposal at the outset anticipated only partial funding to the various training activities. The purpose for this was to ensure that there is some local sourcing of funds to increase local relevance and demand for the activities. Therefore a standard practice has been to encourage networks to fundraise for at least 50 percent of capacity building activity costs. Based on sample of 13 national and regional trainings, direct financial contributions from other partners (mostly local organisations) and from course fees of privately funded participants average 42 percent of the total expenses (an average of USD14,500 per activity). This does not include voluntary network member contributions which have not been adequately captured in reporting, partly because of members' unwillingness to assign a monetary value to volunteers and in kind contributions. Such contributions have been significant where for example members totally subsidise the fees for course organisation and facilitation. Fundraising for activities has not always been easy for the networks, partly because the different regions have varied resources endowments. Despite this, where due diligence has

been exercised through timely planning and good consultation with local stakeholders, local fundraising has been very effective.

#### Partnership:

The partnership with GWP in implementing the project has been a very positive and fruitful experience both for the networks as for GWP. The regional and country partnerships have been instrumental in articulating capacity building needs and identifying target groups for training. In several cases activities have been jointly developed between the country or regional partnership and the regional capacity building network, bringing the knowledge and facilitation experience directly to training beneficiaries who are in a position to put skills and concepts in practice. The experiences at country and regional level could further reflect in collaboration at the global level where programme development coordination could be improved.

#### **Working in partnership**

Working with GWP was mutually beneficial and made use of each organisation's comparative advantage. Capacity building was often coupled to GWP's facilitation of national IWRM planning. Regional networks capitalised on the good working relationships they already had with GWP in their regions. In most, but not all, cases there was a good basis for a partnership at the local level, including the existence of partnership champions whose membership straddled both organisations, good information sharing that went beyond formal agreements and sufficient flexibility for joint activity planning. There was however, scope for better collaboration at the global level, for example in supporting joint reporting procedures by the regional partners. Overall, the working relationship between the two partners has been very satisfactory.

There still remains room for improvement in collaboration but this project has set the stage for further improvements to take place at all levels.

The partnership between Cap-Net and the autonomous capacity building networks is also a challenge as the networks are independent, mostly voluntary and with competing interests. It is notable that most activities were completed and that the project served to strengthen the networking concept. This meant that the networks and their membership saw a value in the programme and it enhanced their role as capacity builders and knowledge brokers.

#### Output and outcomes:

Challenging aspects while implementing the project have been dependency on the goodwill of few network members to deliver, often from a voluntary perspective, and that members need further strengthening in developing technical programmes. Monitoring and reporting have been particularly challenging and follow up on activities after completion did not always take place. However, overall the project was very successful and achieved most of the expected outputs.

The outcomes from capacity building are difficult to quantify and may be impacted by many variables outside the control of the programme. There is clear evidence that outcomes and impacts are being achieved although quantification is difficult. Cap-Net developed a set of monitoring tools during the project period which have shown the kinds of outcome emerging from training actions (ref: Monitoring report draft, Cap-Net 2010). It is clear that training is having an impact; training materials are appreciated and taken up by universities, networks and others for use; and that networks have developed and improved their management.

While context is important, the following factors have been shown to increase the possibility of good outcomes from training courses:

- A training theme that is relevant to participants current (or near future) role and individual interest;
- Careful selection of participants that takes advantage of the leverage that their position can provide especially when they are supported by higher decision makers;
- Aligning activities to support ongoing government and civil society programmes ;
- Careful structuring of the activities, which support participants to take up some concrete actions.

### Looking to the future:

A closing meeting of the project management team, consisting of the network managers of the participating networks, GWP and the Cap-Net secretariat, was organised at the occasion of the 2009 World Water Week in Stockholm. Minutes of the meeting are presented in Annex 7. The most important conclusions drawn from implementing the project are that it has been good for the participating networks in that it has boosted the delivery of capacity building activities, and that even though a large part of the budget has not been utilised, the planned activities have been implemented. Positive experiences include the support for partnerships and the increase in knowledge on the networks. It is also believed that the project has improved contents of courses that have been delivered and delivery had been well conceptualised and implemented. The project has had a strong impact on network growth and evolution and exchange between networks has brought important lessons to each.

Networks need to develop a membership strategy and improve on their communication with members to better benefit the added value of operating in a network environment. It was also suggested that network could tap different sources, financially or logistically, for implementing capacity building activities.

The activities and achievements of the project will be continued with new support to the Cap-Net programme and the experiences of the project have set the framework for several new components of the next Cap-Net phase. The collaboration with GWP will be further strengthened and discussions between the Cap-Net secretariat and GWPO on enhancing the cooperation with practical activities are ongoing. Experiences in course design and management gained from implementing the project will be used for Cap-Net's third phase.

Without the development and adoption of a framework for monitoring water resources management at the basin level, it is difficult to benchmark and monitor progress in IWRM implementation at that level. Cap-Net has developed and is testing a minimum set of water management indicators in this regard. The use of indicators will assist in identifying priority capacity development issues for action.

It is clear from the consultations with stakeholders and GWP regional water partnerships that collaboration between country water partnerships and capacity builders are required for targeting action for greater impact on water management. The regional and global networks plan to support these local partnerships.

## Annex 1. Courses and meetings planned in the project document, and those finally implemented.

Seminars/conferences	Network	Realised	Replaced by	Notes
Annual planning meeting with networks	Global	yes		4 Meetings realised
NileIWRMnet Network members planning meeting	NileIWRMnet	yes		3 Meetings realised
WA-Fr Network members planning meeting	WA-Net	yes		combined Anglo- and Francophone: 2 meetings realised
WA-Eng Network members planning meeting	WA-Net	yes		
Carib Network members planning meeting	Caribbean	yes		3 Meetings realised
ToT IWRM Caribbean Waternet	Caribbean	Yes		Addition: water use efficiency in tourism
ToT IWRM WA-FR	WA-Net	Yes		GWP contribution
ToT WSS Waternet & Nilenet Uganda <sup>1</sup>	NileIWRMnet WaterNet	Yes		Ethiopia
Training conflict resolution water managers Nilenet & GWP Kenya	NileIWRMnet	yes		
Training conflict resolution water managers WA-Eng & GWP Ghana	WA-Net	yes		
Training water managers IWRM WA-FR + GWP Burkina Faso	WA-Net	yes		
Training water managers IWRM Carib + GWP Trinidad	Caribbean	yes		St Lucia
Training water managers Gender Carib + GWP Trinidad	Caribbean	yes		GWP contribution
Training water managers WR assessment Waternet + GWP Zimbabwe <sup>2</sup>	WaterNet	yes	Groundwater and IWRM	
ToT Economic principles and IWRM, WA-Eng	WA-Net	yes		Participation in ToT of NileIWRMnet
ToT WASH, Carib	Caribbean		Conflict Resolution	
ToT WASH, WA-Fr	WA-Net		IWRM and WASH, NileIWRMnet	
ToT Conflict resolution, Nilenet	NileIWRMnet		IWRM as a Tool for Adaptation to Climate Change	
ToT Transboundary water, Waternet	Water Net		Promoting Integrity and accountability in water	
ToT Transboundary water, WA-Fr	WA-Net		Gender and water	
Training water managers IWRM institutions, WA-Eng + GWP	WA-Net		Water managers on IWRM and groundwater	
Training water managers IWRM, WA-Fr + GWP	WA-Net		Groundwater and IWRM	
Training Water Managers IWRM, Carib + GWP	Caribbean		Econ+Fin Instruments,	

<sup>1</sup> The water and sanitation training course for WaterNet and NileIWRMnet has been realized as a course for NileIWRMnet with facilitation by WaterNet members. The funds saved have been applied for an additional course on geographic information systems and water management for NileIWRMnet.

<sup>2</sup> The WR assessment course has been supported by other Cap-Net funds and available funds applied for a course on Groundwater and IWRM

<i>Training water managers river basin management, 3 networks + GWP</i>	<i>All networks</i>	<i>yes</i>		
<i>Training water managers river basin management, WA-Fr + GWP</i>	<i>WA-Net</i>		<i>GroundWater ToT Ghana</i>	
<i>Training water managers environmental flows, NileIWRMnet + GWP</i>	<i>NileIWRMnet</i>		<i>Water and Climate Change</i>	
<i>Training water managers environmental flows. Waternet + GWP</i>	<i>WaterNet</i>		<i>Water and Climate Change for Lusophone Countries</i>	<i>GWP Contribution</i>
<i>Training water managers economic instruments, WA-Eng + GWP</i>	<i>NileIWRMnet</i>			<i>Changed network</i>
<i>Training water managers economic instruments, WA-Fr + GWP</i>	<i>WA-Net</i>	<i>yes</i>		<i>Togo</i>
<i>Training water managers economic instruments, Carib + GWP</i>	<i>Caribbean</i>	<i>yes</i>		<i>3 courses implemented with GWP contribution</i>
<i>Training water managers water demand management, NileIWRMnet + GWP</i>	<i>NileIWRMnet</i>		<i>Water and Climate Change</i>	
<i>Training water managers water demand management, Waternet + GWP</i>	<i>WaterNet</i>		<i>Economic and Financial Instruments</i>	

## **Annex 2: Activity reports under the output area “Regional Cooperation strengthened”**

The activities carried out under this output area were:

1. Project planning meetings
  - a. 1<sup>st</sup> annual planning meeting, Delft, October 2006
  - b. 2<sup>nd</sup> annual planning meeting, Pretoria, June 2007
  - c. 3<sup>rd</sup> annual planning meeting, Trinidad, July 2008
  - d. Project wrap-up meeting, Stockholm, August 2009
  - e. Lessons learned seminar, Stockholm, August 2009
2. Network members meetings
  - a. Caribbean Waternet, December 2006
  - b. WA-Net, June 2007
  - c. Nile-IWRMnet, October 2007
  - d. Caribbean Waternet, March 2008
  - e. Nile-IWRMnet Steering Committee and Members meeting, August 2008
  - f. WA-Net members meeting, November 2008
  - g. Caribbean Waternet members meeting, July 2009
  - h. Nile-IWRMnet SC and members meeting, August 2009
3. Network support
  - a. Caribbean Waternet, WA-Net, Nile-IWRMnet
4. Training of Trainers
  - a. IWRM, WA-Net, January 2008
  - b. Economic and Financial Instruments for IWRM, WA-Net (En) and Nile-IWRMnet, November 2007,
  - c. Economic and Financial Instruments for IWRM , WA-Net (Fr), February 2009
  - d. Gender and Water, WA-Net, July 2009
  - e. Integrity and Accountability in Water, WaterNet, June 2009
  - f. Climate Change and Water Resources, WaterNet, January 2009 (En)
  - g. Conflict Resolution and Negotiations Skills, Caribbean Waternet, July 2009
5. Strengthening the knowledge base
  - a. Caribbean Waternet, IWRM capacity needs assessment for the Caribbean
  - b. Case study: IWRM planning framework for the Caribbean, March 2008
  - c. Nile IWRM-Net, Case study: Progress and Evolution Water Resources Management Reforms in Kenya

### **1. Planning meetings**

#### **a. Delft, October 2006**

To launch the programme a planning meeting with key partners was considered essential and was undertaken within two months of the signing of the agreement. Present at the meeting were all of the regional capacity building network managers from Africa and the Caribbean, GWP, UNDP and the Cap-Net secretariat. The meeting was linked to a larger meeting of capacity building networks around the world and the opportunity was taken to explain and promote the project across all of the networks.

