



WACDEP / GWP Capacity Building Programme in Africa 2013-2014

Water Security and Climate Resilient Development

Inception Report

20 March 2013

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1 INTRODUCTION

1.1 THE WACDEP INITIATIVE

In November 2010, during the 3rd Africa Water Week, the African Ministers' Council on Water (AMCOW) adopted a decision recommending the Global Water Partnership (GWP) and partners to operationalize the Water, Climate and Development Programme (WACDEP). The programme supports the implementation of climate change commitments in the Sharm el Sheikh Declaration.

The goal of the WACDEP is to promote water as a key part of sustainable regional and national development and contribute to climate change adaptation for economic growth and human security. The overall objective is to support integration of water security and climate resilience in development planning and decision making processes, through enhanced technical and institutional capacity and predictable financing and investments in water security and climate change adaptation.

The WACDEP supports implementation of AMCOW's work program. The WACDEP is being implemented in eight countries: Cameroon, Ghana, Burkina Faso, Mozambique, Zimbabwe, Burundi, Rwanda and Tunisia; and five transboundary basins: Volta Basin, Lake Chad, Lake Victoria-Kagera, Limpopo Basin and the North Western Sahara Aquifer System. It will run until 2016. For more information: <http://www.gwp.org/wacdep>.

1.2 GWP, WACDEP AND THE PROGRAMME

The WACDEP includes four components as follows: i) Investments in regional and national development, ii) innovative Green Solutions, iii) knowledge and capacity development and iv) Partnership and Sustainability.

In order to support capacity development of institutions and stakeholders to develop no/ low regret investments¹ and integrate water security and climate resilience in development plans, the Climate & Development Knowledge Network (CDKN) was assigned to engage a Consultant to undertake a capacity building programme (the "programme"). Following competitive tendering, started in June 2012 and concluded in January 2013, the Swedish consultancy firm NIRAS Natura AB in cooperation with the Stockholm International Water Institute (SIWI), the British firm Acclimatize, and the Swedish Meteorological and Hydrological Institute (SMHI) was contracted to implement the programme. Funding for the programme is provided by the UK Department for International Development (DFID).²

The work will be embedded in GWP and WACDEP regional and country management teams as established following the methodology proposed in the African Union and AMCOW Framework for Water Security and Climate Resilient Development³.

¹ **No/low-regret investment:** No regrets investments will be unaffected by climate change and will deliver benefits under the full range of potential future climate change scenarios. Low regrets investments are those which may be negatively impacted by climate change to some degree but will still deliver acceptable net benefits under the full range of potential future climate change scenarios.

² "This document is an output from a project funded by the UK Department for International Development (DFID) and the Netherlands Directorate-General for International Cooperation (DGIS) for the benefit of developing countries. However, the views expressed and information contained in it are not necessarily those of or endorsed by DFID or DGIS, who can accept no responsibility for such views or information or for any reliance placed on them."

³ http://www.gwp.org/Global/About%20GWP/Publications/CDKN%20publications/TBD_Final.pdf

The programme will thus be planned and implemented fully within the structures and capacities that GWP and WACDEP have established and provide. This provides many benefits – a demand-driven and bottom-up approach to identify learning needs, key institutions to collaborate with, and good teachers and participants to engage in the programme. It also provides cost-efficient solutions and supports a focus on quality in all programme activities.

The programme will focus on capacitating government planners and decision makers in eight target countries and five regional targets in Africa.

1.3 THE OBJECTIVES OF THE REPORT

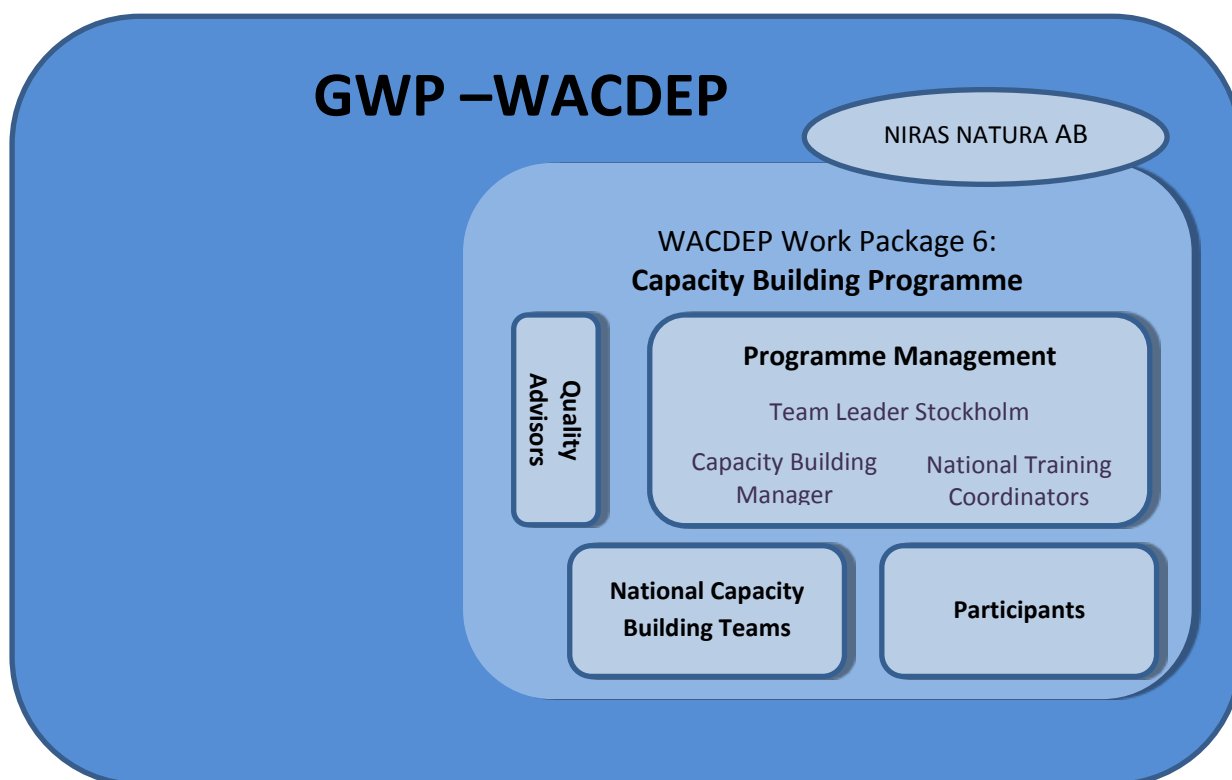
In line with the tender, the inception report has two objectives:

- to provide a unified version of all documents and plans developed during the tendering process in November-December 2012 and now being the basis for the agreement between CDKN and NIRAS Natura AB;
- based on previous activities; revise and update the project proposal, develop a detailed a 2-year programme plan (implementation plan). This will include issues such as activities, module scope, implementation modalities, participants' selection, roles and responsibilities, outline M&E Framework (full in a separate submission), communication and quality plans, and a time plan.

2 PROGRAMME GOVERNANCE

2.1 PROGRAMME STRUCTURE

As mentioned above, the programme will be implemented fully within the structures provided by GWP and WACDEP. It is one of several WACDEP Work Package. The programme will be managed by the Consultant – NIRAS Natura – in close cooperation and coordination with GWP/ WACDEP.



The project partners include NIRAS Natura AB, CDKN and GWP. Programme management consists of a Team Leader (TL) based in Stockholm, Sweden, a Capacity Building Manager (CBM) based in Pretoria, South Africa, in the office of GWP and WACDEP Coordination Unit, and eight National Training Coordinators (NTC). The groups directly involved in programme capacity building activities are eight National Capacity Building Teams (CBTeams), one in each of the eight countries, and the programme's beneficiaries – the participants (PP). The roles of SIWI, Acclimatise and SMHI will be those of expert organizations, providing specialists at key points and close program design colleagues. In addition to the contribution of the Reference Group established by GWP, two international Quality Advisors (QA) will be linked to the programme to provide support at specific stages

2.2 ROLES AND RESPONSIBILITIES

2.2.1 NIRAS Natura AB

NIRAS Natura AB is the contracted partner to implement the programme. It carries the following functions:

- support the TL in the programme implementation;
- arrange agreements, contracting consultants, and overall financial management;

- interact with Client on arrangements linked to implementation, monitoring and reporting;
- be responsible for overall quality assurance;
- provide the contact point at NIRAS on all matters of formalities, contracting and project development at large.

2.2.2 SIWI, Acclimatise and SMHI

NIRAS Natura AB will implement the programme in close cooperation with SIWI, Acclimatise and SMHI. Their roles will focus on being close contact points as colleagues for discussions regarding programme design, implementation procedures and people to engage; to be involved in the development of learning material, and participate in and lecture during in the workshop for CBTeams in October 2014. Furthermore, depending on what expertise that is required and available in Africa for programme training activities, and budget limitations, one or two staff members from SIWI and Acclimatise may also be involved in the actual capacity building.

2.2.3 Programme Management

The Team Leader (TL), Capacity Building Manager (CBM) and the 8 National Training Coordinators (NTC) jointly form the programme's management structure. Although their inputs will vary, close cooperation between the three structures is essential. All three levels will regularly be updated and informed about the programme's development. Regarding the first two positions, they will share much work, in that the TL will give particular focus on learning material development, the ToT workshop, and all training activities, whereas the CBM will manage the national assessments and plans, and the process of identifying CBTeams and PP. That said, they will also be jointly involved in many tasks as needed.

2.2.2.1. Team Leader Stockholm:

The Team Leader (TL) will have the overall responsibility for the programme's implementation as agreed with the Client. He will maintain on-going financial management of the programme, provide required programme management and technical expertise, and maintain close liaison with GWP / WACDEP Coordination Unit, and all programme partners and structures. The TL will give particular attention to learning material development and its testing, the trainers' training workshop, the training activities, and monitoring, evaluations, reviews and reporting.

An issue of great importance that is being repeated throughout this report is a focus on the quality aspects of the training programme. It will be a challenge to maintain high-quality training in all target countries and target regions, by all engaged and during all workshops, mentorship sessions and participants individual work. This is further discussed under section 4.2 Quality Management Plan.

A total of 148.5 days over 24 months is assigned this post. It is allocated as about 50% of full time in the first 8 months, substantially reduced during the main capacity building phase (Phase 7), and again increasing in the last 2-3 months. Altogether this is approximately 35% of a full time position over 24 months.

2.2.2.2. Capacity Building Manager

The Capacity Building Manager (CBM) will primarily focus on programme issues that require close collaboration with GWP/ WACDEP Coordination and the regional and the countries teams. The position requires a person who is familiar with GWP's approach to water and development, experienced

in project management and capacity building, and knowledgeable about actors, people and process shaping the water and climate change agenda in Africa. A particular focus on and experience from working in West Africa is beneficial.

This person has already been identified and engaged as under-consultant to Niras Natura. It is Mr. Armand Houanye, former Executive Secretary of GWP in Benin.

The position is part-time, although this may vary between little and much work per month. Remuneration from NIRAS Natura AB is based on agreed hours/ days to be undertaken in the programme as given in the CDKN – NIRAS Natura AB contract and a per hour/ day fee level as stated by GWP.

The position will be established as a half-time sub-consultancy directly to NIRAS Natura AB between 1 February and 31 March. Following this GWP WACDEP will employ Mr Houanye as a staff member, and invoice NIRAS Natura AB for the number of hours/ days performed in the programme as given in the Consultants budget. A specific contract NIRAS Natura AB – GWP will be arranged for this position between 31 March 2013 and the programme's closure.

The CBM is not expected to travel in his position except twice: for a learning material testing workshop in Rwanda in September 2013 and a Capacity Building Team workshop tentatively planned for Nairobi in October 2013.

In general terms, the CBM will ensure that the capacity building programme is well and closely embedded into on-going and planned WACDEP structures and activities, follows general GWP work principles, and builds on experiences and people already established and engaged in the eight target countries and five target regions in terms of promoting water security and climate resilient planning.

