

CAFOD's Management Response to Recommendations arising from Water Internal Learning Review 2014

Recommendation	Accept, partially accept or reject?	Commentary
<p>1. CAFOD should continue to support partners' work in water and will be better equipped to do so with an understanding of minimum standards, our strengths in approaches to water, and the countries in which this has been identified as an ongoing strategic priority/area of need.</p>	<p>Partially accept</p>	<p>While CAFOD has committed under its <i>Towards 2020</i> strategic intent to further strengthening its capacity and work in WASH emergency response work, this recommendation is only partially accepted as CAFOD's future resourcing for long-term development water projects will be dependent on the extent to which water is prioritised in CSPs, reflecting partners' priorities.</p> <p>CAFOD's international leadership groups will give a clear steer on whether and how CAFOD can support countries where water is a clear priority, eg based on the capacities and learning built up via Match Fund 2012 funding. The commitment to build WASH capacity in emergency response does not preclude a more holistic response to building partner capacity in WASH/Water Resource Management (WRM) or subsuming future water work under its broader Resilience and Sustainability approach to development programming. However, this will be dependent upon (a) CAFOD's availability for time-bound strategic investment funding for this, (b) ability to raise institutional funding for such work, or (c) diversion of existing CGF grant funding to water. When such opportunities become available, a coordinated approach to long-term capacity building of partners in water will be adopted, allowing partners to:</p> <ul style="list-style-type: none"> • Respond to needs identified in CSPs and partner capacity assessments arising from this • Develop advocacy plans to address the systemic causes of lack of access to safe water • Have the capacity to provide WASH support as part of a humanitarian response to a crisis as needed. • Transition between humanitarian WASH work to development water work, or vice versa, as needed. <p>CAFOD is committed to ensuring we build on the learning and capacities developed through Match Fund 2012 so that the benefits of Match Fund 2012 can be consolidated and sustained for our partners, and factored into future communications to supporters relating to our water work. We are also now embedding WASH/WRM standards in CAFOD's Programme Cycle Management (PCM) systems and as a result of our learning from Match Fund 2012. These will also provide a foundation for future water programming and institutional funding proposals.</p>