A central part of the planning meeting was reaching a common understanding of the project, our goals, expectations and roles. As the work plan was already defined for the first year, discussion revolved around when activities could be undertaken and the various local level planning steps that were required. The individual networks explained how their work plans included the EU specified activities and although there was a time lag from when the project was prepared most of the activities remained relevant.

The linkage with GWP at the global as well as at the regional level was stressed and agreements were reached on how this was to be realised. Discussion about how counterpart

funding was to be identified and managed was important especially for the GWP contribution. It was agreed that it was preferable if funds were not transferred between GWP and Cap-Net and that GWP would contribute through payment for participants and other course costs from the EU project budget.

Cap-Net agreed to prepare some templates for reporting. The next meeting would have to take place before the end of the first year as there would have been a learning period and it was felt important to reflect on what was going well and not so well. Planning and agreement on activities for year two would take place at the following meeting. (Documentary support: Minutes of the meeting)

b. Pretoria, June 2007

The second annual planning meeting was held with the objective to discuss progress in implementation of the work plan and identify priorities for the project years 2 and 3. The associated networks, GWP as well as Cap-Net secretariat presented progress reports and expectations on the realisation of the first year plans. The meeting also discussed strengths and weaknesses in the implementation of the programme, in the partnerships, the financial management and in monitoring and reporting. Plans for implementation year 2 were presented and milestones for action were agreed.

It was noted that several activities were behind but also noted that the project was now up to speed and the delays can be rapidly overcome. The milestones agreed were the submission of reports and work plans; production of a brochure; providing templates for financial and technical reporting; planning of next meeting, and; lessons learned to be documented.

The meeting also raised questions that need to be brought forward to the donor. These concerned flexibility in activities and training subjects planned; reallocation of funds within the programme; and detail of accounting on activities. (Documentary support: minutes of the meeting; programme brochure)

c. Trinidad, 31 July – 1 August 2008

The third and last annual planning meeting was held in Trinidad June 2008. Invited by Caribbean-Waternet the project team met to discuss progress in implementing the project and to plan the activities for the 3<sup>rd</sup> and final year. It was noted that the project had seen acceleration in implementing the programmed activities in the second project year. All networks reported to be on schedule regarding the activities foreseen and few have been moved forward because of changing insights and priorities. Climate change adaptation and water integrity are two of those issues that were not planned for in the project preparation phase but came up as priority areas for capacity building by the networks. For a few other subjects such as institutional arrangements or demand management there seemed to be less interest by the recipients and the EU agreed to change the programme accordingly without changing the number of activities.

It was suggested that there should be a closing event at the end of the project that not only reflects on the achievements but also sets out an agenda for future activities in the regions. (Documentary support: minutes of the meeting)

d. Project wrap up meeting, 17 August 2009, Stockholm, Sweden

The meeting was attended by managers from the three participating networks, a representative of GWP and the Cap-Net secretariat, at the World Water Week 2009 in Stockholm. The WA-Net manager could not attend, while WaterNet was represented by both the incoming and outgoing manager. A review of progress and lessons learnt showed that the overall performance in activity implementation was good for all the networks. Most of the planned activities were implemented even though a large part of the budget was not utilised because of over-budgeting. Caribbean WaterNet reported that they were pursuing institutional membership and reaching out to university students and retired professionals to boost the

level of activity. WaterNet reported that their ambitious work plan was not achieved in part due to changes in the secretariat staffing. The WA-Net report showed that GWP West Africa has been of great support in activity conceptualisation and implementation while Nile-IWRMnet reported that it needed to follow up on opportunities for linkages with GWP. The networks agreed on the need to demonstrate demand in part through paying clients as well as refining the tools for monitoring outcomes. (Documentary Support: Minutes and Financial Report)

e. Seminar on Lessons drawn from the project, 20 August 2009, Sweden

The discussion took place at the World Water Week 2009 in Stockholm and was mainly on lessons learnt by regional networks. Network managers were part of a panel discussion with a small audience. The discussion included the salient points below.

- While training has improved south to south cooperation in the development and transfer of knowledge and improvements made in developing a critical mass for IWRM implementation, some challenges still remain on how to market the training programmes, attract and select the right participants and assess the results chain of the training.
- Training materials were proven to be relevant for different users as evidenced by their wide use and adaptation. Partnerships allowed the budding networks to fast track both network development and activity implementation simultaneously.
- Suggestions for improving capacity building in the future included: increasing the quotas for female participation, building long term partnerships that go beyond ad hoc activities, further development of impact assessment instruments, emphasis on the management over the creation of knowledge, and reaching out to local authorities. Water Use Efficiency in Agriculture was identified as one of the new topics to be addressed in the future.

(Documentary Support: Session summary report, Session Brochure, Session Presentations and Financial Report)

## **2. Network members meetings**

a. Caribbean Waternet, December 2006

At a ceremony with representatives from UNDP, EU, GWP, the Caribbean WaterNet was formally launched in December 2006. The workshop officially opened by Prof. Clem Sankat, Dean of the Faculty of Engineering, The University of the West Indies, St. Augustine Campus. As a prelude to the formation of the Caribbean IWRM Capacity Building Network, discussions were held on defining the mission, vision, and objectives of the network in the context of the realities of the Caribbean. The challenges of the meeting as put forward by Jacob Opadeyi were:

- Arriving at a common understanding of what is a network;
- Providing a common understanding of what is meant by capacity building;
- The question of ownership of the network; and
- Questioning the need for a network for IWRM capacity building in the Caribbean.

The meeting was attended by 54 new members. A steering committee of 7 members was elected and draft operational procedures were developed. (Documentary support: Technical and financial report)

b. WA-Net, June 2007

The West African Anglophone and Francophone networks agreed to have a joint members meeting in Ghana in June 2007 to improve cooperation. It was agreed at the meeting that WA-Net would have a joint secretariat as a means to improve cooperation between the countries. A five-member Steering Committee and its chairman were elected. Annual Work Plans and Budgets were presented by both the Anglophone and Francophone managers. These were approved for adoption and a suggestion for merging these workplans into a single document without the Anglophone-Francophone divisions was agreed. (Documentary Support: Technical and financial report)

c. Nile IWRM Net, October 2007

A members meeting was held in October 2007 with 25 members attending from 8 countries. The main focus of the network members' meeting was reviewing the network progress, directions for the network management at regional and country levels and network action plan for 2008/09. This involved discussions on the status of the Nile-IWRMnet functioning in the respective countries, possible support to the regional coordination, reflection on the draft operational guidelines and recommendations for amendments on the network membership, country level coordination and roles and responsibilities of all levels vis-à-vis the network coordinator, steering committee, country coordinators as well as members. The meeting developed and approved the work plan for 2008. (Documentary Support: Technical and financial report)

d. Caribbean Waternet, March 2008

Twenty six members attended the meeting on 16 March 2008 at the University of the West Indies in Trinidad. Members approved the previous year's financial report and approved the draft programme of work for the next year. The programme of work was developed based on the IWRM needs assessment study which the network had just undertaken. It was reported that communication had been a challenge especially in the absence of a network officer. The meeting agreed to recruit a professional networking officer. (Documentary Support: Technical and financial report)

e. Nile IWRM-Net August, 2008

The meeting focused on discussing opportunity assessment reports, progress reporting and work planning. The network noted that they had realised an increase in the delivery of training and education in part due to the establishment of country chapters. A proposal was made to offer distance learning which would be hosted on the networks website. The meeting also acknowledged the need to continuously revise the network management guidelines to deal with new challenges such as the increased difficulty of regional coordination which had emerged as a result of the establishment of country chapters.

(Documentary Support: Technical and financial report)

f. WA-Net Nov 2008

The meeting was mainly dedicated to discussion on activities in the 2007-8 work plan and planning for new activities on the proceeding work plan. It was attended by 21 participants from 10 countries (Cameroon, Niger, Cote d'Ivoire, Cap Vert, Benin, Nigeria, Senegal, Ghana, Mali, Burkina Faso) and partner organisations. The second day included discussion on funds mobilisation and strengthening the network. The members acknowledged the need for a membership drive and partnering with other regional bodies. (Documentary Support: Minutes and Financial Report)

g. Caribbean Waternet July 2009

A major focus of the workshop was the work plan. It was reported that 70% of activities planned in the previous year had been achieved. Some limitations noted for not realising all the activities were that materials were not always available for some subjects such as water use efficiency in agriculture and yet and opportunities for capacity building and improving water management had been identified. A sustainability plan was also discussed and members suggested the network should consider charging for courses with gradual increases of this fee. They also suggested tapping into capacity building funds that are held by partner organisations. Twenty three participants (9 female) attended from St Lucia, Barbados, Trinidad and Bahamas. (Documentary Support: Minutes and Financial Report)

h. Nile IWRM-Net August 2009

The major objective of this 3<sup>rd</sup> meeting was to make a strategic plan that would address institutionalisation of the network and identify future capacity building needs. The meeting was attended by most of the country chapters except the DR Congo and South Sudan. It was agreed to invite expressions of interest for hosting of the network. Criteria had already been developed for how a host shall be chosen. A quality assurance group was proposed and a simultaneous discontinuation of thematic groups. The quality assurance group would co-opt thematic experts as necessary. (Documentary Support: Minutes and Financial Report)

### **3. Network support**

Core support to three networks (Caribbean Waternet, Wa-Net, and Nile-IWRMnet) was provided supporting the network administration as a basis for carrying out the work plan. Progress and financial reports, work plans have been received. Network support to WaterNet was not been envisaged as it has independent assistance for network management. The support staff time for networks management and coordination, communication, a computer. The core support provided led to improvements in the typical network secretariat functions such as communication, coordination and reporting. It also assisted the networks to improve work planning and coordination of activities.

### **4. Training of Trainers**

#### **a. Integrated Water Resources management, Burkina Faso, January 2008**

The training was conducted in January 2008 hosted by the International Institute for Environmental Engineering in Ouagadougou. The participants were mainly GWP members and therefore mainly water management implementers from very diverse backgrounds, ranging from extension workers, through specialists in different relevant areas to directors and coordinators of programmes and organisations.

At the end of the training participants gained an understanding of the basic concepts and principles of IWRM. They also Insights on how to integrate IWRM considerations in capacity building programmes.

