

Cap-Net Phase 3

**Capacity Building for Sustainable Development of Water Resources
in a context of Changing Climate – Cap-Net.**

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**Strategic Plan.
January 2010- December 2013**



Cap-Net is UNDP's global network to strengthen capacity building at the local level towards sustainable management and development of water resources and improved access to water supply and sanitation.

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Preface.

The UNDP Strategic Plan 2008-2013 “sets the overall direction for support to programme countries to achieve national development objectives related to the goal of accelerating progress on human development.” It guides UNDP programme activities around four focus areas: poverty reduction, democratic governance, crisis prevention and recovery, and environment and sustainable development.

The Cap-Net project is fully aligned with the UNDP Strategic Plan, in particular emphasising support to capacity development leading to enhanced national and local capacities for human development and achievement of the MDGs. Cap-Net pursues capacity development across the four focus areas of UNDP (poverty reduction, democratic governance, crisis prevention and recovery, and environment and sustainable development) through the lens of water resources management, water being a central element of the MDGs and fundamental to social and economic development.

Specifically within the context of environment and sustainable development Cap-Net Phase III will primarily contribute towards the sub-themes of *Mainstreaming environment and energy* and *Promoting adaptation to climate change*. This will be done through:

1. Capacity building addressing sustainable management of water resources.
 - More efficient and effective management of water resources, adopting the principles of IWRM, will reduce wastage and conflict, increase efficiency and economic return, increase equity of access for all uses including water supply and sanitation for the poor.
 - Improved management of water resources is one of the most important strategies to prepare for and mitigate impacts of climate variability and will increasingly become a prime motivator for improved water management.
2. Strengthening partnerships.
 - South-south collaboration through national and regional networks of experts forms a key strategy for project implementation;
 - International partnerships, particularly across UN agencies, improve aid effectiveness and impact on the ground and is an important expected outcome of the project.
3. Sharing knowledge.
 - Cap-Net will promote south – south sharing of experience, impacting on education systems, local knowledge centres and capacity building activities on the ground. Drawing in international agencies with local experts has proven to be an effective tool for scaling up good practice.
 - Promoting adaptation to climate change and good water management practices will be achieved through knowledge development and exchange. Making information freely available, particularly to trainers and educators will aid the adoption and application of knowledge at the local level.

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Programme Summary

Cap-Net is UNDP's global network to strengthen capacity building at the local level towards sustainable management and development of water resources and improved access to water supply and sanitation. Cap-Net is made up of a partnership of autonomous international, regional and national institutions and networks committed to capacity building in the water sector and has accumulated 7 years of experience of capacity development. Two external evaluations have been very positive about the role and long term benefits of the programme.

A new 4 year phase, beginning in January 2010, is being developed building on experience and new developments in the water sector. The planned budget of US\$14m is supplemented by local contributions and counterpart funding of activities. Given the current global financial crisis the possibility of a reduced (maintenance) budget for two years is catered for with a slower start up period and a 4 year budget of US\$11m. If a maintenance option is selected in years 2010-11 the programme focus will be on climate change adaptation and implementing IWRM.

Capacity building for sustainable management of water resources remains the core theme with special attention to supporting actions on the ground and a focus on performance of water management institutions. River basin organisations and water utilities are identified as major targets for action.

Climate change is an extremely important global issue and is central within the capacity building programme. Improved water resources management is one of the most effective adaptations for addressing climate variability and climate change provides new impetus for attention to the way water resources are managed. Specific climate change capacity development actions will additionally address flood and drought management. Flood management will be undertaken in partnership with the World Meteorological Organisation and will scale up capacity development on urban flood management, community flood management and preparing for disasters. Drought has been a very neglected issue among water professionals and this component of climate change will receive particular attention in Africa looking at methods for water recharge, water retention and water re-use. Given that the frequency of hydro-climatic disasters is expected to increase, attention will also be given to livelihoods of the poor with a focus on community management. Climate change will also be integrated into capacity development for water supply and sanitation through ongoing work with water utilities.

An important outcome of the Cap-Net programme is strengthening the knowledge base within national knowledge institutions and sharing on-the-ground experience for application in other countries and regions. This is achieved through networks of capacity builders across most of the developing world and the network will be further extended. These networks have already proven to be effective tools for development and will be further strengthened through greater attention by Cap-Net to network income generation, cost recovery and sustainability of actions.

As a complement to the local level actions of Cap-Net, a stronger role in the programme will be given to partnerships with international organisations. The Cap-Net structure is a useful tool for supporting partners' capacity development objectives and has worked successfully in the past bringing benefits to all parties.

The external evaluation strongly suggested a medium term plan for Cap-Net of 10 – 15 years. The present phase will design and begin to implement such a strategy after examining all of the options.

The Cap-Net programme will deliver:

- Capacity development to implement the IWRM approach in the context of a changing climate;
- Good quality training materials on water resources management and climate change that brings in local and international knowledge and are scaled out across the world;
- Actions that address livelihoods of the poor by improving social equity in water resources management and developing resilience to climate change;
- Improved impact and coherence of international capacity development activities on water through partnerships with local level networks of capacity builders and strong links with international organisations;
- Improved cost recovery by partner networks increasing sustainability of the network and leverage of Cap-Net.
- Programme assessment that enables the outputs and outcomes of the capacity building programme to be identified.

1. Introduction and background.

1.1 Introduction.

Since the Earth Summit in Rio de Janeiro in 1992 society has been challenged to achieve sustainable development of water resources. The Global Water Partnership was formed in 1997 to take forward at the international level the promotion of the sustainable management of water resources under the approach and principles embodied in the name of Integrated Water Resources Management (IWRM). IWRM has now been widely accepted as an approach to water resources management with the call at the World Summit on Sustainable Development in 2002 for all countries to develop IWRM and water efficiency plans.

As the United Nation's principal provider of development assistance the United Nations Development Programme (UNDP) is well placed to provide international support to capacity building initiatives on water.

Water sector reforms towards achievement of sustainable management and development of water resources require significant capacity development. Poor people, women and children who depend on their natural resources to survive, are often negatively affected by current water management systems and may not benefit optimally from water sector reforms. Capacity building for the water sector was taken up by UNDP in the Cap-Net project which endorses the principles behind the integrated water resources management (IWRM) approach.

Climate change concerns have risen high on the agenda and any changes in climate will have significant impacts on water, on water related disasters and therefore also on livelihoods. Climate change must therefore be a central concern of any capacity building programme on water and aim to build resilience and adaptability to climate change.

The programme will address the capacity challenges posed by the MDGs in particular focusing on support to implementation of water sector reform and the scaling up of water supply and sanitation service delivery. The programme will emphasise the goal of sustainable management of water resources within the context of developing sustainable livelihoods and adaptation to a changing climate. Monitoring and indicators for assessing capacity needs, performance and impact are demonstrably lacking and comprise an important aspect of the programme.

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- Improved impact and coherence of international capacity development activities on water through partnerships with local level networks of capacity builders and strong links with international organisations;
- Improved cost recovery by partner networks increasing sustainability of the network and leverage of Cap-Net.
- Programme assessment that enables the outputs and outcomes of the capacity building programme to be identified.

1.2 Background

Cap-Net started in 2002, funded by The Netherlands government, as a programme to address capacity needs emerging as a result of the promotion of IWRM and the subsequent water

sector reforms taking place in many countries. The Cap-Net programme adopted a strategy of working through capacity builders at the local level and received a positive evaluation towards the end of the first phase in 2005. A second phase followed with broader funding support from Sweden, The Netherlands and the European Union. The broad capacity building strategy remained the same but with increased attention being given, by a now mature programme, to impact on the ground. An evaluation in 2008/9 was very positive about the contribution of Cap-Net and the unique approach being adopted by a global programme to achieve impact on the ground on a wide scale and recommended a long term role for Cap-Net.