<p>2. In supporting partners' work on water, CAFOD should promote an integrated approach, building on existing knowledge and strengths in:</p> <ul style="list-style-type: none"> a. Equality and Dignity b. Resilience and sustainability 	<p>Partially accept</p>	<p>CAFOD recognises and adopts three broad approaches in its thematic programming - targeted, integrated and mainstreaming. The extent to which water is absorbed as part of an integrated approach in project design depends on which approach is taken.</p> <p>Integration is already underway in our East Africa programme and is an increasingly relevant approach in programmes such as Niger and Zimbabwe, which are responding to water needs as a component of a broader resilience and sustainability approach.</p> <p>We accept that taking an integrated approach to water in project design can help mitigate risk of project failure, for example, when providing water for agriculture without considering availability of safe drinking water (increased accessibility of water in shallow wells can act as a driver for communities to use these as a source of drinking water and shallow and unprotected wells run a high risk of contamination and may cause illness in communities).</p> <p>Integrated approaches can also provide added value to CAFOD's core work. In DRC, for instance, training women in managing water has been a means to empower them to address broader governance issues with local government structures, and encouraged them to actively participate in electoral processes.</p> <p>As well as taking an integrated approach to water as a cross-cutting theme, CAFOD also recognises the need to adopt a holistic approach to water. Both our Match Fund 2012 Mid-Term Review (MTR) and this Internal Learning Review (ILR) recommend that we encourage and support partners to evaluate all water uses in a project area (water for livelihoods and basic needs) where partners are aiming to respond directly to water needs. (A multiple use of water services approach provides guidance on the methodology of implementing this). As holistic ways of working are core to CAFOD's partnership approach, the inherent value of an integrated programming approach - which reflects the complexity and interlinked nature of community perspectives, rather than a stand-alone thematic approach – is a natural and important fit for us.</p>
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<p>3. Wherever water is identified with partners as a priority, CAFOD should provide clear guidance on implementing water programmes and provide adequate support resources (financial and human) for their roll-out by partners.</p> <p>Where we will continue to work with partners on longer-term water programming, we should support a detailed assessment of existing technical and monitoring capacity and adequately resource and support further development of this accordingly (see new capacity building guidelines).</p>	<p>Partially accept</p>	<p>The MTR also recommended that in any future water work funded by CAFOD should we ensure partners have access to adequate technical capacity or accompaniment to enable them to develop the skills required for the safe implementation of water projects. This approach to capacity building aligns with e with our partnership policy and supporting guidance on capacity development.</p> <p>Our <i>Towards 2020</i> intent commits us to sourcing such technical support capacity locally wherever possible. Where no such resources can be identified in countries where water has been prioritised in CSPs, or where our financial stewardship or partnership policy commitments prohibit this, we will seek alternative models for resourcing this. In either case, we will ensure that all CAFOD-funded water projects meet globally-accepted standards and partners are confident in being able to deliver on these.</p> <p>In prioritising investment in CAFOD’s WASH capacity as a priority for humanitarian response we recognise that partners’ emergency preparedness capacity for WASH response is best developed <u>before</u> emergencies hit, so that they have the skills and networks to respond. To this end, we will consider in partner capacity assessments and development plans more systematic approaches to building the capacity of partners to deliver WASH in development programmes as well, so as to further enhance the effectiveness of any humanitarian WASH response in which they are subsequently involved.</p> <p>Globally-accepted standards will provide the basis for partner capacity assessments and for supporting programme quality assurance. Where CAFOD does not have the resources to adequately support the capacity development of WASH for partners, or cannot broker partner access to such support from others, we will not fund work in water where the potential risk of harming communities is assessed to be too great. However, we will continue to support partner capacity development where this is identified and agreed as a priority in country capacity development plans.</p>
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<p>4. To allow partners to develop in their knowledge and expertise CAFOD should continue to support learning and innovation.</p>	<p>Partially accept</p>	<p>CAFOD recognises that to ensure partners have effective capacity development support in their water work, we must first understand their current capacity. We have developed a ‘step ladder approach’ to this which can be used with partners to analyse current capacities and support them in developing an effective capacity development plan.</p> <p>Our approach to capacity development for WASH will be part of our wider understanding of effective approaches for longer-term behaviour change, which we believe are best achieved through long-term partner accompaniment rather than one-off training. This type of support will be required to support the delivery of CAFOD’s country strategies that have identified water as a priority area of work. To deliver on these commitments, CAFOD will work with its partners to identify appropriate and affordable ways of providing and resourcing adequate technical support for developing the capacity of partners. Wherever possible, we will prioritise use of locally sourced providers.</p>
<p>5. Future distribution of financial resources in a timed programme such as Match-Fund should focus on fewer partners with more financial and human resources to enable greater impacts for communities and effective capacity building for partners.</p>	<p>Partially accept</p>	<p>Equality of opportunity across regions to bid for Match Funds was a key principle underlying CAFOD’s Match Funds internal bidding process. However, we recognise that this had impacts on the allocation of resources further along our development ‘value chain’ at country, partner, diocesan and community levels. As a result, the impact of multiple small-scale projects can sometimes be dissipated with not all WASH projects reaching global standards for 100% water coverage in communities supported. For example, we have learnt how partners in DRC have provided one excellent toilet block for a school of 700 children. However, due to the limited scale of the project, this block did not provide adequate sanitation coverage for the children, and therefore was unlikely to show any long-term health benefits for those it was intended to support.</p> <p>While future allocations of Match Funding awards will focus on up to just 3 countries, we recognise our need to provide more guidance to partners for supporting 100% WASH coverage in communities. We appreciate that this is challenging at a diocesan level, but may be necessary to ensure effective projects with quality and sustainable outcomes, and reflect that fact that CAFOD is operating within globally recognised water standards. Through our commitment in <i>Towards 2020</i> towards greater collaboration and coordination with other Caritas agencies working on water will help us collectively address these challenges.</p>

<p>6. CAFOD must ensure that its staff and partners have adequate human resources to implement effective approaches to water.</p>	<p>Fully accept</p>	<p>Where we have committed to continue working in water in CSPs, we will ensure that partners have access to adequate technical support to help them deliver safe, effective and sustainable projects that align with globally-recognised standards.</p> <p>Our priority is to source technical support at a country or regional level, ideally that which can provide long-term accompaniment to build the capacity of partners. However, where there are gaps in terms of capacity to support institutionally-funded water programme planning, design and M&E - particularly within complex multi-country bids - CAFOD will consider how best to support this work through other sources.</p> <p>We will also – as part of our transition planning to realise <i>Towards 2020</i> - explore alternative options for this, such as accessing or building a pool of reliable (preferably local) consultants (also recommended in the MTR). This would support short-term needs rather than provide a long-term accompaniment model, but would also require work to identify suitable candidates and induct them in globally-recognised standards.</p>
<p>7. To ensure good stewardship and sustainability of the capacity already built by partners in/through our Match Fund projects, it is important to provide clarity on the longer-term post-project scenario with each partner.</p>	<p>Partially accept</p>	<p>We accept CAFOD's need to improve its exit and sustainability planning for water projects, including those match funded, particularly for partners wishing to build further on the technical capacity they have developed under institutionally funded work. This is key to our understanding of both relational and financial stewardship but it is also prudent for us to invest in this given its benefits for positioning CAFOD and partners for future institutional funding bids and appeals to supporters. It also strengthens the integrity of our water capacity building efforts with partners, especially when they have identified ongoing or new community needs and are learning how best to address them.</p>