Twenty five participants (5 female) attended from seven French speaking countries in West and Central Africa. The course was facilitated by 2 staff members of 2iE, a core member of WA-Net, and 2 external facilitators. (Documentary support: Technical and financial reports)

#### **b. WA-Net, Economic Instruments for water resources management, Nov 2007**

This training of trainers was achieved by sending trainers to a course in East Africa (see section Output 2). The approach was taken because of the weak network in Anglophone West Africa during that time (later the Anglophone and Francophone networks merged in one WA-Net). Two participants from Sierra Leone and 1 from Nigeria attended the course on Economic and Financial Instruments in Kenya from 26-30<sup>th</sup> Nov 2007. (Documentary Support: Technical and Financial Report)

#### **c. WA-Net, National training of trainers on Economic and Financial Tools of IWRM, 9-13 February 2009 in Bamako (Mali).**

The course had 40 participants (14 female). It was a partnership with GWP-WA (Mali Water Partnership) and the department of water in Mali (DNH). Participants were drawn from all provinces of the country and included those from water and electricity corporations and gender organizations. Participants committed to replicate the course at local levels. (Documentary Support: Technical and Financial Report)

#### **d. WA-Net, Regional Training of Trainers on "Gender and IWRM", 31 July – 01 August 2009 in Abidjan (Côte d'Ivoire)**

The course was in partnership with Gender and Water Alliance (GWA) and the National Water Partnership of Côte d'Ivoire (PNECI), and a water company SODECI. There were 42 participants (22 females and 20 males) coming from 8 countries (Burkina, Benin, Côte d'Ivoire, Guinea Conakry, Mali, Niger, Senegal, Togo). They were composed of water professionals, gender specialists involved in water, and policy-makers in charge of planning and evaluation of water related policies. At the end of the training, each participant produced an action plan for mainstreaming gender. (Documentary Support: Technical and Financial Report)

e. WaterNet, Pilot Training Workshop on Promoting Integrity and Accountability in Water 1-3 June, 2009, CapeTown, South Africa

The course was attended by water managers, regulators, capacity builders and water decision-makers within government, NGOs and the private sector. A total of 21 participants were drawn from the African region (Zimbabwe, Lesotho, Malawi, Tanzania, Uganda, Botswana, DRC, South Africa, Rwanda, Swaziland, Zambia, Mozambique, Liberia) and another eleven from beyond Africa

Participants planned to disseminate the knowledge within their organisations and incorporate aspects of the course in already existing organisational programmes or university curriculum. Recommendations for improving the course included the mainstreaming of gender in the course content and putting more emphasis on the methodology of delivering the course. The training programme was a jointly funded initiative between UNDP Water Governance Facility at SIWI, Cap-Net and WaterNet and was hosted and organized by the University of Western Cape and the African Centre for Water Research. Other collaborative partners to the programme included the Water Integrity Network (WIN) and the IRC International Water and Sanitation Centre. (Documentary Support: Technical and Financial Report)

f. WaterNet, Training of Trainers on Climate Change and Water Resources, 26-30 January, South Africa

The course was held to contribute to capacitating societal and professional groups to adapt to changing climatic conditions. The focus was on how sustainable water management can be instrumental in dealing with extreme climate variations in vulnerable areas. It was attended by 28 participants (12 female) from 13 countries. Participants gained new perspectives on Climate Change and its impacts on society from the facilitators and each other through lectures and group work. Some case studies were also presented from the East and Southern Africa regions. The course partners were Global Water Partnership-Southern Africa and the University of KwaZulu-Natal. The course material was adapted from a course manual which was being developed by Cap-Net, WMO, Rhama and Redica and UNESCO-IHE. Participants planned to take up some follow up action in their home countries by: developing and delivering similar courses; disseminating the knowledge within their organisations; incorporating aspects of the course in already existing organisational or university curriculum; and awareness raising to various publics. Recommendations for improving the course included: streamlining the content to balance the broad nature of climate change and the specific needs of participants and; putting more emphasis on explaining the methodological processes that produce climate change data and information. (Documentary Support: Technical and Financial Report)

g. Caribbean WaterNet, TOT on Conflict Resolution and Negotiation Skills for IWRM 15-17 July, Guyana

The participants were drawn from the OEC and Caricom. After the course, participants had gained knowledge on the emerging approaches to conflict management and practiced tools for conflict analysis. The course was attended by 21 participants (6 female) from 7 countries (Trinidad, Bahamas, Barbados, Suriname, St Lucia, Guyana, and Grenada). The content included a process map of how to analyse conflicts, enter the conflict scene, engage stakeholders and eventually foster an agreement which has to be monitored. Participants suggested that in future, emphasis should be placed on training participants on methods used to train others. (Documentary Support: Technical and Financial Report)

## 5. Strengthening the knowledge base

### a. Caribbean Waternet, IWRM capacity needs assessment for the Caribbean

Caribbean Waternet conducted a capacity building needs assessment in IWRM in 11 Caribbean countries. The study combined the resource centres and capacity builders' inventory in the region (output area 1) and assessment of capacity building needs and priorities (output area 2). The aim of the study was to identify national and regional institutions that can facilitate IWRM capacity building programmes; identify and quantify the resources available; assess the needs of the region; and propose strategies and priority actions for the network.

A questionnaire was completed by 29 public and private institutions and NGOs in the 11 countries. The main issues hampering IWRM in the region were identified as:

- Policy development
- Planning
- Legal mandate
- Human resources
- Cooperation of government/agencies and project proponents

Capacity building priorities were identified in the above areas as well as other relevant aspects of IWRM. Attention was also given to media training and advocacy activities. (Documentary support: technical and financial report)

### b. Case study: IWRM planning framework for the Caribbean, March 2008

The case study was completed in March 2008 and used Grenada as an example. The IWRM plan was accompanied by a guide for the development of other plans and included links between the freshwater environment and coastal zone management. This is particularly appropriate for the small island states of the Caribbean. (Documentary support: technical report)

### c. Nile IWRM-Net, Case study: Progress and Evolution Water Resources Management Reforms coupled with a workshop to Launch Nile IWRM-Net Kenya Chapter

The launch of the National Chapter publicized the network in Kenya as a neutral and dynamic forum for knowledge sharing, and also increased the number of water professionals that interact and bring in new experiences to the network. It affirmed its position as a capacity building services provider that supports water sector reforms that started in Kenya since 2002. A review of progress of Water Sector Reforms was also initiated, based on a case study of the Athi river basin. The report included the conclusions that the RBO managing the basin is well supported by a good policy framework, but does not have the human resources or technology to carry out its mandate. The Launch was attended by 30 participants (21 male). (Documentary Support: Technical and Financial Report)

## **Annex 3: Activity reports under the output area “Improved accessibility and delivery of good quality training and education”**

The results for this output area were:

### **A Training courses and workshop**

1. Conflict management and resolution mechanisms in IWRM, Nile-IWRMnet, November 2006
2. Conflict management and resolution mechanisms in IWRM, WA-Net, May 2007
3. IWRM, Caribbean Waternet, December 2006
4. IWRM, WA-Net, March 2007
5. IWRM for water managers, Caribbean Waternet, July 2007
6. Water resources assessment in ungauged basins, WaterNet, January 2008
7. Economic and financial instruments for IWRM, WA-Net, December 2007
8. Economic and financial instruments for IWRM, Caribbean Waternet, March 2008
9. Groundwater management and IWRM, WA-Net, December 2007
10. Economic and financial techniques in IWRM, WA-Net, December 2008
11. Groundwater management, WA-Net, May 2009
12. Open source geographic information systems, Nile-IWRMnet, February 2009
13. Economic and financial instruments for IWRM, Nile-IWRMnet, May 2009
14. IWRM and climate change, Nile-IWRMnet, May 2009
15. Economic and financial instruments for IWRM, Caribbean Waternet, May 2009
16. Knowledge and information management for IWRM, Nile-IWRMnet, August 2009
17. IWRM and food security, Nile-IWRMnet, August 2009
18. IWRM Toolbox training, Nile-IWRMnet, February 2009
19. Economic instruments for policy makers – water financing, Caribbean Waternet, May 2009
20. Water use efficiency for the tourist industry, Caribbean Waternet, December 2008
21. Gender mainstreaming in IWRM, Caribbean Waternet, April 2008
22. IWRM as a tool for adaptation to climate change for Lusophone countries, WaterNet, July 2009
23. Groundwater management for water managers: A role for hydrogeological science, WaterNet 2009

### **B Training packages**

1. IWRM as a tool for adaptation to climate change
2. Economics in sustainable water management
3. Streams of Law: water legislation and legal reform for IWRM

### **A. Training courses and workshops**

1. Training course: regional training workshop on conflict management and resolution mechanisms in integrated water resources management (IWRM), Kenya 20-24th Nov 2006

The Regional training course on conflict management and resolution mechanism in Integrated Water Resource Management (IWRM) was organized by the Nile IWRM network and hosted by Africa Resources Development Technologies (AFRIDET) at the Africa Institute for Capacity Development (AICAD), Nairobi, Kenya from 20 – 24 November 2006. The 5-days skills based intensive training course sought to equip water managers and professionals from the ten Nile basin riparian countries (Burundi, Rwanda, Uganda, Kenya, Tanzania, Egypt, Ethiopia, Eritrea, Democratic Republic of Congo, and Sudan) with appropriate skills and know-how for the management of water related conflicts.

Thirty one people (7 female) from most Nile basin riparian countries participated. An evaluation by the participants, through a questionnaire and an open group discussion demonstrated participant's appreciation on the structure and design of the programme, variety of presentation skills and skills developing exercises. The relevance of the course and the skills gained by the participants were highly rated. (Documentary support: Technical and financial report of the training)

2. Conflict management and resolution Mechanisms in integrated water resources management (IWRM), Accra, Ghana, May 7-11 May 2007

The training course was hosted by Ghana Water Resources Commission. It course dealt with strengthening and facilitating the ability and skills of the participants in negotiation and conflict resolution to ensure that mediation and negotiation are incorporated in water management practices.

In all there were 16 participants (4 female) drawn from the Anglophone West Africa Region. Of these, 5 were regional participants (4 from Nigeria and 1 from Gambia) and the remaining 11 were local participants. The participants were mainly water managers and stakeholders with an interest in negotiation skills and conflict resolution in water management. They represented various water sector institutions including river basin organisations, international and local non-governmental organisations (NGOs), and government water use and provision agencies. (Documentary support: Technical and financial report of the training)

3. Training course on IWRM, Trinidad, Dec 2006

Two activities were combined to launch the programme in the Caribbean. These were the network members meeting and a training course on IWRM. The joint approach allowed for a formal launch of the network in the region and a larger number of members to attend both the network meeting and the training course.

