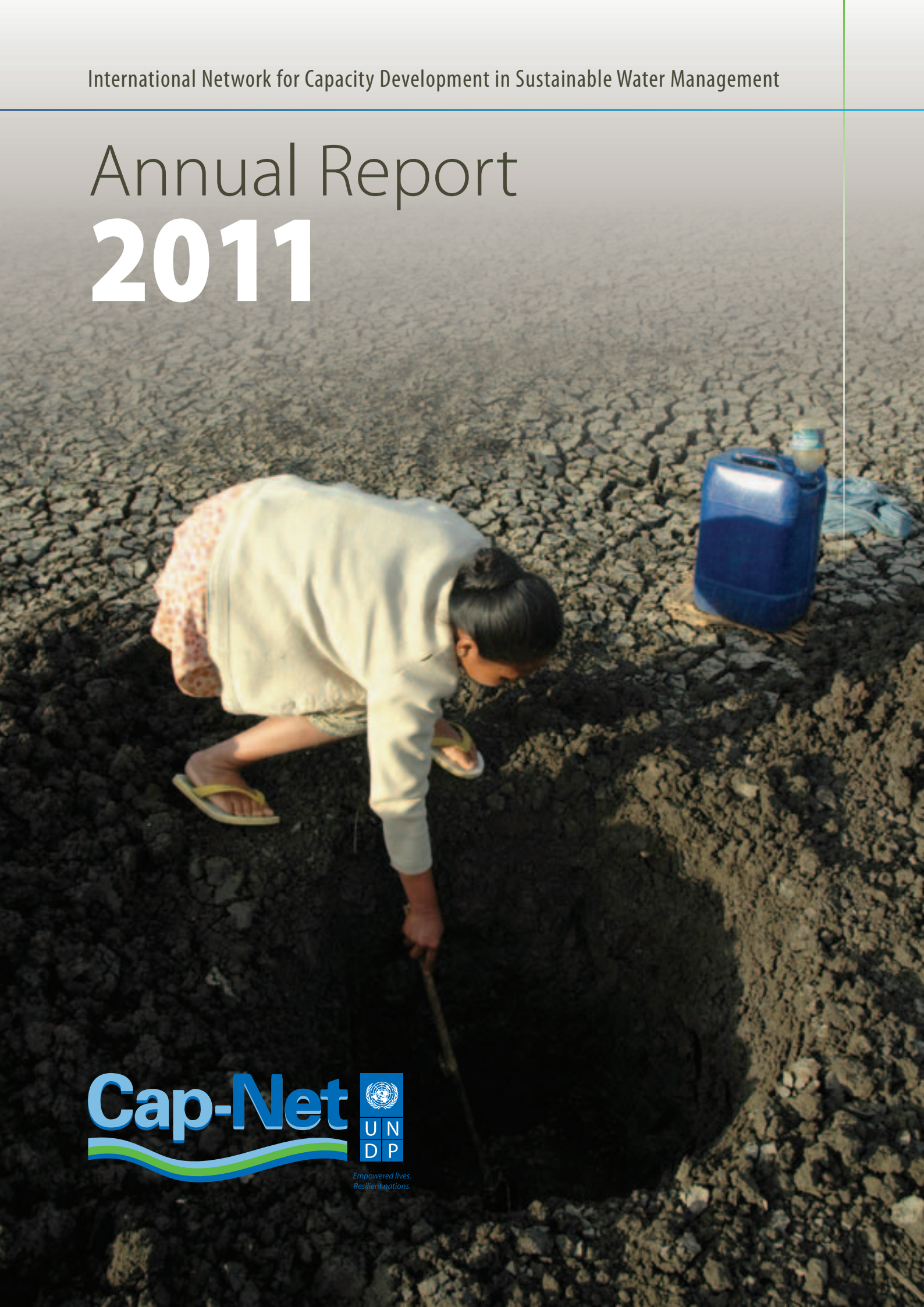


International Network for Capacity Development in Sustainable Water Management

Annual Report 2011



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A. INTRODUCTION

Cap-Net is an international network for capacity development in integrated water resources management (IWRM). It is a partnership of international, regional and national institutions and networks committed to capacity development in the water sector. Water is a subject that runs across the Millennium Development Goals, and Cap-Net is a response to the critical dimension of capacity development. Cap-Net's strategy is built on three principles: Local ownership; Partnership among capacity developers; and Response to demand for capacity development.