Specifically, he will perform the following tasks:

- together with the Team Leader ensure that the capacity building programme is successfully implemented in the eight target countries and five regions;
- provide coordination with other and relevant GWP and WACDEP activities in order to make the implementation efficient, cost-effective, and seamless with GWP/WACDEP activities;
- ensure that a strong bottom-up approach is followed in programme implementation. This may include adhering to particular concerns at national/regional levels (prioritized thematic issues, important institutions and people to engage, on-going processes and more). The capacity building programme and materials will provide a general package, but it should be shaped to local needs and contexts to the extent possible;
- based on the above general duties, this implies that the Manager will give particular focus to the following programme duties:
 - identify and prepare for appointment eight National Training Coordinators.
 - comment on the Inception report;
 - comment on the M&E plan, Communication Strategy and Quality Management Plan;
 - in close cooperation with GWP/WACDEP teams, manage the development of a methodology to be followed in making Country and Regional Assessment and Plans;
 - manage the making of Country and Regional Assessments and Plan. The work, in particular the assessments phase, will be conducted by the national teams engaged in the programme. In writing of plans the Capacity Building Manager should be able to actively engage from distance, i.e. Pretoria. The overall responsibility to produce as-

assessments and plans is thus upon the Capacity Building Manager, albeit undertaken by national teams in a well-coordinated fashion. The tasks consist of two phases:

- **rapid assessments** and reporting of the (i) context as related to water security and climate resilient development in each country, and (ii) the learning needs as related to water security and climate resilient development in each country. These assessments shall be concluded and reported by 1 April 2013 (before if possible as they will feed into the making of learning material which has to be concluded in July 2013);
- **detailed assessments and plans.** These are the standard, often referred to assessments and plans that will be undertaken by the programme. They shall be concluded and reported as detailed in the Inception Report (by August 2013);
- manage the identification and selection of national capacity building team members in cooperation with National Training Coordinators and GWP/WACDEP national teams;
- manage the identification and selection of programme participants in cooperation with National Training Coordinators and GWP/WACDEP national teams.
- pro-actively engage in ensuring quality in all programme deliveries;
- support as found necessary the mid-term report and review;
- support as found necessary learning material developments;
- review and comment Phase 7 training plans and guidelines;
- ensure the connection between GWP/WACDEP in Pretoria and the programme in each country. This includes to manage the contribution by GWP/WACDEP to cover Phase 7 expenses, problem-solving, information sharing, coordinating between countries, assist when/if changes are needed in terms of capacity building team members or participants, and listen and learn from implementation – lessons learned;
- support in the building of national, regional and Pan-African communities of practice between different capacity building teams, and between different participants;
- assist in final Phase 8 assessments and reporting;
- handle GWP's financial contribution to the programme (to pay the expenses for engaged Africa-based people).

A total time of 91,5 days over 24 months is allocated this post. This is about 20% of a full time position. GWP will provide for the remaining 80% additional time.

2.2.2.3. National Training Coordinator

In order to manage the programme in each country, NIRAS Natura AB will in cooperation with GWP/WACDEP regional and country management teams appoint a National Training Coordinator (NTC) in each of the eight target countries. The NTC is a person, preferably employed by an established and well-recognized GWP partner organization in each country, as the Country Water Partnership (CWP), focused on issues linked to natural resources management, capacity building and development, and with excellent track record in project management and implementation.

The NTC will be part of the GWP country WACDEP Management team and the programme management team headed by the TL and the CBM.

The NTC will work as part of the broader GWP country WACDEP Team and be engaged on part-time basis under a consultancy agreement with NIRAS Natura AB and will last until the end of 2014. Remuneration from NIRAS is based on agreed hours/days undertaken in the programme.

The NTC will ensure synergy and joint programming with the work plan of the GWP WACDEP country management team, specifically for the capacity development work package. He/ she will carry out management functions and take a direct responsibility in the execution of the capacity building activities jointly agreed as part of the WACDEP country capacity building programme. He/she must have a strong drive to ensure quality in all programme activities.

The NTC is not expected to travel outside his/her home country except once, on a Capacity Building Team workshop tentatively planned for Nairobi in October 2013.

Specifically, he/she will perform the following tasks:

- Contribute to the management of the capacity building programme in the respective country.
- Coordinate / undertake reviews and summaries of national capacity development assessments of institutions, processes, plans and people engaged in the challenges or in the sectors associated with water security and climate resilient development.
- Coordinate / undertake the drafting of national capacity development plans relating to water security and climate resilience as based on the above assessments.
- Contribute to the drafting of regional capacity building plans as based on the above assessments.
- Assist in the selection of national and regional based sub-contractors for the capacity building team members as linked to the above assessments and specific criteria.
- Assist in the selection of participants as linked to the above assessments and specific criteria.
- Manage the testing of a set of learning materials developed in the programme when required
- Participate in a Pan-Africa capacity building team workshop
- Working closely and jointly with the WACDEP Regional and Country Management Teams, to coordinate the capacity development programme training activities. These will commence in November 2013, take place over a 14 month period and involve:
 - i. coordinating with GWP/ WACDEP Regional and Country Management Teams all capacity building activities. This implies e.g. providing all logistical support, ensuring that all the participants engaged are available and well prepared, that learning materials are available when due, excursions are well prepared, and roles and responsibilities clearly given to all capacity building team members;
 - ii. agreeing on the targets and participants for the training, jointly with GWP/ WACDEP Regional and Country Managers and together with the AMCOW National Focal Point;
 - iii. engaging with participants and their employers so that the participants are ready, well prepared and available for workshops, meetings, visits etc;
 - iv. ensuring that all engaged are fully updated on given instructions, manuals and “how to do the training”;
 - v. supporting and when required coordinating the on-the job training in liaison with relevant departments and the capacity building team;

- vi. monitoring the quality of all capacity building activities in order to ensure that a high, uniform level is maintained. This task will be undertaken in cooperation with program management at large.
 - Contribute to the monitoring and evaluation (M&E) of the capacity development programme, mid-term and final reviews.
 - Be in charge of developing country reports at the end of in-country delivery of learning and recommendations, including documentation showing life projects plans and strategies.
 - Perform other relevant duties as may be assigned by the WACDEP capacity building team.

Despite having a fair number of functions to perform, this is a part-time assignment. The time spent on each function is expected to be modest. Over the 2 year period a total of 230 hours per country is allocated to each NTC, excepted for the Rwanda NTC to whom 278 hours is allocated, as it is the country where the LM will be tested. The fees will be according to GWP's standard levels.

The NTC will be selected through an internal GWP – WACDEP process. Terms of References for this post have been distributed to GWP/ WACDEP Coordination Unit in each target country with a request to nominate approximately three persons. Subsequent to this the Consultant will appoint a person following close communication with GWP – WACDEP. The person appointed should be well known within GWP – WACDEP, well known and respected, and knowledgeable about structures, processes and people linked to water security and climate change adaptation in each respective country.

2.2.4 Capacity Building Teams

For each of the eight targeted countries, a Capacity Building Team (CBTeam) will be established. The main task given these teams is to undertake all planned capacity building activities in each country. The teams must thus as a group include all the competences required to cover the full training curriculum and all types of training activities.

It is envisaged that each team will consist of 2-4 highly competent individuals from the country in question, plus, depending on the capacities available in that country, a few more from the region – i.e. from neighboring countries, from within a shared basin, or from such countries that share the same cooperative structures (e.g. GWP's Regional Water Partnerships). This latter group may consist of 1-3 persons. Finally, depending on identified needs (e.g. adding state-of-the-art international/global experience or bridging the African continent together in terms of specialists and sharing experiences), a few specialists from further away (Pan-Africa) and overseas (Europe) may be added – although this will depend on budget limitations. This last group may consist of 1-2 persons. There is an added value in inviting specialists from outside the country or immediate neighborhood – it bridges countries and concerns, it provides new and different knowledge, and it is probably inspiring for participants to meet lecturers coming from far away – but this needs to be balanced by budget limitations. Altogether the national capacity building teams are envisaged to consist of approximately 5 persons. Obviously, some will be included in more than one national team, providing bridges between countries, depending on their particular competence and availability. The total is thus not 8 times the number of members in each national team, it is somewhat less.

CBTeam members are today probably engaged as university lecturers, professionals linked to research institutions, NGOs, international organizations, Consultancy firm and specific projects, or as government staff.

Specifically, the capacity building teams and their individual members will perform the following tasks:

- a few, selected members (not from all teams) will be asked to participate in the development of learning material during Phase 3. They will be given specific ToR for such tasks;
- a few members of the Rwanda team will be asked to participate in the learning material testing to take place in that country;
- participate in a trainers training workshop. During this workshop most/all of the members of the 8 national capacity building teams will be invited to jointly review the learning material, the pedagogic model, and expected outputs and outcomes, plus being upgraded in their own knowledge and capacity by a couple of key note lecturers;
- take full responsibility for the capacity building activities in Phase 7. This is their main task. The teams will lecture, facilitate discussions, provide mentorship, read papers, prepare excursions, and much more, as linked to the programme and coordinated and managed by the NTC. The CBTeams will be closely monitored and evaluated by the NTC.

The CBTeams will be selected and appointed with great care. A general principle to follow is to give *equal* importance to thematic knowledge/experience *and* pedagogic/communication skills. It is often easier to find thematic specialist than to find good lecturers and communicators. This must be given attention when the teams are being established.

Selection criteria for CBTeam members are as follows:

- individually, in-depth knowledge of one or several of the thematic subjects being addressed in the training, and as a group, cover all required subject matters;
- excellent lecturer and communicator. This implies having (i) a documented lecturing / knowledge sharing experience; (ii) having a documented interest in pedagogic development (like making use of alternative forms of learning, promoting pedagogic development within own institution, and participating in pedagogic seminars);
- good knowledge of national and/or regional structures (institutions, agreements etc) processes (initiatives, projects, trends) and people (in Government, ministries, public sector, private sector, civil society, academia) as linked to water security and climate resilient planning;
- Documented interest in and drive for the issues being addressed in the training programme.
- Having the personal, positive spirit to make workshops, mentorship, and other programme activities rewarding and interesting for the participants
- Preferably being linked to the GWP and WACDEP networks.

As a group, a gender balance to the extent possible.

If potential team members are employed, they probably need a formal signed approval by a director to engage in the programme as based on expected time requirements and fee-levels.

The capacity building team members will be selected through an interactive process led by the NTC. They will be head-hunted through the established GWP – WACDEP networks that exist in each country, and if interested, asked to submit an application with a CV attached. Similarly, regional, Pan-African and global/international team members will be head-hunted and asked to submit an applica-

tion and a CV. Following this applications and CVs will be reviewed, selected and appointed by the NIRAS Natura AB. This decision will be taken in close cooperation with GWP – WACDEP teams.

2.2.5 GWP / WACDEP

GWP/ WACDEP represents the interests of AMCOW, the project’s service recipient, and serves as an engagement partner with CDKN. They will be closely involved in the project’s implementation. This will benefit the programme as it provides access to key people, knowledge about on-going or planned processes, and key institutions in each country.

Specifically, it is foreseen that GWP – WACDEP teams will provide the following support functions to the capacity building programme:

- assist in identify, review and appoint National Training Coordinators;
- assist in identify, review and appoint Capacity Building Team members;
- assist in identify, review and appoint participants;
- assist/advice in practical arrangements linked to workshops, accommodation, coordination with other on-going and related programmes;
- assist/advice on national / regional assessments and plans and thus to have good-quality background information on training needs, national contexts and on-going or planned processes that the training can align with;
- promote the programme at all levels and in particular at participant’s home offices and national governments / decision makings processes.
- provide “door-opening” support when and if necessary;
- cover the cost (expenses) for all Africa-based programme participants (i.e. both capacity building team members and training participants).

The programme will provide the participants with an opportunity to implement new knowledge and approaches to water security and climate change adaptation. It is imperative that they are supported by their senior management to do so, both during and after the programmes conclusion. This type of senior management support can be sustained by a pro-active engagement in each participant’s development by GWP and WACDEP.

2.2.6 Quality Advisors

This is a support service to the programme and its implementation. It is part of the Quality Management System. This component consists of two senior experts in water security and climate resilient development, engaged part-time (approx. 2,5 days altogether, i.e. very little time) and on a demand-driven basis. They will be involved via email/ teleconference facilities. The budget prohibits face to face meetings.

Specifically, they will perform the following tasks:

- review selected reports, guidelines and learning material for their scientific quality;
- comment on the capacity building approach and its overall content, relevance and implementation strategy;

- cooperate with WACDEP RG and write summaries / end of programme report as detailed.

The persons will be selected from within the consultant's network of key experts in areas of relevant subject matters. They should be very experienced in climate change adaptation approaches as outlined in the Framework's approach and be familiar with water security and development in Africa.

2.2.7 Participants

The participants are the main beneficiaries of the programme and major efforts will be given to identify and select well-educated, positioned and motivated individuals to participate in the programme.

Individuals will be identified and selected to participate in the training program through the networks provided by GWP – WACDEP and an active engagement of the NTC. The process is initiated during the country and regional assessments and plans. These will assess the key actors – primarily Government ministries and departments but also other national or regional organizations of importance and relevance – engaged in water security and climate change adaptation in each target country and target region. These will be reviewed and the strategically 3-4-5 most important will be selected. Criteria for this selection may derive from the following questions:

- where are national policies linked to planning, natural resources and climate change developed?
- where are decisions made regarding investments linked to water and climate change?
- from where are government ministries and departments learning about water security, climate change, and a need to adopt?
- where are decisions in terms of planning and project preparations made that directly link to climate change adaptation and a focus on climate resilient planning?

Participants will be identified at those levels – regional, national, and sub-national – where important work is undertaken that relates to the programme focus. Such work can happen at many levels. But, as the stated programme outcome is strengthening the institutional capacity of planning departments among line ministries on the framework, we have to recognize that it is not the training of a number of individuals that is the final result. Rather, we have to first identify key institutions that are adequately large, important and influential to play a role in promoting water security and climate resilient development. This doesn't necessarily imply that only departments within line ministries are identified; there are also other types of important institutions that have a large role to play and where trained individuals can have a multiplying effect on colleagues, management and policy. It is unlikely that these are found at community, local or provincial levels, but this will be determined during the regional and country assessments and plans.

The selection of good and potential participants will be conducted through a head-hunting process. GWP – WACDEP's knowledge about people and on-going process will be of great importance in this work, but also what senior management in the various government ministries and departments tell about their staff. Following this will those identified be asked about their interest to participate in the programme, and if positive, also be asked to submit an application, including their CV. The final selection will be based on a mix of positive references, the application, and stated criteria (see below) for being selected.