Cap-Net has a simple strategy of developing capacity to manage water resources through networks of capacity builders at country and regional level across the world. In the first phase most emphasis was on the development of the networks and the establishment of some core knowledge on IWRM. As the networks matured there was an increased attention to delivery of capacity building actions and that formed the focus of the second phase. During the second phase attention was also given to the deepening of knowledge on how IWRM should be implemented and to the targeting of capacity building activities towards IWRM implementation.

Experience arising from Cap-Net suggests a range of short, medium and long term capacity related challenges.

- Short term challenges revolve around assembling knowledge and materials on IWRM, implementation, on climate change and how to build sustainability in network operations. Learning how affected communities currently cope with climate variation is an immediate input to adaptation advice for potentially impacted communities in the future. Dissemination of this information through training or other means can be achieved in a relatively short time frame.
- Medium term challenges are the adoption and implementation of new knowledge. The implementation of IWRM approach with accompanying institutional reforms, social (and gender) equity and improved management practices on the ground takes time due to the need for legal reforms or overcoming political, institutional and cultural resistance. This also conditions the impact on how the poor can benefit from better and more consistent access to water which therefore becomes a medium to long term challenge. Impacts of capacity building and sector reform are therefore harder to identify and slow to appear.
- Long term challenges revolve around the normally slow process of institutional reforms and the gradual process of climate change. Capacity development can help to motivate for change and to prepare for change. As climate change is a long term process it will be hard to assess the benefits of action now although early action is essential. The impact of capacity development to build resilience and to protect the livelihoods of the poor from climate change events is long term and will be difficult to measure except in terms of intermediate outcomes.

Issues addressed in Cap-Net
- IWRM;
- Groundwater management;
- Gender;
- River Basin Organisations;
- Climate change adaptation;
- Flood management;
- Hydro-climatic disasters;
- Corruption;
- Water Utilities;
- Conflict Resolution;
- Economic instruments.

Other key experience has been derived from the first two phases of Cap-Net and this includes:

- Reforms not reaching the ground;
- Performance measurement;
- Climate change awareness.

Reforms not reaching the ground. A great deal of attention has been given to water sector reform at national and transboundary levels with appropriate capacity building but it is clear that much more attention needs to be given to changing actual water management practices on the ground. Serious problems remain with water allocation, pollution management and monitoring systems to mention a few practical aspects of water management.

Equity issues, gender issues, poverty and sustainability are proving difficult to address in a concerted way until there is an effective water management framework in place on the ground where decisions making systems are more predictable.

Performance measurement. Measuring performance of water management is not yet an accepted practice but it is an essential component for assessing impact of capacity building actions and justifying appropriate interventions. One of the more useful means to measure capacity of individuals and institutions is to measure their performance in aspects of water resources management. Ultimately we are aiming for improved management of our water resources and so it is appropriate to home in on the need for performance indicators. The absence of any widely adopted tools to measure water management practice is a major obstacle.

Climate change awareness. Concerns over climate change are beginning to impact on decision makers providing an opportunity to build political commitment towards better water management practices. The main impact of climate change will be on water and whilst the actual direction of change is uncertain for most countries, there is an urgency to respond to the need for more information to assist in preparedness and adaptation. Improved water resources management, sharing and codifying good practices of flood management and drought management, win –win infrastructure development, and building the coping capacity of communities are all essential capacity building actions to fill this need.

2. Programme design.

2.1 Development Objective.

Sustainable management and development of water resources and improved access to basic water supply and sanitation services are benefiting the poor and contributing to improvement of livelihoods, environmental sustainability and reduced vulnerability to climate change.

Rationale: The aim of capacity building on water is to achieve more sustainable management of water resources and, while there are many other factors involved, capacity building is certainly an important component. More efficient and effective management of water resources, adopting the principles of IWRM, will reduce wastage and conflict, increase efficiency and economic return, increase equity of access for all uses including water supply and sanitation for the poor. Livelihoods and poverty are impacted positively by reliable and predictable access to water resources.

Floods and droughts have enormous impacts on growth and development as well as direct devastating impacts on people, usually the poor and most vulnerable. The risks of these extreme events as well as the risk of changes in water availability are increasing as climate change becomes more evident. Improved management of water resources is one of the most important strategies to prepare for and mitigate impacts of climate variability and will increasingly become a prime motivator for improved water management.

More sustainable management of our water resources are therefore a high order priority with the potential for large impacts on human well being, poverty reduction, social and economic development and the environment.

2.2 Immediate objectives.

There are three immediate objectives:

- Capacity Development;
- Strengthening Partnership;
- Knowledge Management.

- a. **Capacity Development:** To build capacity of institutions and individuals to manage, develop and use water resources sustainably, and to adapt to increasing climate variability within a context that addresses gender equity and sustainable livelihoods.

Rationale: Water sector reforms continue in many countries as a result of problems arising from poor management practices. Few countries can claim to have implemented water resources management that follows the principles of IWRM and most interventions to date have been at the level of legal and institutional reforms. There is continued need to support improvement of water management practices on the ground particularly when it comes to issues such as water allocation, pollution management, groundwater management and monitoring systems. These functions lie at the base of water management and in many cases remain unchanged from the bad practices of the past resulting in benefits accruing to the better off and continued harm to the poor.

Water users are an important target of the programme as they are unfamiliar with the implications of water resources management yet as users they have a great impact on water availability, quality and socio-economic development.

The increasing conviction of the reality of climate change provides even more urgency to the reform of water resources management. Widely predicted to cause more extreme weather conditions and change the pattern of rainfall, the biggest impact of climate change is going to be on water. Managing vulnerability to floods and droughts as well as changes in water availability largely comes down to better water resources management. Capacity needs to be developed on how to adapt to climate change, managing floods, droughts and establishing responsive water management regimes.

Around these capacity needs swirl the needs of the poor. They remain disadvantaged without access to water services or water for productive use. They are also most impacted by variability in climate, especially floods and droughts. Improving capacity for sustainable management and use of water resources, following the principles of IWRM, will benefit the poor by improving their access to water services and building resilience to climate change impacts.

The programme will further the implementation of IWRM with water sector practitioners and water institutions, especially river basin organisations. Building on indicators of IWRM performance the project will target water management practices that make up IWRM. This will primarily mean training. Training will be outcome oriented, demand driven and promote a cost recovery practices by local capacity builders.

Close partnership with UN-Habitat and IWA will support an initiative to promote improved water management in water utilities. In particular this will focus on water safety plans and water demand management. Building a network of utility capacity building expertise will be one goal to assist the global scaling up of capacity development in utility water management.

- b. **Strengthening partnerships.** To improve water management practices by:
- using effective networks of capacity builders to impact on the ground, and
 - developing partnerships with international agencies to improve their outreach and collaboration on capacity building.

Rationale: Many effective capacity building networks already exist and will be partners to the Cap-Net programme enabling it to take ideas to scale and reach out globally. These networks are most effective at catalysing change, bringing in new ideas to the country or region and facilitating the uptake of this knowledge by traditional knowledge centres, government and various service providers. The networks provide an opportunity for the project to have almost global impact. The project will therefore work to support these and new networks and build linkages between them for improved knowledge exchange. Building linkages between capacity building experts in utility water management will be the basis of a new network to support water utilities.

International agencies such as the Global Water Partnership and various UN Water agencies have capacity building high on their agenda. The Cap-Net project can provide a valuable tool for them to both develop effective capacity building programmes but also to deliver such programmes in the most effective way for sustained impact. The project will aim to increase these partnerships and provide a greater service to these organisations than in the past. In particular the project has several key partners for implementation in the coming period – World Meteorological Organisation; UN-Habitat; Global Water Partnership; UNESCO-IHE and SIWI. Some of these are important for further development of the climate change adaptation strategy and the scaling up of climate change actions. These partnerships are described in more detail below.

