

International Network for Capacity Development in Sustainable Water Management

Annual Report 2012



10 Years of Capacity Development in Sustainable Water Management

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A. INTRODUCTION

Cap-Net is an international network for capacity building in sustainable water management. It is a partnership of international, regional and national institutions and networks committed to capacity building in the water sector. The network plays a critical role in supporting the understanding and development of integrated water resources management (IWRM), particularly in the achievement of the Millennium Development Goals (MDGs) — the most successful anti-poverty push in history.

In 2012, Cap-Net celebrated its 10th anniversary and started work on a new Strategic Plan for 2014–2017, aligned to the Water and Ocean Governance Focus Area of the United Nations Development Programme (UNDP). Discussions on the new strategy were led by a working group of network representatives and the Cap-Net Secretariat. The new Strategic Plan will be published in 2013.

This report describes Cap-Net's progress in 2012 (the third year of Phase 3: 2010–2013) and reveals a general transition from awareness-raising to the provision of tools for problem-solving — most notably within river basin organizations (RBOs). Partner networks performed well in implementing activity on the ground (see 'Capacity Development' on p. 3), and governance systems continued to strengthen (see 'Strengthening Partnerships' on p. 8). By the end of the year, two new training packages had been developed, four more were at the draft stage, and work had just begun on three more sets of materials (see the Summary of Outputs table on p. 2).



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	702 water stakeholders/practitioners and 5 RBOs
Training in water supply and sanitation and IWRM	131 water managers and stakeholders
Training in climate change adaptation	412 water managers and stakeholders from 31 countries
Water education	<ul style="list-style-type: none"> ▶ Teacher training on IWRM ▶ Use of Cap-Net training manuals in educational programmes

Strengthening Partnerships

Training of trainers on: <ul style="list-style-type: none"> ▶ Drought risk management ▶ Sustainable sanitation in IWRM ▶ Water integrity and accountability ▶ Integrated urban flood management 	109 facilitators from 11 partner networks
Network management support	13 capacity development networks, 6 represented at steering committee meetings
Network managers' and partners' meeting	15 networks and 6 partner organizations
Network attachments	<ul style="list-style-type: none"> ▶ CK-Net ▶ Cap-Net Lanka ▶ Aguajaring

Knowledge Management

Training materials finalized	<ul style="list-style-type: none"> ▶ Climate change self-learning tutorial ▶ Water safety plans
Training materials available in draft	<ul style="list-style-type: none"> ▶ Ecosystems functions and services ▶ Pollution management ▶ Drought management ▶ Earth observation applications in IWRM
Training materials in development	<ul style="list-style-type: none"> ▶ Agriculture in water management ▶ Integrated flood management II ▶ Water demand management

B. ACTIVITIES AND RESULTS

All activities implemented by Cap-Net and its partner networks during 2012 are described in this section, for each of the three main development 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 750 water stakeholders and practitioners and 4 RBOs to improve water management practices addressing water resources management functions.

By the end of 2012, 702 individuals from government water management agencies, academic and training institutions, civil society, business and the media had received training through 22 different courses. In addition, five RBOs from Mozambique had been reached.

Cap-Net's **training activities** can generally be split into three categories. First, there are courses that promote the understanding and development of IWRM (e.g. principles and planning). Courses in the second category provide practical tools for addressing ongoing local problems (e.g. urban water management, conflict management). Finally, the third category of courses addresses areas of water management that have received little attention in the past (e.g. environment and land use interactions, coastal zone management).

Demand for training in **IWRM principles and planning** is expected to continue as countries create enabling environments or start to reform

The 35 countries reached through training courses on 'Improved Water Management Practices' in 2012

Angola, Argentina, Botswana, Brazil, Cambodia, Chile, Colombia, Costa Rica, The Democratic Republic of the Congo, East Timor, El Salvador, Ethiopia, Guatemala, Honduras, India, Kenya, Lao People's Democratic Republic, Lesotho, Malawi, Malaysia, Mauritius, Mexico, Mozambique, Myanmar, Pakistan, Panama, Seychelles, Sri Lanka, Swaziland, Tanzania, Thailand, Venezuela, Vietnam, Zambia, Zimbabwe.

