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## **Peer Review Report for West African Network (WA-Net)**

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## List of abbreviations and acronyms

<b>AGM</b>	Annual General Meeting
<b>DCE /KNUST</b>	Department of Civil Engineering/ Kumasi National University of Sciences and Technology
<b>ECOWAS</b>	Economic Community of West African States
<b>EU</b>	European Union
<b>EUWF</b>	European Union Water Facility
<b>GIS</b>	Geographical Information System
<b>GWP</b>	Global Water Partnership
<b>IWRM</b>	Integrated Water Resources Management
<b>NWRI</b>	National Water Resources Institute
<b>RC-IRBM</b>	Regional Centre for Integrated River Basin Management
<b>WA-Net</b>	West Africa Network
<b>WAWP</b>	West Africa Water Partnership
<b>WRCC</b>	Water Resources Coordinating Committee
<b>UNDP</b>	United Nations Development Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization

## 1 Introduction

Cap-Net was established in 2002 as a global programme under the United Nations Development Programme (UNDP) with the overall goal of supporting capacity building in Integrated Water Resources Management by doing so to provide support toward sectorial water reforms that were being implemented across the world in line with IWRM and Dublin principles. Cap-Net is made up of a partnership of autonomous international, regional and national institutions and networks committed to capacity development in the water sector.

Cap-Net has gone through two phases since its inception, the first two phases were supported by the Royal Netherlands Government, the Swedish International Development Agency, The Norwegian Government, as well as the European Union Water Facility (EUWF) providing financial aid supporting activities in Africa and the Caribbean under the ACP country support. Cap-Net, within the context of environment and sustainable development is currently implementing Phase III (2010 to 2014) which has three immediate objectives namely:

- a) Develop capacity of institutions and individuals to manage, develop and use water resources sustainably;
- b) Improve synergy and coherence of capacity building initiatives by assembling partnerships and strengthening capacity building networks to act as focal points for knowledge, multidisciplinary skills and competence in water management; and
- c) 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.

As Cap-Net and affiliated networks are working toward assessing their progress, and increasing their relevance and impact, guided actions for the remaining period of Phase III is sought. As a result CapNet secretariat initiated a peer review exercise for all the affiliated networks. The peer review is also designed in order to inform Cap-Net as it embraces new challenges and adopt new themes in the next decade through innovative modalities for capacity delivery. Additionally, the purpose of the peer review is to assist networks improve their effectiveness and impacts in capacity development for sustainable water resources management, taking into account the following:

- Network management, the functioning of the network and its organization and communication.

- Network competence, the quality of work, its recognition amongst peers and the breadth of experience of members.
- The development of capacity in the water sector, scope and scale of activities, main targets reached and impact, demand responsiveness.
- The value of the network in the view of network members, recipient audience and other partners as a tool to address capacity building in water resources management;
- The role of the global network interaction, Cap-Net and other partners.
- Financial status, cost efficiency of the network activities and structures.

## **2 The Network: West Africa Network- WA-Net**

### **2.1 Back ground**

WA-Net, the West Africa Network for capacity building in IWRM, is a regional initiative that was established in order to fill both institutional and individual capacity gaps for water resources development and management. It was recognized that sustainability and greater impact of such an initiative was tributary of strong partnership and local institutional ownership. WA-Net's objectives can therefore be summarized as follow, to support, strengthen and promote co-operation among regional capacity building institutions in the delivery of capacity building services in various fields of IWRM in West Africa.

WA-Net was midwifed by CAP-Net and GWP West Africa (Global Water Partnership West Africa). It has been in existence since 2003 and covers the following countries Benin, Burkina Faso, Cap Verde, Côte d'Ivoire, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Senegal, Sierra Leone, Gambia and Togo.

### **2.2 Mission**

To promote effective partnership for training, research, education and dissemination of information on IWRM in the West Africa sub-region.