- c. **Knowledge management.** To develop and implement knowledge management systems that ensure access to the best of international and local knowledge, measure the effectiveness of capacity building services, and establish indicators and monitoring systems.

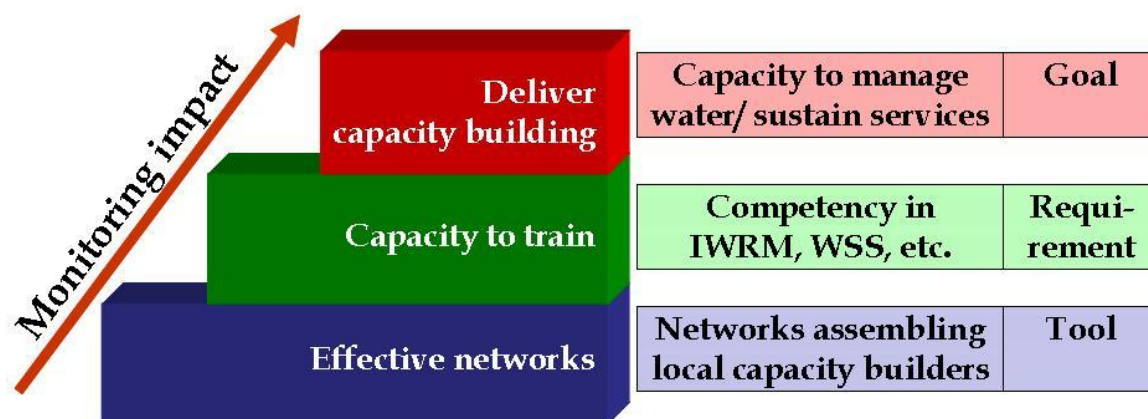
Rationale: The sharing and exchange of experience on water management is fundamental to good capacity development. Many lessons exist across the Cap-Net network and can be built into good practice, shared electronically and through capacity building actions. The assembly of this good practice to address neglected water management practices is central to the Cap-Net programme. A web site in both Spanish and English serves as one of the main tools to improve access and exchange of water knowledge. With good knowledge management systems Cap-Net is able to assemble and share experience globally, impacting on education systems, local knowledge centres and capacity building activities on the ground. Drawing together international agencies and local experts has proven to be an effective tool for scaling up good practice.

Knowledge needs to be gathered and interpreted on how existing communities are coping with floods and droughts as a means to support other communities who may become affected in the future. Good practices on pollution management, water allocation, catchment planning and water resources assessment need to be documented and consideration given as to how these systems can be made more suitable to changing and more variable climate scenarios.

However a continued challenge is how to measure that capacity building and knowledge management activities are having an impact. This is especially difficult as there are no widely accepted tools/ indicators to measure good water resources management. The project will build a strong component of monitoring of capacity building outcomes and will promote the adoption of indicators for the measurement of water management performance.

2.3 Strategy

Cap-Net has used the strategy of working with networks of capacity builders across the world as a means to reach many professionals, achieve impact on the ground and also to embed new knowledge from the programme into existing capacity building institutions across the world. This strategy has proved very effective and will continue. Cap-Net will be receptive to new openings to impact on knowledge transfer and new partnerships where there are strategic opportunities to increase impact on the ground.



IWRM means thinking beyond technology and infrastructure to management practices and systems. The development of new training materials, building on local experience as well as international accepted principles, is an important means of building consistency in action across continents, countries and basins. The programme will promote materials and programmes that address areas of weakness in water management as a means to stimulate interest, demand and change.

Cap-Net will forge strong ties with the international agencies to seek mutual benefit and to ensure maximum use is made of the capacity building networks as a catalyst for change. The network structure of Cap-Net can provide a unique opportunity for international agencies to reach out and achieve impact while at the same time Cap-Net can assist in ensuring capacity building from the international level draws on experience from the ground and is of a good quality. This linkage between global initiatives and relevance on the ground is an important contribution that Cap-Net can bring.

Measuring impact of capacity building can be difficult especially as the most important means of measurement is performance. Performance is impacted by many issues and it may be difficult to easily separate the effect of capacity building actions. Promotion of performance assessment at the institutional level and intermediary assessment of capacity building is an important component of the strategy.

2.4 Outputs, outcomes and impacts.

The outputs of the three immediate objectives are:

Objective 1. Capacity Development: To build capacity of institutions and individuals to manage, develop and use water resources sustainably, and to adapt to increasing climate variability within a context that addresses gender equity and sustainable livelihoods.

Output 1.1.

Capacity is developed in 2000 water stakeholders and practitioners and 30 river basin organisations to improve water management practices addressing water resources management functions such as allocation, pollution, planning, financial management, monitoring and climate change adaptation.

Example Activities:

- Use indicators to identify knowledge and skill gaps in river basin organisations;
- Focus on basin organisations for skills improvement and impact on the ground;
- Training of water practitioners and stakeholders in skills development.

Output 1.2.

1000 stakeholders and practitioners from the water supply and sanitation sector and from agriculture plus 40 water utilities will improve their capacity to manage water resources sustainably and adapt to a changing climate.

Example Activities:

- Implement training of water utilities in water safety plans and water demand management;
- Facilitate exchange and learning between water utilities;
- Promote IWRM, water demand management and water efficiency in agriculture
- Training of agriculture practitioners, managers and planners in water resources management.

Output 1.3

Capacity development on coping with climate change will reach out to communities in 12 countries, 1000 water managers and stakeholders. This will also impact in other project areas of capacity development and knowledge management.

Example Activities:

- Capacity building on climate change and IWRM; and hydroclimatic disasters.
- Targeting community flood management, urban flood management, adaptation and coping mechanisms;
- Water recharge, retention and re-use in drought management.

Output 1.4

The next generation of men and women will be exposed to water resources management and climate change in 15 countries through educational activities implemented using materials, tools and educational programmes developed in the Cap-Net programme.

Example Activities:

- Development of e learning programmes;
- Incorporation of IWRM and climate information into teaching and educational curricula;

Capacity Building Outcomes:

Competence is in place resulting in improved management of water resources and delivery of water and sanitation services and accelerating implementation of IWRM. Knowledge on climate change adaptation and the relevance of water resources management is widely available and training materials taken up by many local capacity building programmes.

Capacity Building Impacts:

Water resources management practices are improved and increasingly take into account climate change risks in planning and implementation, benefiting rural

communities and the poor. Water resources management instruments are applied in addressing climate change impacts and assisting communities in their adaptation. Water and sanitation services in urban areas are improved following the implementation of water safety plans.

Objective 2. Strengthening partnerships. To improve scaling up of best practice by:

- using effective networks of capacity builders to impact on the ground, and
- developing partnerships with international agencies to improve their outreach and impact from capacity development.

Output 2.1

100 trainers from 25 capacity building networks have skills developed in their membership in aspects of water resources management, water supply and sanitation and climate change.

Example Activities:

- training of trainers;
- exchange of facilitators/ expertise between networks;

Output 2.2

25 networks are assisted to achieve effective implementation and develop membership relevant to capacity needs in the water sector.

Example Activities:

- Core support to network development, website, membership;
- Meetings and exchange between networks;
- Sharing of management tools to assist operations;

Output 2.3

Cap-Net builds partnership with 10 key international agencies to support the achievement of common goals for capacity development in water management.

Example Activities:

- Formal and informal partnership agreements are reached with 10 international agencies.
- Training programmes and materials are developed bringing network experience from the ground together with experience of international partners.
- Cooperative programmes of action between international partners and capacity building networks support training activities on the ground in climate change; environment; agricultural water use; river basin management and others.

Outcomes from Strengthening Partnerships:

Capacity building networks use multidisciplinary skills of competent members to scale up capacity building and actively support implementation programmes.

