



**International Network for Capacity Development in
Sustainable Water Management**

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WORK PLAN 2014

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CONTEXT

Cap-Net is UNDP's global network to strengthen capacity development 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 development in the water sector and have accumulated 10 years of experience of capacity development.

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 programme 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 UNDP Phase 3 (2010 to 2014) primarily contributes towards the sub-themes of *Mainstreaming environment and energy* and *Promoting adaptation to climate change*. This is done through the immediate objectives summarised in the box below.

Immediate objectives for Phase 3

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.
2. **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 development.
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 development services, and establish indicators and monitoring systems.

Within this context, Cap-Net aligns itself for the next strategy period (2014 – 2017) with the UNDP Water and Oceans Governance Programme Strategy for the same period. The WOGP strategy addresses four thematic priority areas of which the first three will be addressed by Cap-Net:

1. Climate-resilient access to water supply and sanitation
2. Climate-resilient integrated water resource and coastal management
3. Protection of transboundary surface and groundwaters in a changing climate
4. Sustainable management of oceans in a changing climate

Capacity development is identified as a governance issue and strategic activity area that cuts across these thematic areas, alongside other governance issues on water integrity, human rights based approach, leadership and water diplomacy and gender, areas in which Cap-Net has been and continues to be active.

For Cap-Net, capacity development 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.

INTRODUCTION

Although part of the Cap-Net UNDP phase III strategy, this annual work plan for 2014 reflects the character of the Cap-Net 2014 – 2017 strategy that is now being finalised themed “Water knowledge for all: moving beyond the enabling environment”. It builds on a process that was initiated in 2013 and recognises the need to focus more effort on strengthening the partner networks and prepare them to meet their objectives and implement their programmes. In this context, a large network peer review had been implemented during 2013 and the lessons drawn from this exercise will be fully considered in the next strategy and the work plan presented herewith. This strategy should assist networks to comply with their annual plans and targets and address the lack of capacity and management issues.

Partner networks form the core of the Cap-Net programme and they are essential for Cap-Net to achieve its objectives and goals. It is therefore also in Cap-Net’s interest to capacitate and strengthen the partner networks in order to improve on delivery of capacity development activities, as has always been in accordance with the Cap-Net building blocks. In the process, the liaison with international partners is of utmost importance to ensure that state-of-the-art knowledge can be mobilised and applied for on the ground capacity development. In addition Cap-Net from 2014-2017 intends to engage with private sector organisations on four main strands of cooperation and partnership *viz*: a) Private sector as recipient of Cap-Net capacity development, b) Private sector as a financing partner, c) Private sector as a partner in capacity development in sustainable water management and d) Private sector as a driver of demand for capacity development products.

The level of activities in 2014 will be at par with the output realised in 2013. This means that the increase in budget in 2013 will be consolidated in 2014. Financial contributions by DGIS in this project phase will come to an end in 2014 and it is anticipated that Sida will re-engage with Cap-Net for another 4-years period through its contribution to the UNDP Water and Ocean Governance Programme (WOGP). Negotiations with the Brazilian government are ongoing and may result this year in a financial contribution through the Ministry of Environment, earmarked for south-south cooperation involving Brazilian partners. In 2014, the Coca-Cola Foundation will join Cap-Net as a funding partner with an initial contribution of USD 1million for a four year period, i.e. USD 250,000 per annum. The anticipated budget is expected to be USD 3.5 million, in accordance with the annual budget as indicated in the 2014 – 2017 strategy document. The composition of the programmable budget for 2014 is as follows:

Annual budget as per 2014 – 2017 strategy: USD 3,575,000
UNDP GMS: USD 250,250
UNOPS ISS: USD 232,732
Programmable budget: USD 3,092,018

Confirmed contributions:
DGIS: USD 2,475,000 (1,875,000 + 600,000)
The Coca Cola Foundation: USD 250,000

Currently unfunded portion, to be sourced for 2014: USD 850,000
(Discussion on-going with Sida and Government of Brazil)

When broken down by activity area, the budget shows a direction of focus on network strengthening and knowledge management (percentage of total programmable budget).

Activity 1: Delivery of capacity development – USD 715,150 (23%)

Activity 2: Network strengthening – USD 1,240,000 (40%)

Activity 3: Knowledge management – USD 440,000 (14%)

Activity 4: Project management – USD 696,868 (23%)

An analysis in 2011 showed that, as a consequence of the Cap-Net policy to support capacity development activities with not more than 50 percent of the total cost of the activity, there is substantial co-funding from other sources to Cap-Net supported activities. For output area 1 it has been calculated based on 2011 figures that Cap-Net support leveraged 59 percent in co-funding. Extrapolating this to the 2014 budget, it may be expected that for capacity development delivery USD 1.03 million will be leveraged from elsewhere, bring the total to USD 1.78 million.