Participants will thus be identified based on their (i) individual qualities, (ii) organizational affiliation and the needs of that particular organization, and (iii) what is needed in each country. Participants will act as representatives of their organizations. The selection of a participant requires full support from senior management at his/her home organization, ensuring committed support to the participant and his/her involvement in the programme. Senior management endorsement shall be in writing, part of the application will be set aside for such signed support.

The process of identifying, reviewing and selecting participants will be fully managed at the national level by the NTC in collaboration with GWP/ WACDEP Team. We strongly propose that participants are selected as groups of 2-3 persons from the same organization. The advantage of this approach is that a critical mass is created (i.e. it is easier to have a new approach accepted if there is more than one person advocating it), the training turns less costly per person, mentorship turns much easier and less costly, and it opens for an involvement of both categories of participants.

There will be two types of participants.

Planners:

“Planners” are such individuals that today are involved on a daily basis in on-going planning activities that link to water security and climate resilient development. They are professionals in relevant thematic fields, active as “doers”, and 12 on average per country. They are Given a 14 month training period (full Phase 7) and are expected at the end to be: (i) fully aware of the Framework, its purpose and use; (ii) have the required knowledge to implement it in real, upcoming situations; and (iii) have experienced real applications of the Framework in collaboration with colleagues both locally and across Africa.

Selection criteria for planners are:

- Individual qualities:
 - adequate academic background;
 - documented career or personal-development drive;
 - documented personal interest in the issues raised in the programme;
 - respected and well-known within organization and community of professionals;
 - fluent in English, French or Portuguese. Knowledge in English is beneficial;
 - open-minded with a positive attitude to learning and change;
 - good understanding of the thematic issues involved in the programme (e.g. agriculture, planning, economic, infrastructure, water resources management, energy,);
 - capacity to transfer new knowledge and lead planning processes within home organization;
 - a well-written application. The application should include: (i) educational background; (ii) professional experience and work position; and (iii) a short analysis of his/her country preparedness in managing coming effects of climate change. In other words, potential participants have to make an individual effort to join the programme – they have to show an active interest and a professional relevance. The application has to be supported in writing by a senior manager.

- Home organization qualities:
 - important national/regional actor in a field linked to the programme's focus;
 - engaged in tasks relevant to water security and climate resilient planning;
 - in mid or high-level position, in position for additional changes;
 - strong support from senior management to participate in the programme.
- Group qualities:
 - provides a complementary thematic and professional knowledge and experience;
 - provides a complementary organizational / geographic background;
 - likely to provide a positive spirit to the group and its work.
- Participants selected as *Planners* should:
 - have work positions where they are “doers” in terms of policies, plans and projects;
 - represent thematic expertise in areas such as e.g. agriculture, economic, planning, engineering, infrastructure, water resources management, energy).

When potential individuals have been identified and asked to submit an application – focusing on relevant work experiences, documented interest and drive for the programme issues and a signed approval by management to participate in the programme, plus a CV – a selection will take place. Following this the persons will be asked re-confirm their interest and their availability to participate, and then officially become accepted to participate in the programme. The process of identifying, selecting and re-confirm interest is managed by the NTC and the CBM, in collaboration with the TL.

In the process of identifying and selecting PPs, the issue of making a personal development plan for each participant shall be raised with his/her senior management. This is linked to the individual motivation to participate actively in the programme. If such plans exist within the participant's home organization, it could be very beneficial to link the programme to the requirements of such plans.

Strategic Decision Makers

“Strategic Decision Makers” are a group of individuals positioned “above” the planners, making decisions based on the planner's work and proposals. They are selected due to their positions as decision makers within the same organizations as the planners are derived from. They are on average 5 per country.

The selection of this group give emphasis to an active involvement in strategic decision making, government inter-ministerial coordination and trans-boundary issues, linking countries together in a basin and/or region. The group is given a 7 month training period (second half of Phase 7) and are expected at the programme's closure to be: (i) fully aware of the Framework, its purpose and use; (ii) how it can be implemented in a large public organization; and (iii) the long-term consequences (costs vs. benefits) that it provides. However, it is not realistic to expect this group to develop a working knowledge of the Framework; rather, their knowledge about the Framework will focus on its importance, linkages and logic. The members of this group will be invited to the Start-up workshops arranged for each planner, thus linking the two groups together at an early stage. The objective of training this group is that they will support the planners to implement their new capacity and promote a process of change.

Obviously, it is a very different group compared to the planners. They are involved much less in the programme as compared to the planners, the objectives are more aiming at being aware/informed /understand issues than an implementing capacity.

The process of identifying, reviewing and selecting decision makers to participate in the training programme will resemble that of planners.

Selection criteria for strategic decision makers are:

- Individual qualities:
 - adequate academic background;
 - documented career or personal-development drive;
 - documented personal interest in the issues raised in the programme;
 - respected and well-known within organization and community of professionals;
 - fluent in English, French or Portuguese. Knowledge in English is beneficial;
 - open-minded with a positive attitude to learning and change;
 - good understanding of the thematic issues involved in the programme (e.g. agriculture, planning, economics, infrastructure, water resources management, energy,);
 - a well-written application. The application should include: (i) educational background; (ii) professional experience and work position; and (iii) a short analysis of his/her country/ region preparedness in managing coming effects of climate change.
- Home organization qualities:
 - important national/regional actor in a field linked to the programme's focus;
 - engaged in tasks (preferably a strategic decision making work function) relevant to water security and climate resilient planning;
 - in terms of duties and responsibilities linked to water security and climate change adaptation;
 - if relevant, support from top organization management to participate in programme.
- Group qualities:
 - provides a complementary organizational / geographic background;
 - likely to provide a positive spirit to the group and its work.
- Participants selected as *Strategic Decision Makers* should:
 - have more senior positions compared to the planners, engaged in strategic issues like defining policies, internal government procedures, coordination and collaboration "up" with other countries and in river basins and "down" to local levels, provinces and urban areas;

- have more of a generalist's experience and approach as compared to thematic specialists, and the perspectives of a national decision maker, looking into the future and planning accordingly.

The subsequent selection processes will resemble that of planners (see above).

Personal development plans are probably less relevant for decision makers as compared to planners.

3 THE IMPLEMENTATION PLAN

3.1 INTRODUCTION

The assignment will be implemented over a 23/24 month period, starting in late January 2013 and ending by December 2014 (or possibly stretching into January 2015). Planned activities and their implementation modalities are based on 8 phases. These are further elaborated below.

This chapter provides information about (i) overall programme objectives, (ii) out-comes, outputs, and indicators, (iii) the main activities and their timing, (iv) each phase and how it will be implemented, (v) detailed key information about each phase, and (vi) reporting.

The description of each phase is initiated by a general description of how it will be implemented and what the main issues are. Following this are all phase activities outlined in a table.

3.2 OBJECTIVES

The programme objectives are to strengthen the institutional capacity of planning departments in line ministries – including Economic Planning, Finance, Water, Agriculture, Environment, Energy and also agencies such as Climate Change Units, disaster management and local government – in the countries and the regions within the WACDEP programme to apply the Framework titled “Water Security and Climate Resilient Development” to develop no/low regret water investment decisions and integrate these into development planning processes. Other regional, national and local facilitators of the Framework will also be targeted. The countries are Cameroon, Ghana, Burkina Faso, Tunisia, Rwanda, Burundi, Zimbabwe and Mozambique.

3.3 PROGRAMME OUTCOMES, OUTPUTS, AND INDICATORS

Below is a table about the programme’s outcome, outputs and linked indicators, i.e. such results that the programme will generate in the countries/ regions and after closure leave behind to the benefit of all involved. These outputs and indicators are aimed at the programme level. Further below are all activities presented and their start-end dates.

Outcome 1: Strengthen the institutional capacity of planning departments in line ministries to apply the framework titled “Water Security and Climate Resilient Development” in eight countries in Africa	
Output 1: Government planners and decision makers are capacitated in applying the framework.	Indicators 1.1 Number of stakeholders attending the capacity building programme and attaining enhanced knowledge in integrating water security and climate change adaptation in the design and implementation of policies, plans & projects. 1.2 Number of participants with quality-monitored increased capacity to integrate water security and climate change adaptation in the design and implementation of policies, plans & projects. This includes: (i) Required attention satisfied; (ii) “Pass” on final exam; (iii) Completed and approved project paper, (iv) documented, active participation in group exchanges, and (v) mentor’s end-of-programme reports on participant’s progress. 1.3 An analysis of completed Project Papers and what they have delivered in terms of actual results in national/regional water security and climate resil-

	ient planning (this goes one step further than capacity building only).
Output 2 Capacity building teams trained in all 8 target countries.	Indicators 2.1 Number of professionals identified, reviewed and selected to become team members; 2.2 Number of team members mobilized and trained; 2.3 Eight National/ 5 Regional teams formed and participating as trainers in the programme.
Output 3 Learning material and guidelines developed to address training needs in the application of the framework.	Indicators 3.1 Three language versions of learning material and guidelines developed, tested and produced; 3.2 Learning material used and assessed in eight countries/ 5 regions during the programme's implementation
Output 4 Lessons learned from applying the framework in Africa are available.	Indicators 4.1 Number of project papers collected, reviewed and summarized; 4.2 Number of group discussions reviewed and summarized.
Output 5 A network to enable Pan-African cooperation in climate resilient planning is created and functional.	Indicator 5 5.1 A Pan-African network of climate resilient planning professionals exists. 5.2 Number of the participants that have been provided with the full contact in the network 5.3 Number of materials about climate resilient planning available on the network site

3.4 ACTIVITIES

3.4.1 Overall plan of activities and sequencing

The programme contains a lot of activities, some large, some small. Many of these connect to each other in complex webs. Below are the *main activities* described, with start and end points in order to clarify the sequence that many activities follow, plus deliverables. All activities are presented and described in the text further below.

Main activities to be undertaken	Part-time activity												Full-time activity												
	Year 1												Year 2												
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
PHASE 1: PROJECT MANAGEMENT																									
Programme months		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Actual months		2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1
1	Establish management positions																								
2	M&E; Quality Management																								
3	General technical and financial managem.																								
PHASE 2: INCEPTION																									
Programme months		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
4	Write inception report																								
5	Write M&E Plan																								
PHASE 3: DEVELOPMENT OF CAPACITY BUILDING MATERIAL																									
Programme months		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
6	Review learning mtrl material and tools																								
7	Analyse Phase 7 programme design																								
8	Draft and finalize training plan																								
9	Draft version learning material																								
10	WACDEP approval, revise & finalise																								
11	Test and finalise learning material																								
12	Draft and finalize Phase 7 programme																								
13	Draft and final training manual																								
PHASE 4: CAPACITY BUILDING TEAM MOBILIZATION																									
Programme months		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
14	CBTeam web-based conference																								
15	CBTeam web-based conference																								
16	Arrange Pan-African CBTeam workshop																								
PHASE 5: REGIONAL AND COUNTRY ASSESSMENT AND PLANS																									
Programme months		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
17	Develop methology assessments and plans																								
18	Rapid country/region assessment																								
19	Detailed country/region assessment																								
20	Identify, review and appoint CBTeams																								
21	Identify, review and select participants																								
22	Write country/regional plans																								
PHASE 6: PRODUCTION OF AND ACCESS TO LEARNING MATERIAL																									
Programme months		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
23	Design all material attractive style																								
24	Translate into 3 languages																								
25	Distribute and produce																								
26	Establish communication modes																								
PHASE 7: DELIVERY OF CAPACITY BUILDING																									
Programme months		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
27	Undertake all training activities																								
PHASE 8: SUMMARY AND REFLECTIONS																									
Programme months		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
28	Reviews and summaries																								

Activities		Start	End	Deliverables
PHASE 1: PROJECT MANAGEMENT				
1	Establish management positions	1/2 2013	15/3 2013	Positions established
2	Undertake M&E; Quality Management	1/2 2013	30/12 2014	Report
3	General technical and financial managm.	1/2 2013	30/12 2014	On-going
PHASE 2: INCEPTION				
4	Write inception report, draft+final	1/2 2013	15/3 2013	Inception report
5	Write M&E Plan	1/2 2013	15/3 2013	M&E Plan
PHASE 3: DEVELOPMENT CAPACITY BUILDING MATERIAL				
6	Review learning mtrl material and tools	1/3 2013	1/5 2013	
7	Analyse Phase 7 programme design	1/4 2013	1/5 2013	Report
8	Draft and finalize training plan	1/4 2013	1/5 2013	Report
9	Draft version learning material	1/4 2013	1/8 2013	Learning material
10	WACDEP approval, revise & finalise	1/8 2013	1/9 2013	Learning material
11	Test and finalise learning material	1/9 2013	7/10 2013	Revised learning mtrl
12	Draft and finalize Phase 7 programme	10/10 2013	7/10 2013	Programme
13	Draft and final training manual	1/8 2013	1/10 2013	Manual
PHASE 4: CAPACITY BUILDING TEAM MOBILIZATION				
14	CBTeam web-based conference	1/9 2013	10/9 2013	Capacity building
15	CBTeam web-based conference	1/11 2014	10/11 2014	Capacity building
16	Arrange Pan-African CBTeam workshop	1/10 2013	7/10 2013	Capacity building
PHASE 5: REGIONAL AND COUNTRY ASS & PLANS				
17	Develop meth. assessments and plans	1/3 2013	1/5 2013	Report
18	Rapid country/region assessment	15/3 2013	15/4 2013	Report
19	Detailed country/region assessment	1/4 2013	15/7 2013	Collected information
20	Identify, review and appoint CBTeams	1/8 2013	1/9 2013	Teams established
21	Identify, review and select participants	1/8 2013	1/10 2013	Participants selected
22	Write country/regional plans	15/7 2013	1/8 2013	Reports
PHASE 6: PRODUCTION/ACCESS TO LEARNING MATERIAL				
23	Design all material attractive style	7/10 2013	25/10 2013	
24	Translate into 3 languages	7/10 2013	25/10 2013	Reports
25	Distribute and produce	25/10 2013	1/11 2013	All available
26	Establish communication modes	1/9 2013	15/10 2013	Available
PHASE 7: DELIVERY OF CAPACITY BUILDING				
27	Undertake all training activities	25/10 2013	1/12 2014	Capacity building
PHASE 8: SUMMARY AND REFLECTIONS				
28	Reviews and summaries	1/12 2014	31/12 2014	Reports

3.4.2 Phase 1: Programme Management

Phase 1 focuses on programme management functions and activities. Detailed information is provided below on activities to be performed, start-end dates of these, amount of allocated work time by each category, and main deliverables.