International partners collaborate with Cap-Net as a means to effectively transfer their knowledge and programmes for widespread implementation on the ground.

Impacts from Strengthening Partnerships:

Capacity building networks are the regional/ country focal point for capacity building on climate change adaptation, water resources management and water supply and sanitation.

Partners are achieving greater success in implementing their programmes and scaling out by working with Cap-Net.

Objective 3. Knowledge management. To develop and implement knowledge management systems that ensure access to the best of international and local knowledge, measure the effectiveness of capacity building services, and establish indicators and monitoring systems.

Output 3.1

Six new training materials are developed in aspects of water management and climate change that support improved water management on the ground.

Example Activities:

- Expert teams from networks and international agencies develop training materials on drought management; water use efficiency in agriculture; community flood management; and others
- Materials are translated and made available in at least 4 languages.

Output 3.2

The Cap-Net website is maintained in English and Spanish and improved with data bases on capacity building expertise, training materials and training activities and news to promote improved knowledge access and dissemination.

Example Activities:

- Building and maintaining a database of expertise in the networks;
- Distributing publicity and electronic newsletter to subscribers on a regular basis;
- Uploading training and other capacity building information for open source use by capacity builders around the world;

Output 3.3

Indicators and monitoring systems are developed both for the capacity building programme and for water resources management which are incorporated into a monitoring and learning plan.

Example Activities:

- Indicators of network performance are established and used as a basis to support network development and action plans.
- A monitoring report is produced annually showing the outputs and the outcomes of the capacity building actions and materials development activities of the project.
- Indicators of water resources management performance, especially by river basin organisations are promoted and used to identify capacity building needs.

Knowledge Management Outcome

Knowledge management systems ensure access to the best of international and local knowledge and measure the effectiveness of capacity building services through indicators and monitoring systems.

Training and education programmes of capacity building institutions are adapted based on available and developed materials and measurement of their effectiveness through monitoring and evaluation.

Knowledge Management Impact

Widespread adoption of Cap-Net materials in capacity building activities for professionals and students improves water governance and climate change adaptation at river basin level and improves water management in utilities and agriculture improving access to services and improving environmental sustainability.

Dissemination of knowledge and skills is effectively taking place within and across regions bringing coordination and cooperation for capacity building by competent national and regional institutions.

2.5 Budget and inputs

The programme has shown the ability to build effective partnerships and have a significant impact with a budget in the region of US\$14m over 4 years. An outline budget is given in Table 3. The strategy of Cap-Net is to encourage ownership of networks at the local level and a demand/need driven approach to capacity building activities. This is primarily achieved through budget mechanisms. As a result there is approximately 100% leverage of capacity building actions with contributions from the local level (Government, local organisations, other donors) as Cap-Net aims for a maximum of 50% contribution to capacity building activities. There is a lot of in-kind/voluntary time put into network management also as Cap-Net contributes a limited amount to core support. The evaluation recommended that a greater support is provided to networks and that will be implemented in a manner that does not undermine local ownership.

Table 3. Outline budget.

	Year				Total
	1	2	3	4	
By objective and output.					
1. Delivery of capacity building	1,320,000	1,320,000	1,320,000	1,320,000	5,280,000
1.1 IWRM, River basin management	490,000	490,000	490,000	490,000	
1.2 Water supply and sanitation, agriculture and environment	265,000	265,000	265,000	265,000	
1.3 Climate change	470,000	470,000	470,000	470,000	
1.4 Education programmes	95,000	95,000	95,000	95,000	
2. Strengthening partnership	700,000	700,000	700,000	700,000	2,800,000
2.1 Capacity builders trained	215,000	215,000	215,000	215,000	
2.2 Network management	335,000	335,000	335,000	335,000	
2.3 Partnership development	150,000	150,000	150,000	150,000	
3. Knowledge management	475,000	475,000	475,000	475,000	1,900,000
3.1 Training material developed	310,000	310,000	310,000	310,000	
3.2 Website maintained in English and Spanish	70,000	70,000	70,000	70,000	
3.3 Monitoring and learning plan implementation	95,000	95,000	95,000	95,000	
4. Project implementation	600,000	600,000	600,000	600,000	2,400,000
International staff	390,000	390,000	390,000	390,000	
Local staff	130,000	130,000	130,000	130,000	
Office and operational costs	80,000	80,000	80,000	80,000	
UNOPS ISS ¹ 6%	185,700	185,700	185,700	185,700	742,800
UNDP GMS ² 7%	229,649	229,649	229,649	229,649	918,596
Grand total	3,510,349	3,510,349	3,510,349	3,510,349	14,041,396

Alternative funding scenario:

The current global financial crisis is likely to impact on the fund availability for Cap-Net for 2010 and into 2011. We have therefore considered an alternative funding and implementation strategy to take that into account. The strategy considers a reduced funding (Table 4) that will

¹ Implementation Support Services

² General Management Support Services

maintain the current momentum of the programme into 2010 and 2011 and allow for a phased increase through 2012 as the economy recovers. During the maintenance period 2010-11 the programme will focus on priority areas for capacity building which are climate change adaptation and implementing IWRM.

Table 4. Maintenance budget.

By objective and output.	Year				Total
	1	2	3	4	
1. Delivery of capacity building	750,000	750,000	1,320,000	1,320,000	4,140,000
1.1 IWRM, River basin management	320,000	320,000	490,000	490,000	
1.2 Water supply and sanitation, agriculture and environment	105,000	105,000	265,000	265,000	
1.3 Climate change	300,000	300,000	470,000	470,000	
1.4 Education programmes	25,000	25,000	95,000	95,000	
2. Strengthening partnership	300,000	300,000	700,000	700,000	2,000,000
2.1 Capacity builders trained	85,000	85,000	215,000	215,000	
2.2 Network management	150,000	150,000	335,000	335,000	
2.3 Partnership development	65,000	65,000	150,000	150,000	
3. Knowledge management	220,000	220,000	475,000	475,000	1,390,000
3.1 Training material developed	165,000	165,000	310,000	310,000	
3.2 Website maintained in English and Spanish	30,000	30,000	70,000	70,000	
3.3 Monitoring and learning plan implementation	25,000	25,000	95,000	95,000	
4. Project implementation	600,000	600,000	600,000	600,000	2,400,000
International staff	390,000	390,000	390,000	390,000	
Local staff	130,000	130,000	130,000	130,000	
Office and operational costs	80,000	80,000	80,000	80,000	
UNOPS ISS 6%	112,200	112,200	185,700	185,700	595,800
UNDP GMS 7%	138,754	138,754	229,649	229,649	736,806
Grand total	2,120,954	2,120,954	3,510,349	3,510,349	11,262,606

2.6 Risks and risk management.

The most important risks to successful implementation of the programme are:

1. Not maintaining relevance to needs with a related loss of impact of the programme.
2. Network and partners support to the programme not forthcoming (lack of ownership).
3. Management becoming absorbed by global priorities (derailed from needs on the ground).
4. Funding inadequate to operate at desired scale and with desired focus

Actions to management and monitor the risks are:

1. There are built in actions to manage this risk: Annual meetings with network managers, network work plans form the basis of most Cap-Net activities and operational expenditure, networks and partners involved in decision making including in the Management Board. Monitor relevance through the Monitoring Evaluation and Learning Plan. External evaluation is an independent tool to keep the programme on track.
2. Same as 1. The role of Cap-Net to provide the linkages between international partners and networks gives benefits to both parties. Reporting and monitoring allows

identification of funding support through networks and activities implemented with partners.

3. The programme is structured to respond to networks as prime clients. The MB includes networks and partners and keeps an eye on this.
4. Scaling back action can address reduced funding but with a resulting reduction in impact. Action towards mobilizing multi donor funding is ongoing to reduce vulnerability.

Other elements of risks and assumptions are included in the logical framework (Annex 1).