This report describes Cap-Net progress in 2011. This was the second year of Phase 3 (2010–2013), which follows on from Phase 1 (2002–2005) and Phase 2 (2006–2010).

Cap-Net and the 21 partner capacity development networks achieved – and in many cases surpassed – their targets for 2011, despite operating on a reduced budget. The partner networks (see list on inside back cover) successfully accessed extra support and funding within their countries and regions, enabling almost all activities to run as planned. Cap-Net also undertook evaluation of the capacity development efforts, and the results are contributing to improved reporting and planning. This report summarizes and highlights Cap-Net's recent capacity development, partnership strengthening and knowledge management activities and achievements across low- and middle-income countries.



Phase 3 Objectives

- 1. Capacity Development:** To develop capacity of institutions and individuals to manage, develop and use water resources sustainably, and to adapt to increasing climate variability and climate change within a context that addresses gender equity and sustainable livelihoods.
- 2. Strengthening Partnerships:** To improve water management practices by using effective networks of capacity builders to achieve impact on the ground, and developing partnerships with international agencies to improve their outreach and collaboration on capacity development.
- 3. Knowledge Management:** To develop and implement knowledge management systems that ensure access to the best of international and local knowledge, measure the effectiveness of capacity development services, and establish indicators and monitoring systems.

Summary of Outputs

Capacity Development

Training in improved water management practices	585 water stakeholders/practitioners and 3 river basin organizations
Training in water supply and sanitation and IWRM	34 water managers and stakeholders (provincial government officials)
Training in climate change adaptation	151 water managers and stakeholders from 25 countries
Water education	30 teachers trained and 2,500 students reached

Strengthening Partnerships

Training of trainers on: <ul style="list-style-type: none"> ▶ Ecosystems management ▶ Pollution management ▶ Integrated urban flood management 	56 facilitators from partner networks
Network management support	9 capacity development networks
Network managers and partners meeting	15 networks and 6 partner organizations

Knowledge Management

Packets of training materials finalized and widely shared (available online, on CD and hard copy)	<ul style="list-style-type: none"> ▶ Water integrity ▶ Urban flood management ▶ Network management tools
Packets of materials close to completion	<ul style="list-style-type: none"> ▶ Ecosystems functions and services ▶ Pollution management



B. ACTIVITIES AND RESULTS

The activities implemented by Cap-Net and the partner networks during 2011 are described in this section, for each of the three main objectives of Phase 3 (see box on p. 1) and the individual targets.

1. Capacity Development

Improved water management practices

TARGET 1.1: Develop capacity in 325 water stakeholders and practitioners and 2 river basin organizations (RBOs) to improve water management practices addressing water resources management functions.

By the end of the year, 585 individuals from government water management agencies, academic and training institutions, civil society, business and the media, as well as some politicians, had received training at 19 different courses. In addition, three RBOs had been reached. These capacity development activities receive a larger share of the Cap-Net budget than activities supporting each of the other targets.

Cap-Net's **training activities** can generally be split into two categories, with some overlap. First, there are courses that respond to new ideas or challenges, promoting the use of new knowledge and approaches (e.g. new financing mechanisms, better strategies for urban water management). Courses in the second category provide practical tools for addressing ongoing local problems (e.g. water allocation, conflict management). Overall, the capacity development efforts continue to promote an integrated approach to managing water while addressing local problems.



We managed to develop a wetland risk assessment matrix based on the knowledge gained through the 'Water pollution management' course.



Dhammika Dayawansa

Senior Lecturer at Sri Lanka's University of Peradeniya, and member of Cap-Net Lanka

Delivering courses on a wide range of IWRM topics has seen networks working directly with non-traditional partners, such as Transparency International (on 'Water integrity and transparency') and commercial banks (on 'Financing water supply and sanitation').