Appointment of CBM and NTC

Mr Armand Houanye has already been appointed as CBM, based in Pretoria, and working as a sub-consultant to NIRAS Natura AB between 1 Feb 2013 and 31 March 2013. Following this he will be

employed as a GWP – WACDEP staff member. He is paid according to the programme budget plus what additional time GWP can provide.

The National Training Coordinators (NTC) are right now – mid February – being identified based on ToR circulated in each country by GWP. They will be appointed in early March by NIRAS Natura AB and GWP-WACDEP jointly.

Monitor and address quality

This is a major issue for the programme management team. As the training is done by “agents”, i.e. not by ourselves or people that we know, there is a risk that the quality will vary from country to country. This has to be monitored and if the variation is downwards, it has to be addressed.

This management function is based on the Quality Management Plan presented in Section 4.2. The function is headed by the TL – albeit with active support from CBM and NTC – as he will collect and review all progress and time reports submitted and other reports submitted as part of the M&E structure.

Technical and financial management

This is on-going work. Major activities will be to arrange with ToR and Contracts for all consultants involved, to implement the M&E plan, and engage in mid and end of project reviews and reporting,.

Phase overview								
Month: Start	1							
Month: End	24							
Budgeted work time (days) per category of engaged consultants	Team-leader	CBM	NTC	CBT – Nat/Reg	CBT – African	CBT – Global	Quality Advisors	Tech support
	31	10	1,6	0	0	0	0	0
Man deliverables	<ul style="list-style-type: none"> The identification and appointment of CBM in Pretoria and 8 NTC Provide required technical and financial programme management Programme monitoring Support to perform mid-term and end-term reviews 							
Phase activities	Start	End	Deliverables					
General programme management, including reporting to CDKN/GWP	1/2 2013	31/12 2014	Reports					
Monitor and address quality in all programme activities	1/2 2013	31/12 2014	Quality is maintained					
Coordinate with GWP-WACDEP the establishment of a Pretoria office	1/2 2013	1/4 2013	Office established					
Technical and financial management	1/2 2013	31/12 2014	Reports when relevant					
Coordinate with WACDEP/GWP on meetings and activities	1/2 2013	1/2 2013	Coordination occurs					
Write ToR and establish the programme management structure, including a Capacity Building Manager in Pretoria and 8 National Training Coordinators,	1/2 2013	1/4 2013	ToR, people contracted					
Implement the M&E plan	1/4	31/12 2014	Report					

	2013		
Provide general support to help the client perform the mid-term review and meet with the client to reflect on the strengths and weaknesses of the supplier's performance	Approx. 1/9 2013	When appropriate	Information

3.4.3 Phase 2: Inception

Phase 2 focuses on programme preparations during the inception phase. Detailed information is provided below on activities to be performed, start-end dates of these, amount of allocated work time by each category, and main deliverables.

The three main activities are the participation in the coordination meeting in Pretoria (30/1 – 2/2), the delivery of an Inception report (draft and final), and the development and reporting of a M&E Framework. The principles of this framework are included in the inception report, but its full scope is a separate delivery in mid-March 2013.

Phase overview								
Month: Start	1							
Month: End	3							
Budgeted work time (days) per category of engaged consultants	Team-leader	CBM	NTC	CBT – Nat/Reg	CBT – African	CBT – Global	Quality Advisors	Tech support
	13	10	8	0	0	0	0	0
Main deliverables	<ul style="list-style-type: none"> Inception report M&E Framework 							
Phase activities					Start	End	Deliverables	
Meet, discuss and coordinate with GWP and WACDEP during inception meeting in Pretoria.					30/1 2013	1/2 2013	General understanding	
Revise and update the tender into an inception report - draft version. This report will include activities, time-plan, learning methods, modalities for communication, M&E, Quality Management					1/2 2013	20/2 2013	Draft report	
Revise and update the tender into an inception report - final version. This report will include activities, time-plan, learning methods, modalities for communication, Quality Management						15/3 2013	Final report	
Framework for M&E, including how to assess capacity building and define increased capacity.						15/3 2013	M&E report	

3.4.4 Phase 3: Learning Material Development

Phase 3 focuses on the programme's learning material (LM) development. Detailed information is provided below on activities to be performed, start-end dates of these, amount of allocated work time by each category, and main deliverables.

Learning material development

This will start early, preferably already in early March 2013, with reviews of other and relevant capacity building programmes, and the material they have developed, and discussions with e.g. Walling-

ford and SIWI/Acclimatise on what key issues and required competences are in the translation of the Framework's "what to do?" into a training programme's "how to do?". A general search for concrete "how to do" tools will also be initiated; tools that respond to the frameworks "what to do". Following this, as the results from the rapid country and regional assessments appear (April 2013), the training needs - in light of what the framework outlines and national/regional contexts indicate - will be finalized, leading into a draft training plan (defining training related activities with expected outputs). This plan will include overall objectives of different components, activities, overview curriculum, roles etc. Upon revision and approval by GWP/ WACDEP RG, this plan will be used as the basis for developing the LM. The Training Plan is thus an important half-way result in the development of LM. It is based on a generic concept about the learning that will take place, and with specific activities added. The Training Plan will be developed by the TL in cooperation with SIWI/Acclimatise/SMHI.

Furthermore, the Training Plan will also identify those competences that are required in order to implement Phase 7 activities. For example, it may state that an economist experienced in project development is needed, as well as a general planner. These assessments will be utilized when the CBTeams are identified, there has to be a match-making between needs and capacity available. For such capacity that is unavailable within a specific country, a search either in the region or Pan-Africa will be required. This will have budgetary implications, both in terms of sharing the available funds between different countries and if required to request additional support from the contingency fund.

LM development will be managed by the TL. It implies to take the Training Plan and define those activities that require specialists input. This may include e.g. to develop specific sessions, PowerPoint based lecturers, tools, and exercises linked to the programme objectives. Those individuals that will do these contributions will be identified within the group of NIRAS-SIWI-Acclimatise-SMHI and individuals within our network in Africa. Those engaged will be given short ToR and contracts for their input into the programme. Preferably, those engaged in Africa will also be part of the CBTeams, either as national or Pan-African members.

To the extent possible, those persons that develop lectures or other modules will also participate in the CBTeam training workshop and present their inputs.

The envisaged LM package consists of:

- a detailed programme for all Phase 7 workshops and what activities that will occur in-between;
- the material CBTeams will utilize in their training. This will include e.g. PowerPoint supported lecturers, exercises, tools on how to apply e.g. a cost-benefit analysis of a no/low regret agriculture project, and issues for discussion during meetings;
- the CBTeam manual. See further below. The manual provides instructions, ideas, and suggestions on how to implement Phase 7 training in each country. It provides both specific instructions, "do this", but also more flexible options on to implement the training.

The LM will be revised and upgraded at several stages. A draft version will be submitted to the WACDEP RG for review and approval (1 August 2013). Following this it will be circulated among key GWP-WACDEP staff and the NTC and CBTeams for comments, and then tested in a Rwanda workshop. Finally, the LM will be presented and to some extent used during the CBTeam workshop in early October 2013. It should be possible to make minor revisions during this workshop. The design and translations will start in late September and be concluded by late October.

Rwanda testing workshop

The Rwanda workshop provides an opportunity to test the LM among potential program participants. The workshop is 3 days long, brings the CBM and one more Africa-based person to Rwanda, and engage the NTC for 6 days. This time is allocated for his/her workshop preparations, participation and conclusions. Overall workshop management is jointly conducted by the CBM and the NTC. As Rwanda is officially English speaking, all material and invited individuals are assumed to communicate in English and make use of the original English version LM.

The objectives of the workshop is to (i) test the LM's relevance in a specific country; (ii) the general level (complex/simple) with potentially real participants; and (iii) the LM's pedagogic approach and attached draft CBTeam manual. Workshop participants are: NTC, CBM, 2-3 CBTeam members, and preferably 4-5 potential participants (or similar professionals from within the GWP-WACDEP's network). It may become difficult to convince invited persons to attend – some flexibility in planning and general approach is probably required. The intentions are not to make formal lectures and test how “participants” respond: do they learn or not? Rather, the workshop will be conducted as group work, where all invited jointly review and discuss the material and try to assess how it will do in real capacity building sessions. And as three days is not a long time, the workshop has to focus on a few LM issues only. It is tentatively proposed (although this will surely change as the LM becomes available) that the workshop focus on:

- 2 workshop lectures;
- 1 workshop exercise;
- 1 excursion (going through how to plan, what to see and discuss, and how to apply the framework on a real case, but not doing the actual field visit);
- The CBTeam Manual;
- The proposed mentorship approach;
- The programme for the Start-up workshop.

The testing will take place in close cooperation with the WACDEP teams in East Africa and in Rwanda. Planning for the testing will commence in May 2013, including dates, roles and engagement, with a detailed plan being developed well ahead of the testing dates.

The NTC and CBM are jointly responsible to record all comments, results, and conclusions during the workshop, with the CBM turning the information into a report shared with all engaged in LM development.

CBTeam Manual

This is an important product of the programme. The manual will tell how to implement Phase 7. As such it will complement the LM – e.g. lecturers in PowerPoint, exercises, tools on “how to”, and literature – in how to plan, implement, assess and report all the activities linked to Phase 7. In the text describing Phase 7 is four principles outlined that could feed into the manual.

The manual will contain the following sections:

- **Programme pedagogic.** While we aim for CBTeams experienced in capacity building, we also need to ensure that a uniform, attractive, and efficient pedagogic approach is utilized in all the 8 countries. For example, mentorship, how is that carried out in an effective way?

- **How to design a country context-specific capacity building programme.** It is unlikely that the workshops (primarily) and in-between activities will look the same in all 8 countries. Some local adaptation may be needed. The LM and manual will allow for some local adaptation.
- **How to plan and implement workshops and in-between activities.** Once the focus is set, how is this done? Ranging from practicalities to planning lecturers and connected exercises.
- **Phase 7 specific M&E and quality management.** Phase 7 activities have to be monitored and evaluated against given indicators/expectations. This has to be described.
- **Background material for further reading.**

Phase overview								
Month: Start	3							
Month: End	10							
Budgeted work time (days) per category of engaged consultants	Team-leader	CBM	NTC	CBT – Nat/Reg	CBT – African	CBT – Global	Quality Advisors	Tech support
	36	15	6	22	16	18	0	0
Main deliverables	<ul style="list-style-type: none"> • Training Plan • Tested, finalized LM • CBTeam Manual 							
Phase activities					Start	End	Deliverables	
Undertake a review of other relevant capacity building programs active in Africa and elsewhere, and of tools and issues to “translate” into a training programme.					1 /3 2013	1/4 2013	A review of other programs	
Draft overall training plan (i.e. the structure and thematic building blocks)					15/4 2013	1/5 2013	Draft plan	
Finalize training plan					1/5 2013	15/5 2013	Final plan	
Based on the country/regional assessment and plan produced under phase 5, undertake a thorough analysis of how each country/region/basin context relates to learning needs and how an appropriate, attractive and efficient capacity building program should be designed.					1/5 2013	5/5 2013	An assessment and plan report per country.	
Develop draft capacity building program training materials, as based on the above analysis.					5/5 2013	1/7 2013	Draft material	
Upon WACDEP RG approval, revise and finalize					1/7 2013	15/8 2013	Second draft material	
Test the material among GWP staff, selected government planners and during a capacity building team get-together					15/8 2013	10/10 2013	Final material	
Draft and final Phase 7 programme					15/9 2013	1/10 2013	Programme shared	
Develop a CBTeam Manual linked to the program materials					1/5 2013	15/8 2013	Final manual	

3.4.5 Phase 4: Capacity Building Team Mobilization

Phase 4 focuses on building eight capacity building teams (CBTeams). Information is provided below on overall phase start-end, work-time by each category, and main deliverables, plus, further down all phase activities and their start-end and deliverables.