The course was held at the Faculty of Engineering, The University of the West Indies, St. Augustine from December 11<sup>th</sup> -15<sup>th</sup> 2006. The workshop was organized in sixteen sessions that addressed all the issues related to IWRM in the Caribbean, from legal framework to gender issues. It was attended by 42 representatives of governmental and inter-governmental institutions from Anguilla, Barbados, Dominica, Guyana, Grenada, Jamaica, St. Lucia, St. Vincent and the Grenadines and Trinidad and Tobago. Fifteen participants were female. (Documentary support: Technical and financial report)

4. Training in IWRM, West Africa, Lomé March 12 – 16 2007

The francophone West Africa network of WA-Net held a training course on integrated water resources management in Lomé. The course was held with financial and technical collaboration with the UNEP Collaborating Centre on Water and Environment of the Danish Hydrological Institute (DHI) and GWP. DHI contributed with facilitators and half of the participants. GWP contributed financially to bring regional participants under the EU project as part of their co-funding commitment.

Thirty one (3 female) participants from 7 countries attended the course. The course evaluation noted the high demand for the IWRM training in the region. The collaboration between several partners was challenging but also rewarding and they left with the intention of building on the cooperation for future activities. (Documentary support: Technical and financial report of the training)

5. Caribbean Waternet, IWRM for Water Managers, St Lucia, 18 – 21 July 2007

The course was organized by the Caribbean Water and Wastewater Association (CWWA) in collaboration with Caribbean Waternet and Global Water Partnership – Caribbean (GWP-C). Twenty four participants (2 female)-Managers, Project and Technical Officers of Water Utilities from thirteen Caribbean islands participated in workshop. The objective of the course was to

create an awareness of Integrated Water Resource Management (IWRM) and to develop competences in IWRM Assessment and Planning among Utility Managers.

The workshop was facilitated by regional professionals, who covered topics such as:

- Setting Legal and Regulatory Frameworks for IWRM;
- Economic Issues in Integrated Water Resources Management;
- Stakeholder Management; and
- Developing IWRM Country Plans.

At the end of the workshop the participants all agreed that implementing an IWRM approach to the management of the regions' water resources would be beneficial to both the Utilities and the environment. The participants all agreed that, where possible they will seek to be an advocate of the IWRM approach in their individual countries. Some participants were so enthusiastic that they agreed to investigate what their country's position was as regards to developing an IWRM Country Plan, and if possible become involved in the process. (Documentary support: Technical and financial report of the training)

6. WaterNet, Water Resources Assessment in ungauged basins, Tanzania January 2008

The course offered water resource planner and hydrologists with the tools to allow water resources to be assessed from a variety of data sources, including internet data and the use of models. It was held in response of most river basins in the region being inadequately gauged to capture hydrological data. (Documentary support: technical and financial reports; course reader.)

7. WA-Net, training course on economic and financial instruments for IWRM, Togo, 17 – 21st Dec 2007

The course was held in Lomé and attended by 26 participants from 11 West African countries. Collaboration of WA-Net with GWP and Cap-Net supplemented funding available from the EU. Cap-Net also brought in a facilitator from UNESCO-IHE as an expert in the field. The programme was varied with theoretical and practical exercises. Numerous questions on various aspects of the course demonstrated that the participants found the course interesting and relevant. (Documentary support: technical and financial report)

8. Caribbean WaterNet training course on economic and financial instruments for IWRM, Trinidad, March 2008.

The course was held back to back with the Caribbean Waternet members meeting. The participants who attended the workshop left with a better appreciation of the use of financial and valuation techniques in water resource management. They reported that they were motivated to accept the role of championing the topic within their respective countries. Twenty-four participants from 7 countries (Jamaica, Trinidad, Suriname, Dominica, Barbados, St. Lucia, and Guyana) attended the workshop. The participant's area of responsibility included the posts of Directors, Managers, Engineers, Environmental and Agricultural Legal and Financial Officers, Senior Lecturers and Policy Analysts. (Documentary support: Technical and financial reports)

9. WA-Net, Groundwater management and IWRM, Senegal, Dec 2007

The course was held in Dakar in collaboration with GWP, and the German group Bundesanstalt für Geowissenschaften und Rohstoffe (BGR). It gathered senior water professionals of various profiles from 11 West African countries (Benin, Burkina Faso, Cape Verde, Cote d'Ivoire, Guinea, Guinea-Bissau, Mali, Mauritania, Niger, Senegal, and Togo).

The course aimed to promote sustainable groundwater resources management within the framework of IWRM. Participants reported that they had been motivated to discuss major groundwater issues, to exchange experiences and to propose suitable responses to major questions in discussion. During discussion as well as in feedback form they have gotten better

understanding of groundwater challenges, and have well captured their duty to share and to promote the course outcomes. (Documentary support: technical and financial report)

10. WA-Net, Economic and Financial Techniques in IWRM, 15-19 Dec 2008, Nigeria

The course was attended by 25 (17 male) participants from 6 countries (Ghana, Liberia, Sierra Leone, The Gambia and Nigeria). It was a partnership with the National Water Resources Institute. Topics covered during the workshop among others were economic and financial tools, valuation methods, funding for water organizations and institutions, taxation and subsidies. Participant's identified the most important parts of the course as:

- Water valuation methods;
- Issue of subsidy in water provision in Africa;
- Case studies of other African countries and the level of success;
- Water pricing and effects on development in Africa; and

(Documentary Support: Technical and Financial Report)

11. WA-Net, course on Groundwater Management implemented by African GroundWater-Network, 25-29, May 2009, Dakar.

The course was attended by 30 professionals(8 females) from the water sector, coming from 12 francophone countries in West and Central Africa (Senegal, Guinea, Dr Congo, Cap Vert, Mali, Niger, Benin, Togo, Central Afrique, Cote d'Ivoire, Burkina Faso, Mauritania,). Participants from different backgrounds shared experiences with regards use and management of groundwater in their countries and regions. Good practices on groundwater protection from the Middle East were also shared by the partners. Other partners were BGR, the Geology Department/ Faculty of Sciences and Techniques of Cheikh Anta Diop University, the Senegal Country Water Partnership (PNES).(Documentary Support: Technical and Financial Report)

12. Nile IWRM-Net, Regional Training Course on Open Source Geographic Information Systems and Remote Sensing for IWRM, 26 January-3 February 2009 Bahir Dar, Ethiopia

The course was a collaboration with WaterAid Ethiopia, Nile IWRM-Net-Ethiopia Chapter, the Ethiopia Country Water Partnership, Bahir Dar University and UNICEF. A total number of 19 Practitioners and capacity builders from Burundi, Democratic Republic of Congo, Tanzania, Uganda, Sudan, South Sudan, Kenya, Rwanda and Ethiopia attended. It provided participants with technical skills of using open source GIS software and accessing and interpreting open source data as applied to sustainable management of water resources. Following the course participants proposed the following:

- establishment of a knowledge/information exchange platform under Nile IWRM Net; and
- application of the knowledge to existing institutional programmes.

(Documentary Support: Technical and Financial Report)

13. Nile IWRM-Net, Economic and Financial Instruments in IWRM, Tanzania, 27 April – 1 May 2009

The course drew 18 participants from 6 African countries (Tanzania, Uganda, Rwanda, Burundi, Ethiopia and Sudan) who were from various institutions such as NGO's, universities and government ministries. The University of Dar es Salaam was a collaborating partner. The course achieved its objectives including that of increasing knowledge of economic instruments and financial instruments by decision makers in the water and sanitation sub sector.

(Documentary Support: Technical and Financial Report)

14. Nile IWRM-Net, IWRM and Climate Change 25-29 May 2009, Kampala, Uganda

The objective of the course was to build the capacity of managers and local authorities to apply sustainable water management principles and instruments to adapt to climate variability manifestations. It was attended by 34 participants (6 female), largely middle managers drawn from national water authorities of Nile IWRM-Net member countries (Burundi, D.R. Congo,

Eritrea, Ethiopia, Kenya, Rwanda, Sudan, Tanzania and Uganda). Participants identified forestation, water harvesting and the use of renewable energy as locally appropriate actions for adaptation to a changing climate. A lot of debate centred on uncertainties (and how these could be managed) as well as climate change finance. The Ugandan, Ministry of Water and Environment, UNEP-DHI Centre for Water and Network for Water and Sanitation (NETWAS) were partners to the activity. (Documentary Support: Technical and Financial Report)

15. Caribbean Waternet, Economic and Financial Instruments for IWRM –, 26-29 May 2009, St Lucia.

The objective of the course was to familiarise policy makers and water resource managers with key economic implications of water policies and practices and the economic instruments available to implement IWRM. It also addressed financing of development and maintenance work in water. Nine participants (5 male) from three countries attended the course. They had an interest in water economics and committed to bring the topic forward in their respective countries. (Documentary Support: Technical and Financial Report)

16. Nile IWRM-Net, Knowledge and Information Management for IWRM, 10-12 August 2009, Nairobi Kenya

The key objective of the course was to support institutions involved in water resources, environment and land management, universities and research institutions to establish a protocol (and later a platform) for data sharing to improve evidence based decision making in water management. The major course outcome was that a team of officers from various departments (including the Water Resources management Agency and the Metrological Department) volunteered to champion the formation of the "Kenya Water Resources and Climatologically Database" based on a data sharing protocol agreed at the meeting. The workshop had 27 participants (2 female). The Water Resources management Agency and the Kenya Metrological Department were partners in the organisation of the activity. (Documentary Support: Technical and Financial Report)

17. Nile IWRM-Net, IWRM and Food Security, 18-21 August 2009, Bujumbura, Burundi

The course was held in response to the food security problems that characterise the country. It was attended by 38 participants (5 female) from the Agriculture and Water ministries. Other partners to the course were GWP East Africa, African Wildlife Foundation and a local NGO Forum Pour L'eau et La Securite Alimentaire. The objectives was improved capacity for balancing the tradeoffs between water resources development and demand management in agricultural production. The following were agreed as necessary interventions: technologies to ensure adaptation of agricultural production to water stressful conditions; popularising the concepts of IWRM at the lowest level for efficient use of water; making weather station data freely and easily accessible; and rainwater harvesting. (Documentary Support: Technical and Financial Report)

18. Nile IWRM-Net, IWRM Toolbox Training, 17-20 February 2009, Rwanda

The course was held in support of the Rwandan Government program to develop an IWRM Plan. A total of 75 participants attended. They were drawn from water related ministries, non-governmental organizations, higher learning institutes, universities and the media. The course was organised by the Rwanda Water Partnership. The participants had several discussions structured around the GWP toolbox. On climatic change, it was suggested that there should be afforestation as an adaptation strategy. Regarding the major water resources problems, they suggested that a consistent water database, coupled with greater human financial resource allocation to the sector would alleviate most of the current problems. (Documentary Support: Technical and Financial Report)