Theme	Number of courses
Groundwater management	5
IWRM for RBO development	3
IWRM courses on specific topics:	
Conflict management	4
Economics and finance	1
Integrity and transparency	1
Water allocation	1
Women in water-user associations	1
Urban water management	1
Geospatial tools	1
Water governance	1


Among the 19 courses held in 2011, 5 were on the topic of '**Groundwater management**', in follow-up to the training of trainers on this subject in 2010. These five courses, held in southern Africa, Mexico and Malaysia, attracted 88 participants from almost 20 countries. The emphasis was on: (1) advocating for groundwater management to support policy-making; (2) developing the capacity to apply groundwater management practices; and (3) raising awareness among water users, the water supply and sanitation sector, and disaster relief personnel about protection of aquifer water quality and quantity. Networks have reported that hydrogeology scientists and water regulators now have a shared understanding of aquifer systems and their vulnerability. Topics of the other 14 courses are listed in the table on p. 3.

The **three RBOs reached with IWRM capacity development** during 2011 were in Argentina, Kenya and Zimbabwe. The focus was on how to apply water resources management indicators to improve planning, implementation and monitoring in the river basin. In Argentina, a reference framework was agreed as a basis for developing customised indicators for different basins. In Kenya, WaterCap has been working closely with the Water Resources Management Authority, using indicators

in water resources planning for their six catchment zones. The work in Zimbabwe with Mzingwane Catchment Council has reached an advanced stage. Data were gathered and used to identify priorities for action and capacity development, based on indicators. This supported the development of informational and training materials. The process is contributing to improved monitoring of water quality in collaboration with the Environmental Management Authority, and the World Bank is now applying this indicator-based approach nationwide as part of the process of developing a new national water policy. In all three countries, workshops provided an opportunity for the RBOs' partners (and potential future partners) to learn directly about the real issues facing the river basins.

Cap-Net and partners also provided **targeted capacity development support** to some river/lake basin organizations, local governments and water user associations, to support specific policies or to transform the way these institutions operate. For example, Malaysia's Department of Irrigation received groundwater management training to help them develop a set of IWRM 'Best Management Practices', and the Kenya Water Resources Management Authority received training on financing and strategic financial planning.

In Zimbabwe, the RBO (Mzingwane Catchment Council) is using a simple indicator scorecard to motivate water users to get more involved in water management. The card uses colours to show the water management functions that need urgent attention and those that are already well managed.



WATER MANAGEMENT FUNCTION	KEY RESULT AREAS	SCORE	REMARKS
Water Resources Planning	Production of a Catchment Outline Plan (COP)	■	Completed and approved by government gazette
	COP-informed strategic and annual plans	■	Not yet in place
	Establish hydrometric monitoring	■	Coverage of hydrometric stations is poor because there are not enough stations and some stations need to be rehabilitated. This depends on ZNWA head office
	Mapping and registering small dams	■	Methodology has been developed
	Mapping and registering boreholes	■	Work has started but not enough human resources are available to complete the exercise in a reasonable time
Establishment of catchment and subcatchment councils	Production of Subcatchment council bye laws	■	Recognised as important. Mechanisms are known. Areas where these are required and relevant text still outstanding



Training outcome in Mexico: Improved transparency and accountability

Elena Gutiérrez Díaz works at Guadalupe Dam Basin Commission. In May 2011, she attended a course on transparency and integrity in the water sector organized by LA-WETnet in Bogotá. The Commission had recently been suspended for six months due to complaints about irregularities in the recruitment and voting processes. Elena applied information from the course to boost transparency and accountability at the Commission. Public access to information was improved and a new mechanism for claims was activated. Since then, 65 claims have been presented to the Commission, and stakeholders have reported a better response rate compared to the previous system, which used an arbitration office. Stakeholder confidence in the Commission has improved substantially.

Water supply, sanitation and agriculture

TARGET 1.2: Develop the capacity of 100 stakeholders and practitioners from the water supply and sanitation and the agriculture sectors to better manage water resources sustainably and adapt to climate change.