The objective of this phase is to turn selected individuals into CBTeams. The basis is that members are competent thematic specialists and experienced communicators, and what is needed is to:

- present WACDEP and its capacity building programme and the Framework;
- review roles and responsibilities: GWP/WACDEP, NIRAS, the management team, and the nexus NTC – CBTeam – Programme Participants – Participant’s home organizations & management;
- present and review the Training Plan (i.e. Phase 7 intentions, structure and activities);
- present and review the LM;
- present and review the CBTeam Manual;
- give some state-of-the-art presentations for general learning and stimulation;
- late in Phase 7, review and summarize progress made, lessons learned, and potential changes in programme setup.

Four modes are available to achieve this goal. Two web-based discussion forums, a Pan-African workshop, and the preparations that will occur in each country as Phase 7 approach in late October 2013. The first discussion forum (September 2013) will be aimed at presenting WACDEP, the programme and the Framework, with the intentions to have all CBTeam members knowing the setup, overall objectives and to have read the Framework and reviewed the technical document before the workshop. The following 5 issues are addressed during the workshop (early October 2013), with the last issue being the focus of the second discussion forum (approx. November 2014).

The Pan-African workshop is obviously the major event in this phase. It is planned for 4 days in early October 2013, with approximately 5 persons invited from each country (including NTCs), a few Pan-African experts, and four persons from Europe, including the TL. Workshop preparations will be undertaken by the TL, in cooperation with the management team at large. Formal, thematic sessions will be mixed with team-building sessions – aimed at bridging different parts of Africa together and highlight both similarities and differences in terms of water security and climate resilient planning – and cross-cutting discussion groups, thematic groups, and various exercises. The latter will resemble those planned for Phase 7. As this is an AMCOW supported event, translation between English, French and Portuguese will be arranged. When small group sessions are arranged, having a uniform language will be an advantage.

QA budget for the workshop will be developed as soon as the CBTeam members have been identified and discussed during the Mid-term Review in mid-August 2013. Both GWP’s contribution will be budgeted, as well as the possible need for additional CDKN support to cover individual fees for members participating.

Phase overview								
Month: Start	8							
Month: End	23							
Budgeted work time (days) per category of engaged consultants	Team-leader	CBM	NTC	CBT – Nat/Reg	CBT – African	CBT – Global	Quality Advisors	Tech support
	21	5	0	0	3	20	0	0
Main deliverables	<ul style="list-style-type: none"> • A trainer’s training workshop • 8 capacitated and unified CBTeams • Workshop and forum reports. 							
Phase activities					Start	End	Deliverables	
Make a budget for the ToT workshop, including both GWP contributions and if required the use of the CDKN budget for making additional funds available to pay CBTeam members a fee for the time spent in workshop.						15/8 2013	Budget submitted to GWP / CDKN	
CBTeam web-based discussion forum I					1 /9 2013	1/10 2013	Short report	
CBTeam web-based discussion forum II					1/9 2014	1/10 2014	Short report	
Arrange a Pan-African CBTeam workshop					1/10 2013	7/10 2013	Report, revised LM	
National-level coordination and preparations					1/10 2013	1/11 2014	Standard reporting	

3.4.6 Phase 5: Regional and Country Assessments and Plans

Phase 5 focus on making regional and country assessments and plans. Information is provided below on overall phase start-end, work-time by each category, and main deliverables, plus, further down all phase activities and their start-end and deliverables.

Objectives and focus

The objectives of making country and regional assessments and subsequent plans are two; (i) to make a comprehensive assessment of such issues that have a direct impact on the design and implementation of the capacity building program, and (ii) to present this information in an analyzed, structured and easily digested format.

The methodology for doing the assessments and plan writing will be developed in March 2013. Two assessments will be made, a “rapid” in April 2013, and a “detailed” starting in May 2013 and concluding by the end of July 2013. The rapid assessment will focus on the training needs in each country, as a function of each country’s context, stated priorities, and existing capacity. The purpose of making the rapid assessment is to feed that information into the LM development process as quickly as possible in April-May 2013.

The assessments will focus on:

- review national and regional contexts (e.g. what climate change scenarios present, their potential impacts, adaptation measures being discussed, general awareness in the country, and general water scarcity and population dynamics);
- identify key institutional actors per key sectors and their roles, responsibilities and activities (this also includes at different levels, what attitude their senior management has towards promoting capacity building among their staff, and general openness to improve working procedures. Key institutions may consist of those government ministries and departments that are important in terms of e.g. decision making, planning and finance, as well as national research centers and regional/ river basin organizations);
- review on-going or planned processes and drivers that will shape each key sector. This may include e.g. international cooperation, new programmes being planned, government initiatives, and new projects linked to water, its use and allocation, ;
- identify potential members of the CBTeams and of programme participants (the process of this is provided under Phase 1);
- outline WACDEP's programme in each country and region and where the capacity building programme can add on to or complement already existing or planned programmes or initiatives linked to water security and climate resilient planning;
- review the status of current knowledge about water security and climate change and adaptation procedures in government ministries and other institutions being potential home organizations to the participants, and based on that, assess the learning needs that exist as linked to water security and climate resilient planning;
- identify those institutions that already have or could be convinced to introduce individual development plans for their professional staff, and what opportunities that exist for the capacity building programme to feed into these plans for its participants.
- Estimate and budget the total expenses required for Phase 7 activities in each country. This includes both GWP's contribution and what will be requested from the CDKN contingency fund to support those CBTeams where required expertise is not available within the country and thus has to be sought in e.g. neighboring countries or across Africa.

Based on the collected information and the general knowledge already existing among WACDEP and GWP staff, make required analyzes and present national plans providing the following information:

- what the major challenges are in terms of water security and climate change in each country/region today and in coming years;
- which the most important organizations are in each country/region in terms of water security and climate adaptation, being open to learn and potentially change their work approaches, and having a management positive to capacity building;
- a list of potential participants from within the above identified institutions (criteria: see under Phase 1);
- the learning needs among above selected institutions as it relates to water security and climate resilient planning;

- a list of potential CBTeam members, their focus and institutional affiliation (criteria: see under Phase 1);
- on-going processes that the capacity building programme could/should link up with in its implementation.

Most of the above outlined information will be gathered from secondary sources, i.e. information already collected and accessible to GWP and WACDEP upon enquiry. Some information, like learning needs, will probably require some direct communication with key people, knowing the status of knowledge and experience within different institutions (or in general in the country). GWP's and WACDEP's staff probably has much knowledge about the above issues. Direct communication with key senior directors or even members of government may be required in order to have a particular institution to confirm their positive support to capacity building.

In the assignment's ToR/contract it is stated that methods to strengthen organizational and institutional capacity should also be considered. This issue is addressed under Phase 7.

The person engaged in the collection of information – the assessment stage – is the NTC, whereas the plans will be jointly written by the TNC and the CBM. The CBM has the overall management responsibility to undertake Phase 5.

CBTeams and Programme Participants

Following the completion of the country and regional assessments and plans by 1 August 2013, the CBTeams and PP will be identified, reviewed and appointed/selected. CBTeams must be selected in August 2013 in order to be both ready and prepared for the workshop in early October *and* for budgeting reasons. As required capacity may not exist in all countries, the contingency budget for sharing capacity from other countries may be utilized, which takes time. The selection of PP can be delayed until mid-September, as they will not attend start-up workshops until the second half of October. The overall methodology to identify and select CBTeams and PP will be developed in March-April 2013.

Phase overview								
Month: Start	3							
Month: End	8/9							
Budgeted work time (days) per category of engaged consultants	Team-leader	CBM	NTC	CBT – Nat/Reg	CBT – African	CBT – Global	Quality Advisors	Tech support
	2	28	52,8	0	0	0	0,5	0
Main deliverables	<ul style="list-style-type: none"> • A methodology on how to undertake assessments and plan writing • CBTeams and PP are appointed/selected • Country and regional assessments • Country and regional plans 							
Phase activities					Start	End	Deliverables	
Meet, discuss and agree with GWP/ WACDEP on objectives, scope and approach to undertake assessments and plan writing					1/3 2013	10/3 2013	Agreement	
Prepare the methodology for making country and regional assessments and plans, and prepare partners in the countries to undertake these assignments,					1/3 2013	20/3 2013	Report	
Undertake rapid assessment of contexts and learning needs in each country					15/3	15/4-	Report	

	2013	1/5 2013	
Undertake detailed country and regional assessments and plan writing.	15/3 2013	1/8 2013	Assessment and Plan re- ports
Based on the assessments and plans, identify, review and appoint/select CBTeams and PP	1/8 2013	1/9 CBT 1/10 PP 2013	All selected

3.4.7 Phase 6: Production of and Access to Learning Material

Phase 6 focuses on the production of and access to learning material. Information is provided below on overall phase start-end, work-time by each category, and main deliverables, plus, further down on all phase activities and their start-end and deliverables.

Phase 6 is a limited, technical phase that has two components; (i) take approved, finalized LM and Training Manual, provide an attractive layout/design, and translate the English originals into French and Portuguese, and, finally, make the material available to all involved (on paper or digital as appropriate); and (ii) develop and make available required web-based communication modes. What this entails will depend on the Training Plan and what it details in terms of e.g. Pan-African communication, easy access to documents, and discussion groups. However, the intention is to base the communication approach on well-established and used systems like email, Yahoo-groups, drop box, and possibly u-tube.

Phase overview								
Month: Start	8							
Month: End	10							
Budgeted work time (days) per category of engaged consultants	Team-leader	CBM	NTC	CBT – Nat/Reg	CBT – African	CBT – Global	Quality Advisors	Tech support
	8	11	0	0	0	0	0	8
Main deliverables	<ul style="list-style-type: none"> Updated, designed LM and CBTeam Manual in English English version translated into French and Portuguese Material distributed Web-based communication modes developed and available for use 							
Phase activities	Start	End	Deliverables					
Design all material attractive style	1/10 2013	25/10 2013	Final version					
Translate into 2 additional languages	1/10 2013	25/10 2013	Final versions					
Distribute and produce	1/10 2013	25/10 2013	8 countries have all LM					
Establish and make available required web-based communication modes	1/9 2913	15/10 2013	Systems work- ing					

3.4.8 Phase 7: Delivery of Capacity Building

Phase 7 is the main phase and focus of the programme's actual capacity building. Information is provided below on overall phase start-end, work-time by each category, and main deliverables, plus, further down on all phase activities and their start-end and deliverables.

Phase 7 is the programme's key module. This is where the CBTeams are engaged in their professional capacity, participants are capacitated, and where experiences and practices are made and shared across Africa. It is initiated by the Start-up workshop in late October 2013.

Draft guiding pedagogic principles

It is important that the programme has a sharp and attractive pedagogic approach. This may include the following attributes:

- this training is about **now** – not a need that may exist in 25 years' time. Thus, each national/regional programme shall address such needs that are important to address today in order to better handle the future. This also implies that the Phase 7 programme has to be tailor-made for each country;
- while the Framework is sound and fine, flexibility is also required in order to allow for out-of-box thinking and to respond to the participant's own suggestions and ideas (albeit within limits);
- integration is important, of all types all levels; between government ministries/departments, academic institutions, different thematic disciplines, and on-going and planned processes that the different countries are engaged in;
- participants shall never be allowed to "drift away" and become in-active for long periods. Some type of contact between participant and mentor/NTC/organized activity must occur each 2-week period – as a maximum time space. Such continuous contacts will be monitored by the M&E program.

The training plan

The Training Plan will be developed in Phase 3. It will provide detailed information about the programme in each workshop and in-between workshops. This will include the learning progression, objectives, activities and expected outputs. It will also develop how the participant's home institutions at different levels – regional, national and local – will gain from the programme and how the programme will link with participant's work duties and various key processes on-going in each country/region. The work-plan will be based on information gathered during the early part of the assessment and plan writing phase (there is not time enough to complete Phase 5 before Phase 3 must commence).

The information provided in this section is thus of more principal nature – tools to be applied, Phase 7 structure, and expected overall outputs. In very general terms, Phase 7 will translate the Framework into "how to do" climate resilient planning, providing tools (e.g. on how to do a cost-benefit analysis of alternative investment options), support the application of new approaches on ordinary job duties, and encourage institutions at different levels to work in new and potentially more holistic ways.

Strengthen organization and institutional needs

As stated in the assignment's ToR and contract, methods to strengthen organizational and institutional needs should be considered (besides individual capacity building). It is suggested that this is limited to the organizations and institutions represented by the participants. It should also be noted that this was proposed in the original tender, but removed as a particular focus in the discussions that followed. Anyway, it is proposed that this is addressed by an institutional and functional analysis undertaken in either Workshop 1 or 2. Details will be provided in the Training Plan and LM. Such an analysis will focus on:

- **An organizational mapping.** Who are the main actors in terms of water security and climate resilient development in each country/region?
- **A function analysis.** What are the functions that the above organizations provide in terms of water security and climate resilient development in each country/region? Functions may be classified as e.g. policy, planning, decision making, technical development, and implementation.
- **Overlaps/gaps.** Are there overlapping functions or functions that no organization addresses?

As the participants should represent the key organizations involved, and also know what other organizations that exist, this should become a comprehensive mapping exercise, where needed interventions should be identified. The mapping should be revisited at the end of Phase 7.