Distribution of participants across regions

Africa	Asia	Central and South America
174	177	351

Theme	Number of courses
IWRM principles and planning	4
Environment and land use interactions	4
Groundwater	3
Gender	2
Integrity and transparency	2
Water pollution	2
Urban water management	1
Conflict management	1
Coastal zone management	1
Water law	1
Economics and finance	1

and integrate processes. One of the many ways in which IWRM training adds value is by creating a platform through which stakeholder groups who use or regulate water can learn about water management issues together. These courses typically attract managers from across the water sector, stimulating discussion on ways to integrate approaches in and between organizations.

In **Botswana**, for example, Cap-Net joined forces with the Stockholm International Water Institute (SIWI) this year to deliver training in IWRM planning processes. The courses brought together a diverse group of participants from planning departments, agricultural industries and other organizations. Feedback from the trainees also helped to refine the content of subsequent courses.

In **Kenya**, the training was aimed at journalists. Trainees were introduced to water managers and encouraged to generate water management stories. This type of training often identifies a need for more **specialized training in other water management topics**; for the facilitators, it provides an opportunity to fine-tune the way integrated approaches are communicated to different audiences.

When demand shifts from needing general knowledge on water management to more specialized training, these courses can represent more of a challenge. This is because they provide practical tools for addressing ongoing local problems so need to be contextualized carefully. In particular, IWRM and other problem-oriented knowledge transfer and adaptation measures are being implemented at the river basin level.

In **Mozambique**, for example, Cap-Net worked alongside the national Water Research Commission in 2012 to train nearly all of

the country's RBOs in multi-criteria decision analysis and using indicators to evaluate IWRM performance at the basin level. Participants reported that this knowledge improved their ability to develop and implement basin management plans.

In **Argentina**, water managers have moved from demanding generic **groundwater management training to specialized courses on developing indicators** to ensure that water is used sustainably.

In consultation with different stakeholders, partner networks have also developed **courses that address newly emerging challenges** in their countries and regions. For example, in 2012 there were efforts to integrate IWRM principles into local government land-use plans (Argentina, Botswana); to expand river basin water to include coastal zones (Central America); to define institutional processes for nesting the management of urban water cycles within river basins (Central America); and to highlight water integrity and accountability in water governance education and training (Southern Africa).

Water supply, sanitation and agriculture

TARGET 1.2: Develop the capacity of 175 stakeholders and practitioners from the water supply and sanitation and the agriculture sectors.

In total, 131 stakeholders and practitioners from the water supply and sanitation sector received training in two subjects this year: 'Financial Planning' and 'Wastewater Reuse and Management'. The growing demand for courses on wastewater reuse demonstrates that water supply and sanitation practitioners are increasingly aware of the connection between

Examples of activities

Organization or policy supported	Course
Water supply and sanitation sector in Central Africa	Financing and strategic financial planning
Water utilities in Costa Rica	Operation of wastewater treatment plants

water services provision and water resources management, and the impact this can have on local agriculture.

Nonetheless, progress towards meeting the target for the number of people trained in this area has been slow, and the overall target was missed. While interest in capacity development exists, networks tend to have limited expertise

and partnerships in the area of water supply and sanitation. In response, Cap-Net took action this year to improve the skills and enhance the partnerships required to meet water providers' needs. There are also plans to develop specific networks around water safety by collaborating with partners such as the International Water and Sanitation Centre and the Water Supply and Sanitation Collaborative Council.



Climate change adaptation

TARGET 1.3: Reach communities in 12 countries, and 625 water managers and stakeholders with capacity development on coping with climate change.

With about two-thirds of the target reached (412 water managers and stakeholders trained), the demand for capacity development on climate change adaptation was not as high as anticipated at the start of the year. This could be because the full suite of training materials on the topic has yet to be completed and/or more promotion of the subject is needed on the ground.

Most of this year's training focused on improving participants' **knowledge of climate change interactions with water** as well as its impacts on national development and specific sectors.

In Sudan, for example, the training improved the climate change knowledge of government staff involved in communication issues around the United Nations Framework Convention on Climate Change.

Encouraged by the growing general awareness of climate change, Cap-Net has also held training courses on 'Climate Change Adaptation' and 'Disaster Risk Management' and provided guidance on investing in 'Ecosystem Functions and Services'.

Training on climate change is expected to have an even wider reach in future as new materials become available, such as a self-learning tutorial, a training manual on 'Drought Risk Management' and a revised 'Integrated Flood Management' manual. Cap-Net has plans to promote each of these products to new audiences.





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.