3. Project Management.

3.1 Project management team.

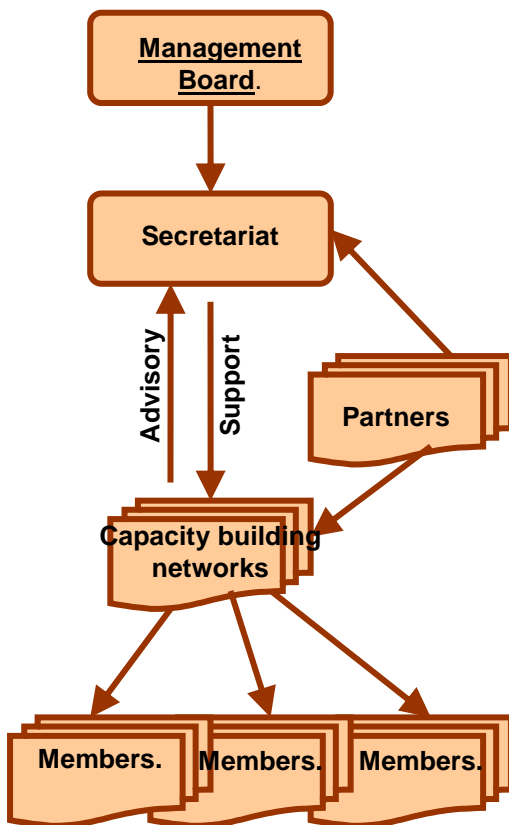


Figure 2. Management structure.

Notes to the figure.

Management Board.

Oversee and approve the budgets, work plan, progress reports and strategy.

Secretariat.

Implementation, financial and administration matters. Project strategy and monitoring. Global exchange and cooperation, partnership development

Partners.

Carry out joint implementation projects with networks or the Secretariat

Capacity building networks.

Inter-network sharing and cooperation, partnership and capacity building. Advisory role to Cap-Net and members of the Management Board.

Members.

Leadership and implementation of capacity building activities. Cooperation in materials development. Technical expertise.

Programme management consists of:

- Management Board;
- Advisory group;
- Secretariat.

The Management Board is chaired by UNDP and constituted from key partners and funding agencies. The Board oversee and approve the budgets, work plan, progress reports and appointment of staff, external evaluation and meets two times per year.

The Management Board in 2009 was made up of UNDP (1) (Chair) Donors (3) (Sida, DGIS, EU), Partners (2) (GWP, UNESCO-IHE), Networks (2) (LA WETnet, Cap-Net Lanka) and the Director of the project as the secretary. At the moment networks and partners make up half of the Management Board. This structure is to support UNDP project management with external views, particularly from expected clients and recipients of the project, and to enhance ownership and commitment to the project.

The advisory group consists of managers and coordinators of partner networks. An annual network managers meeting is used to build cooperation across networks globally, share

experience and provide input to Cap-Net strategy and work plans. Two members of the advisory group are elected to sit on the Management Board.

Cap-Net has a small secretariat of three technical professionals and two support staff responsible for programme implementation.

Director
Human Resources Development, technical Expert;
Water Resources Management, technical Expert.
Finance Associate.
Office administrator.

3.2 Financial management.

Financial management of the project will be carried out under the United Nations Office for Project Services (UNOPS) using the Atlas financial management system.

The project complies with UNOPS financial procedures and operates through the global ATLAS financial management programme. Apart from a small petty cash account there is no bank account under project control. Contracts with networks comply with UNOPS procedures and Cap-Net has developed standard reporting procedure in the Monitoring, Evaluation and Learning Plan. Supervision is provided by senior UNOPS staff with specific assignment to the Cap-Net programme. Supporting agencies are welcome to conduct an audit at the operational level.

3.3 Reporting and Monitoring.

The reports to be produced are:

- Six monthly and annual progress reports;
- Six monthly and annual financial reports;
- Annual work plan and budget.

Monitoring and evaluation will be carried out following a Monitoring and Evaluation Learning Plan that has been developed for the project. All activities are documented as part of process monitoring where location, subject, participants, gender and country are recorded. Sample activities are followed up after a period to assess outcomes and to some extent impact. An annual monitoring report will be piloted.

The project will be subject to a joint mid-term external evaluation managed by external funding agencies.

3.4 Partnerships

Partnerships constitute a central component of the project and comprise:

- Capacity building networks at global regional and national levels; and
- Institutional partners.

Capacity building networks constitute key players in the Cap-Net project (Annex 4). They are largely made up of individuals and institutions with capacity building responsibilities in the water sector. 20 networks are described in Annex 4 as pre-selected partners who have been working with Cap-Net for several years. The networks cover many regions of the world and a large number of countries (see map).

Cap-Net will support the networks and strengthen their ability to develop capacity for sustainable water management within their respective communities through several mechanisms:

- Training of trainers in specific water issues;
- Engagement of networks in development of training materials in areas where they have expertise;
- Sharing materials, information and opportunities between networks;
- Building international cooperation and experience sharing between networks;
- Supporting network development; and
- Supporting network capacity building activities.

Networks may take the lead in the development and implementation of specific elements of the programme according to their expertise and local interests.

Emphasis will be given to development of improved cost recovery practices as a means towards more sustainable operations. The networks are a key mechanism to achieve impact on the ground and embed good practice and new knowledge in local knowledge centres.

Global networks such as the Gender and Water Alliance bring in specialist expertise and commitment to support goals of equity and gender mainstreaming.

Institutional partners bring strength to the project by improving relevance of the Cap-Net global network, the input of expert knowledge and partner financial support. Cap-Net provides the opportunity for institutional partners to benefit from the extensive network and reach the ground with capacity building initiatives. Some of the key partners that Cap-Net will be working with in the coming period are given below.

- UN-Habitat and Cap-Net are collaborating in capacity development of water utilities through the Global Water Operators Partnership. This provides mutual benefit and creates the opportunity for Cap-Net to build a network of utility training expertise as a platform for exchange of best practice.
- The World Meteorological Organisation is central in the climate change dialogue and has been partnering with Cap-Net on the development of a capacity building programme. Further development and widespread implementation of capacity building will take place on climate change adaptation as well as flood and drought management and community coping strategies to give some examples.
- UNESCO-IHE has been a longstanding partner of Cap-Net and provides an important resource of expert knowledge. A collaborative programme has been established addressing climate change, river basin organisations and water utilities.
- The Global Water Partnership has been a longstanding partner of Cap-Net. A collaborative programme will be developed to address specific capacity needs identified by GWP as opposed to the previous *ad hoc* arrangements at network level.
- The Stockholm International Water Institute (SIWI) will collaborate with Cap-Net on the development and implementation of training in water integrity. Transparency in water management, reducing the opportunity for corruption and improving the performance of water management institutions are all related in this important topic.

Additional partnerships will be developed for specific programme activities and where there is mutual benefit to be gained.

4. Justification.

Integrated water resources management has progressed over the last two decades with many governments adopting the IWRM approach through changing water laws, institutions and practices. UN-Water reports that 68% of developed countries and 38% of developing countries have IWRM plans completed or underway (UN-Water, 2008). The Global Water Partnership, the chief advocate of IWRM, has recently passed its 10th anniversary with a summary of achievements. More recently the Technical committee of GWP has produced a book documenting case studies of IWRM in practice at local, basin, national and transnational

levels (GWP, 2009). The case studies serve to emphasise the complexity of the task and the challenges to integrate social, economic and environmental benefits. The case studies also serve to emphasise that there is so much more to be done, water management systems are not static and climate change is placing emphasis on adaptive systems.

Development of capacity is an essential component of the development process contributing in a large way to performance and decision making outcomes. Alaerts and Kaspersma (UN-DWC & UNESCO-IHE, 2009a) have observed that while knowledge gaps exist even when knowledge is available it does not get readily translated into proper planning or effective action. They then go on to describe the complex chain from knowledge to action and the different kinds of knowledge and skills that have to come together. Capacity development is an important component of development but one which is difficult to measure and attribute.