6 workshops

Phase 7 consists of 6 workshops and in-between activities. Below is an outline of the content of these workshops. It should be noted that it is only the Start-up workshop that is well-defined in terms of objectives and results at this stage. The following 5 workshops will be defined in terms of objectives, activities and results in the training plan. They will probably follow the Framework outline somewhat, with four stages, but this will be developed during the work on the Training Plan. That is when pedagogics and content is fused together and turned into an attractive training programme, based on each country/region context, learning needs, and overall WACDEP objectives.

- **Workshop 0: Start-up workshop.** This workshop is actually part of the pedagogic approach outlined further down, it is a tool to improve the learning process. It consists of a “workshop” or “meeting” consisting of the (i) participant, (ii) his/her closest colleagues linked to on-going professional duties, (iii) a senior manager/director, and (iv) the assigned mentor and/or the National Training Coordinator. The purpose is to inform all involved about the training programme, give support to the participant to engage, gain the managers/director active involvement, and, if relevant, to formulate a individual programme project. The meeting takes approx. 2 hours for one participant, slightly more if it is shared by 2-3 participants from the same home organization (which should be the norm whenever possible)
- **Workshop 1: Setting the Scene and Understanding the problem (Modules 0 and 1 of the Capacity Development Strategy).** 4 days, all planners participate. The objectives of this four day event are to provide an initial overview and sensitization of the Framework, present the case for investing in water security for climate resilient development and start exploring some of the methods available to understand vulnerability and climate impacts
- **Workshop 2: Identifying and appraising solutions (Module 2 of the Capacity Development Strategy).** 4 days, all planners participate. The objective of this workshop is to help partici-

pants develop a balanced portfolio of investment options that enhance water security for climate resilient growth and development, to prioritise no/low regret options and to make a clear economic case for investment.

- **Workshop 3: Delivering solutions (Module 3 of the Capacity Development Strategy).** 4 days, all planners participate. The objective of this workshop is highlight to participants the financing strategies for the portfolio of initial 'no/low regret investments identified at Workshop 2 and in the intervening period, and explain how these to be integrated into existing development planning processes
- **Workshop 4: Monitoring and moving forwards (Module 4 of the Capacity Development Strategy) and Introduction to the Framework (only for the Strategic Decision Makers).** This is a 2+1 day event. Planners participate for 2 days, followed by decision makers participating for 1 day. They do not overlap. The objective of this 2 + 1 day event is to highlight amongst participating Planners the importance of an effective M&E framework in assessing the value that applying the Framework has added, and provides feedback for future iterations and applications, and amongst participating Strategic Decision Makers, the content and value of the Framework. Timing of this workshop is approximately half time through Phase 7. This workshop ends the series of formal learning sessions. From now on it is on-the-job-training only.
- **Workshop 5: Wrap up, lessons learned.** This is a 3 day workshop attended by decision makers only during the first day, and during days 2-3 by all – i.e. both planners and decision makers. During days 2-3 activities overlap. The objectives of this workshop is to wrap up the training programme; review activities, outcomes, actual learning taking place vs. originally stated, cases of water secure and climate change resilient planning, and lessons learned in general. Identify how to proceed and engage other countries in Africa. What should be changed in the programme design and how to improve it.

Pedagogic tools

The pedagogic tools anticipated to be used in the training (this will be finalized and presented in the Training Plan) are the following:



Start-up Workshop. At the very start of the training programme, each participant is asked to organise an in-office start-up workshop. The NTC and colleagues and management are invited, with the purpose to: (i) learn about the program; gain support from colleagues and management; and (iii) discuss how the programme can be embedded into the organization's internal work.



My Journal. For participants combining ordinary work with a training programme, life turns hectic and there is much to do. An individual participant's My Journal will be maintained, located on the web and open for participant, mentor and project management, and contain twice monthly updates on: (i) activities performed; (ii) reflections upon these; and (iii) mentor feedback.



Website information sharing. Updates, news, progress reports and similar types of information can be shared via an appropriate website – if available via GWP - WACDEP. The training programme itself does not have the resources to establish a dedicated website.



Lectures. *Forma lecturers will take place during the workshops, but never as stand-alone activities. Lecturers will always be closely linked to case studies, thorough discussions, possibly the excursions, and the participants work duties. Lectures will be interactive, implying an active use of: (i) buzz-groups; (ii) question and answer sessions; and (iii) participants reflections at the end of each day/sessions. At all times pre-prepared, lecture-specific PowerPoint notes will be distributed.*



Literature. *Our intention is not to overwhelm participants with literature. However, important documents should be shared – as hard or soft copies – and utilized when found relevant. Material aimed for the shelf will not be shared. Utilization may include: (i) assignments/questions; (ii) read, review and present articles; and (iii) selected literature from the Project Paper.*



Workshops. *These are opportunities for focused work, with everybody attending, enabling easy communication, raising cross-cutting issues and share much information quickly. They will also enable mentors to meet their participants easily. .*



E-discussions. *This is intended for the CBTeams, as a minimum before Phase 7 and at its end. It is not planned to have major e-discussions involving the participants. The e-discussions will have a moderator, a specific topic to discuss, and a start and end. Following closure, a summary of the discussion will be made and shared.*



Exercises. *This is an easy and quick way of making a curriculum varied and stimulating, thus engaging the participants and supporting networking opportunities. Exercises are often used at the beginning of a course, as an ice-breaker, but can also involve far-reaching and demanding tasks to be resolved by a group. Examples of the latter include a case study analysis or preparing an excursion component.*



Case Studies. *This is a classic approach in many training programmes, although often misused and with little long-term benefits. Case studies', typically providing information of a similar "case" but in a different geographic or political setting, requires strong leadership to work. To merely read and reflect is not enough. It requires a structured analysis and transfer of key conclusions in order to be useful.*



Participatory Practice Clinique. *The Clinique is a web-based tool designed to give participants and CBTeams an open space to review, analyze and discuss the application of the Framework across Africa. Participants will be encouraged by their mentors to upload issues encountered at work and of principal and general interest, and have a feedback from relevant colleagues.*



Knowledge Products (KP). *These are both a pedagogic tool and a project output. If it is of value and relevant (and the budget allows), KPs will be produced as an input into the final project reports and lessons learned. KPs are selected, reviewed and uniformly presented Pan-African experiences in water security and climate resilient development. They are derived from participants doing similar project papers They require active support from GWP and WACDEP.*



Excursion. *This is a tremendously important and effective pedagogic tool. It requires careful planning, but offers a stimulating way of learning complex, real world issues that can only be found "in the field". Excursions are great at linking theory with practices, showing difficulties often overseen in the office, and making lasting memories, as well as lasting friendships.*



Reflections and Feedback. This is an obvious tool in many training programmes, but should be well organized to provide more benefits. It will be given adequate time and instructions in terms of focus and format. More substance is often generated if a small group prepares the reflections.



Examination and Certificate. The training programme ends with a take-home examination, i.e. one or two overview questions for individuals to consider and answer in writing (2-4 pages). All available literature, colleagues, web-information etc. can be used to formulate the answer. It is a strong driver for active participation. A “pass” is required to receive the certificate.



On-the-job mentorship. This is close to work, on-going support that each participant will receive from the programme. It will focus on the application of the Framework to the real life projects, plans and strategies (e.g. existing national/local development and sector plans) which the participant and his/her colleagues are directly involved in as part of their daily duties. Each participant will have a mentor assigned, who has relevant knowledge about the participant’s job duties. A special mentor’s guideline will be provided in the Trainer Manual.



Recorded video lectures. To record, distribute and play key lectures is a both cost-effective and environmentally friendly way of sharing knowledge. It is at this stage envisaged that most if not all global and possibly also Pan-African lecturers will record their presentations and share it electronically. There is a quality value in inviting lecturers from outside a region to participate in Phase 7 lecturing, but this has to be balanced by the cost and time it takes to organize.



Project Paper. The project paper is a job assignment that each participant has, linked to water security and climate resilient planning, and at focus for participant and his/her mentor in terms of applying the framework on an everyday job task. It should preferably run over most of Phase 7 and include most/all the stages of applying the framework in a real case. How the case develops – context, approach, activities, difficulties, participant-mentor discussions, and final results – is recorded. The results are turned into a Project Paper by adding an analysis, specify lessons learned and using a given format. Interesting Project Papers are the basis for Pan-African lessons learned..

The management team

The different roles of the management team – NTC, CBM and TL – and that of GWP/ WACDEP during Phase 7 are presented under Phase 1 (see above). It is the NTC – as Niras Natura’s AB extended management arm in each country, closely with GWP/ WACDEP National Team, that carries the responsibility to ensure that the training programme is implemented according to given instructions, manuals, content and expectations. The NTC is supported whenever needed by the CBM and the TL. Collaboration between countries/regions will in particular be supported by the CBM and TL in terms of coordination, ensuring that all have the same understanding of tasks to be undertaken and that budgeted time is available for such activities.

As stated above (under Phase 1), one of the NTC’s prime tasks is to ensure that a high and uniform quality standard is maintained in all capacity building activities. This is of paramount importance to the programme and will be monitored by the CBM and TL through the Phase 7 (see quality management further below).

Phase overview								
Month: Start	9							
Month: End	22							
Budgeted work time (days) per category of engaged consultants	Team-leader	CBM	NTC	CBT – Nat/Reg	CBT – African	CBT – Global	Quality Advisors	Tech support
	25,5	7,5	160	743,2	32	32	1,2	10,4
Main deliverables	<ul style="list-style-type: none"> • Capacitated participants • Lessons learned from implementing the programme • Project Papers and other thematic outcomes from the programme 							
Phase activities					Start	End	Deliverables	
Deliver the capacity building programmes according to plan in each country.					25/10 2013	1/22 2014	Lessons learned,	

3.4.9 Phase 8: Summary and Reflections

Phase 8 focus on summaries, lessons learned and final reporting at the programmes closure. Information is provided below on overall phase start-end, work-time by each category, and main deliverables, plus, further down on all phase activities and their start-end and deliverables.

Besides standard end of programme reporting to the Client, the learning brief will provide a summary of lessons learned during the programme, including issues stretching from programme design to planning, implementation and outcomes. As the programme is innovative and the first of its kind, there will be many lessons learned to discuss in this brief.

In addition to the above brief, and if the “Project Paper” tool turns out well, the best such papers will be given additional attention, possibly some final editing, and made available to the client and all engaged as Pan-African examples of learning.

Phase overview								
Month: Start	23							
Month: End	23/24							
Budgeted work time (days) per category of engaged consultants	Team-leader	CBM	NTC	CBT – Nat/Reg	CBT – African	CBT – Global	Quality Advisors	Tech support
	12	5	8	0	0	0	1	0
Main deliverables	<ul style="list-style-type: none"> • End of project report • Learning briefs 							
Phase activities					Start	End	Deliverables	
Arrange a debriefing meeting with key project staff and the WACDEP/GWP coordination unit;					23	23		
Produce an end of project report. This will bring attention to learning’s and recommendations on the process, capacity building results, learning material content, the Strategic Framework, pedagogic approach and communities of practices and practitioners;					23	23		

Produce a 4-page learning brief for public dissemination;	23	23	
Write country-level project report	23	23	
Completion of M&E Framework;	23	23	

3.5 REPORTING

The reporting schedule is given in the contract. It is given in the second column. Revised dates, based on planned activities as presented in this report, are proposed in the third column. Some additional reports will also be delivered (e.g. Project Papers).

Deliverables	Due date	New dates
Final inception report, including M&E plan and 2-year program plan	6 weeks after inception meeting	15 March
Training Plan		Month 3/4
Module materials (LM) and CBTeams Manual in hard and soft copies) in English, French and Portuguese	Month 7	Month 9
E-learning resources	Month 7	Month 9
Regional and country plans covering 5 regions and 8 countries	Month 3	Month 7/8
Note: Mid-term review	Month 8/9	Month 8/9
Capacity building program delivered in 8 countries	Month 22	Month 22
Country implementation reports	Month 23	Month 23
4 x web articles	As required at suitable intervals	As required at suitable intervals
End of project review and recommendation report, and 4 page learning brief	Month 24	Month 24
Final M&E Framework	Month 24	Month 24
CDKN Progress Reports	Bi-monthly	Bi-monthly
CDKN M&E forms:	Month 2 and updated Month 24	Month 2 and updated Month 24
- Objectives form		
- Supplier Report	Month 24	Month 24

3.6 MID-TERM REVIEW

The objective of the mid-term review is “to review the performance of the supplier mid-way through the programme”. The key activities on behalf of the consultant is to (i) provide general support to help the client perform the mid-term review, and (ii) meet with the client to hold open, honest and collaborative discussions to reflect on the strengths and weaknesses of the supplier’s performance.

The mid-term review is planned to take place directly after the Country and Regional Assessments and Plans are concluded and submitted to the Client. This implies in mid-August 2013 (the assessments and plans are timed to be concluded by 1 August 2013).

The Training Plan, detailing all Phase 7 activities and thus what expertise that is needed within national/regional CBTeams to fully implement the training in each country/region, will be ready by late April 2013. It will feed into the development of the learning material required for the training. This material will subsequently be submitted to the WACDEP RG in July 2013 for their approval.