One schools programme, the Hora Agua **teacher-training programme** in Argentina, was directly supported by Cap-Net in 2012. Support for another programme, to develop **IWRM**

awareness-raising products in Argentina, has been under discussion but was unfinished at the time of reporting.

An educational activity led by AGW-Net failed to start this year, while another involving Cap-Net Lanka took longer than anticipated to finalize and was deferred to 2013. Meanwhile, LA-WETnet conducted a survey to gauge the demand for online courses. The results showed that there is a **definite market for desktop training** in areas where Cap-Net has built up expertise. Action to develop a **virtual campus** began this year.

2. Strengthening Partnerships

Skilled and knowledgeable trainers

TARGET 2.1: Develop the skills of 100 trainers from 15 capacity development networks in aspects of water resources management, water supply and sanitation, and climate change.

During 2012, five successful Training of Trainers (ToT) courses were held and 125 participants from 14 partner networks were trained in the following subjects: 'Drought Risk Management', 'Integrated Urban Flood Management', 'Sustainable Sanitation and Water Management' and 'Water Integrity'. An additional course on 'Earth Observations' in support of IWRM took place at the beginning of December 2012.

As well as strengthening the skills of network members and broadening the scope of subjects taught, the ToT courses acted as invaluable forums for the **exchange of knowledge and**

best practice as well as shared learning among partner networks. Facilitators from different networks developed regional plans together and supported each other in adapting materials to meet different training needs and contexts.

Networks operating effectively

TARGET 2.2: Assist 14 networks to achieve effective implementation and to develop their membership to support capacity needs in the water sector.

Thirteen partner networks received Cap-Net support to implement their work plans, which included **activities around network development**. For instance, Cap-Net's assistance allowed some networks to take part in events to showcase their work or **follow up on potential partnerships** with donors, clients and other capacity development institutions.

For example, AGW-Net and Nile IWRM-Net were represented at Africa Water Week 2012, which took place on 14–18 May 2012 in Cairo, Egypt.



Networks that received support in 2012

Arg Cap-Net, AGW-Net, Cap-Net BD, Cap-Net Brasil, Cap-Net Lanka, Caribbean WaterNet, LA-WETnet, MyCBNet, Nile IWRM-Net, REDICA, REMERH-Mex Cap-Net, SCan, WaterCap.

Here, delegates from the two networks lobbied for political support on capacity development and offered to assist the African Ministers' Council on Water in implementing and monitoring water training and education.

Of the networks that received support, nearly half held **steering committee (or network) meetings**. These meetings were critical for maintaining a steady flow of information and effective network governance. The Secretariat was also represented at most of the meetings convened this year. By interacting directly with steering committees and network members, the Secretariat was able to offer hands-on help as partner networks were developing their programmes and work plans.

The coordinators of four networks changed during the year, and the fact that these transitions went smoothly can be taken as an indication of the **maturity of governance structures**. Elsewhere, the members of LA-WETnet made substantial contributions on governance issues at network meetings throughout the year, indicating the importance that partner networks themselves place on making sure their governance systems are effective.

Some networks have reported difficulties in finding clients or partners to co-finance their

activities. This suggests a need to **further strengthen the profiles and promotion of partner networks locally** so that they are equipped to identify and act quickly on local opportunities for capacity development. This will be addressed in 2013.

The **annual partners' and network managers' meeting** was held in Costa Rica on 12–16 November 2012, hosted by the Central American network, REDICA. This year, six international partner organizations took part in the meeting along with 15 network managers. Two themes that emerged strongly at the meeting were Cap-Net's new Strategic Plan for 2014–2017 and the role of international partners, including the private sector, in bringing the strategy to life. During discussions, some ideas emerged which formed the basis of a strategy working group that went on to develop a robust strategy document. Guidance was also compiled on engaging with the private sector.

Efforts by Cap-Net in Central Asia led to the **development of a new partner network** in the region — CAR@WAN. The network has already developed a work plan of capacity development activities for 2013.

During 2012, the Cap-Net Secretariat also hosted three young professionals from the water sector in **short-term network attachments**. The young people were from CK-Net (Indonesia), Cap-Net Lanka (Sri Lanka) and Aguajaring (Southeast Asia). Together they produced a draft report on capacity development outcomes for 2011–2012 (see Annex 2 on p. 17) and a concept note on 'Agriculture and IWRM', as well as putting the finishing touches to a training manual on 'Pollution Management'.