### 2.3 Objectives

- promoting regional co-operation among training and/or education and/or research institutions and organizations engaged in IWRM related activities through joint regional training, education and research activities
- strengthening the capacities of training and/or education and/or research institutions and organizations engaged in IWRM related activities in the region for effective capacity building in IWRM
- facilitating research and the delivery of demand-driven training/education in IWRM in the Region
- promoting the implementation of IWRM in the region

### 2.4 Institutional Organization

The AGM that is made of all the members, it is the highest governing body. The last AGM took place in 2009 and the next one is scheduled for early 2014 provided that funds are secured.

The Board of Advisers is part of the institutional organogram but it is yet to be implemented.

The steering committee is constituted by 2iE / EIER-ETSHER Ouagadougou, DCE /KNUST Kumasi, NWRI / Kaduna, UCRE/CDEAO, GWP West Africa led by a Chairman. Following the Steering Committee meeting that took place on 22 and 23 July 2013 it was decided that the Steering Committee will change into an Advisory Committee made of the three (3) founding members and five additional active institutions. It will also include GWP-WA and WRCC-ECOWAS. The new Chairperson of the Committee for two years renewable once is Dr. Geophrey ANORNU from KNUST in Ghana and the new Secretary is Dr Martin Eduvie from NWRI in Nigeria.

The secretariat of the network has been rotating between the nodal centers of Ouagadougou (Burkina Faso), Kumasi (Ghana) and Kaduna (Nigeria). Following the steering committee meeting held on 22 and 23 July 2013, the Secretariat has now been moved from 2iE in Ouagadougou, Burkina Faso to the National Water Research Institute (NWRI) of Kaduna in Nigeria. Furthermore, the Secretariat hosting for the network is now open to all the membership provided that adequate financial, institutional and human capacity is present.

The schematic representation of the Network institutional setup is presented in figure 1

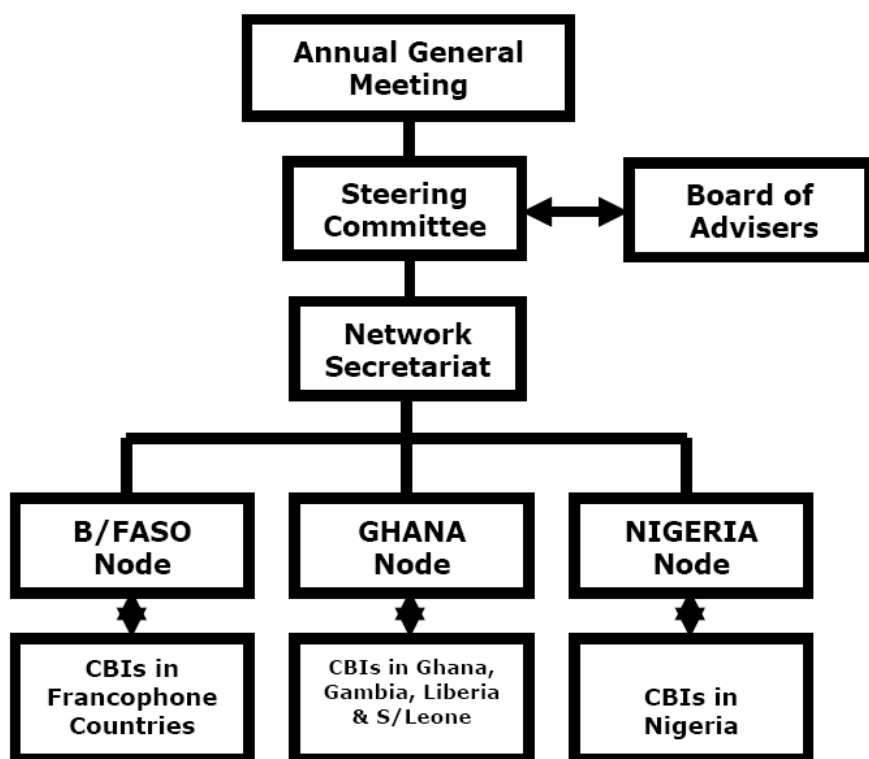


Figure 1 WaNet governance and institutional structures

## 2.5 Key Activities

- Identify and establish linkages between relevant capacity building institutions in the Region to conduct joint programmes in training, education and research.
- Facilitate the organization of national orientation workshops on the relevance of partnership and networking for capacity building in IWRM
- Conduct survey on the status of IWRM in the Region and assess training needs and demand of the water sector
- Organize programmes to train trainers and water sector professionals in the Region
- Facilitate the restructuring and/or development of curricular in the Region to incorporate IWRM
- Facilitate the development and distribution of IWRM training materials
- Develop relevant proposals and approach donors for support