Linked to the above, the Assessments and Plans will among much other information include a review of what expertise that is available within each country/region in terms of the programme's focus. With that information, plus what the Training plan and LM tell about required expertise, it will be possible to identify draft CBTeams for each country/region. The members will primarily be sought from within the country/region where training will take place, but if a specific expertise is missing, that expertise must be identified outside the country/region. The work on Country and Regional Assessments and Plans will include the outcome of such a search if required.

With draft CBTeam members identified, it will also be possible to make an expense budget for each country/region. Such a budget will cover all expenses estimated in order to fully implement Phase 7 activities in that country/region. The budget will be based on GWP's contribution to cover all expenses associated with the participation of people from Africa in Phase 7 training (other expenses to be covered by GWP, like those linked to the ToT workshop, will be presented in separate budgets under those activities), and highlight if additional support is needed from the contingency fund dedicated for use when required CBTeam expertise is not found within each country.

This implies that the Assessments and Plans will include 8 different budgets, one per country/region. They will cover the combined use of GWP and contingency fund money. For some countries the contingency fund will not be needed at all, while for some it may be required to a great extent. This information will be of importance to GWP and CDKN for their internal budgeting activities.

The proposed CBTeams and country budgets will be discussed during the Mid-term Review. Following that will the contracting of CBTeam members commence.

4 MANAGEMENT TOOLS

4.1 MOTIVATION AND INCENTIVES

This is an old and often difficult issue. As most of the participants will have many pressing duties to address – both work-related and private – they will not be able to give an active, positive engagement at all times. But careful preparations can help to improve this situation.

It is about motivation and incentives. Motivation is the most important long-term factor. When access to funding is available, attractive incentive schemes can also be arranged, but the value of such schemes can be questioned. In this programme there is no such funding available.

Motivation comes from the inside, i.e. from the process of selecting participants, their individual appreciation of learning, and of the opportunities that training can provide in terms of career, new assignments, and helping the participant's country to better face a challenging future. Specific issues that this programme must address in terms of *motivation* are:

- Identify very good participants – upwards moving, having a desire to learn, and aware of the climate challenge;
- Assure very strong active support for their participation from senior management;
- Design a capacity building program that is attractive in content and pedagogics, feasible to attend, and adequately tailor-made to each country needs to make sense to participants;

In terms of incentives there is not much to offer:

- Whenever possible, link up with home office career paths or individual development plans;
- Earn a programme certificate.

4.2 PROGRAMME QUALITY PLAN

As mentioned throughout this report, quality management will be a major challenge. The programme is large, includes many activities, many countries and many categories of people. The training will not be delivered by internal, already known staff, but through “agents”, at a secondary level. This requires much attention to how to monitor and maintain quality throughout programme activities.

At the NIRAS Natura AB company level, operations are covered by a Quality Management System (QMS) that integrates management, quality assurance, business integrity and continuous learning and improvement. To fulfill these criteria NIRAS's QMS is aiming at the following goals:

- **correct competence.** We have routines for defining the needed competence for an assignment and tools for finding the best team;
- **expected output.** We ensure a good understanding of the clients' expectations and make sure that we deliver the expected output.
- **timely delivery.** We have routines for project planning and follow-up and checklists for risk assessment so that we can deliver our products in time. This includes: (i) Progress monitoring

in relation to objectives, outputs and milestones; (ii) Deviation analysis and design of mitigation measures; and (iii) Quality review of outputs and final report.

- **trust & integrity.** We have a Code of Conduct for business integrity and strive to earn the trust from both client and other actors while acting with integrity.
- **communication & transparency.** We have routines for close communication with the client and are striving for openness and transparency in all assignments.
- **continuous improvement.** Quality deviations are reported and measures taken both for correction in the specific case and for prevention of future repetition.

At the programme level, the quality management plan includes many issues that have to be addressed simultaneously. Most of these are presented in more detail in other parts of this report.

- **Programme Design.** Programme design includes a number of issues:
 - making careful assessments of each country/region context, actors and learning needs; all in order to design the capacity building activities optimally:
 - design Training Plan and LM material carefully, closely linked to both country/regional assessments and plans and the Framework.
- **Participants and CBTeam members.** Selected participants must be very good, motivated and associated with key institutions and positions, whereas capacity building team members must be equally well selected and trained in order to implement a uniform, focused and relevant Pan-Africa capacity building programme.
- **Programme Management.** The management structure exists at two main levels; Pan-Africa wide (TL and CBM) and country/region (NTC). It is essential that all engaged have clear Terms of References, know how to communicate up/down, and coordinate with each other.
- **Monitoring & Reporting.** Since all capacity building activities in Phase 7 will take place without the presence of the TL and CBM, monitoring and reporting is essential in the programme. The NTC has to monitor or keep track of on-going work by the CBTeams, during workshops, mentorship, and cross-Africa exchanges. But the NTC also has to be monitored by the TL and CBM. This will be arranged by:
 - monthly reporting by CBTeams, TNC and CBM to the TL in form of time sheets, including information on work carried out;
 - the workshops will be covered by specific reports (objectives, activities, outcomes, participants, lessons learned);
- **Close Cooperation with GWP/ WACDEP teams.** Compared to more supply-driven capacity building programmes, this programme offer a unique opportunity to do it right from the start – start with need and key actor assessments, identify good participants and CBTeams from the inside, and design the training according to this. This will build quality into the training activities.

4.3 BUILDING A PAN-AFRICAN COMMUNITY OF APPLYING THE FRAMEWORK

While the overall stated outcome of the training programme is to “Strengthen the institutional capacity of planning departments in line ministries to apply the framework titled “Water Security and Climate Resilient Development” in eight countries in Africa”, several other benefits can also be easily envisaged. One of these is to build a Pan-African community of applying the framework. Building a community implies three aspects:

- share sound, robust quality-controlled practices of applying the framework;
- support the establishment of a community of professionals experienced in both applying and capacitate others the framework;
- develop learning material and guidelines enabling additional capacity building programmes in applying the framework to be arranged.

A challenge in building a Pan-African community of applying the framework is to make *known* what is available in terms of practices, professionals and training material. In a world over-flowing with information this is not obviously an easy task, although with the help of GWP – WACDEP and its Pan-African programmes it should be possible to a certain extent.

Practices being shared

The practices that will be shared consist of (i) quality-controlled *Project Papers* (i.e. a report of a participant’s work assignment focused on applying the framework in a real case); (ii) the experiences and lessons learned being generated and shared from the *Participatory Practice Clinique* (i.e. discussions groups of participants from different countries/regions having the same type of work assignments where they apply the framework), and (iii) *Knowledge Products* (i.e. summarized quality-reviewed experiences of similar nature derived from several countries/regions. They could also be called synthesis of lessons learned. To the extent these will be produced depends on the input material available to produce them and time and budget means available by the end of the programme).

A community of professionals

Two types of people will be involved in and gain from the training programme. They are (i) participants and (ii) CBTeam members. The former group is intended to learn from what the latter group is sharing. They are all by definition Pan-African.

The participants will get to know each other through the Participatory Practice Clinique discussions and following direct email/Skype communication. CBTeam members will meet during the ToT workshop and other activities like facilitating Participatory Practice Clinique discussions and Knowledge Products, and participate in evaluations.

Outstanding CBTeam members are likely to be engaged in additional future capacity building programmes, in their own countries as well as in their regions/across Africa, whereas participants recognized for their ability to apply the framework may get opportunities within the WACDEP programme to share their experience.

Learning materials and guidelines

The learning material, manuals and experiences made from this programme will be available for other capacity building programmes with a similar focus across Africa.

4.4 COMMUNICATION PLAN

A communication plan facilitates effective and efficient communications with the various audiences having a major stake in the project. It describes how project communications will occur. It details all stakeholders, management, participants and team members that require information in order to complete a project.

Presented below are four key components of the communication plan, followed by a table on the various communication modes and their principal content.

Communication objectives

The communication objectives are three:

- Create a common awareness among all project stakeholders on programme objectives, activities, and expected results;
- Ensure efficient, timely and accurate information sharing among programme stakeholders;
- Provide a basis for project management and quality management.

Target audiences;

The target audiences are three:

- All individuals and institutions engaged in training programme activities;
- GWP - WACDEP;
- The programme client: CDKN and PricewaterHouseCoopers.

Key content for the communications;

The content will vary depending on the communication purpose. It will range from management content intended for a limited group to general information sharing aimed at all involved. Key issues include e.g. programme status and progress, time sheets and associated activities and results, and regular reporting from key individuals on lessons learned and general progress.

Communication method and frequency.

In our communications-dominated age, information overload is a problem for everyone. Thus, while there will be substantial amounts of information being shared, the intention is still to keep it as limited as possible. Furthermore, all communication modes will be well-known, established and as easily as possible handled by those involved. Particular concern will be given to sometimes slow internet connections.

The various communication modes are as follows:

- **Direct written communication** and sharing of reports: Email. It is well established and works well.
- **Direct oral communication:** Skype. It is widely used and most people in the development profession can handle it. Pan-African meetings of either participants or CBTeams can be organized, as long as the number is limited.
- **Download documents** by the many (primarily learning material): Drop Box. It is well established and usually works well. It is utilized in many of our training programs. Still, it will require strong support – instructions, help – in order for everybody to have access to the system. It will only be used to download documents, not upload. There is a risk involved in the

latter, that existing documents will be deleted. For the participants to share reports: email. An option to Drop Box and downloading documents would be to utilize a dedicated website where documents can be uploaded and then downloaded by participants. However, the material would then be available to anyone which is not good.

- **Discussion groups/e-conferences:** Yahoo Groups. Again, it works fine for most, but it requires strong support in order to have *everybody* connected. Detailed instructions will be arranged. Yahoo groups will be used for the CBTeams two e-conferences and the *Participatory Practice Clinique*. Yahoo Groups can be used for sharing documents, but this option will not be utilized.
- **On-going individual progress:** “My Journal” or similar software (there are several options, we will explore and see what works best). The concept is that each participant will have his/her own “dairy” where comments, progress, issues and more can be noted and where mentor – participant can have an ongoing discussion. Compared to email this will be an on-going recording, to be summarized at the end by the mentor.
- **Surveys of participants/CBTeams and NTCs:** Monkey Survey. The Monkey Survey is an internet-based tool to easily survey large group of people on their views about e.g. a training programme. There is a need to share passwords, but it works very well. Few have problems. It is an easy and quick way of getting both quantitative (grading answers) and qualitative (writing own comments) information.
- **Social networking:** Facebook. Social networking is important in order to build a Pan-African group of trained professionals in water security and climate resilient development. There will be strong encouragement by the programme that individuals (or group of individuals) arrange Facebook groups and communicate. But it will not be arranged by the programme management. As it has to continue also after the programme terminates a bottom-up process is required. The participants and/or CBTeams/NTCs have to take initiatives.
- **Web-based communication:** The WACDEP website (www.gwp.org/WACDEP/) could be utilized as a tool to share general news about the training programme. This depends on the possibility to arrange a dedicated sub-section focusing on the training programme.

Below is the communication net outlined, with different key activities and associated targets, purpose, frequency, method and author stated.

Communication	Who/Target	Purpose	When/Frequency	Type/Method	Author
Inception Meeting	WACDEP country representatives / GWP SA	Present draft inception report / learn about the programme	Once in late January 2013	Meeting	
Instructions to make country / regional assessments & plans	NTC, GWP-WACDEP in each country/region	Distribute and thus getting assessments and plans underway	Once in March-April 2013	Instructions distributed via email / Skype	CBM (TL)
Submission of draft Training Plan, LM, Training Manual	WACDEP RG	Get approval on LM	Once, first half of programme (June-July 2013)	Email	TL (CBM)
Submission of draft Training Plan, LM, Training Manual	CBTeams, NTCs	Distribute key instructions / documents	Once, in October 2013	Email	TL (CBM)

Communication	Who/Target	Purpose	When/Frequency	Type/Method	Author
CBTeam Workshop	All CBTeam members and NTC, TL and CBM	Upgrade CBTeams on how to implement Phase 7 and use TL and Training Manual / build Pan-African network,	Once, October 2013	workshop	TL (CBM)
Prepare and undertake LM testing in Rwanda	GWP/WACDEP, Rwanda CBTeam	Test and upgrade LM	Once, September 2013	Workshop	CBM (TL)
Support Mid-term Review	CDKN / GWP-WACDEP	The programme will be reviewed and support from programme management is required	Once, August-September 2013	Sharing information / email	TL (CBM)
Surveys during/after Phase 7	Participants, CBTeams, NTC	Gain information about Phase 7 progress	Many: Participants mid-term and end-term, CBTeams and NTC	Monkey Survey	TL (CBM)
Pan-African communication and sharing of lessons learned	Participants and mentors, NTCs; CBTeams	Link up in thematic groups, share experiences, build bridges	Participatory Practice Clinique: monthly/bi-monthly; sharing project papers: end of programme; CBTeams: when needed	Yahoo groups / email / Skype	Mentors / participants /CBTeams
General information sharing	All	Informing all engaged	Updated regularly (monthly)	WACDEP website	TL/CBM
Share documents	All	Provide required documents	When needed	Drop box	TL/CBM
Participant's on-the-job support - coordination	Participants, mentors	Provide regular support	Max two weeks or more frequently for some communication to occur	Physical meetings, phone, email, My Journal	Mentor - participants
Programme management	CBTeams, NTC, CBM	Programme management, quality control	Regular reporting on time spent, activities and results	Emailed reports	TL

4.5 PROGRAMME M&E PLAN

4.5.1 Introduction

Although definitions vary, the basic principle is that monitoring is the internal ongoing tracking of the progress of programme implementation of tasks and activities, as set out in the implementation plan, and evaluation is an internal periodic assessment of programme impacts (annual, mid-term, terminal or after the completion of the project, impact evaluation) in terms of the achievement of the programme goals and objectives. In broad terms, M&E are activities whose primary purpose is to pro-

vide appropriate information at the right time to users with decisions to make and to improve their decision-making as a result.

