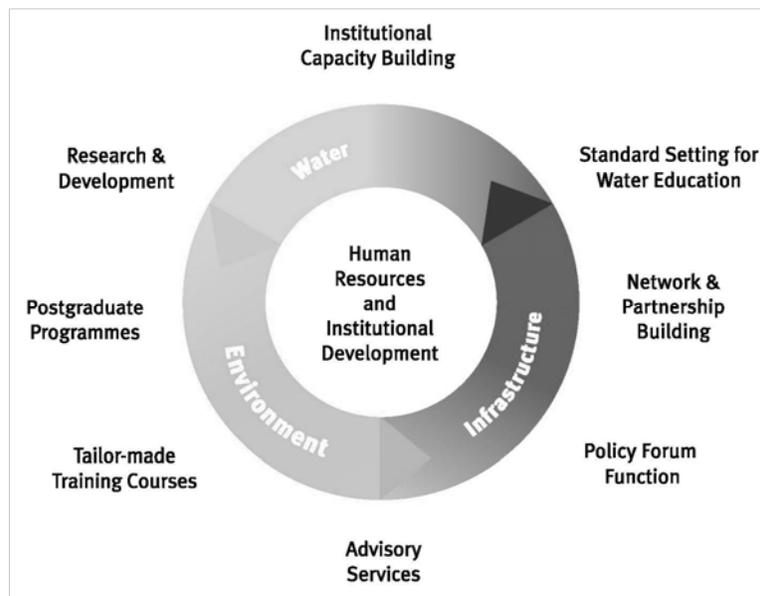




**Capacity Building Experiences  
In the Water for African Cities Programme  
3 December 2006  
Maarten Blokland**

**UNESCO-IHE Core Activities**

Focus on Human Resources & Institutional Development



## UNESCO-IHE Staff and Outputs 2005

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166 Staff (92 Academic, 74 Support)  
300 Guest Faculty



4 Academic programmes in water and environment:

- 193 MSc participants ) From 66 countries
- 58 PhD fellows )
- 449 Participants in 45 Short Courses, incl. 83 in the 1<sup>st</sup> run of 6 on-line courses

R&D: 231 Publications

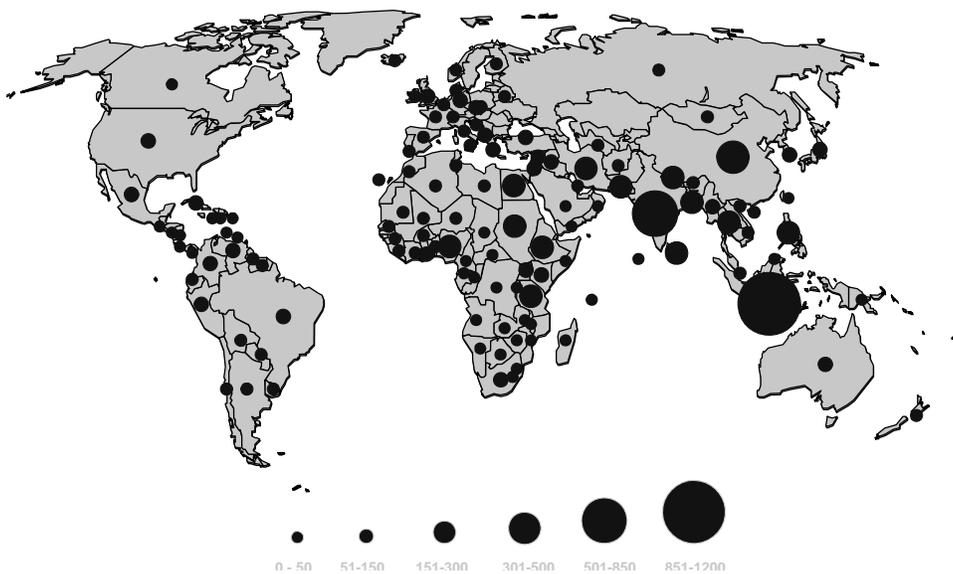
121 Projects (Capacity Building, research, tailor made training, advisory services)

Turnover of €23 mln, financial result +€20,000

## UNESCO-IHE Connecting the Community of 13,000 Alumni in 162 countries

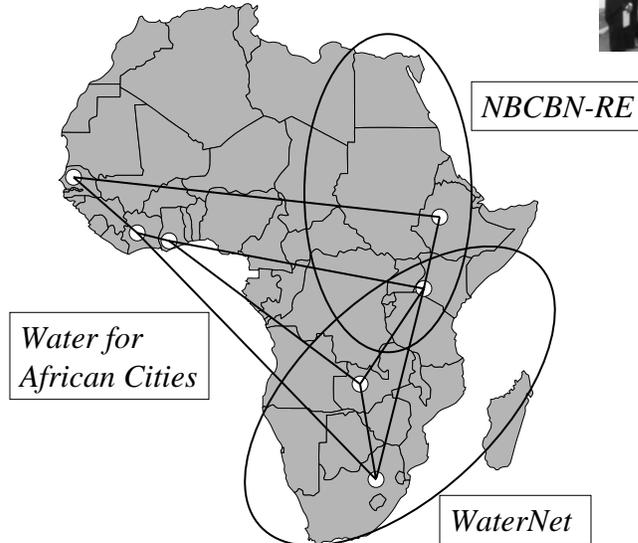
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UNESCO-IHE Alumni Community