## 2.6 Achievements

Table 1 below indicates some of the achievement from WaNet as reported by NWRI

S/N	ACTIVITY	VENUE	DATE	OUTCOME
1	Reactivation of GWP-Nigeria, temporary hosting of the Secretariat and co-organizing the GWP-Nigeria/National Water Stakeholders Consultative Meeting	Abuja, Nigeria	March 2009 – April 2011	GWP-Nigeria reactivated and functional
2	Actively participating and supporting the establishment of the Nigeria Integrated Water Resources Management Commission	Abuja, Nigeria	2009-2012	The Commission is established and functional with Head office in Abuja and Catchment Management Offices in the 8 Hydrological Areas of Nigeria
3	Actively participated in the review and development of Nigeria Water Resources Bill that was based on IWRM Principles	Abuja and other cities in Nigeria	2009 -2013	Bill is ready for presentation to Federal Executive Council
4	Initiated and worked towards the establishment of Regional Centre for Integrated River Basin Management (RC-IRBM) in NWRI, Kaduna. It is a UNESCO Category 2 Water Centre	Kaduna, Abuja, Paris	2009 – 2012	Centre established and Governing Board being set-up
5	Establishment of the National Water Resources Capacity Building Network consisting of NWRI as the Coordinating Partner and 6 Universities in different parts of Nigeria	Kaduna and other cities in Nigeria	2009 – Date	<ul style="list-style-type: none"> <li>• Network established</li> <li>• Partners capacity developed</li> <li>• Joint training and research going-on</li> </ul>
6	International workshop on development and implementation of Modular Curricula for Tertiary, Technical And Vocational Education In IWRM in collaboration with NWRI and UNESCO.	Kaduna, Nigeria	21 - 24 May 2012	<ul style="list-style-type: none"> <li>• Curriculum for ND (WR Engr.) developed and accepted by stakeholders</li> <li>• Curriculum for ND (WR Engr.) developed and accepted by stakeholders</li> <li>• IWRM curriculum for Master degree programme developed and accepted by 6 Nigerian universities</li> </ul>
7	Dr. D. Bashir of NWRI represented WANet in 2010 Annual Network Managers meeting.	Buenos Aires, Argentina	6 - 9 Dec., 2010	Work plan for 2010 adopted
8	Dr. Martin O. Eduvie represented WA-Net at the 2011 Annual Managers meeting	Hydraber, India	Dec. 2011	Work plan for 2011 adopted
9	Participating Agency in the review of the National Water Resources Master Plan with JICA support	Abuja and other cities	2012-date	Work on-going

S/N	ACTIVITY	VENUE	DATE	OUTCOME
10	<ul style="list-style-type: none"> <li>• Membership drive visits to Gambia, Liberia and Sierra Leone in January 2009</li> <li>• Outcome – meeting in Universities and Freetown</li> <li>• Registered 17 members from the 3 countries</li> </ul>	Gambia, Liberia, Sierra Leone	January 2009	Created awareness 17 new members registered

## 2.7 Membership

Presently, 2iE which has been hosting the Secretariat for the past 4 years has a mailing list of members; this has proven to be effective and valuable for interaction with the WaNet membership. But, there is a need to compile a comprehensive and relevant database of member institutions with their full contacts. The steering Committee meeting decided to assign the current Chairperson on leading the initiative of consolidation of existing forms from countries like Nigeria, Liberia, Serra Leone and The Gambia. WA-Net membership is institutional as it is believed that it holds the potential of long-term full commitment from involved institutions.