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 was **represented at a number of international events** this year and took part in sessions that were relevant to the objectives of the global network. Some examples include:

- ▶ the **United Nations Conference on Sustainable Development** (Rio+20), held in Rio de Janeiro, Brazil, on 20–22 June 2012, where a training course on legal reform for IWRM was offered to delegates;
- ▶ **World Water Week** in Stockholm, Sweden, on 26–31 August 2012, where Cap-Net celebrated its 10th anniversary and launched a new publication;
- ▶ the International Water Association (IWA) **World Water Congress & Exhibition** in Busan, South Korea, on 16–21 September 2012, where a potential IWA–Cap-Net partnership was discussed to support a new network on Water Safety Plans;
- ▶ the **International Conference on Fresh Water Governance for Sustainable Development** in Drakensberg, South Africa, on 5–7 November 2012, where Cap-Net convened a session on water integrity and accountability.

3. Knowledge Management

Training materials developed, accessible and used

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

Nine new sets of training materials were developed by Cap-Net this year. When all are completed, they will enhance the suite of existing training materials. Two of the latest materials, a self-learning kit on 'Climate Change Adaptation' and coursework on 'Water Safety Plans', were finalized in 2012. Another four on 'Ecosystems Functions and Services', 'Pollution Management', 'Drought Management' and 'Earth Observations' were made available as drafts. And work has just begun on three more sets of materials: 'Water Demand Management', 'Agriculture in Water Management' and 'Integrated Flood Management'.

Hard copies and CDs of the available materials were handed out at international events. They were also issued in response to requests, and evidence suggests that they are being put to good use. In Mexico, for example, the National Water Commission (Comisión Nacional del Agua, also known as CONAGUA) has adapted the Cap-Net self-learning tutorial on climate change into an online course for its officers. It now forms part of a programme of in-house professional development available through the Universidad Autónoma Metropolitana. So far, up to 2,000 officers have been trained.

Organizations	Topic of collaboration
▶ Faculty of Geo-Information Science and Earth Observation (ITC), University of Twente	Geographical Information Systems and remote sensing; and drought risk management
▶ 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; water safety plans; water demand management
▶ UNESCO–IHE Institute for Water Education, United Nations Environment Programme (UNEP)	Ecosystem functions and services; climate change
▶ UNEP–DHI Centre for Water and Environment	Ecosystem functions and services; pollution management
▶ Global Water Partnership (GWP)	Training on IWRM topics in Southeast Asia; strategic financial planning in Central Africa; capacity development for climate-resilient development in Africa
▶ World Meteorological Organization (WMO) Associated Programme on Flood Management	Integrated urban flood management; self-learning tutorial on climate change
▶ Food and Agriculture Organization of the United Nations (FAO) ▶ International Water Management Institute (IWMI) ▶ Stockholm Environment Institute (SEI) ▶ International Centre for Water Management Services (CEWAS) ▶ International Commission on Irrigation & Drainage (ICID)	Agriculture in water management
▶ Federal Institute for Geosciences and Natural Resources (BGR)	Groundwater management

Access to information on 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 website is a key tool** in the distribution of training materials. But the website offers a lot more useful information besides an up to date catalogue of manuals and instructions. For example, in its 2012 global review of water and sanitation capacity development organizations, Cranfield University and the Centre for Affordable Water and Sanitation Technology made extensive use of the network databases available on the Cap-Net website.

The latest news and views from Cap-Net are shared across the global network via a newsletter, which is available in both English and Spanish and is issued electronically. Other digital media are also being used to good effect in Cap-Net's work with MetaMeta, for example, which manages the WaterChannel website. These web pages now encourage ToT course coordinators to use multimedia, video and other online resources. When these online resources were piloted in 2012, during a course on 'Drought Risk Management', participants rated them very positively.

Promotional materials were also produced for the 'Cap-Net@10' anniversary and included brochures, posters, a book and USB flash drives that were handed out at international events.

The Monitoring, Evaluation and Learning Plan

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 (MELP).

From late 2011 to early 2012, two young professionals on short-term network attachments at the Cap-Net Secretariat conducted the annual **exercise of outcomes monitoring** (see Annex 2 on p. 17). This important study assesses participants' motivation to apply the knowledge they have gained on Cap-Net training courses. As in previous years, the results showed that participants were more likely to take positive action within 6–12 months of completing a course.