Thirty-four provincial government officials participated in a training course in Argentina that provided support for linking IWRM and water supply and sanitation. These issues were also indirectly addressed in other courses (see table on p. 3). Networks tend to have limited expertise and partnerships in the area of water supply and sanitation. But Cap-Net plans to address this



problem in 2012 by developing partnerships between networks and water supply and sanitation organizations and utilities. For example, 'Human Resource Capacity Gap Assessments' for the water supply and sanitation sector, led by the International Water Association, are almost complete in Mozambique and Tanzania, and will be carried out in West Africa (Niger, Senegal and Ghana). These studies will help identify areas where Cap-Net and its partners can add value in the future.

Climate change adaptation

TARGET 1.3: Reach communities in 6 countries, and 100 water managers and stakeholders with capacity development on coping with climate change.

There has been a particularly high demand for capacity development on climate change adaptation. Water managers from government ministries, regional economic communities and basin organizations are eager to clearly understand the issues before they develop disaster management plans or other plans to adapt to anticipated climate change. During 2011, some 151 people representing communities in 25 countries participated in 7 Cap-Net courses held in 7 countries. There were four courses on 'Climate change adaptation strategies and water' and three on 'Managing floods, droughts and disasters'. Facilitators changed the emphasis to accommodate participants' needs.

In Africa, Cap-Net and partners are assisting seven West African countries to integrate

planning for climate change and IWRM. In the Nile basin, the focus is on basin-level adaptation planning; training here has benefited from local researchers and local knowledge. Meanwhile, training for the Lake Tanganyika Authority helped them to immediately identify potential adaptation activities and compile a draft project proposal.

The Caribbean Community sees community-based planning as crucial for effective decentralised **disaster management**. This planning would involve assessing vulnerability and capacity, and developing plans for disaster mitigation. Caribbean WaterNet has focused on bringing together and training a diverse range of stakeholders – police and coast guard personnel as well as land-use planners and meteorologists – to create community-based action groups and community communications centres.

Revised curricula and new educational programmes

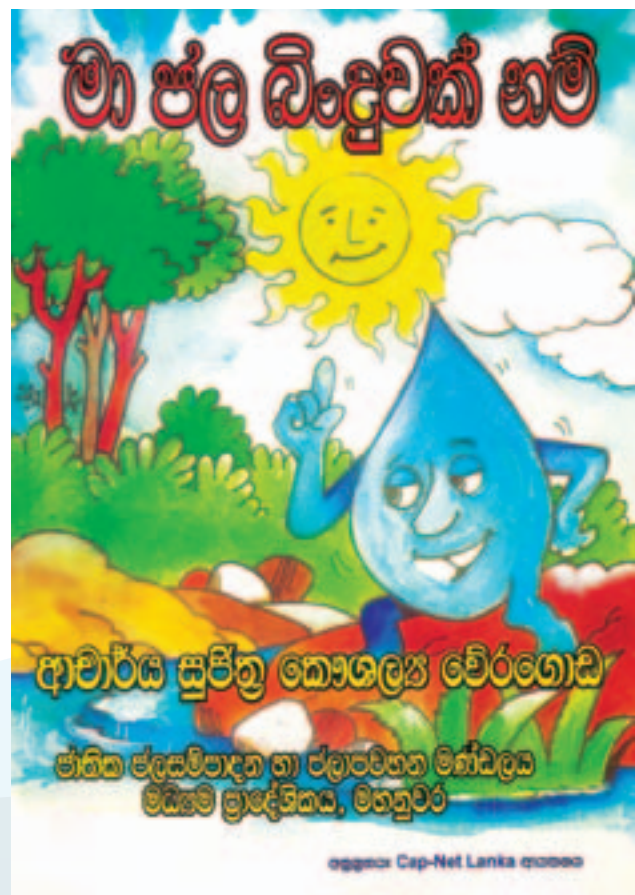
TARGET 1.4: School and university students will learn about water resources management and climate change issues in five countries through educational activities using Cap-Net materials, tools and programmes.