Referring to the Cap-Net example, the World Water Development Report (UN, 2009) states that “networks are becoming increasingly important knowledge pools and mechanisms for knowledge dissemination exchange and management.” “Networks are well suited to identifying and articulating large scale, complex problems and to offering solutions and best practices tested in other places.” Lujendijk and Arriens also comment on the value of the network approach and the high economic rate of return on investment in capacity building (UN-DWC & UNESCO-IHE, 2009b).

4.1 Impact on environmental sustainability and climate change adaptation.

Capacity building on water resources management will have a direct impact on environmental sustainability. The core rationale behind IWRM is sustainable development encompassing environmental sustainability as well as economic efficiency and social equity. These three E’s are central to capacity building actions on water and will be reflected in the knowledge and practices transmitted in the project. A challenge is in how to measure the impact and this has, to the extent possible, been addressed in the development of the monitoring, evaluation and learning plan (Cap-Net 2007).

Increasing concerns about climate change are already giving rise to actions on climate change adaptation. Most impacts of climate change will be expressed through the water cycle giving rise to a situation of uncertainty and change. Coping with climate change impacts such as floods, droughts and changes to resource availability requires urgent action around knowledge development and transfer on adaptation measures and risk management. Much experience is already available on how to cope with floods and droughts and that needs to be made available to other countries and regions who may in the future become vulnerable to these weather extremes. Improved water resources management currently proposes better governance through more attention to water resources assessment, allocation mechanisms, monitoring, planning and pollution control. IWRM includes principles of decentralisation and stakeholder involvement. Establishment of an IWRM approach thus provides many of the elements for adaptive management of water resources and can be promoted as one early mechanism for adaptation to potential climate change impacts.

4.2 Contribution to the MDGs and poverty reduction.

The project will address the poor in two main ways.

Firstly, by working with utilities and other water and sanitation providers Cap-Net will impact on service delivery to the poor thus improving their access to services and having positive impacts on health and social conditions. Millions of people, especially the poor, lack access to clean drinking water and acceptable sanitation with consequent high disease risk and mortality rates. Targets to increase coverage in the coming decade are high and as a result there are increasing financial investments for infrastructure development. The world has recently passed the point where now over half of the population reside in urban areas. The project will work with UN-Habitat and the Global Water Operators Partnership to promote improved water resources management and improved service delivery by water utilities.

Emphasis will also be given to sanitation which remains a neglected issue in most urban environments.

Secondly, the project will address sustainable livelihoods. Giving attention to climate change adaptation, especially for vulnerable communities, addressing issues of productive use of water and water efficiency such as in irrigation, all contribute to reducing risk and promoting sustainable livelihoods.

The Human Development Report (UNDP, 2006) provides the lesson that policy can be as important as income growth to alleviate poverty and raise the standard of services to the poor. For projects such as Cap-Net this means that while capacity building may not translate directly into improved incomes for the poor, improving water resources policy and management framework should benefit the poor through better water governance, improved social equity and decision making at the local level. In addition the project will target capacity building on climate change adaptation towards aspects that protect the poor and assist them with coping and adaptation mechanisms.

4.3 Contribution to Gender Equity

Progress toward achievement of sustainable management of water resources through an IWRM approach is slow but progress towards more gender equity in the water sector is also slow if not slower. Gender becomes submerged among many other considerations yet it is an essential issue in water management (Cap-Net, 2006) as well as an issue of social justice (UNW-DPC & UNESCO-IHE, 2009c). Lessons from Africa and the rest of the world have demonstrated that increased participation by women in decision making leads to better operation and maintenance of water and sanitation facilities, improved health and better conditions for women and children (UN-Water, 2009). The project will work closely with the Gender and Water Alliance and gender activities of other organisations to support and implement its strategies for gender mainstreaming. Khosla (UNW-DPC & UNESCO-IHE, 2009c) recommended that training on gender should be closely tied to practice and therefore it becomes even more relevant as we move forward with building capacity for implementation of the IWRM approach. The project will also seek to build skills in trainers across the capacity building networks to present gender issues effectively and ensure adequate representation of the gender dimension in training materials.

4.4 Corruption

Corruption, or in a more politically correct form ‘water integrity’ is an important issue if sustainable water resources management is to become possible using an IWRM approach. The example starts with the Cap-Net project itself and then through project activities reaching out to the water sector at large.

In the project

Mechanisms to reduce the risk of corruption in the secretariat:

- Extensive (effective) system of financial rules and procedures in UNOPS with appropriate supervision;
- Regular external evaluation;
- Full transparency – all reports are freely available, many on the web, including financial reports and evaluations; Work plans, annual reports and financial reports are circulated to network partners;
- Key implementation partners are in the Management Board;

Mechanisms to reduce the risk of corruption in contracted activities:

- Objective to increase competence in management and implementation of capacity building actions;
- Transparent funding procedures targeting networks and network members;
- Standard financial and technical reporting requirements;

- Reports shared across the network;
- Follow-up of participants in capacity building activities.

In the water sector

Collaboration is already in place between Cap-Net, the UNDP Water Governance Programme, SIWI and the Water Integrity Network to address water integrity. A case study has been completed, training materials drafted and tested and a new programme of capacity building action is being developed for phase 3.

The application of performance indicators in water resources management is a priority as one mechanism to enhance transparency in decision making.

4.5 Democracy and human rights

The structure of IWRM is founded on equity and participation and therefore throughout the programme stakeholder participation is mainstreamed. While stakeholder participation does not necessarily equate with democracy the thrust of our capacity building actions and materials is for stakeholder participation to be meaningful. In the strategic plan attention is given to gender equity (section 4.3) and work on water governance embraces the human rights based approach and corruption (partners are SIWI, WIN and GWP-TEC). Human rights relate to access to water (better allocation practices; improved service delivery) as well as responsibilities (polluter pays) and these are a fundamental part of the capacity building activities of Cap-Net.

5. Sustainability Assessment.

5.1 Sustaining the impact.

Cap-Net has chosen a strategy of working through networks of knowledge institutions so that any knowledge developed in the programme has the advantage of having local input but also developed local capacity.

Capacity building networks are made up of existing institutions responsible for capacity building. These institutions are sustainable in their own right. The network enables a strengthening of these institutions and staff to work in partnership on current cutting edge issues relevant to development. The benefits and outcomes of the network are therefore sustainable by strengthening existing institutions, enhancing local knowledge and ensuring greater likelihood of continued capacity development over time. The network itself remains in place only as long as members find it beneficial. The network is a vehicle to enhance cooperation, mutual benefit and would not exist unless benefit came to members. The strategy of devolving responsibility for implementation of actions to members not only scales up the output of the network but also strengthens members.

Knowledge from the project is taken up in the curricula of partner institutions and therefore remains a part of educational programmes after Cap-Net has gone.

The input from Cap-Net is helping to shape the above institutions to address issues of IWRM and water and sanitation in a more effective and efficient manner. The improved relevance of capacity building activities in water resources and associated development issues has enhanced the validity of these institutions at the local level. Therefore the local capacity building centres working together in a network, have a much better chance of long-term sustainability in carrying out capacity building through their regular programmes.

The project will give increased attention to cost recovery and income generation from in service training activities by networks. This will improve their ability to implement and market viable training activities beyond the Cap-Net programme. It is highly probable that

capacity building institutions will continue the practice of capacity development activities for water practitioners after the project has ended.

5.2 Sustaining the programme.

The external evaluation in 2008/9 proposed that Cap-Net should have a long term view and develop a plan for sustaining the programme in the medium term. This recognises that Cap-Net brings benefits that can not be sustained by individual networks or institutions alone. The benefits of global outreach, being able to scale up knowledge and practice globally have been demonstrated by Cap-Net and considered by the evaluator to require continuation.