Another survey looked at the extent to which MELP was known by partner networks. The results showed that, while **MELP tools were being used** by network managers, they were not taken up as readily by the network members responsible for implementing activities on the ground. There are already plans to resolve this issue by incorporating MELP and other monitoring and evaluation tools into network management training. Doing so will mean that network managers can offer better support to network members as they initiate activities.

C. PROJECT MANAGEMENT

All operations ran smoothly and normally during the year. Quarterly self-audits on procurement and random checks on payments, carried out by United Nations Office for Project Services (UNOPS), did not highlight any issues.

A **working group meeting on Cap-Net's new Strategic Plan for 2014–2017** was held in June 2012 during the United Nations Conference on Sustainable Development (Rio+20), which took place in Rio de Janeiro, Brazil. Among other issues, the group identified new subjects to be incorporated in the strategy such as the green economy and prioritizing human rights-based approaches. The July 2012 **board meeting** went on to develop outcome indicators for the new Cap-Net strategy, and accepted the budgetary and output revisions proposed by the Secretariat.

In the same month, the UNOPS International Waters Cluster held a **management workshop** in Copenhagen, Denmark, that was attended by Cap-Net's Director and Programme Assistant. The event covered different aspects of project management from legal issues when dealing with clients, to procurement and human resources. The meeting was a useful opportunity for Cap-Net's senior managers to keep up to date on the requirements for procurement and financial management, and to feed this back to the Cap-Net Secretariat team on return.

One issue raised at the workshop was the way in which network members were engaged and contracted to implement activities. Through this discussion, Cap-Net learned of an alternative means of **engaging network members as grantees** — a more rigorous set of requirements than those for service contracts but offering more flexibility. As a result, a recommendation was made to partner networks — some of whom had already enquired about introducing more flexible terms — that re-registering members as grantees should be voluntary and follow a strict checklist to ensure high standards.

The subsequent **network managers' meeting** held in Costa Rica in November 2012 refined the criteria for network support. A working group was also established and tasked with developing general guidelines as well as a new set of criteria to be used in the long term. The meeting also elected a new Board Member and re-elected another member for a further two-year term.

For now, the Cap-Net Secretariat is located at the Water Research Commission in Pretoria, South Africa. But there are **advanced plans to move the Secretariat to Rio de Janeiro**. These are detailed in the work plan for 2013.



D. PROJECT BUDGET

In 2012 the total budget for the year was around US\$ 3.2 million. However, an under-expenditure in the programmable budget of about US\$ 0.8 million resulted, due to the following reasons:

1. Some networks were not able to realize the activities they had planned because it took longer than anticipated to put all the necessary arrangements in place with partners and clients.
2. Some activities were postponed owing to a long delay in revising the budget to incorporate funds received from the Directorate General for International Cooperation of the Netherlands

(DGIS). The request from the Secretariat was made in July but only fully processed in October.

3. A few network activities had been over-budgeted and required only part of the funds that had been ring-fenced.

Overall, the networks performed well in finding and building partnerships to implement activities on the ground. Co-funding for capacity development activities generally exceeded Cap-Net expenditure on these outputs.

A breakdown of the year's budget and expenditure is provided below:

Budget and expenditure

Activity	Budget (US\$)	Expenditure (US\$)
1. Delivery of Capacity Development	1,019,242	486,599
2. Strengthening Partnerships	870,000	675,028
3. Knowledge Management	276,000	153,569
4. Project Management	605,000	635,575
Programmable Budget	2,770,242	1,950,771
UNOPS ISS	193,917	141,509
UNDP GMS	207,491	141,274
Grand Total	3,171,650	2,233,554

ISS: Implementation Support Services

GMS: General Management Support costs

E. CONCLUDING REMARKS

This report highlights Cap-Net's **overall success at meeting the specific project targets for 2012.**

By the end of the year, the target for delivering training in 'Improved Water Management Practices' had been reached, despite there being less activity in this area than planned. This type of training falls into the category of general awareness-raising activities and includes, for example, the journalists' training that took place in Kenya this year (see Capacity Development on p. 3). Awareness-raising courses tend to involve larger numbers of participants than other more bespoke training courses, which may explain this result.

Other capacity development outputs were close to target; namely, 'Water Supply and Sanitation' training and water education. However, the target for 'Climate Change Adaptation' training was missed. Although it is disappointing that the demand for capacity development in this area was not as high as anticipated this year, awareness of climate change is growing and Cap-Net already has plans to reach an even wider audience in future as new materials on the topic, including a self-learning tutorial, become available.