## 2.8 Partners

Partners associated with WA-Net network activities can be grouped as implementing institutions and supporting partners.

### 2.8.1 Implementing Institutions:

Capacity Building institutions in West Africa involved in training, education and/or research in integrated water resources management serve as the main implementing institutions. These include NWRI of Nigeria, DCE of Ghana, and 2iE of Burkina Faso.

### 2.8.2 Supporting Partners:

Organizations such as the West Africa Water Partnership (WAWP) Capacity Building Network for Integrated Water Resources Management (CAP-Net), the Global Water Partnership (GWP), Economic Community of West African States (ECOWAS) the European Union (EU) are providing various kinds of support for the implementation of network activities. More of such partners will have to be identified at the country level to support country initiatives after having identified areas of common interest.

## **Contribution from the Region:**

Other capacity building institutions in the region have been expected to make available education and training materials, manpower for the development of curriculum in IWRM related subjects as and when required.. As far as the partnership with GWP-WA is concerned, Wa-Net can be identified as the promoting body of the GWP IWRM Tool Box. The intention is to have the curricula developed by GWP-WA revised in order to include more Anglophone countries and ECOWAS has indicated his readiness in supporting this activity and a budget allocation is available for 2014.

## **2.9 Work plan, strategy and annual reports**

WaNet steering committee drafted the framework for their 2013-2014 workplan during the meeting held in Ouagadougou. The 2012 workplan prepared in December 2011 is the last working document available. No strategy has been developed as yet for the Network.

The following section provides a detailed illustration of activities as planned and implemented by WA-Net in 2012.

WA-Net overall intention was to take the lead in all capacity building activities in West Africa. The secretariat role has been then to coordinate the implementation of the various Work Plans. The Secretariat has the responsibility of contributing to the achievements of the outputs by ensuring effective implementation through the network, quality assurance, monitoring and evaluation. The guiding principle that WA-Net has been using are decentralization, participation, demand-driven formulation and regional contextualization. From the Network objectives below are the detailed and comprehensive illustrations of the two main outputs as drafted in their 2012 workplan and subsequently implemented to some extent.

### **2.9.1 OUTPUT 1: NETWORK MANAGEMENT**

In 2012, the WA-net secretariat enhanced its management activities through an effective communication within and outside the network. The different activities identified were:

- Improve Network management
- Promotion of Network activities and website development
- Exchange between networks

#### **2.9.1.1 Improve Network management**

Since WA-Net is recognized as an entry point for capacity building in IWRM in West Africa, there felt a need for its administrative and management system to be enhanced and operationalized with strong communication and partnership among Capacity Building

Institutions in West Africa. Activities leading to this output focused mainly on strengthening the secretariat, increasing the membership drive, further assessing the training capacity in the region, improving established contacts and linkages with members and supporting partners, ensuring effective communication among members and between members and the global network to achieve four sub-output namely, establishing a functional administrative system that is fully transparent and accountable to members, increasing membership and improving communication among network member and supporting partners.

It was realized that the lack of full time human resources at the Secretariat influenced the efficiency of network activities in previous years.

### **2.9.1.2 Promotion of Network Activities and website development**

Effective communication of The WA-Net activities has been central to the network activities. For 2012, a strong communication strategy was planned to be launched in order to promote and advertise on the network activities in the form of brochures and flyers. The project of the network website was scheduled to be reactivated and implemented. idea was to improve the identification of experts and trainers for the delivery of capacity building services but this activity is yet to be undertaken following the last report that was shared during the steering committee meeting that was held in Ouagadougou in August this year.

### **2.9.1.3 Exchange between networks**

Wa-Net has acknowledged the fact that Cooperation with global and other regional networks by supporting members to benefit from and exchange experiences in other regions and countries promote knowledge sharing. Furthermore exchange between Francophone and Anglophone members of WA-Net is also seen as an efficient way in capacitating network members and enhancing regional cooperation. In this purpose, the governing staff of WA-Net has undertaken a certain number of missions to exchange experience with other regional and global network (WaterNet, Nile IWRM-Net, LA-WETnet, Cap-Net, etc..).