19. Caribbean Waternet, Economic Instruments for Policy Makers-Water Financing, 28-April-2 May, 2009, St Kitts,

The course was held in partnership with GWP Caribbean. It was attended by 11 participants (5 females) from 5 Caribbean countries (Grenada, St Kitts, Jamaica, Suriname and Montserrat). It achieved its objectives which were to: familiarize policy makers and water resource managers with key economic implications of water policies and practices and the economic instruments available to implement IWRM; and foster understanding of the mechanisms to finance development and maintenance work in the water sector. The participants generally recognised that the biggest problem faced by utilities was that they relied on government funding and as such were vulnerable to government cash flow problems. (Documentary Support: Technical and Financial Report)

20. Caribbean Waternet, Water Use Efficiency for the Tourist Industry 15 -16 December 2008, Barbados

The workshop was attended by 16 participants (7 females) from 8 Caribbean countries (Barbados, Jamaica, Grenada, Antigua, St Lucia, Tobago, Dominican Republic, and St Vincent). It was convened because of the realisation that the sustainability of the tourism industry heavily depends on the efficiency and effectiveness of water supply and sewerage services. Case studies of hotels' water use and attempts towards efficiency were presented. Water use efficiency practices such as low flow showerheads, leak detection, and low flush toilets were shown to have minimal cost and great economic benefit for hotels. The participants acknowledged that it was difficult to design incentives for water use efficiency at the regional level. It was suggested that government should set WUE conditions for licensing new hotels and enforce the same standards for already operating hotels. One of the actions planned for, was for hotel associations to be used as a focal lobbying point for WUE at the country level. (Documentary Support: Technical and Financial Report)

21. Caribbean WaterNet, Gender Mainstreaming, 7-11 April 2008, Trinidad and Tobago

The idea of the workshop was borne out of the realisation that there was not adequate capacity in the region to apply gender analysis and mainstreaming methods in IWRM, policies, programmes and projects. It was attended by 19 women and 3 men from 15 agencies in 9 Caribbean countries (Barbados, Dominica, Grenada, Guyana, Haiti, Jamaica, St Lucia, Suriname, and Trinidad and Tobago). Participants gained new knowledge on the social construction of gender. Some commented that they had changed their attitude at a personal level owing to this new knowledge. They also practiced using tools for gender analysis and mainstreaming. The partners to the course were Global Water Partnership, the University of the West Indies and Women Gender Water Network (WGWN). The WGWN planned to conduct case studies in the Caribbean to ensure relevance of future training programmes and provide support to trainers. (Documentary Support: Technical and Financial Report)

22. WaterNet, GWP-SA, IWRM as a Tool for Adaptation to Climate Change for Lusophone Countries, 27 – 31 July, Mozambique

As follow up to a training programme developed by Cap-Net and partners on IWRM as a tool for adaptation to climate change, a course in Portuguese was held specifically for Lusophone countries. The course was attended by 23 participants (11 female and 12 male) from Mozambique, Brazil, Angola and São Tomé e Príncipe. The course was organised by WaterNet member Universidade Eduardo Mondlane in Maputo in collaboration with the GWP Mozambique country water partnership. Cap-net Brasil translated the training manual into Portuguese for the course. The organisation, the materials and the facilitation have been highly appreciated by the participants and very positively evaluated. (Documentary support: Technical and Financial Report)

23. WaterNet, Groundwater management for water managers: A role for hydrogeological science, July 2009, South Africa

The course was implemented by the African Groundwater Network (AGW-Net) and hosted by the University of Witwatersrand in Johannesburg, South Africa from 6-10 July. The purpose of this short course was to describe the role of hydrological science in supporting emerging issues

and practices in the management of groundwater for the non hydrogeologists. A total of 13 participants (5 females) from 10 African countries attended the course. Participants identified many management problems in groundwater including the lack of coordination and integration and different laws on groundwater among the different ministries that use or manage the resource. One solution commonly identified was the development of a common database of information to be used by the different groundwater users and management agencies. (Documentary support: Technical and Financial Report)

## **B. Training packages**

### **1. IWRM as a tool for Adaptation to Climate Change**

This training manual was developed to assist capacity builders in developing training and educational programmes on the use of IWRM tools and instruments for adaptation to climate change impacts. It imparts knowledge on climate change impacts and options for what can be done regarding management of water resources using current knowledge. It was developed in partnership with WMO/APFM, UNESCO-IHE, REDICA and Rhama. The manual includes the topics: Drivers and Impacts of Climate Change; Strategy Development and Planning for Adaptation; Impacts of Climate Change on Water Use Sectors; Dealing with Uncertainties; and Instruments and Measures for Adaptation. (Documentary Support: Published Training Materials and Financial Report)

### **2. Economics in Sustainable Water Management**

A materials development workshop was organised in August 2007 with the participation of the lead course facilitators and international experts including GWP and the EU Water Initiative Financing Working Group. The materials were based on an international training of trainers course on economic and financial instruments for IWRM, held by Cap-Net in Mexico in May 2007. The purpose of the package is to train water managers in the use of economic and financial instruments for water demand management and behavioural change. As such it includes the introduction and application of such instruments, and formal and informal financing mechanisms. The materials have been finalised, edited and published in English, French, Spanish and Portuguese. The materials are already being extensively used.

Some network members from have the translated materials into local languages. The manual was issued in hard print in English and on CD in four languages.

This is an example of the benefits of working within the structure of an international network as it was possible to bring several networks and international partners together in the activity. The final product is a comprehensive training manual and facilitators' guide on the topic endorsed by GWP and the EUWI-FWG.

### **3. Streams of Law on Water Legislation and Legal Reform for IWRM**

In the first chapters, the materials elaborate legal reforms in water and political dimensions of water law and IWRM. Examples of the states which have implemented the basic principles of IWRM within their legislation are given and evaluated. Customary law is discussed because many societies implement it in parallel to national legislative systems. The last chapters deal with international water agreements and their implementation and the implications of all the above for governance and institutions. (Documentary Support: Draft Training Materials and Financial Report)

## Annex 4: Activity reports under the output area “Water and sanitation capacity built for government officials and NGOs in 10 countries”

The results for this output area were:

1. Case studies
  - a. Inventory of skills and training materials on water and sanitation in the Caribbean, March 2008
  - b. Assessment of the use of e-learning in the Caribbean and the application to water issues, March 2008
  - c. Water management and safety in water utilities in Africa
  - d. Sector Wide Approaches in WASH
2. Training courses
  - a. Workshop on sustainable sanitation and IWRM, Nile-IWRMnet, December 2008
  - b. IWRM for sustainable water sanitation and hygiene, Nile-IWRMnet, May 2009
  - c. IWRM and WASH, Nile-IWRMnet, July 2009

### 1. Case studies

- a. Inventory of skills and training materials on water and sanitation in the Caribbean, March 2008

Despite the fact that over 86% of the population of this region has access to potable water supplies, poor water management practices have resulted in water shortages during the dry season and flooding in the wet season. There is also the problem of leakages of treated water due to the poor state of the water supply infrastructure. Further, less than 50% of the people in the Caribbean region have access to sanitation, with detrimental impacts on their health as well as the economy of their countries. Water Supply and Sanitation (**WSS**) is therefore an important issue for water management in the region.

The case study reached most of the agencies involved with water and sanitation in the 11 Caribbean countries. The study analysed the skills of the organisations and the range of capacity building topics that they addressed. The people skilled in WSS were identified and listed with contact details providing a good basis for future capacity building actions. (Documentary support: technical report)

- b. Assessment of the use of e-learning in the Caribbean and the application to water issues, March 2008

E-Learning offers a quick, accessible way in which information can be disseminated. However, little was known in terms of the appropriateness of e-learning in the Caribbean region. The case study was carried out across all of the Anglophone educational institutions of the Caribbean. The University of the West Indies and the University of Technology are the only institutions with any significant experience in e-learning although there is increasing interest from other institutions that see the approach as having potential. A recommendation was made to initiate online distance learning Masters Programme in Water Supply and Sanitation for the Caribbean. (Documentary support: technical and financial report)

- c. Water management and safety in water utilities in Africa, September 2009

Five case studies were conducted in Mali, Ethiopia, Tanzania, Uganda and Zambia to assess the capacity gaps that exist regarding the operations of small to medium sized utilities in the delivery of water and sanitation services to achieve the MDGs given the IWRM framework. The cases also assessed the extent to which these capacity needs were being met by internal and

external actions. From the gaps identified, Cap-Net entered into a partnership with UN-Habitat for building the capacity of utilities to better address water management issues. Capacity building actions stemming from the case studies (such as training courses on water safety plans) have been ongoing. (Documentary support: technical and financial report)

d. Case Studies on Sector Wide Approaches in WASH

Due to the complexity of the water and sanitation sector and the numerous numbers of actors, an increasing number of countries are adopting a sector wide approach (SWA) for coordination at the national level. The case studies were commissioned to build a knowledge base for the development of capacity building actions on this subject with a view to inter alia consolidating the capacity needs identified from the participants in the SWA in each country. Case study reports are available for Zimbabwe, Uganda, the Philippines and Ethiopia. One of the conclusions from the cases include is that a greater focus on capacity building of local authorities to absorb funding is required even if coordination at national level has been achieved. (Documentary support: Draft case studies and financial Report)

## 2. Training courses

a. Nile IWRM-Net, Workshop on Sustainable Sanitation and IWRM, 1-5 December 2008, Rwanda

Participants were trained on the options for ensuring sanitation is well incorporated IWRM planning. The course focused on three main points: (i) the effects of sustainable sanitation on agriculture, environment and public health; (ii) how water management and sustainable sanitation can be better synchronised; and (iii) low cost technologies of sustainable sanitation and water supply. It was attended by 26 participants (7 female) from Rwanda, DRC, Kenya Ethiopia, Kenya, Uganda, Tanzania, Burundi, and Sudan. Other conveners were the Kigali Institute of Science and Technology and the Rwanda Ministry of Natural Resources. The training methodology included experiences sharing, a field visit to Kigali city and video conferencing with other organisations who could not attend. (Documentary Support: Technical and Financial Report)

b. Nile IWRM-Net, IWRM for sustainable Water, Sanitation and Hygiene, 18-21 May 2009, Kenya

The broad objective of the course was to support the development of WASH sector that is inclusive, collaborative and addresses the sustainability of services and use of resources. The participants discussed the challenges of improving water and sanitation against a backdrop of declining water resources availability. In particular the workshop discussed how water service providers impact, and are impacted by other uses. They identified key challenges that impede successful delivery of WASH programmes in Kenya. These included:

- varied laws on hygiene and sanitation (for example, environmental law and public health law) that result in conflict and uncoordinated guidelines between statutory agencies;
- institutions created under water reforms that are not yet implementing their mandate fully; and
- the challenges of accessing funds from the water services trust fund, the statutory agency responsible for mobilising funds for the poor and disadvantaged areas.