The external evaluation strongly suggested a medium term plan for Cap-Net of 10 – 15 years. The present phase will design and begin to implement such a strategy after examining all of the options. In the first year Cap-Net will develop a strategy paper that considers all options for future positioning such as:

- An independent programme managed through the partnership of networks;
- A self financing NGO;
- Continuing as a project under the umbrella of UNDP;
- ‘Institutionalised’ as a core programme of UNDP;
- A ‘service programme’ to UN Water members;
- Other options.

In the following 2 years discussions with partners (networks, international partners and funding partners) will guide the development of an implementation strategy for the accepted path.

References

- UN-Water, 2008. Status report on IWRM and Water Efficiency Plans.
- UN- Water, 2009. The United Nations World Water Development Report 3. Water in a Changing World. Earthscan.
- UNW-DPC, UNESCO-IHE, 2009a. Capacity Development for Improved Water Management. Progress and Challenges in Knowledge and Capacity Development, pp 3-30.
- UNW-DPC, UNESCO-IHE, 2009b. Capacity Development for Improved Water Management. Bridging the Knowledge Gap: the Value of Knowledge Networks. pp 61-86.
- UNW-DPC, UNESCO-IHE, 2009c. Capacity Development for Improved Water Management. An overview of capacity building on gender in the water sector, pp237-256.
- Cap-Net, 2007. MELP.
- Buhl-Nielsen, 2009. Cap-Net Evaluation.
- Cap-Net, 2006. Why Gender Matters: Tutorial for water managers.

Annex 1. Logical Framework.

	Indicators	Means of verification	Assumptions
<p>Development Goal Sustainable management and development of water resources and improved access to basic water supply and sanitation services are benefiting the poor and contributing to improvement of livelihoods, environmental sustainability and reduced vulnerability to climate change.</p>	<ul style="list-style-type: none"> - Improved policy, legal and institutional frameworks. - IWRM implementation - WSS coverage statistics, - Poverty statistics - Climate change strategies 	<p>Government and agency reports on reforms to implement IWRM. Inter-country reports.</p>	<ul style="list-style-type: none"> - Improved management of water resources improves livelihoods of the poor. - IWRM will result in more environmentally sustainable use of resources.
<p>Objective Objective 1. Capacity Development: To build capacity of institutions and individuals to manage, develop and use water resources sustainably, and to adapt to increasing climate variability within a context that addresses gender equity and sustainable livelihoods.</p>	<ul style="list-style-type: none"> - Capacity builders at local level providing quality educational and training programmes addressing IWRM, water supply, sanitation and climate change. - Effective institutions managing water resources, water supplies and sanitation. - IWRM being implemented at national and river basin levels. - Educational programmes in place addressing IWRM, WSS. - IWRM principles being implemented in WSS programmes, - Number of trained people in WSS management, 	<ul style="list-style-type: none"> - Surveys, - Project reporting, - Data bases, - Evaluation report - Government and agency reports on reforms to implement IWRM. - Reports from participating local authorities. - Sector agency policies on water management. 	<ul style="list-style-type: none"> - Contribution to institutional performance can be measured. - Governments, local authorities and other water managers are committed and enabled to act on knowledge gained for improved service delivery and environmental sustainability.
<p>Objective 2. Strengthening partnerships. To improve scaling up of best practice by:</p> <ul style="list-style-type: none"> - using effective networks of capacity builders to impact on the ground, and - developing partnerships with international agencies to improve their outreach and collaboration on capacity building. 	<ul style="list-style-type: none"> - Number of networks operating effectively, transparently and with member involvement. - Number of trainers trained. - Number of international partners and themes being addressed; - Leverage effect, co-funding. - 	<ul style="list-style-type: none"> - Surveys. - Desk study. - Network progress reports. - Work plans - Monitoring system - External Evaluation 	<ul style="list-style-type: none"> - Networks remain committed to mobilising capacity building institutions and individuals at local level. - Networks are able to meet the demands being made.

			<ul style="list-style-type: none"> - Networks attract committed and competent capacity building individuals and institutions as members. -
<p>Objective 3. Knowledge management. To develop and implement knowledge management systems that ensure access to the best of international and local knowledge, measure the effectiveness of capacity building services, and establish indicators and monitoring systems.</p>	<ul style="list-style-type: none"> - Indicators available and used for capacity building services. - Monitoring systems in place and providing feedback for improvement. - Materials developed, locally adapted, accessible. - Case studies prepared, lessons learned. - Knowledge supporting capacity building for IWRM, Water supply and sanitation available and accessible. 		<ul style="list-style-type: none"> - Knowledge products are taken up and used; - Performance indicators are taken up and used by water management institutions.
Outputs			
<p>Output 1.1. Capacity is developed in 2000 water stakeholders and practitioners and 30 river basin organisations to improve water management practices addressing water resources management functions such as allocation, pollution, planning, financial management, monitoring and climate change adaptation.</p> <p>Output 1.2. 1000 stakeholders and practitioners from the water supply and sanitation sector and from agriculture plus 40 water utilities will improve their capacity to manage water resources sustainably and adapt to a changing climate.</p> <p>Output 1.3 Capacity development on coping with climate change will reach out to communities in 12 countries, 1000 water managers and stakeholders.</p> <p>Output 1.4 The next generation of men and women will be exposed to water</p>	<ul style="list-style-type: none"> • Demand assessments completed. • Training plans. • WSS Courses delivered materials used, people trained. • Gender, level, background of participants. • Documented experience, materials developed. • Catchments supported, partnerships established. • Capacity building delivered. • Number of educational programmes, new programmes, level of education targeted. • Innovative methods used. 	<p>Progress reports. Survey of institutions participating. Training course reports. Reports from international partner organisations. Survey of WR management systems for stakeholder roles. Network progress reports. Desk study of materials.</p>	<ul style="list-style-type: none"> - Networks attract committed and competent capacity building individuals and institutions as members. - Training offered by networks is attractive to the water sector.

<p>resources management and climate change in 15 countries through educational activities implemented using materials, tools and educational programmes developed in the Cap-Net programme.</p>	<ul style="list-style-type: none"> • Sharing of materials, curricula between networks and institutions. • Countries 		
<p>Output 2.1 100 trainers from 25 capacity building networks have skills developed in their membership in aspects of water resources management, water supply and sanitation and climate change.</p> <p>Output 2.2 25 networks are assisted to achieve effective implementation and develop membership relevant to capacity needs in the water sector.</p> <p>Output 2.3 Cap-Net builds partnership with 10 key international agencies to support the achievement of common goals for capacity development in water management.</p>	<ul style="list-style-type: none"> • Multidisciplinary membership. • Network management is transparent. • Members trained • Good quality services provided by networks and members. • Extent and type of activities decentralised. • Work plan and management systems in place. • Number and extent of partnerships. • Capacity building activities, type, target group, content and people trained. • Global and international partnerships developed. • Resources and activities channelled to networks. • Partners implementing CB with networks. • Network cooperation, meetings. • Joint network – network activities. • Communication and sharing network - network. • Effective global secretariat. 	<p>Progress reports. Survey of institutions participating. Desk study of water management tools developed. Training course reports. Survey of partners. Network progress reports. Promotional materials, International citation of the network.</p>	<ul style="list-style-type: none"> - Networks are committed to programme implementation. - Networks attract committed and competent capacity building individuals and institutions as members. - Global secretariat is able to maintain openness and cooperation among networks.
<p>Output 3.1 Six new training materials are developed in aspects of water management and climate change that support improved water management on the ground.</p> <p>Output 3.2 The Cap-Net website is maintained in English and Spanish and improved with data bases on capacity building expertise, training materials and training activities and news to promote improved knowledge access and dissemination.</p>	<ul style="list-style-type: none"> • Number of capacity building materials developed and accessible, and used on WRM. • Extent of local adaptation of materials. • Extent to which poverty and gender are addressed. • E-learning and other innovative methods developed and implemented • Number of case studies and lessons learned 	<p>Progress reports. Survey of institutions participating. Network reports. Training course reports. Survey of partners. Desk study of materials. Reports of case studies, research, materials and management systems.</p>	<ul style="list-style-type: none"> - Capacity development indicators are feasible to implement and measure.