## **2.9.2 OUTPUT 2: DELIVERY OF CAPACITY BUILDING SERVICES FROM MEMBER NEEDS**

### **2.9.2.1 Identification of capacity building needs**

One of the four objectives of WA-Net is to "facilitate the identification and satisfaction of training needs in IWRM". This goal is a concrete way to develop curricula and training materials that meet the needs of professionals, managers and decision makers in the water sector of the region. To meet this goal the identification of priority needs for training / education of

members is an important step in the participatory planning process of capacity building activities. Expression of their needs have to be translated into a schedule of training activities and contribute to the development of the network workplan.

#### **2.9.2.1.1 Objective and approach**

The main goal of that survey was to identify current needs for capacity building of WA-Net members and thereafter to include them in workplans. The approach followed by WA-Net was participatory and iterative, with the intention of promoting ownership by members and ensuring a full integration of expressed needs. This exercise was conducted in 2010 with the support of Cap-Net and an attachment from WA-Net based at Cap-Net Secretariat in Pretoria for 3 months (Mr. KONE Bougadare). A collection grid of nine (9) capacity-building needs according to three (3) different target levels (individual, organizational and societal) was used. Each network member was requested to define three (3) priority training needs for each level (individual, organizational and institutional).

#### **2.9.2.1.2 Results of members' needs assessment.**

Based on members' responses and a classification by indicator, the needs expressed were prioritized and synthesized. Ten (10) training courses were thus proposed by members for the next WA-Net workplan.

1. IWRM and Climate Change
2. Development, monitoring and evaluation of IWRM projects
3. IWRM and GIS
4. IWRM and Water Supply and Sanitation
5. IWRM and Ecosystem Management / Wetlands
6. IWRM, Water Law and Legislation
7. IWRM and Environmental Impact Assessment
8. IWRM and Groundwater
9. IWRM and Gender
10. Economics in IWRM

### 2.9.2.2 DELIVERY OF CAPACITY BUILDING SERVICES

These activities relate to training sessions for capacity building in IWRM and materials development. The training activities tried to include as much as possible the needs expressed by the members.

#### 2.9.2.2.1 Regional trainings (Training of Trainers)

These training courses concern the following topics in 2012:

- IWRM and climate change
- Conflict resolution in IWRM
- River Basin Management

## 2.10 BUDGET

The budget below is only related to output 1 about the network management in 2012. Detailed and full budget for training sessions were not provided.

#### *Details of costs per activity*

N°	Activities	Quantity	Unit cost (Euros)	Total cost (Euros)
<b>1</b>	<b>Network management</b>			
	Support to the Secretariat Management, part-time staff	12	250	3 000
	Assistant to Secretariat Manager, full time staff	12	500	6 000
	Communication costs (telephone, internet, printing, ...)	12	250	3 000
<b>2</b>	<b>Network promotion</b>			
	Provision for translation of materials			3 000
	Production and dissemination of brochure, flyers and posters			3 000
<b>3</b>	<b>Website development</b>			
	Development of Wa-Net website + training			3 000
<b>4</b>	<b>Exchange between networks</b>			
	Visit to other networks (WaterNet, Nile IWRM-Net, LA-WETnet, ...) and some countries members (Sierra Leone, Liberia, The Gambia , Mauritania, Cap Verde, Guinea Conakry Guinea Bissau, ...)			10 000
<b>Total budget in Euros</b>				<b>31 000</b>

## **3 Peer Assist Evaluation**

### **3.1 Introduction**

The objective and scope of this peer review was to provide the Cap-Net programme and partner networks the opportunity to assess their progress, relevance and impact and guide actions in the remaining period of the programme funding cycle. The peer review was also meant to prepare Cap-Net to take up new challenges and adopt new themes in the next decade through innovative modalities for capacity delivery.