## UNESCO-IHE Networking activities in Africa

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### Water for African Cities, Objectives

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- The WAC programme (collaborative initiative of UNCHS - Habitat and UNEP) supports African countries to manage the urban water crisis and to protect the water resources
- Its objectives are:
  - Operationalising an effective Water Demand Management (WDM) strategy in six demonstration cities for efficient water use by domestic users, industry and public institutions.
  - Building capacity at city level to monitor and assess pollution loads entering freshwater bodies from different sources, and putting in place early warning mechanisms for timely detection of emerging hotspots of urban pollution
  - Region wide information dissemination and awareness raising on water conservation in African Cities

## Water for African Cities: the CBT programme

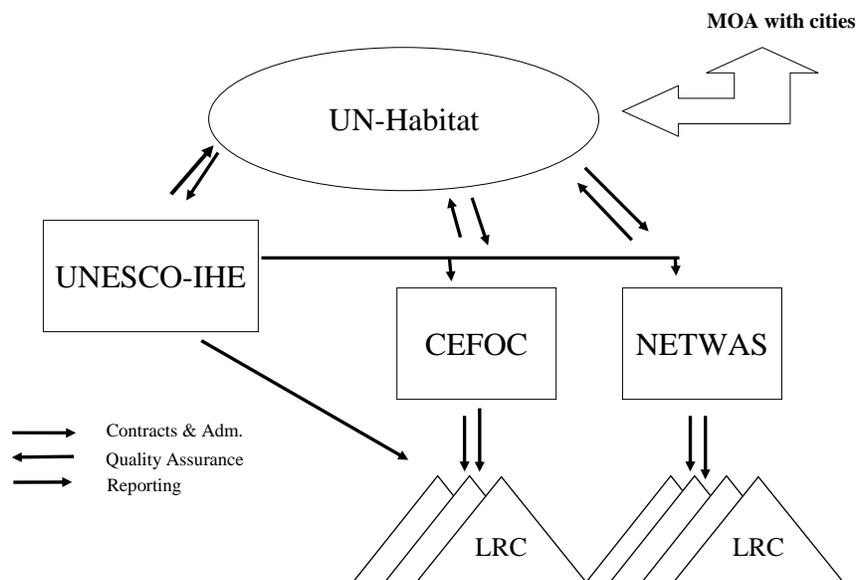
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The Capacity building and training programme:

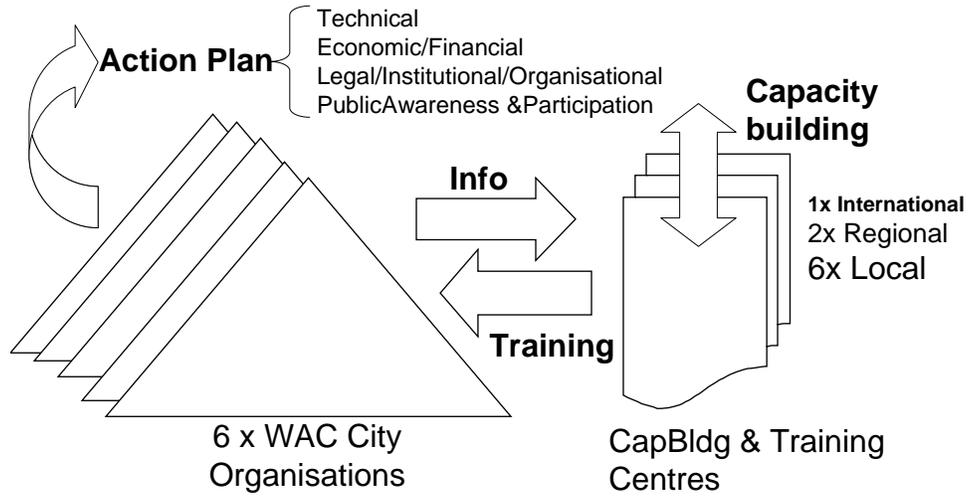
- One component will enable the dissemination of knowledge and experience to the utilities with the aim to mainstream water demand management and pollution control in the organisations.
- The second component will enable local training centres and regional resource centres to develop their capacities in designing and implementing training programmes and thus contribute to the development of sustainable training capacity at regional and national level