<p>Output 3.3 Indicators and monitoring systems are developed both for the capacity building programme and for water resources management which are incorporated into a monitoring and learning plan.</p>	<p>and research reports produced.</p> <ul style="list-style-type: none"> • Extent to which lessons learned are shared and incorporated into practice. • Communication strategy implemented. • Website, hard and soft copy information management system in place and effective. • Knowledge management systems in place in each network. • Indicators developed and incorporated into M&E plan. • Reports available on quality and impact of work done. 	<p>Evaluation reports.</p>	
<p>Outcomes and Impacts</p>			
<p>Capacity Building Outcomes:</p> <ul style="list-style-type: none"> • Competence is in place resulting in improved management of water resources and delivery of water and sanitation services and accelerating implementation of IWRM. • Knowledge on climate change adaptation and the relevance of water resources management is widely available and training materials taken up by many local capacity building programmes. 	<p>Outcomes from Strengthening Partnerships:</p> <ul style="list-style-type: none"> • Capacity building networks use multidisciplinary skills of competent members to scale up capacity building and actively support implementation programmes. • International partners collaborate with Cap-Net as a means to effectively transfer their knowledge and programmes for widespread implementation on the ground. 	<p>Knowledge Management Outcomes:</p> <ul style="list-style-type: none"> • Knowledge management systems ensure access to the best of international and local knowledge and measure the effectiveness of capacity building services through indicators and monitoring systems. • Training and education programmes of capacity building institutions are adapted based on available and developed materials and measurement of their effectiveness through monitoring and evaluation. 	
<p>Capacity Building Impacts:</p> <ul style="list-style-type: none"> • Water resources management practices are improved and increasingly take into account climate change risks in planning and implementation benefiting rural communities and the poor. • Water resources management instruments are applied in addressing climate change impacts and assisting communities in their adaptation. • Water and sanitation services in urban areas are improved following the implementation of water safety plans. 	<p>Impacts from Strengthening Partnerships:</p> <ul style="list-style-type: none"> • Capacity building networks are the regional/ country focal point for capacity building on climate change adaptation, water resources management and water supply and sanitation. • Partners are achieving greater success in implementing their programmes and scaling out by working with Cap-Net. 	<p>Knowledge Management Impacts:</p> <ul style="list-style-type: none"> • Widespread adoption of Cap-Net materials in capacity building activities for professionals and students improves water governance and climate change adaptation at river basin level and improves water management in utilities and agriculture improving access to services and improving environmental sustainability. • Dissemination of knowledge and skills is effectively taking place within and across regions bringing coordination and cooperation for capacity building by competent national and regional institutions. 	

Annex 2. Key reference documents to programme management.

- ❖ Monitoring, evaluation and learning plan. <http://www.cap-net.org/sites/cap-net.org/files/Monitoring%20strategy%200208.doc>
- ❖ Strategy document. <http://www.cap-net.org/sites/cap-net.org/files/Capacity%20building%20strategy,%201106.doc>
- ❖ Network management tools. <http://www.cap-net.org/node/16>
- ❖ Annual report 2008.

Annex 3. Project implementation network partners.

	Network	Institution
Southeast Asia		
1	AguaJaring	NAHRIM Ministry of Natural Resources and Environment Lot 5377, Jalan Putra Permai, 43300 Seri Kembangan, Selangor Darul Ehsan, Malaysia www.nahrim.gov.my
3	MyCBnet	Malaysia Water Partnership Department of Irrigation and Drainage, Malaysia Jalan Sultan Salahuddin 50626 Kuala Lumpur Malaysia
4	Cambo-WP	Cambodia National Mekong Committee P.O. Box 2214 Phnom Penh3 Phnom Penh, Cambodia
5	CK-Net	IHE Indonesia. Centre Inti Building 2nd Floor Jalan Taman Kemang 32 A Jakarta 12730 - Indonesia
South Asia		
6	CapNet SA	Executive Director Bangladesh Centre for Advanced Studies House # 10, Road # 16A Gulshan-1 Dhaka Bangladesh
7	SaciWaterS	Plot No 125 & 126, S.P.Colony, Tirmulgherry, Secunderabad - 500 015, Andhra Pradesh, India
8	CapNet Lanka	PGIA Postgraduate Institute of Agriculture P.O.Box 55, Old Galaha RD, Peradeniya, Sri Lanka. www.pgia.ac.lk

	Network	Institution
9	CapNet Bangladesh	Executive Director Bangladesh Centre for Advanced Studies House # 10, Road # 16A Gulshan-1 Dhaka Bangladesh
10	CapNet Pakistan	HISAAR Foundation House No. E-66/1 1 st Floor, Block Floor Scheme 5, Clifton 75600 Karachi, Pakistan.
Arab Region		
12	Awarenet	ESCWA P.O. Box 11-8575, Riad el-Solh Square, Beirut, Lebanon www.escwa.org.lb
Africa		
13	Nile_IWRMnet	The School of Rural Education and Development (REED), Ahfad University for Women (AUW) Khartoum, Sudan.
14	NBCBN	HRI Hydraulics Research Institute Regional Training Center 13261 Delta Barrage, Cairo, Egypt www.hri-egypt.org
15	WA-Net	Directeur Général Institut International d'Ingénierie de l'Eau de l'Environnement (2iE) 01 BP 594 OUAGADOUGOU 01, Burkina Faso Tel : 00 226 50 30 20 53
16	AGW-net	Executive Director Institute of Water and Sanitation Development, Box MP 422, Mt. Pleasant, Harare, Zimbabwe Tel: 263-4-250522
17	WaterNet	University of Zimbabwe, WaterNet Secretariat PO Box MP 600 Mount Pleasant Harare Zimbabwe www.waternetonline.org
Latin America and the Caribbean		
18	LA-WETnet	Executive Director Instituto Internacional de Medio Ambiente y Desarrollo Av. Gral. Paz 1180 Buenos Aires - Capital Federal 1429 Argentina Tel : +54 11 4701 2805
19	ArgCapNet	Rector, Universidad Nacional de Cuyo Centro Universitario Parque General San Martín Mendoza ARGENTINA Tel: 0054 261 4494205 argcapnet@uncu.edu.ar
20	CapNet-Brasil	Instituto Ipanema Rua Serafim Valandro, 6/304 - Botafogo 22260-110 Rio de Janeiro, RJ – Brazil www.capnet-brasil.org

	Network	Institution
21	REDICA	ACDA San José, Costa Rica Tel: (506) 2257-2637 / 2256-6797
22	Caribbean Waternet	University of the West Indies St. Augustine Campus St. Augustine Trinidad W.I. www.uwi.tt
23	Red Mexicana de Recursos Hidricos	Universidad Autonoma de Nuevo Leon Subdireccion de Estudios de Posgrado e Investigacion, Facultad de Ingenieria Civil de la UANL, Av. Universidad s/n, San Nicolas de los Garza, Nuevo Leon, Mexico,Codigo Postal: 66450 Tel +52 8376 3970 ext. 214 and 143
International networks		
24	Streams of Knowledge	Streams of Knowledge Foundation P1 Minnesota Mansion, 267 Ermin Garcia Street, Cubao, Quezon City, Philippines 1102 www.streamsofknowledge.net
25	Gender and Water Alliance	GWA P.O. Box 114 6950 AC Dieren The Netherlands www.genderandwater.org