### **3.2 Methodology**

The objectives, tasks and methodology that were followed during the peer review exercise at WA- Net are summarized in table below

Review Objectives	To be assessed	Things done
1. To assist network improve their effectiveness and impact in capacity development for sustainable water resources management	<ol style="list-style-type: none"> <li>1. Network management, the function of the network and its organization and communication</li> <li>2. Network competence, the quality of work, its recognition among peers and the breadth of experience members</li> <li>3. Development of capacity in water sector, scope, and scale of activities, main targets reached and impact, demand responsiveness</li> <li>4. Value of network in the view of network member, recipient audience and other partner as a tool to address capacity building in water resources management,</li> <li>5. Financial status, cost efficiency of network activities and structures</li> </ol>	<ol style="list-style-type: none"> <li>a. Obtain network operational guideline, strategic plan and past activities report. If there is outcome monitoring report of the activities it would be better. Based on MELP, activities should have planning, activities reports, and outcomes monitoring.</li> <li>b. Comparing the strategic work plan with activities plan and reports to analyze the alignment of the network strategy with activities.</li> <li>c. Interview and/or provide simple questionnaire for Network Secretariat, Steering Committee, Coordinator, members and clients (if any) to identify expectation level for the network, what could be achieve, what they learned from the network so far, what are the value of the network, etc (to be determined)</li> <li>d. Assess network's financial sustainability by analyzing audited financial report for the last 5 years, financial operation guideline, funding structure and sources (include income generating activities if any), spending allocation (operational management and activities).</li> <li>e. Review institutional and financial sustainability of the network</li> </ol>
2. To review the effectiveness, appropriateness and efficiency of the Cap-Net programme strategy for capacity development	<ol style="list-style-type: none"> <li>1. Comparison of intended and achieved outputs</li> <li>2. The effectiveness of the "network approach" for delivery of capacity development services, taking into account regional differences</li> <li>3. Cooperation with donors, partners, and the consistency of the approaches</li> <li>4. The need for a long term strategy for the network partners and for cap-net</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviewing post activities reports feed back to the understand network service level and effectiveness</li> <li>2. Review and follow up of donors note and/or comment on network activities (if any) by interviewing / send questionnaire to donors</li> </ol>
3. To review the contribution and impact of the cap-net project regarding capacity development for improved water resources management	<ol style="list-style-type: none"> <li>1. Relevance of the areas identified as priority</li> <li>2. Relevance, quality and update of materials and information</li> </ol>	<ol style="list-style-type: none"> <li>1. Obtained network outcome monitoring report</li> <li>2. Review network's strategic plan, annual work plan (if any)</li> <li>3. Obtained cap-net contribution (what, when, how) on network activities (management and outputs).</li> <li>4. Assess what the network learned and expected from Cap-Net network based on past experiences and network's strategic plan</li> <li>5. Assess what Cap-Net learned and expected from the network based on past experiences and Cap-Net strategic plan</li> </ol>
4. To provide recommendation to the network partner and Cap-Net programme to improve effectiveness and impact in the current programme period and beyond	<ol style="list-style-type: none"> <li>1. Recommendation for networks</li> <li>2. Recommendation for Cap-Net</li> <li>3. Implementation strategy, emphasis, priorities, partnership, funding</li> <li>4. Other issues such as structure, organization, longer term views and visions</li> </ol>	<ol style="list-style-type: none"> <li>1. Mission report, conclusion and recommendation</li> </ol>