The activity was convened jointly with the Kenya Water Services Provider Association (WASPA). A total of 29 participants (8 female) attended from water services providers, the Water Resources Management Authority and the Ministry of Water and Irrigation in Kenya. Participants thought the course was successful in bringing together water users, water services and sanitation practitioners and water resources managers in Kenya for the first time to share knowledge and appreciate their complementary roles. (Documentary Support: Technical and Financial Report)

c. Nile IWRM-Net, Regional Training Course on IWRM and WASH, 6-10 July 2009 in Addis Ababa, Ethiopia

The Course was attended by 30 water resource managers, WASH practitioners and capacity builders from 10 countries (Burundi, Cameroun, Democratic Republic of Congo, Kenya, Madagascar, Rwanda, Sudan, Tanzania, Uganda, and Ethiopia) of which 8 were female. It was held in response to the recognition that the WASH /IWRM interface is important for both the management of the water resource and for meeting the MDG goal 7 on access to improved water and sanitation. Participants identified priorities for action in order for WASH and Water Resources Management planning to be integrated in their countries. The partners were Ethiopia Country Water Partnership, Water Supply and Sanitation Collaborative Council (WSSCC), WaterAid Ethiopia and Intermon Oxfam. (Documentary Support: Technical and Financial Report)

## Annex 5: Consolidated Final Expenditure Report

Budget for the Action	All Years				Realisation				
	Expenses	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)	Total	EU contribution	UNDP contribution	GWP contribution
<b>1. Human Resources</b>									
1.1 Salaries (gross amounts, local staff) <sup>3</sup>									
1.1.1 Technical									
Lecturers and facilitators	Per month	108	2000	216000	72106	54679	2014	15413	
1.1.2 Administrative/ support staff									
Training and workshop organisers	Per month	48	1500	72000	73839	62107	8009	3723	
4 part time network officers	Per month	144	250	36000	0				
Part time 40%	Per month	36	2000	72000	72000	50746	21254		
1.2 Salaries (gross amounts, expat/int. staff)	Per month								
One UNOPS staff member to manage the project	Per month	36	8000	288000	288000	208352	79648		
1.3 Per diems for missions/travel <sup>4</sup>									
1.3.1 Abroad (staff assigned to the Action)	Per diem								
Exchange between networks - West Africa, Nile Basin, Southern Africa, Caribbean	Per diem	90	170	15300	1522	1522			
Coordinator, 1 visit per year to each network *)	Per diem	75	175	13125	3522	2581	367	574	
1.3.2 Local (staff assigned to the Action)	Per diem								
1.3.3 Seminar/conference participants *)	Per diem								
Annual planning meeting with networks, Netherlands	Per diem	60	210	12600	26751	22573	4178		
Nilenet Network members planning meeting Kenya	Per diem	120	164	19680	14100	12346	1754		
WA-Fr Network members planning meeting Burkina Faso	Per diem	120	135	16200	14910	14910			
WA-Eng Network members planning meeting Ghana	Per diem	120	149	17880					
Carib Network members planning meeting Trinidad	Per diem	120	171	20520	4308		4308		

ToT IWRM Carib Trinidad ( <i>Water Use Efficiency in the Tourism Sector, Barbados</i> )	Per diem	60	171	10260	6640	535	6105
ToT IWRM WA-FR Burkina Faso	Per diem	60	135	8100	6144		6144
ToT WSS Waternet & Nilenet Uganda ( <i>Open Source GIS and Remote Sensing, NileIWRMnet</i> )	Per diem	60	172	10320	8409	8409	
Training conflict resolution water managers Nilenet & GWP Kenya	Per diem	60	164	9840	2606		2606
Training conflict resolution water managers WA-Eng & GWP Ghana	Per diem	60	149	8940	5780	5780	
Training water managers IWRM WA-FR + GWP Burkina Faso	Per diem	60	135	8100	9805		9805
Training water managers IWRM Carib + GWP Trinidad	Per diem	60	171	10260	9576	7474	2102
Training water managers Gender Carib + GWP Trinidad	Per diem	60	171	10260	7880		7880
Training water managers WR assessment Waternet + GWP Zimbabwe ( <i>Groundwater and IWRM, AGWnet</i> )	Per diem	60	131	7860	2414	2414	
ToT Economic principles and IWRM, WA-Eng	Per diem	60	167	10020	7887	7887	
ToT WASH, Carib ( <i>Conflict Resolution</i> )	Per diem	60	173	10380	10430	10430	
ToT WASH, WA-Fr ( <i>IWRM and WASH, NileIWRMnet</i> )	Per diem	60	150	9000	6835	6835	
ToT Conflict resolution, Nilenet ( <i>IWRM as a Tool for Adaptation to Climate Change for Lusophone Countries, WaterNet &amp; GWP</i> )	Per diem	60	153	9180	9938		9938
ToT Transboundary water, Waternet ( <i>Promoting Integrity and Accountability in Water Management</i> )	Per diem	60	133	7980	5269	5269	
ToT Transboundary water, WA-Fr ( <i>Gender and Water</i> )	Per diem	60	150	9000	10444	10444	
Training water managers IWRM institutions, WA-Eng + GWP ( <i>IWRM and Groundwater</i> )	Per diem	60	167	10020	7773	7773	
Training water managers IWRM, WA-Fr + GWP ( <i>Groundwater and IWRM</i> )	Per diem	60	150	9000	10164		10164
Training water managers IWRM, Carib + GWP ( <i>Economic Instruments for Water Managers, NileIWRMnet</i> )	Per diem	60	173	10380	15769		15769
Training water managers river basin management, 3 networks + GWP	Per diem	60	170	10200	11060		11060

Training water managers river basin management, WA-Fr + GWP ( <i>Groundwater and IWRM</i> )	Per diem	60	150	9000	3451	3451		
Training water managers environmental flows, Nilenet + GWP ( <i>IWRM as a Tool for Adaptation to Climate Change, Nile regional course, NBCBN</i> )	Per diem	60	153	9180	14523	14523		
Training water managers environmental flows. Waternet + GWP ( <i>IWRM and Climate Change</i> )	Per diem	60	133	7980	3215	3215		
Training water managers economic instruments, WA-Eng + GWP ( <i>NileIWRMnet</i> )	Per diem	60	167	10020	5121	5121		
Training water managers economic instruments, WA-Fr + GWP	Per diem	60	150	9000	17973	8409		9564
Training water managers economic instruments, Carib + GWP ( <i>3 courses</i> )	Per diem	60	173	10380	24370	20159		4211
Training water managers water demand management, Nilenet + GWP ( <i>IWRM as a Tool for Adaptation to Climate Change</i> )	Per diem	60	153	9180	6109	6109		
Training water managers water demand management, Waternet + GWP ( <i>Economic and Financial Instruments, Pretoria 07</i> )	Per diem	60	133	7980	3908	3908		
<u>Per diems related to workshops for materials development</u>								
<u>Training materials</u>								
- institutional arrangements of IWRM, Zambia	Per diem	20	113	2260				
- economic and financial dimensions of IWRM, Zimbabwe	Per diem	20	131	2620	4736	4736		
- negotiation skills and conflict resolution, Ethiopia	Per diem	20	168	3360	14	14		
- legal and regulatory framework of IWRM, Trinidad	Per diem	20	171	3420				
- water demand management, Zimbabwe ( <i>Groundwater and IWRM</i> )	Per diem	20	131	2620	2045	2045		
- local water management, Burkina Faso ( <i>IWRM as a Tool for Adaptation to Climate Change</i> )	Per diem	20	135	2700	479	479		
<u>School materials</u>								
- primary school package, Senegal	Per diem	20	155	3100				
- secondary school package, Cameroon	Per diem	20	209	4180				
<u>WASH materials</u>								

- planning for WASH, Kenya	Per diem	30	164	4920				
- community management of water supply, Zimbabwe	Per diem	30	131	3930				
- strategic sanitation solutions, Burkina Faso	Per diem	30	135	4050				
participatory methods, Trinidad	Per diem	30	171	5130				
Per diems local workshops								
3 Local workshops with teachers on IWRM, WA-Fr	Per diem	198	50	9900				
10 Trainings of local government on WASH, all networks	Per diem	1650	50	82500				
10 Country workshops with NGOs on WASH, all networks	Per diem	990	50	49500				
10 Country trainings community management of WSS, all networks	Per diem	1650	50	82500				
<b>Subtotal Human Resources</b>				<b>1317815</b>	<b>811826</b>	<b>575237</b>	<b>135197</b>	<b>101392</b>
<b>2. Travel<sup>5</sup></b>								
<b>2.1. International travel *)</b>								
Coordinator, 1 visit per year to each network	Per flight	15	2000	30000	6505	3674	1718	1113
To planning meeting from networks	Per flight	15	2000	30000	25906	20106	5800	
Nilenet Network members planning meeting Kenya	Per flight	30	700	21000	24711	24711		
WA-Fr Network members planning meeting Burkina Faso	Per flight	30	950	28500	21239	21239		
WA-Eng Network members planning meeting Ghana	Per flight	30	750	22500				
Carib Network members planning meeting Trinidad	Per flight	30	1650	49500				
ToT IWRM Carib Trinidad ( <i>Water Use Efficiency in the Tourism Sector, Barbados</i> )	Per flight	12	1650	19800	6206	2957	3249	
ToT IWRM WA-FR Burkina Faso	Per flight	12	950	11400	2518			2518
ToT WSS Waternet & Nilenet Uganda ( <i>Open Source GIS and Remote Sensing, NileIWRMnet</i> )	Per flight	12	650	7800	4167	4167		
Training conflict resolution water managers Nilenet & GWP Kenya	Per flight	12	700	8400	4046		4046	
Training conflict resolution water managers WA-Eng & GWP Ghana	Per flight	12	750	9000	2412	2412		

Training water managers IWRM WA-FR + GWP Burkina Faso	Per flight	12	950	11400	11530			11530
Training water managers IWRM Carib + GWP Trinidad	Per flight	12	1650	19800	9722	7855		1867
Training water managers Gender Carib + GWP Trinidad	Per flight	12	1650	19800	2576			2576
Training water managers WR assessment Waternet + GWP Zimbabwe ( <i>Groundwater and IWRM, AGWnet</i> )	Per flight	12	650	7800	6621	6621		
ToT Economic principles and IWRM, WA-Eng	Per flight	12	750	9000	8727	8727		
ToT WASH, Carib ( <i>Conflict Resolution</i> )	Per flight	12	1650	19800	8369	8369		
ToT WASH, WA-Fr ( <i>IWRM and WASH, NileIWRMnet</i> )	Per flight	12	950	11400	4783	4783		
ToT Conflict resolution, Nilenet ( <i>IWRM as a Tool for Adaptation to Climate Change for Lusophone Countries, WaterNet &amp; GWP</i> )	Per flight	12	700	8400	5976			5976
ToT Transboundary water, Waternet ( <i>Promoting Integrity and Accountability in Water Management</i> )	Per flight	12	650	7800	3733	3733		
ToT Transboundary water, WA-Fr ( <i>Gender and Water</i> )	Per flight	12	950	11400	3597	3597		
Training water managers IWRM institutions, WA- Eng + GWP ( <i>IWRM and Groundwater</i> )	Per flight	12	750	9000	13476	13476		
Training water managers IWRM, WA-Fr + GWP	Per flight	12	950	11400	3396			3396
Training water managers IWRM, Carib + GWP ( <i>Economic Instruments for Water Managers, NileIWRMnet</i> )	Per flight	12	1650	19800	4799			4799
Training water managers river basin management, 3 networks + GWP	Per flight	12	850	10200	12974		12974	
Training water managers river basin management, WA-Fr + GWP ( <i>Groundwater and IWRM</i> )	Per flight	12	950	11400	4971	4971		
Training water managers environmental flows, Nilenet + GWP ( <i>IWRM as a Tool for Adaptation to Climate Change, Nile regional course, NBCBN</i> )	Per flight	12	700	8400	12072	12072		
Training water managers environmental flows. Waternet + GWP ( <i>IWRM and Climate Change</i> )	Per flight	12	650	7800	3215	3215		
Training water managers economic instruments, WA-Eng + GWP ( <i>NileIWRMnet</i> )	Per flight	12	750	9000	11171	4722		6449
Training water managers economic instruments, WA-Fr + GWP	Per flight	12	950	11400	6783	584		6199