During 2011, 3 formal educational programmes were directly supported and 30 teachers were trained. In addition, informational and promotional products have been developed for schools, and curriculum materials have been compiled for university courses.

In Argentina, two partner networks run Hora Agua, a **teacher-training programme on IWRM**. Since its inception in 2007, this programme has been hosted at – and has made a substantial contribution to – the ‘Education for Sustainability Program’ of the Universidad

de San Andrés in Buenos Aires, which was declared a Centre of Excellence for sustainability education by UNESCO in 2011. Among the 14 participating schools, 11 have already effectively introduced a multi-disciplinary approach to teaching about water. Thirty of the original trained ‘water teachers’ have trained 131 other teachers, and reached about 2,500 students. LA-WETnet suggests that the number of people reached may in fact be five times higher, since students pass information to their families. Lessons learned from the programme have been shared on social networking platforms and a video is available on YouTube.

In Sri Lanka, together with the water authorities and the Education Department, Cap-Net Lanka has published a **picture book about water supply**: *If I were a water drop*. The book will be used at schools.



In Zimbabwe, the African Groundwater Network and the Education Department have worked to promote **women's roles and participation in water management**. Using posters and other materials, they are promoting water management careers and encouraging girls to study science in high school.

Seven networks implementing **master's degree programmes in IWRM** continue to use training materials developed by Cap-Net. The economic and financial materials are used in Zambia, West Africa and Argentina. The WaterNet programme in southern Africa uses Cap-Net's materials on conflict management. The UNESCO-IHE Institute for Water Education makes use of a jointly produced manual on climate change. Website downloads and requests for training materials from other academic institutions indicate an even wider use of the Cap-Net materials.

Training courses at World Water Week 2011

Cap-Net and partners held four 1-day courses back-to-back with World Water Week in Stockholm:

- Climate change adaptation and water resources
- Groundwater management
- IWRM planning
- Water integrity and accountability.

The courses were attended by representatives of governments, donor organizations, private companies, international organizations and civil society organizations. Course offerings were based on responses to a questionnaire sent out in advance. There was also considerable interest in the topic 'Linking sustainable water supply and sanitation and water resources management'.

2. Strengthening Partnerships

Skilled and knowledgeable trainers

TARGET 2.1: Develop the skills of 75 trainers from 15 capacity development networks in aspects of water resources management, water supply and sanitation, and climate change.

During 2011, three successful training of trainers courses were held as planned, and 56 facilitators from partner networks were trained (including 27 women). The courses included 'Water pollution management' (in Sri Lanka), 'Ecosystems functions and services in IWRM' (in Costa Rica), and 'Integrated urban flood management' (in Brazil). At each course there were participants representing 9–12 countries, and the training motivated them to replicate the courses in their regions – some have already started. Through interaction with international experts, participating network members also enhanced their skills in programme implementation and development of informational and training materials.

The urban flood management course is new, and it comes at an opportune time, considering current urbanization trends. The new training materials are aimed at improving the capacity of urban water managers and authorities in the design and use of flood management solutions.

Networks operating effectively

TARGET 2.2: Assist 10 networks to achieve effective implementation and to develop their membership to support capacity needs in the water sector.

Nine networks received Cap-Net support for planning and coordination, work plan

Networks that received support

Arg Cap-Net, AGW-Net, Cap-Net Bangladesh, Cap-Net Lanka, Caribbean WaterNet, LA-WETnet, Nile IWRM Net, SaciWATERS-CapNet Network (SCaN) and WaterCap.

implementation, management functions, membership development, communications and reporting.

Recent reports from the supported networks indicate that they are functioning effectively, especially in terms of training and education. One key sign of successful **network functioning** is the number of partners actively collaborating in a network's activities and programmes – and the networks are apparently performing well in this regard. With Cap-Net operating on a reduced budget for 2011, the networks faced financial constraints and funding caps. But it is a testament to the strong partnerships and good reputations they have built up over the years that the networks were able to sustain their activities and achieve good results by accessing local co-funding and in-kind support from their partners and clients.