### 3.3 Findings

1. Network management, the function of the network and its organization, capacity and communication			
Positive	Negative	Causes	Improvement/recommendations
<ul style="list-style-type: none"> <li>• Structure (Secretariat, SC , AGM) in place for the management of the Network</li> <li>• Rotational secretariat and presidency among the three founding members (Nodal centers)</li> <li>• Development of annual workplans except for 2013</li> </ul>	<ul style="list-style-type: none"> <li>• Irregular AGMs and steering committee meetings</li> <li>• Insufficient coordination by the Secretariat</li> <li>• Late development of 2013 workplan</li> <li>• Lack of core funding</li> <li>• Political endorsement</li> <li>• Lack of comprehensive budget for all the network activities</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient preparation and funds availability</li> <li>• No full-time staff for the WaNet</li> <li>• Lack of lobbying for the network and resources mobilization</li> <li>• No development of bankable proposal for network support</li> <li>• No engagement with political bodies</li> <li>• Lack of legal status</li> </ul>	<ul style="list-style-type: none"> <li>✓ Acquiring legal status</li> <li>✓ Full time staff for the network</li> <li>✓ More Active Engagement with ECOWAS/WRCC, GWP and other international Cooperating partners</li> <li>✓ Development of bankable proposal</li> </ul>
<ul style="list-style-type: none"> <li>• Regional cooperation through joint trainings and research activities</li> <li>• Establishment of NEPAD centers of excellence</li> <li>• Contribution to the development of IWRM curricula with GWP</li> <li>• Establishment of the UNESCO category II water center with the support of the WaNet membership</li> <li>• strong contribution to capacity building in IWRM through short courses in West Africa</li> </ul>	<ul style="list-style-type: none"> <li>• Limited regional and national training sessions</li> <li>• Weak support toward policy and decision makers and other developmental projects</li> <li>• Limited development of IWRM materials</li> <li>• </li> </ul>	<ul style="list-style-type: none"> <li>• Lack of core and counterpart funding</li> <li>• Lack of visibility and limited engagement with partners</li> <li>• Lack of appropriate publication on key regional issues</li> <li>• Lack of prioritization of WaNet activities</li> </ul>	<p>More aggressive engagement More outreach activities, development of an effective communication strategy More publication on topical regional issues More institutional buy-in toward WaNet activities</p>
<ul style="list-style-type: none"> <li>• Existing mailing lists</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of comprehensive membership database</li> <li>• Outdated mailing list</li> </ul>	<ul style="list-style-type: none"> <li>• No Human resources dedicated toward the process</li> </ul>	<ul style="list-style-type: none"> <li>• Every nodal centers to register members and send it to the Network Secretariat</li> </ul>

		<ul style="list-style-type: none"> <li>Lack of Harmonization of Nodal centers database</li> </ul>	<ul style="list-style-type: none"> <li>Updating of mailing lists</li> </ul>
<ul style="list-style-type: none"> <li>Existence of competent individuals and institutions</li> <li>Invitation of Network members to conduct training, research and consultancies</li> <li>Invitation of network members to share experience and expertise with peers</li> </ul>	<ul style="list-style-type: none"> <li>Limited coordination of network activities</li> <li>Lack on competency database and inventory of network members</li> <li>Lack of long-term impact assessment of trainees</li> </ul>	<ul style="list-style-type: none"> <li>Limited time devoted to network activities</li> <li>long-term M&amp;E overlooked</li> </ul>	<ul style="list-style-type: none"> <li>development of a competency database of network members</li> <li>Development of an effective M&amp; E Plan</li> </ul>
<ul style="list-style-type: none"> <li>Existing statistics in annual reports on short professional trainings up to 2012</li> </ul>	<ul style="list-style-type: none"> <li>lack of consolidated statistics</li> <li>limited outreach in some countries in West Africa (Liberia, Gambia, Sierra Leone, Guinea Bisau)</li> </ul>	<ul style="list-style-type: none"> <li>Limited contact persons and institutions in under represented countries</li> </ul>	<ul style="list-style-type: none"> <li>more outreach activities toward under represented countries</li> <li>preparation of consolidated statistics</li> </ul>
<b>2 WA-Net relationship with CapNet</b>			
<b>Positive</b>	<b>Negative</b>	<b>Causes</b>	<b>Recommendations</b>
<ul style="list-style-type: none"> <li>Support from CapNet toward network activities and management</li> <li>Support in kind from Nodal institutions</li> <li>involvement of additional partners toward the financial support of the network activities</li> </ul>	<ul style="list-style-type: none"> <li>Limited funds available</li> <li>Lack of long term financial commitment</li> <li>Lack of a business plan</li> <li>lack of a long-term strategy</li> </ul>	<ul style="list-style-type: none"> <li>Lack of fundraising activities</li> <li>absence of legal status</li> <li>Lack of prioritization</li> <li>Limited coordination toward the effort</li> </ul>	<ul style="list-style-type: none"> <li>build capacity for fundraising</li> <li>initiate the process for obtaining the legal status</li> <li>more coordination and time devoted to fundraising and planning activities</li> </ul>
<ul style="list-style-type: none"> <li>interactive and constructive relationship with CapNet</li> <li>Positive support from CapNet toward short trainings of members</li> <li>CapNet support by providing multilingual training materials</li> </ul>	<ul style="list-style-type: none"> <li>Maximum co-funding up to 50% is a limitation</li> <li>Limited time available to attend to CapNet secretariat requests</li> <li>Limited support toward National activities as follow-up to TOTs</li> </ul>	<ul style="list-style-type: none"> <li>No Full-time personnel dedicated to the network activities</li> <li>Lack of adequate funding</li> <li>CapNet funding priorities at global and regional level</li> <li>Lack of funding from</li> </ul>	<ul style="list-style-type: none"> <li>More flexibility in funding mechanism</li> <li>Support for a full-time staff at the secretariat</li> <li>more internship with affiliated networks</li> <li>leveraging more resources at CapNet, WaNet and local levels</li> </ul>