Training water managers economic instruments, Carib + GWP ( <i>3 courses</i> )	Per flight	12	1650	19800	16118	14449	1669
Training water managers water demand management, Nilenet + GWP ( <i>IWRM as a Tool for Adaptation to Climate Change</i> )	Per flight	12	700	8400	8166	8166	
Training water managers water demand management, Waternet + GWP ( <i>Economic and Financial instruments</i> )	Per flight	12	650	7800	417	417	
Exchange between networks	Per flight	12	2000	24000			
<u>Travel related to workshops for materials development</u>							
<u>Training materials</u>							
- institutional arrangements of IWRM, Zambia	Per flight	5	1200	6000			
- economic and financial dimensions of IWRM, Zimbabwe ( <i>Pretoria</i> )	Per flight	5	1200	6000	4580	4580	
- negotiation skills and conflict resolution, Ethiopia	Per flight	5	1200	6000	1560	1560	
- legal and regulatory framework of IWRM, Trinidad	Per flight	5	1500	7500			
- water demand management, Zimbabwe ( <i>Groundwater and IWRM material, Pretoria</i> )	Per flight	5	1200	6000	1651	1651	
- local water management, Burkina Faso ( <i>IWRM as a Tool for Adaptation to Climate Change</i> )	Per flight	5	1200	6000			
workshop Geneva					5893	5893	
<u>School materials</u>							
- primary school package, Senegal	Per flight	5	1200	6000			
- secondary school package, Cameroun	Per flight	5	1200	6000			
<u>WASH materials</u>							
- planning for WASH, Kenya	Per flight	6	1200	7200			
- community management of water supply, Zimbabwe	Per flight	6	1200	7200			
- strategic sanitation solutions, Burkina Faso	Per flight	6	1200	7200			
participatory methods, Trinidad	Per flight	5	1500	7500			
2.2 Local transportation							
3 Local workshops with teachers on IWRM, WA-Fr				3300			
10 Trainings of local government on WASH, all				16500			

networks								
10 Country workshops with NGOs on WASH, all networks				16500				
10 Country trainings community management of WSS, all networks				16500				
<i>travel related to Sustainable Sanitation training, NileIWRMnet</i>					374	374		
<i>travel related to Sustainable Food Security and IWRM, NileIWRMnet</i>					861			861
<b>Subtotal Travel</b>				<b>654300</b>	<b>275824</b>	<b>199084</b>	<b>27787</b>	<b>48953</b>
<b>3. Office equipment, vehicles and supplies<sup>6</sup></b>								
3.1 Purchase or rent of vehicles	Per vehicle							
3.2 Furniture, computer equipment								
1 printer per network + secretariat	Per item	6	600	3600	858		858	
2 laptops per network + secretariat	Per item	12	1250	15000	9308	3765	5543	
3.3 Spare parts/equipment for machines, tools								
3.4 Other (please specify)								
<b>Subtotal office equipment, vehicles and supplies</b>				<b>18600</b>	<b>10166</b>	<b>3765</b>	<b>6401</b>	<b>0</b>
<b>4. Local office/Action costs<sup>7</sup></b>								
4.1 Vehicle costs	Per month							
4.2 Office rent	Per month	36	750	27000	31315	31315		
4.3 Consumables - office supplies	Per month	36	250	9000	5498	3382	2116	
4.4 Other services (tel/fax, electricity/heating, maintenance)	Per month	36	500	18000				
Annual planning meetings with networks, Netherlands	Per month	36	500	18000				
Regional communication in networks	Per month	144	250	36000				
<b>Subtotal Local office/Action costs</b>				<b>108000</b>	<b>36813</b>	<b>34697</b>	<b>2116</b>	<b>0</b>
<b>5. Other costs, services<sup>8</sup></b>								

5.1 Publications <sup>9</sup>								
5.2 Studies, research <sup>9</sup>								
5.3 Auditing costs				9000				
5.4 Evaluation costs <sup>10</sup>				50000	29646	29646		
5.5 Translation, interpreters								
Translation of 5 training materials to French, Spanish English				30000				
5.6 Financial services (bank guarantee costs etc.)								
5.7 Costs of conferences/seminars <sup>9</sup>								
5.8 Visibility actions								
<i>Promotional materials (brochures, newsletters,     banners, etc.)</i>				30000	4822	4167		655
<b>Subtotal Other costs, services</b>				<b>119000</b>	<b>34468</b>	<b>33813</b>	<b>0</b>	<b>655</b>
<b>6. Other</b>								
Organisational costs of trainings and workshops *):								
ToT IWRM Carib Trinidad ( <i>Water Use Efficiency     in the Tourism Sector, Barbados</i> )				4500	4061	731	3330	
ToT IWRM WA-FR Burkina Faso				4500	3329			3329
ToT WSS Waternet & Nilenet Uganda ( <i>Open     Source GIS and Remote Sensing, NileIWRMnet</i> )				4500	1559	1559		
Training conflict resolution water managers Nilenet & GWP Kenya				4500	4532		4532	
Training conflict resolution water managers WA- Eng & GWP Ghana				4500	4334	4334		
Training water managers IWRM WA-FR + GWP Burkina Faso				4500	792			792
Training water managers IWRM Carib + GWP Trinidad				4500	0			
Training water managers Gender Carib + GWP Trinidad				4500	3506			3506
Training water managers WR assessment Waternet + GWP Zimbabwe				4500	0			
ToT Economic principles and IWRM, WA-Eng				4500	1747	414		1333
ToT WASH, Carib				4500	0			
ToT WASH, WA-Fr ( <i>IWRM and WASH,</i>				4500	287	287		

<i>NileIWRMnet)</i>								
ToT Conflict resolution, Nilenet ( <i>IWRM as a Tool for Adaptation to Climate Change for Lusophone Countries, WaterNet &amp; GWP</i> )				4500	6972			6972
ToT Transboundary water, Waternet				4500	0			
ToT Transboundary water, WA-Fr ( <i>Gender and Water</i> )				4500	2025	2025		
Training water managers IWRM institutions, WA-Eng + GWP ( <i>IWRM and Groundwater</i> )				4500	4116	4116		
Training water managers IWRM, WA-Fr + GWP				4500	0			
Training water managers IWRM, Carib + GWP				4500	2955	2955		
Training water managers river basin management, 3 networks + GWP				4500	0			
Training water managers river basin management, WA-Fr + GWP ( <i>Groundwater and IWRM</i> )				4500	8603	7391		1212
Training water managers environmental flows, Nilenet + GWP ( <i>IWRM as a Tool for Adaptation to Climate Change, Nile regional course, NBCBN</i> )				4500	1621	1621		
Training water managers environmental flows. Waternet + GWP				4500	0			
Training water managers economic instruments, WA-Eng + GWP ( <i>NileIWRMnet</i> )				4500	2595	2595		
Training water managers economic instruments, WA-Fr + GWP				4500	4449	1008		3441
Training water managers economic instruments, Carib + GWP ( <i>3 courses</i> )				4500	336	336		
Training water managers water demand management, Nilenet + GWP ( <i>IWRM as a Tool for Adaptation to Climate Change</i> )				4500	2830	2830		
Training water managers water demand management, Waternet + GWP ( <i>Economic and Financial Instruments</i> )				4500	1576	1576		
Organisation of country level trainings by networks:								
3 Local workshops with teachers on IWRM, WA-Fr				13500				
10 Trainings of local government on WASH, all networks				45000				

<i>Sustainable sanitation and IWRM, Rwanda, NileIWRMnet</i>					9711	9711		
<i>WASH and IWRM, Kenya, NileIWRMnet</i>					8282	8282		
10 Country workshops with NGOs on WASH, all networks				45000				
10 Country trainings community management of WSS, all networks				45000				
<i>Training on Knowledge and Information Management, Kenya, NileIWRMnet</i>					7797	7797		
<i>Sustainable food production and IWRM, NileIWRMnet</i>					7308	6922		386
Materials development								
<u>Development of training materials (contents development and publication)</u>								
- institutional arrangements of IWRM ( <i>River Basin Organisations</i> )				13000	5674	5674		
- economic and financial dimensions of IWRM				13000	16722	16722		
- negotiation skills and conflict resolution				13000	11648	6132	5516	
- legal and regulatory framework of IWRM				13000	6505	6505		
- water demand management ( <i>Groundwater and IWRM</i> )				13000	4787	4787		
- local water management ( <i>IWRM as a Tool for Adaptation to Climate Change</i> )				13000	14165	14165		
<u>School materials</u>								
- primary school package				13000				
- secondary school package				13000				
<u>WASH materials</u>								
- planning for WASH				17000				
- community management of water supply				15000				
- strategic sanitation solutions				17000				
participatory methods				15000				
e-learning training materials								
- self-learning tutorial on WASH				25000				
- e-learning guidelines				15000				
WASH planning for local authorities				15000				
Assessments and reviews by networks								

2 Case studies resources centres				10000				
5 Case studies IWRM				25000	15774	15774		
5 WASH case studies				25000	23544	23544		
5 Assessment training materials availability WSS by network				40000				
Assessment of e-learning use in the Caribbean and relevance to WSS				5000				
Review financial leverage of the programme				15000				
Assessing impact of capacity building				15000				
Review of CB needs on WASH for the MDGs				25000				
Master programme support								
2 scholarships				40000	48404	48404		
Shared development of MSc programme, 2 networks				40000	2754	2754		
<b>Subtotal Other</b>				<b>733000</b>	<b>245298</b>	<b>210949</b>	<b>13378</b>	<b>20971</b>
<b>7. Subtotal direct costs of the Action (1-6)</b>				<b>2950715</b>	<b>1414397</b>	<b>1057546</b>	<b>184880</b>	<b>171971</b>
<b>8. Administrative costs (maximum 7% of 7, total direct costs of the Action)</b>				<b>206550</b>	<b>97919</b>	<b>72940</b>	<b>12942</b>	<b>12038</b>
<b>9. Subcontracting related to construction activities</b>								
<b>9.1 Works</b>								
<b>Subtotal Subcontracted Works</b>				<b>0</b>				
<b>9.2 Supplies<sup>12</sup></b>								
<b>Subtotal Subcontracted Supplies</b>				<b>0</b>				
<b>9.3 Services</b>								
<b>Subtotal Subcontracted Services</b>				<b>0</b>				