The annual **network managers meeting** was held in Hyderabad, India, 12–16 December, hosted by SaciWATERS-CapNet Network (SCaN). For the first time this meeting was combined with a partners meeting, bringing together 15 network managers and 6 partner organizations. The meeting helped to strengthen collaboration within the global network and between individual networks and partners. Participants appreciated the chance to meet face-to-face, to identify and discuss opportunities for future collaboration. Plans were made for training courses on topics

that have not previously been prioritized, such as GIS and remote sensing, water integrity and sustainable sanitation. Participants also suggested new programmes for exploration in 2012, including drought management and coastal zone management. Cap-Net as an institution must continually adapt to changes in the IWRM field and capacity development needs. So, at the meeting, network managers analysed Cap-Net's current strategic plan and discussed new strategies and directions. New board members were also elected.



Cap-Net took part in meetings to support two emerging networks: (1) The UNESCO-led meeting to establish a Central Asia Capacity Development Network for IWRM (Almaty, Kazakhstan, in May); and (2) LatinAqua Introductory Workshop (Monterrey, Mexico, in November). Created by the Water Centre for Latin America, LatinAqua is a water science and research network that can provide cutting-edge knowledge for training and education activities – collaboration with Cap-Net is already planned.

In 2011, the Cap-Net Secretariat hosted two young water professionals as short-term 'network attachments', from CKNet-INA (Indonesia) and Arg Cap-Net (Argentina). The associate from Indonesia worked on online communications and developed recommendations for improving the visibility of networks and Cap-Net through social media. The associate from Argentina assisted with monitoring course outcomes and gathered data for the monitoring report (see TARGET 3.3).

Partnership development with international organizations

TARGET 2.3: Build partnerships with three key international agencies to support the achievement of common goals for capacity development in water management.

The table on p. 11 shows examples of some of Cap-Net's collaborative activities for capacity development with international partner organizations.

Cap-Net also pursued partnership development and showcased its work through active participation at regional and international meetings in 2011, including the Africa-Asia Drought Adaptation Forum, World Water Day, World Water Week and the Arab Water Forum.

3. Knowledge Management

Training materials developed, accessible and used

TARGET 3.1: Develop two new sets of training materials on aspects of water management and climate change to support improved water management on the ground.

Cap-Net successfully completed three sets of training materials, which are all now available for use: 'Water integrity manual', 'Urban flood manual' and 'Network management tools' (below). Two other sets were close to completion by the end of the year: 'Pollution management' and 'Ecosystems functions and services in IWRM'.

In addition, in Argentina, Bolivia and Colombia, case studies were carried out to document local water resources management problems and capacity development issues. These are being used by LA-WETnet as they develop and implement appropriate training programmes in these countries.



Organizations	Topic of collaboration
Stockholm International Water Institute (SIWI) Water Integrity Network (WIN) UNDP Water Governance Facility	Water integrity
International Water Association (IWA)	Human resources capacity assessments, in support of efforts to achieve the water supply and sanitation MDGs
UNESCO-IHE Institute for Water Education, United Nations Environment Programme (UNEP)	Ecosystem functions and services
UNEP DHI Centre for Water and Environment	Pollution management
Global Water Partnership (GWP)	Training on IWRM topics in Southeast Asia, West Africa and the Caribbean
World Meteorological Organization (WMO) Associated Programme on Flood Management	Integrated urban flood management

Access to information via the internet and other formats

TARGET 3.2:

Maintain the Cap-Net website in English and Spanish, and improve the website by adding databases on capacity development expertise, training materials and news, to promote improved access to and dissemination of knowledge.

The Cap-Net English and Spanish language websites are working well. In 2011, the website had over 62,000 visitors – an average of 170 per day. Cap-Net is also increasingly visible on online social network platforms, including Facebook, which drives traffic to the website. The newsletter has over 2,800 subscribers. There were more than 11,000 downloads of training materials, including approximately 40 percent in languages other than English. Printed versions of promotional and training materials were also distributed at events and meetings, and are available by post on request.