<ul style="list-style-type: none"> <li>• Financial and technical support toward network activities</li> <li>• Peer review activity for the improvement of WaNet</li> <li>• CapNet serves as a liaison to affiliated networks, institutions and individuals</li> <li>• Manager's meeting</li> </ul>		national and local partners	
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## 4 Conclusions and recommendations

### 4.1 Conclusions

In line with the objectives of the review and informed by the methodology and documents used as well as the interaction with the Wa-Net steering committee, the following conclusions can be made:

WA-Net is a network in West Africa with established governance structures in both Anglophone and francophone countries. The Secretariat is currently hosted by the National Water Resources Institute (NWRI) in Kaduna, Nigeria. The network needs strengthening of its institutional and organizational structures for more effectiveness and relevance on the ground. Financial sustainability is lacking basically and it is crucial for the network to develop a strategy as well as appropriate workplan in order to approach local and international cooperating partners for support. The Network holds the potential of playing a central role in West Africa in the area of capacity building in IWRM as it is led by recognized institutions of training in water resources engineering and management.

### 4.2 Recommendations

The following recommendations came out of the peer review assignment in order to improve the effectiveness of the network

- It is suggested that the acquisition of a legal status for WA-Net will help address some of the limitations that the network is experiencing in terms of fundraising and engagement with external partners.
- WA-Net needs to have a fully functional organizational structure, The Annual General Meeting should be convened regularly and the Board of advisors should be established so that they can play their role of providing control and strategic guidance to the network
- The need of full time personnel devoted to WaNet activities for greater effectiveness, coordination and visibility as well as adequate time should be devoted to the planning of WA-Net activities
- More proactive Engagement with ECOWAS/WRCC, GWP and other international Cooperating partners for fundraising and joint activities
- The Development of bankable proposal for financial sustainability of WaNet is crucial and more coordination and time devoted to fundraising as well as building capacity on the subject is required
- More outreach activities within countries and across the region in order to make aware partners of the relevance of the network
- The development of an effective communication strategy is required in order to ensure that WaNet is a member driven network
- More publication such as 'white papers' on topical regional issues should be produced by the network to show its relevance
- More institutional buy-in toward WA-Net activities is required for the network to continue functioning in the region
- Every nodal center to register members and send it to the Network Secretariat so that a consolidated list of members can be compiled along the same lines the existing mailing list requires some updating.

- The development of a competency database of network members is also required for WA-Net to be able to reach its objectives
- The Development of an effective Monitoring and evaluation Plan for the network is also required
- Further outreach activities toward under represented countries and deliberate efforts should be put in place in order to ensure that their participation is guaranteed.
- WA-Net should learn more from other CapNet affiliated networks through exchange of personnel and sharing of experience