<b><i>Subtotal Subcontracting (9.1+9.2+9.3)</i></b>				<b>0</b>				
<b>10. Total (7+8+9)</b>				<b>3157265</b>	<b>1512316</b>	<b>1130486</b>	<b>197821</b>	<b>184009</b>
<b>11. Contingencies (5%)<sup>13</sup></b>				<b>157863</b>				
<b>12. Total eligible costs of the Action (10+11)</b>				<b>3315128</b>	<b>1512316</b>	<b>1130486</b>	<b>197821</b>	<b>184009</b>

## Annex 6. Training courses conducted

	Title	Network	Date	Countries represented	Number of participants		
					Total	Female	Male
1	Conflict resolution	Nile-IWRMnet	Nov-06	Kenya, Rwanda, Uganda, Tanzania, Sudan, Ethiopia, DRC	31	7	24
2	IWRM	WA-Net	Mar-07	Togo	31		
3	Conflict resolution	WA-Net	May-07	Gambia, Ghana, Nigeria	15	4	11
4	IWRM for water managers	Caribbean Waternet	Jul-07	St Lucia, Nevis, St Kitts, Barbados, Guyana, Dominica, Anguilla, Bahamas, Jamaica, St Vincent, Grenada, Antigua, Trinidad and Tobago	24	2	22
5	Economic and Financial instruments	WA-Net	Dec-07	Togo, Mali, Cameroon, Ivory Coast, Cape Verde, Benin, Burkina Faso, Niger, Senegal, Mauritania, Guinea	27		
6	Groundwater management	WA-Net	Dec-07	Dakar, Togo, Senegal, DRC, Mali, Guinea, Mauritania, Niger, Benin, Burkina Faso, Cape Verde, Ivory Coast	29	5	24
7	IWRM,	Caribbean Waternet	Dec-06		42	15	28
8	Water resources assessments in ungauged basins	WaterNet	Jan-08	Burundi, Kenya, Lesotho, Malawi, Mozambique, Rwanda, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe	29	5	24
9	Economic and Financial instruments	Caribbean Waternet	Mar-08	Barbados, Dominica, Guyana, Jamaica, St Lucia, Surinam, Trinidad and Tobago	26	12	14
10	Gender and IWRM	Caribbean Waternet	Apr-08	Barbados, Dominica, Grenada, Guyana, Haiti, Jamaica, Surinam, Trinidad and Tobago	22	19	3
11	Economic and Financial instruments	WA-Net	Dec-08	Nigeria, Gambia, Sierra Leone, Liberia	25	8	17
12	Water use efficiency	Caribbean Waternet	Dec-08	Barbados, Jamaica, Grenada, Antigua, St Lucia, Tobago, Dominican Republic, and St Vincent	16	7	9
13	IWRM Toolbox	Nile-IWRMnet	Feb-09	Rwanda	75		
14	Open source GIS	Nile-IWRMnet	Feb-09	Ethiopia, Burundi, Rwanda, Tanzania, Uganda, Sudan, Kenya	19	2	17
15	Groundwater management	WA-Net	May-09	Benin, Burkina Faso, Cape Verde, Central African Republic, Ivory Coast, DRC, Guinea, Mali, Mauritania, Niger, Senegal, Togo	30	10	20
16	Economic and Financial instruments	Nile-IWRMnet	May-09	Tanzania, Sudan, Uganda, Burundi, Ethiopia, Rwanda, Kenya	26	11	15
17	Economic and Financial instruments	Caribbean Waternet	May-09	St Lucia, Cuba, US	9	4	5
18	Climate change	Nile-IWRMnet	May-09	Burundi, DRC, Egypt, Eritrea, Ethiopia, Kenya, Rwanda, Sudan, Tanzania, Uganda	35	8	27
19	Ecofin for policy makers	Caribbean Waternet	May-09	St Kitts, Jamaica, Surinam, Grenada, Montserrat	11	5	6
20	Climate change and IWRM	WaterNet	Jul-09	Angola, Brazil, Mozambique, São Tomé	30	13	17
21	Information management	Nile-IWRMnet	Aug-09	Kenya	26	3	23
22	IWRM and food security	Nile-IWRMnet	Aug-09	Burundi	43	5	38
23	Groundwater	WaterNet	Jul-09	Nigeria, DRC, Zambia, Kenya, Sudan, Namibia, South Africa, Ethiopia,	13	5	8

				Uganda, Cameroun			
					634	150	352

## Annex 7: Minutes of the Closing Meeting of the Project Management Group

### Capacity Building for IWRM in Africa and the Caribbean. EU Water Facility Project 255

Date: August 17<sup>th</sup>, 2009

Location: Room 275, WWW venue, Stockholm

Participants:

Network managers:

Muna Mirghani, Nile IWRM net;  
Jacob Opadeyi, Caribbean WaterNet;  
David Love, WaterNet  
Bekithemba Gumbo, for WaterNet;

GWP

Aurélie Vitry

Cap-Net

Kees Leendertse  
Nick Tandl  
Paul Taylor

Preparation:

Technical and financial progress reports on year 3

Agenda

Time	Item	Process	Facilitation
16:00 – 16:30	Review of progress	Financial and technical report from each network, Cap-Net and GWP General review against objectives goals and work plan for year 3.	Kees and network managers
16:30 – 16:45	Project outputs	Reports, case studies and other products of the project to be exposed, but how? Publications?	Jacob
16:45 – 17:15	Project implementation issues	General discussion on experiences with implementing the EU project (activities, partnerships, administration)	Muna
17:15 – 17:45	Seminar: Taking IWRM capacity Building forward in Africa and the Caribbean	Discuss programme and responsibilities.	Nick
17:15 – 18:00	What's next?	Discussion on the post-project period	Paul

The agenda was used as a discussion guide to ensure that all issues were covered.

## 1. Review of progress and lessons learnt

The overall performance in activity implementation was agreed to be good for all the networks. The planned activities were implemented even though a large part of the budget was not utilised because of over-budgeting. The following lessons and comments were reported by the networks and GWP:

### Caribbean WaterNet

#### Positive experiences

- Highly qualified membership
- Good political support which was strengthened when activities were held in partnership with government. Strong linkages with the Caribbean Community political organisation Carricom were established.
- Good knowledge among the membership of what the network is about

#### Challenges

- Volunteerism and pro-activeness in leading activities have not met expectations
- Reporting on activities has not always been up to standard

#### Ideas for improvement

- The network is now pursuing institutional and not individual membership.
- It is also reaching out to university students and retired professionals to boost the level of activity. A person dedicated to network coordination would be helpful.

#### Discussion

- It was debated whether membership should be individual or institutional. There was general agreement that both institutional and individual membership are desirable, but bias towards the former, results in better resource mobilisation, sustained participation and network influence and leadership.

### WaterNet

#### Positive experiences

- Good content delivery on short courses
- Courses have in part strengthened the master programme by providing new knowledge in the area to the members who attend
- The courses and the master programme have produced a large alumni and good base for future network development

#### Challenges

- Members skills for the management of short courses need improvement and thus reporting has often fallen on the hands of the secretariat
- Opportunities for members to learn from each other has not been utilised
- Outcomes have not been well monitored in part because of the lack of well developed tools for this
- Ambitious work plan was not achieved due to changes in the secretariat

### WA-Net

#### Positive experiences

- network meetings led to better participation of members and improved coordination of activities by the secretariat
- Communications support was provided by the network host 21E by hosting a page webpage on the host's website
- Many training courses were achieved because of the wide partnerships through which they were carried out
- GWP West Africa has been of great support in activity conceptualisation and implementation

#### Challenges

- The exchange with WaterNet to learn about the masters' programme did not take place because of visa issues

## **Nile IWRM Net**

### Positive experiences

- Network growth and the evolution of country chapters. This has also resulted in the need for increased management support in response to network growth
- Benefited from network exchange –members participated in activities in other country chapters and networks
- Programming of activities has improved

### Challenges

- Most chapter meetings were not held
- Members still need strengthening in developing the technical programmes of activities
- Matching funding is quite difficult to raise
- Some individual members are active and want to lead activities but of course cannot be hosts
- Poor follow of up on activities after they are implemented

### Ideas for improvement

- Follow up opportunities for greater collaboration with GWP
- Implement communication activities

## **Global Water Partnership**

### Positive experiences

- Country Water partnerships were particularly useful in articulating country IWRM capacity building needs and identifying target group for training
- In southern Africa, the regional GWP secretariat formalised their relationship with the regional network WaterNet through an MOU for joint capacity building of regional water professionals
- Most of the network activities in West Africa and the Caribbean were jointly developed, funded or implemented with the GWP regional or country partnerships
- Reporting from the some of the regional and country partnerships although challenging has been improving

### Ideas for improvement

- It was concluded that the partnership with GWP worked very well at the regional and country levels, but there was still room for improvement especially with regards programme development at the global level

The discussion ended by questioning the extent to which the initiatives can be sustained beyond donor funds and the need to demonstrate demand through paying clients.

## **2. Project outputs**

- Reporting will try to incorporate stories of significant change. Each network would aim to produce at least one story.
- A report pamphlet could be produced from each network showcasing results from the final report. Jacob will share draft format for comments.
- An evaluation of the effectiveness of different types of training delivery teaching approaches is required in the future
- 4 posters from the networks also sharing project results. It will based on one template.

## **3. Addressing challenges so as to improve delivery**

- There are guidelines available from Cap-Net and elsewhere to support networks and their members on developing proposals and budgeting. Use of the guidelines will be promoted within the networks.
- Partnerships are useful for generating ideas and elaborating proposals by pooling different expertise across the disciplines and also different strengths in programme development and management
- Cap-Net activities should be better disseminated to their stakeholders
- Sustaining activities and projects was identified as an issue requiring further support. For example, what should networks do to capture the opportunities and funds for capacity building that exist in non capacity building institutions?

#### **4. What's next?**

- The activities and achievements will continue beyond the project and more activities will be carried in the broader Cap-Net framework, with support being channelled through the Cap-Net programme;
- GWP committed to closer working relationship with Cap-Net especially at the global level, together with continued collaboration with the partner networks in the regions;
- The good practices in course design and management and outcomes monitoring and innovative ideas for capacity building will be utilised to improve the 3<sup>rd</sup> phase of the Cap-Net programme starting in July 2010;
- A training on facilitation maybe necessary to ensure ToTs help experts in different fields of water management improve their capacity to train other professionals