Cap-Net supports 'TheWaterChannel' (www.thewaterchannel.tv), a website dedicated to water-related videos, which receives over 850 visitors daily. In May, a DVD compilation of selected water videos was developed with the other website partners for use in capacity development activities, including a tutorial for facilitators. Distribution is ongoing, with over 200 requests from around the world.



Top 5 Cap-Net training materials downloaded (January–November 2011)

Material	Downloads
IWRM for RBOs	2,494
Conflict resolution	1,924
IWRM planning	1,598
Groundwater in IWRM	1,419
Climate change	1,245

The Monitoring, Evaluation and Learning Plan (MELP)

TARGET 3.3: Develop indicators and monitoring systems for the capacity development programme and for water resources management, and incorporate these into a monitoring, evaluation and learning plan.

The MELP is in place and a 2011 report is currently being updated. The MELP tools are being used by the networks mainly to follow up on courses, using an 'outcomes-mapping approach' to document the contributions of courses to changes in the relationships and activities of course participants and their organizations. About 6–8 months after a course, participants are contacted to find out how they have used the new knowledge and skills. The results are used to update the annual monitoring reports. Preliminary results document 135 participants who have introduced new approaches, concepts or methods into



their work, research and teaching. These initial results illustrate the positive short-term changes that Cap-Net has contributed to in participating organizations.

C. PROJECT MANAGEMENT

In January 2011, a management board meeting was held in Stockholm. The Phase 2 Cap-Net reports were reviewed and board members were satisfied that the targets had been successfully achieved. Suggestions for improvements in the monitoring and reporting of progress are being followed up with the increased application of the Monitoring, Evaluation and Learning Plan (MELP) and the formation of a working group on monitoring and evaluation.

A new director was recruited in March, as Cap-Net welcomed Bekithemba (Themba) Gumbo, who holds a PhD in Engineering. The transition included a brief overlap with the outgoing director, and all other staff remained in place. This smooth transition reflects the stability of Cap-Net, supported by a global secretariat, the networks,

UNDP and partners. Quarterly self-audits, carried out together with UNOPS, have confirmed compliance with management rules.

A report proposing changes to Cap-Net's institutional structure was submitted to Cap-Net's Management Board for consideration, in follow-up to discussions at the annual network managers meeting, which took place in December 2011. Some highlights of the report include: information on the agreed new structure and terms for the Management Board, intended to promote a sense of ownership by the networks and provide more clarity about the roles of partners; and Cap-Net's new strategy for 2013–2016, which will be responsive to relevant new global developments, such as calls for a green economy, and closer links between water, energy and food security.



D. PROJECT BUDGET

Out of a total available 2011 budget of \$1,831,594 million, the realized budget accounts for 99.6%, including maintenance of a \$250,000 reserve. Expenditure on 'Capacity Development' (\$228,126) was slightly lower than budgeted, mostly due to slow movement on activities addressing water and sanitation. Budget realization for 'Strengthening Partnerships' (\$415,360) and 'Knowledge Management' (\$64,834) matched the budgeted amounts closely. Additional expenditures included the global secretariat (\$642,945) and UNOPS Implementation Support Services and UNDP General Management Support Services (\$223,392).

Compared with previous years, the operational budget for Cap-Net activities in 2011 was substantially reduced. Partner networks and the global secretariat had to set priorities and make adjustments accordingly. Networks succeeded in sourcing co-funding from their partners and clients so that most activities could proceed. This co-funding came in the form of direct financial

support and in-kind contributions, which included the donation of services, assistance and expertise, as well as free-of-charge venues for activities. Using a sample of 12 well-documented courses, co-funding was found to have covered 67 percent of the costs. Besides the training courses, 18 percent co-funding was also sourced for training of trainers activities, 43 percent for managing the network and 31 percent for knowledge management activities. In total, the networks secured an additional \$683,000 of co-funding in 2011.

At the end of the year, a new funding agreement was signed with DGIS (the Netherlands' Directorate-General for International Cooperation) for \$5,625,000 for the period 2012–2014. Combined with existing funding from Sida (Swedish International Development Cooperation Agency), this brings contributions to Cap-Net's budget for Phase 3 close to \$11 million, setting Cap-Net operations back on track, close to the targets in the strategic plan.