Most networks continued to perform well in their operational management, but the majority still lack strategy documents that will help them develop in the long term. This will be one of the key items addressed during the network peer review in 2013.

Existing international partnerships were also strengthened this year, through the development of new products and activities. For example, Cap-Net is working closely with the IWA on water supply and sanitation issues, and has drawn up a joint programme of activities. The partnership has already developed two successful training packages on 'Water Demand Management' and 'Water Safety Plans' which have boosted interest and output in this area.

In summary, **this year's performance was satisfactory.** Cap-Net recognizes that there is always room for improvement and the results from 2012 have already informed the work plans for next year.



ANNEX 1

Network Capacity Development Activities by Topic

	IWRM	Conflict management	Groundwater management	Urban flood management	Legislation & legal reform	Economics & finance	Water integrity & accountability	Water governance	Wastewater management	Ecosystem services & functions	Climate change adaptation	Sustainable sanitation
AGW-Net	●		●									
Aguajaring												
Arg Cap-Net			●						●			
Awarenet												
Cap-Net BD											●	
Cap-Net Brasil												
Cap-Net Lanka				●			●					
Cap-Net Pakistan												
CKNet-INA				●								
CAR@WAN											●	
Caribbean WaterNet												
LatinAqua									●			
LA-WETnet	●		●	●	●							
MyCBNet											●	
NBCBN												
Nile IWRM Net												
REDICA	●				●	●				●		
REMERH-Mex Cap-Net	●						●					
SCaN	●	●					●	●				
WA-Net												
WaterCap	●	●		●			●					
WaterNet	●	●					●					●

ANNEX 2

Outcomes Monitoring Summary Report

Introduction

This section summarizes the results of outcomes monitoring carried out for Cap-Net training courses. The work was completed in August to October 2012 by Wibisono Handoko and Indika Gunawardana — network attachments from CK-Net and Cap-Net Lanka respectively.

Process

Out of 27 courses held from May 2011 to April 2012, 20 were followed up, reaching 587 participants of which about 70% were male. In total, 64 participants (around 11%) responded. Most of the responses (47) were received via an online survey, not directly by email, suggesting that automated outcomes monitoring should be considered by Cap-Net in future. The process was designed to capture numbers as well as narrative so that both a quantitative and qualitative assessment could be made. The descriptive answers were used to research and write up good cases studies (see box opposite).

Results and implications

Over 90% of the respondents showed some motivation (either by taking action or planning to do so) to apply the knowledge they gained by attending Cap-Net training courses. A sample of outcomes is provided on p. 18 and classified according to whether these actions were: [a] **planned** before the course; [b] **inspired** or facilitated by the course; or [c] occurred **accidentally** afterwards. However, it is important to remember that there is a positive bias in these results — participants who respond to these types of surveys are typically those already inclined to put their training into action within 6–12 months.

Solving flooding problems along the Argentine coast

Alejandro Miguel Felizia works at the National Institute of Water (Instituto Nacional del Agua) in Santa Fe, Argentina. She says, “Among other tasks, we’ve been committed for many years to the preparation of plans and strategic planning tools to solve flooding problems in the cities of the Argentine coast”. Together with her team, Alejandro is currently developing the first phase of a plan for Reconquista — a city in the north of the province of Santa Fe. The aim of Phase 1 is to define the different flooding scenarios for rainfall events in the region. During this diagnostic phase, Alejandro has applied the knowledge she gained from a Cap-Net course on ‘Integrated Urban Water Management’, adapting it to form a methodology for this important project. In Phase 2, Alejandro and her team will once again benefit from the knowledge she obtained from Cap-Net as they develop a plan to respond to the different flooding scenarios. Alejandro has also shared her new-found knowledge from the course with other colleagues at the Institute.

While there is insufficient data to draw out patterns of how change takes place, the results showed that the majority of action was taken in organizations already engaged in reform processes. They also indicate that it is much more difficult for participants to initiate something completely new and/or act as the sole agent of change in their organizations.