## Water for African Cities, the Contracts

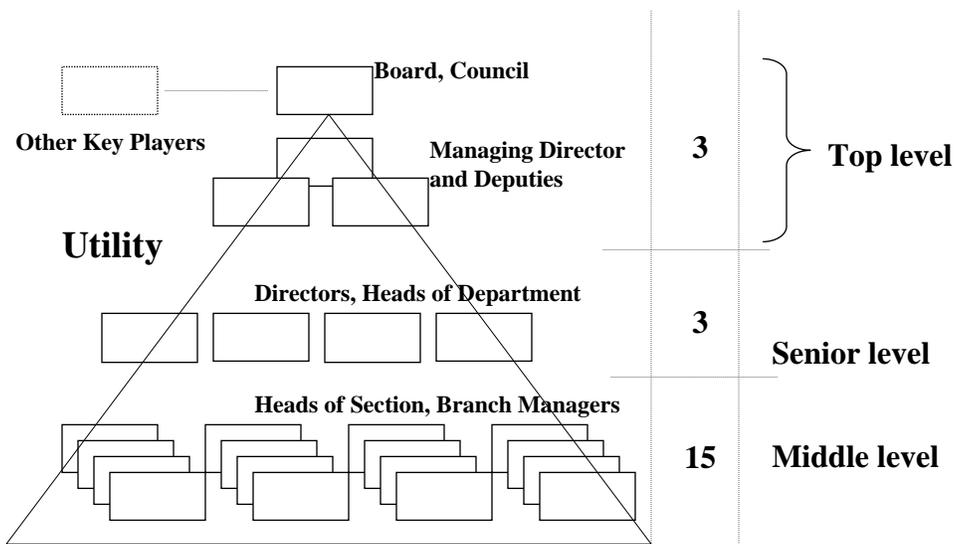
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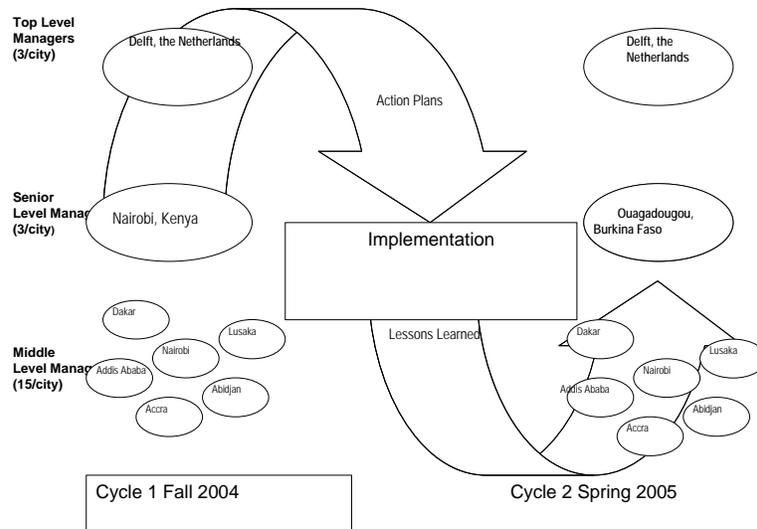
## Water for African Cities, Players and Activities



## Water for African Cities, the Target Groups



## Water for African Cities – the Action Planning Approach



## Water for African Cities, Training/Seminar Design

### Training Design: each group 2 trainings

- **Objective:**
    - Mainstream and operationalise WDM and EM throughout the utility and beyond
  - **Upon completion of the training/seminar, the participant:**
    - appreciates the importance of WDM and EM...
    - understands the approaches.....
    - knows the methods.....
    - knows strategies across WAC.....
    - knows related activities and results.....
    - understands own position and role, expected contribution and required levels of cooperation....
    - understands and is able to design a Project Matrix using LFA and a Schedule using MS Project or equivalent.....
    - prepares situational analysis of work situation; identifies and evaluates alternative WDM/EM projects; selects, details and implements most beneficial project(s).....
- I. General  
 ↓  
 II. WAC/  
 own utility  
 ↓  
 III. Action  
 Plan

## Water for African Cities: evaluation (1)

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- Long-term impact not yet known, but
  - Training focused on real problems, good content, and had practical orientation
  - Training provided platform for multi-disciplinary sharing, this lead to integral definition of problems and plan
  - Some action plans were implemented
  - Skills from MLM 1 were used to set targets for performance contracts and divisional work plans
  
- 'Action Planning approach' was be very useful:
  - Provided an opportunity for execution & monitoring of plans
  - It showed that participants have difficulty with realistic planning, revised plans were much more feasible.
  - Most action plans are yet to be integrated in daily workload and/or annual budget
  - Lessons learned from 1st cycle served as good base for follow-up after the training ended

## Water for African Cities: evaluation (2)

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- Cascading system has been highly valued at all levels to institutionalise the training. However,
  - Bottom-up approach did not always work.
  - Turnover of high level staff had a negative impact on the consistency in follow up and supervision
  - Participants at different levels were not always in the same 'hierarchical line'

### Conclusions

- Level 1 (learning impact): learning objectives have been attained
- Level 2 (impact on individual performance): varies between managers, e.g. action plans not always realistic
- Level 3 (functional & organisational improvement): Clear indication of impact in some city organisations



**Thank You!**