A distinction is often made between traditional M&E and Result-Based M&E, where the implementation-focused M&E is seen as a system designed to address compliance and answer the question “did they do it”. For example; were the complete activities undertaken or not?

Results-based monitoring is seen as a continuous process of collecting and analyzing information to compare how well a project, program, or policy is performing and delivering in relation to expected results. For example; are the goals of the sector being achieved? How can achievement be proven? This plan clearly aims at Result-Based M&E, even if some components of conventional M&E is also included.

The programme will be monitored and evaluated in many ways throughout its implementation. It is important to keep both processes on-going in order to be able to respond to the participants’ expectations, needs and desires. We believe that it is important to be flexible and adapt the programme content as well as the process along its implementation - to the extent possible.

We will attempt to make the evaluation activities a learning experience for all involved by demonstrating how evaluations can be done to keep an interactive process responsive.

4.5.2 Outcome and outputs

There is only one programme Outcome. It is given by GWP/WACDEP in its log frame for the programme at large. It is important to note that this outcome doesn’t focus on the participants own learning from the programme, but on their *home institution’s development in terms of their capacity to apply the framework*. There is obviously a linkage between the two; by having well trained individuals working within the institutions, these should gain in terms of what the above outcome states. But there are no obvious cause and effect linkages, the outcome has to be carefully identified, monitored and evaluated.

Linked to the above, a key issue is obviously how to *define increased capacity* among the programme participants. This is the main factor having an effect on the home institution’s ability to apply the framework and is thus of great importance in the evaluation and monitoring of the programme. We suggest the following definitions and associated indicators:

- **Theoretical knowledge of the framework:** (i) active participation in all programme activities, and (ii) a “pass” on the final exam.
- **An ability to apply the framework on real work cases:** (i) active participation in Pan-African discussion groups, (ii) the submission of a good Project Paper; and (iii) the mentor’s end of programme report on participant’s progress.

In order to receive a programme certificate, participants have to satisfy all five above criteria. What is required from each criterion in order to get a “pass” will be developed during Phase 7. The intention is that all seriously engaged participants will receive a certificate – but real learning is required and must be shown to develop.

Two sets of tables on outcomes and outputs are presented further down:

1. Two tables providing a narrative description of outcomes and outputs and their indicators and how these will be monitored;

2. Two full tables of outcomes/outputs, indicators, baseline, source and results (the CDKN format).

Narrative description

Table 1a - Outcomes:

Outcome	Indicators	Comments
Strengthen the institutional capacity of planning departments in line ministries to apply the framework titled "Water Security and Climate Resilient Development" in eight countries in Africa.	1. Number of capacitated participants working at home institution and actively applying and promoting the framework;	This indicator plus the one below (Project Papers) are the two main indicators of the programme's impact on participating organizations. The monitoring of this indicator is based on two sources of information. First, the total actual number of people that have been engaged in the training – any kind and status – and working with relevant tasks at their home organization. Second, information provided by the mentors in a Monkey Survey at the end of the programme. The survey will focus on the mentors understanding of how the Framework is being applied and each participant's progress. They are involved within departments, they know the participants and have unique opportunities to learn how the new approach is being received and hopefully applied.
	2. Quality and number of Project Papers;	A project papers is a write-up of a work assignment each participant is engaged in at his/her home institution. It is an assignment where the Framework approach is applied. The paper should follow the participants and his/her work assignment from start to end, preferable the full Phase 7 period. It is supported by each participant's mentor. The paper is probably in the scale of 5-10 pages. A format will be distributed in order to enable uniform reporting. The paper is also a basis for Pan-African learning and lessons shared.
	3. Outcome of workshop 1 mapping of actors and functions discussed, revisited at the programme end, and presented at home organization;	The mapping is presented under Phase 7 (3.4.8). It is undertaken during Workshop 1 and revisited at workshop 5. On both occasions are potentially missing links and overlaps identified and discussed, as well as function quality. The results are presented during each participant's internal home organization seminar in month 23/24.
	4. Number and type of processes linked to climate resilient development and addressed by programme participants;	Short-term on the ground impacts of training are difficult to monitor. However, it is possible to monitor the number and types of processes that participants come in contact with as linked to the framework approach. Such processes may include information management, inter-ministerial coordination, and internal capacity building.
	5. Number and type of policy revisions noted.	It is possible (albeit less than likely in the time span given the training programme) that policies will be revised as an outcome of capacitated participants. However, if it happens it shall be noted, monitored and evaluated.

Table 1b - Selected outputs:

Outputs	Indicators	Comments
Government planners and decision makers are capacitated in applying	1. Number of participants attending the training; and number of quality monitored	Two overall types of participation are envisaged; (i) participants specially invited by GWP/WACDEP for particular events, and (ii) quality monitored participants earning a certificate (i.e. the two types frequently described – planners and strategic decision makers). A certifi-

the framework	participants;	cate is given those (i) attending all planned workshops and mentorship activities; (ii) concluding their Project Paper; (iii) being active in Pan-African discussion groups, (iv) receiving a “pass” on the final exam, and (v) the mentor’s end-of-programme report on participant’s progress.
	2. Training proceeds according to plan:	<p>This involves feedback from a large number of sources that will be monitored. They include:</p> <ol style="list-style-type: none"> 1. NTC’s workshop reports. All workshops will be separately reported by each NTC on (i) activities, (ii) results and (iii) learning. Learning being an overall assessment on how the workshop proceeded, what went well/less well, opportunities to improve, changes to do before next workshop. 2. CBT/NTC’s monthly reports on time and activities. All CBT and NTC will report hours worked, and (i) activities performed, (ii) results achieved and (iii) learning made. 3. Participants half-time Monkey Survey on activities and results. This will be a web-based quantitative monitoring of how the training proceeds 4. Participants full-time Monkey Survey on activities and results. As above, a quantitative web-based final monitoring of how the participants view the training programme. 5. Informal communication via GWP/WACDEP. There will be much qualitative information coming through GWP/WACDEP’s internal communication lines on how the training proceeds. 6. NTC Start-up Report. 7. NTC Final Report
Participants, NTCs, and CBTeams have access to a Pan-African network in climate resilient development.	<ol style="list-style-type: none"> 3. All aware of networking opportunities; 4. Contact information shared among all 	<p>The “network” consists of everybody that have been involved in the training programme – participants, CBTeams, NTC, CBM, TL and GWP and WACDEP staff. The networking opportunities consists of knowing who is who and which participants that have focused on a particular aspects of the framework, and having contact information (email, mobile phone number) shared among all involved.</p>
Pan-African experiences and lessons-learned of applying the framework recorded, shared and known.	<ol style="list-style-type: none"> 5. Knowledge Products available; 6. Project papers available; 7. Direct communication established between participants engaged in similar work tasks as linked to the framework. 8. Individual CBTeam members involved in two or more countries/regions, thus bridging regions together. 	<p>The sharing of experiences and lessons-learned across Africa from using the framework is an important result of the programme. It will provide an input for future initiatives of similar types. Some of these results are quantifiable and thus easily monitored whereas other are qualitative and not easily monitored.</p> <ol style="list-style-type: none"> 1. Knowledge products (KP) consist of a few (3-4) specifically reviewed, analysed and summarised lessons learned from applying the framework. They most likely make use of several participants’ experience from applying the framework on similar issues or areas. Such could be on how to make a cost-benefit analysis of a agricultural project, how to integrate planning among different ministries, or how to promote the framework among colleagues. KPs are short (a few pages), produced by the management team, and made available on the programme website. Some of these may be further developed as a GWP toolbox contribution. 2. As described elsewhere, project papers are write ups of applying the framework in “real cases”. They are categorized and made available on the programme website. 3. Direct communication between participants in different countries/regions is an important bridge-making process. The Participatory Practice Clinique is a way to promote that. The Clinique is a web-based approach to arrange participants into groups depending on their thematic and language affinity, monitored by a

		<p>CBTeam member, and summarized at the end of the programme.</p> <p>4. There will be a few CBTeam members involved in the training in two or more countries/regions. They will by definition provide bridge-making opportunities, sharing experiences among participants and learning themselves.</p>
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Full tables on outcomes/outputs, indicators, baseline, source and results

Table 2a - Outcomes

Outcomes The changes you hope will be achieved in the medium- to long-term.	Relevant DoC The relevant dimensions of change that will be <u>directly</u> affected by the outcomes	Indicators The evidence that will show whether or how far the desired changes have been achieved.	Baseline The situation at the start of the project.	Source The information source(s) that will be used to show whether or how far the desired changes have been achieved.	Results The realisation of medium- to long-term outcomes
<ul style="list-style-type: none"> Strengthen the institutional capacity of planning departments in line ministries to apply the framework titled “Water Security and Climate Resilient Development” in eight countries in Africa 	<ul style="list-style-type: none"> Changes in institutions and institutional capacity to respond appropriately to CCD needs and demands 	<ol style="list-style-type: none"> Number of capacitated participants working at given institution and applying the framework approach; Project Papers reflecting new approach to work assignments; Outcome of workshop 1 mapping of actors and functions discussed, revisited at programme end, and presented at institution Number and type of processes linked to climate resilient development addressed; Number and type of policy revisions noted. 	<ul style="list-style-type: none"> Assumed to be very low at the start of the programme 	<ol style="list-style-type: none"> List of participants receiving certificate and Monkey Survey of CBTeams experience and conclusions Project papers available on programme website; Outcome of actors and functions analysis; Quantitative Monkey Survey after Phase 7; Quantitative Monkey Survey after Phase 7; 	

Table 2b - Outputs

Outputs The key outputs (deliverables) that will be delivered over the course of the project.	Indicators The evidence that will show whether or not the outputs have been delivered.	Baseline The situation at the start of the project.	Source The information source(s) that will be used to show whether or not outputs have been delivered.	Results The actual delivery of outputs.
<ul style="list-style-type: none"> Country and regional assessments and plans 	1. Reports delivered for each country	<ul style="list-style-type: none"> No report produced 	1. Report produced	
<ul style="list-style-type: none"> Training Plan developed and approved 	2. Plan presented	<ul style="list-style-type: none"> No report produced 	2. Report produced	
<ul style="list-style-type: none"> Learning material developed, approved, tested in ToT/Rwanda and revised 	3. Learning material available in English;	<ul style="list-style-type: none"> No material produced 	3. Report produced	
<ul style="list-style-type: none"> Learning material attractively designed, translated and distributed 	4. Learning material available in English, French, Portuguese to all for use: participants, capacity building teams, NTCs;	<ul style="list-style-type: none"> Final version of learning material in English available; 	4. Material available among users	
<ul style="list-style-type: none"> Capacity Building Team Manual produced, translated and distributed 	5. Manual distributed to all CBTeam members and NTCs;	<ul style="list-style-type: none"> No manual exists 	5. Manual produced and distributed.	
<ul style="list-style-type: none"> CBTeam capacitated on their upcoming programme tasks; 	6. All updated on what and how to perform their tasks	<ul style="list-style-type: none"> CBTeams identified and contracted 	6. Activity reports produced	
<ul style="list-style-type: none"> Government planners and decision makers are capacitated in applying the framework 	7. Number of participants attending the programme 8. Number of participants receiving a certificate; 9. Training proceeds according to plan:	<ul style="list-style-type: none"> Participants are qualified water/planner professionals, but unaware of how to do climate resilient planning. , Participants do not know each other across borders 	7. Country reports; 8. Number receiving certificates; 9. Several sources: <ul style="list-style-type: none"> ➤ NTC's workshop reports ➤ CBT/NTC's monthly reports on time and activities; ➤ Participants half-time Monkey Survey on activities and results; 	1.

			<ul style="list-style-type: none"> ➤ Participants full-time Monkey Survey on activities and results; ➤ Informal communication via GWP/WACDEP ➤ NTC Start-up Report. ➤ NTC Final Report 	
<ul style="list-style-type: none"> • Participants, NTCs, and CBTeams have access to Pan-African network in climate resilient development. 	<ol style="list-style-type: none"> 10. All aware of networking opportunities 11. Contact information shared among all 	<ul style="list-style-type: none"> • Network doesn't exist 	<ol style="list-style-type: none"> 10. End of programme Monkey Survey 11. Found on website 	
<ul style="list-style-type: none"> • Pan-African experiences and lessons-learned of applying the framework recorded, shared and known. 	<ol style="list-style-type: none"> 12. Knowledge Products available; 13. Project papers available; 14. Direct communication established between participants engaged in similar work assignments as linked to the framework. 15. Individual CBTeam members involved in two or more countries/regions, thus bridging regions together. 	<ul style="list-style-type: none"> • No structured access to lessons learned and experiences available, 	<ol style="list-style-type: none"> 12. Programme website 13. Programme website 14. Mentor/NTC's reports 15. NTC's reports 	