Planned	<ul style="list-style-type: none"> ▶ Collaboration between the National University of Salta (Universidad Nacional de Salta), Argentina, and utilities companies in the city was facilitated by Cap-Net training on water supply and sanitation and IWRM.
Inspired	<ul style="list-style-type: none"> ▶ A member of staff from the Department of Water Affairs in Swaziland was invited to take part in a committee on the country's groundwater standards, using the knowledge gained on a groundwater course from Cap-Net. ▶ Following a Cap-Net course on water pollution, a local resident of Tamil Nadu province in India organized community protests against the pollution of wetlands in the area. ▶ A senior economist from the Ministry of Water and Irrigation in Kenya studied the cost-effectiveness of water service providers in the country, having attended a Cap-Net course on financing water management.
Accidental	<ul style="list-style-type: none"> ▶ In Zimbabwe, the World Bank developed a water policy for the country using adapted Cap-Net water resources management indicators in its diagnostic studies.

Recommendations

The MELP can be a very helpful tool for network managers and course coordinators, who should be encouraged by Cap-Net to get more involved in outcomes monitoring (see 'The Monitoring, Evaluation and Learning Plan' on p. 12).

As well as detailing specific outcomes for each target and individual activity, Cap-Net's

new Strategic Plan for 2014–2017 also needs a clearer system for obtaining feedback on course development and implementation to make improvements, and consequently these outcomes, more likely (see 'Strengthening Partnerships' on p. 8).

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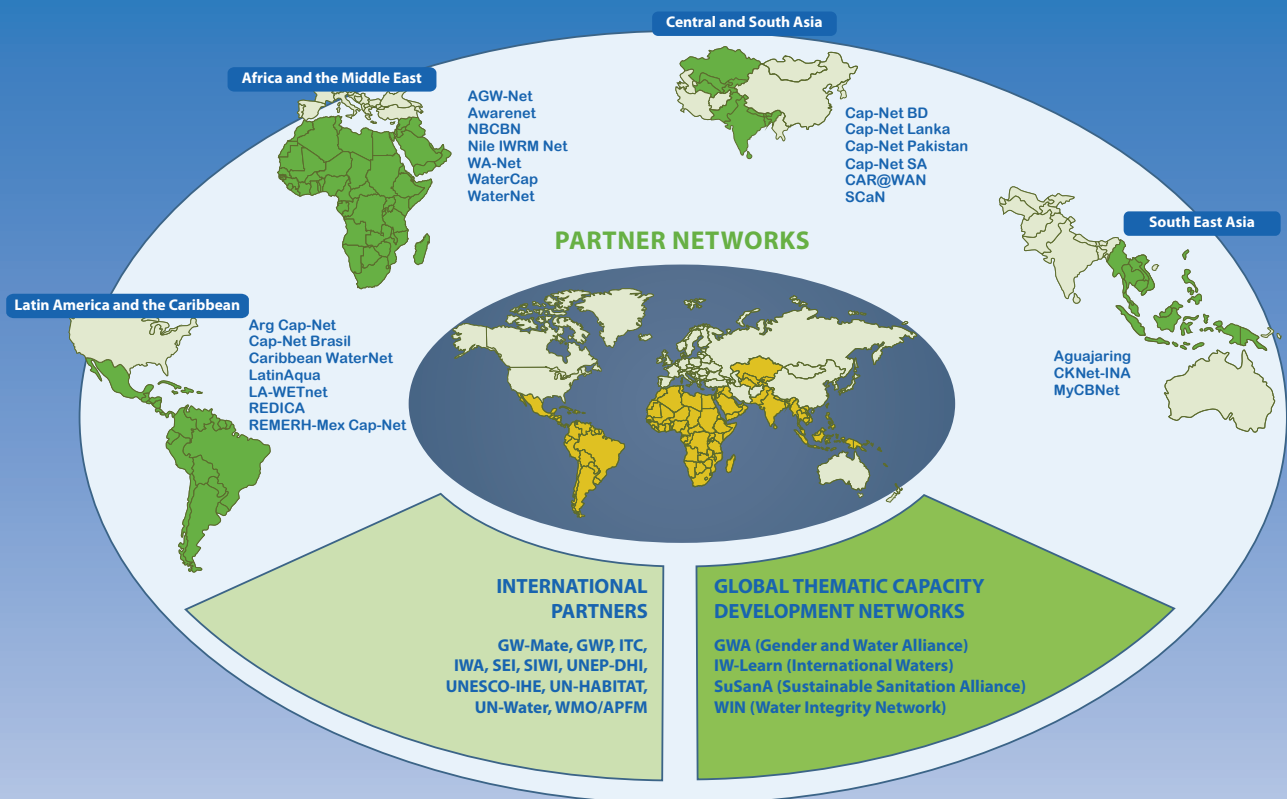
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