E. CONCLUDING REMARKS

This report highlights Cap-Net's overall success at meeting the specific project targets for 2011. With the constraints of the reduced budget, the extra efforts of the networks in sourcing local funding and in-kind contributions made an enormous difference, and most activities proceeded as planned. Capacity development activities ran remarkably well, achieving more

than 150 percent of the target and contributing to clear improvements in water organizations. Overall, Cap-Net's partner capacity development networks are operating successfully in their most important functions. Knowledge management and partnership strengthening activities have also brought good results in 2011.



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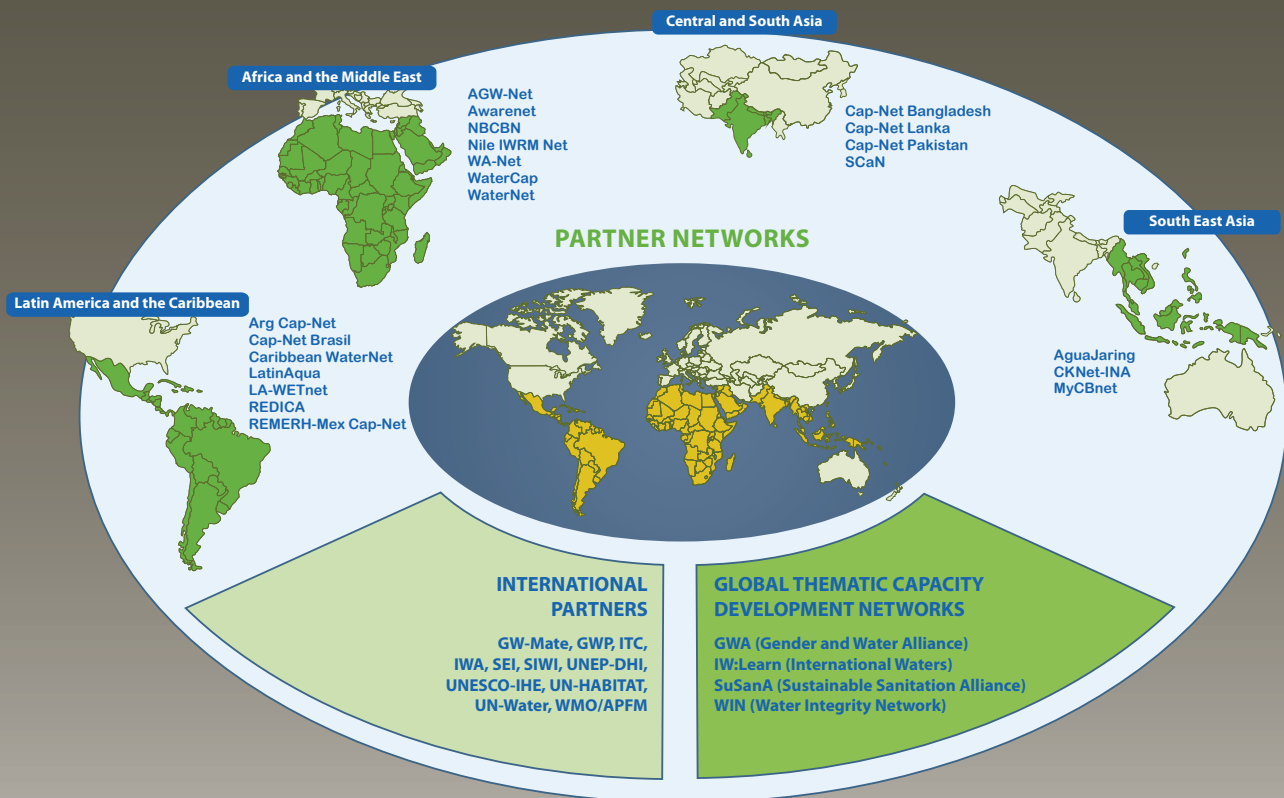
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