Using the same 2011 analysis to calculate the co-funding for activity area 2, the total for 2.1, training of trainers activities, would amount to USD 566,400 raising USD 86,400 (or 18 percent) co-funding. In the same output area, the partner networks have raised support from other sources for their network management in 2011 for up to 43 percent, which would result in 2014 to a co-funding of USD 563,000 totalling USD 1.173 million for network management. For activity area 2 strengthening partnerships, the total budget would amount to USD 1.889 million.

Substantial contributions by partners to networking (activity 2) and material development (activity 3) could not be quantified. Ignoring these contributions, the virtual total budget for Cap-Net in 2014 would be USD 4,741,000.

This work plan details the activities planned for 2014 by output and activity area within the context of the objectives of the Cap-Net phase 3 strategic document 2010 – 2014, of which the logical framework is presented in annex 2 for reference. The output areas are summarised and a full record of activities proposed by partner networks is presented in annex 1.

In the year ahead, Cap-Net will start the implementation of a new strategy and try to meet the expectations of the partner networks and partner organisations for an effective and comprehensive capacity development in sustainable water management. The active engagement of partner networks, partners and private sector organisations, as demonstrated in the last network managers and partners meeting held in Bali, Indonesia in November 2013 is very encouraging and shows the relevance of the programme.

ACTIVITIES AND BUDGET

The outputs described in this section are related to the immediate project objectives and indicators for the present strategy period. For reference the logical framework of the Cap-Net strategic plan 2010 – 2014 is attached in annex 2. Adjustments have been made in output areas to reflect the activities that can be expected to be implemented during this year. It is noteworthy that partner networks have submitted proposals that go far beyond the capacity of Cap-Net to support (see annex 1). The number of activities planned therefore does not completely match the number of activities proposed by the partner networks.

1. Capacity Development

In an effort to find a balance between the development of management expertise and practices, and understanding of integrated management, the capacity development (CD) delivery component of the project focuses on training and education. In the training activities a distinction is being made between water users or user groups and water professionals or managers. In this way the aim is to deliver capacity development activities that directly respond to demands on the ground. The partner networks are instrumental in the identification of capacity development needs and the delivery to the right target groups. The Cap-Net programme on capacity development delivery reflects the priorities of the project as well as the work plans submitted by partner networks. A detailed listing of the activities proposed by the partner networks can be found in annex 1. The criteria for Cap-Net support to training and other capacity development activities were addressed by a Working Group on support to networks consisting of network managers and the secretariat, presented at the annual network managers meeting held in Bali in November 2013, and subsequently adopted. The following was agreed:

Courses, training workshops:

Proposals to Cap-Net for support to CD activities need to demonstrate their contribution to improvement of water resources management (WRM) practices.

The maximum level of support is 50% of an agreed budget, subject to availability of funds. The objective is to distribute Cap-Net support across eligible networks and activities and therefore the maximum level of contribution could be reduced, if the available budget demands it. In its support Cap-Net will strive for achieving regional and thematic balance. For the purpose of budgeting under the 2014 work plan, an average support of USD 15,000 per activity is used.

The above funding limit is not applicable to training of trainers (ToT) courses.

Case studies:

Case studies on CD and its impact, and/or development of best practices for CD, has also been identified as a relevant area within the Cap-Net knowledge management cycle, and where networks are proving to show a high level of interest and demands. Case studies in support of CD will be supported to a maximum of USD 2,000 per case study.

These adopted criteria will be implemented in the allocation of resources for support to capacity development activities by Cap-Net. The guideline presented by the Working Group provides sufficient guidance on the subject for the strategic period 2014 – 2017.

As the partner networks have proposed activities beyond the financial capacity of Cap-Net, it is important that additional funding is sourced by the networks. Networks are responsible for sourcing sufficient funds

to implement the proposed activities. For the purpose of work planning, an average support of USD 15,000 per activity is used.

Capacity development delivery activities are described below in the following output areas:

1. Water resources management in an IWRM approach;
2. Water users such as water supply, sanitation and agriculture;
3. IWRM and climate change adaptation; and
4. Educational programmes and curricula

Output 1.1 Water resources management in an IWRM approach

Capacity is developed in 475 water stakeholders and practitioners and 4 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.

Enabling partner networks and their members to deliver capacity development activities to water professional and managers remains at the core of Cap-Net activities. With a substantial budget being made available, the aim is to assist partner networks in training more professionals.

The topics of the capacity development delivery activities are very diverse, with different partner networks focussing in different aspects of IWRM. They have in common that all topics relate to IWRM aspects. They can generally be grouped in three main subject matter categories:

- Improving water resources management using the IWRM approach. It addresses many different water resource issues and a variety of target groups.
- Groundwater management. The topic continues to receive growing attention, by the members of the partner networks and their clients.
- River Basin Organisations. The establishment of RBOs in many countries brings with it the need for capacity development for basin committees and stakeholders.

Several programmes on various topics initiated in the previous year will be rolled out with capacity development activities by partner networks. Examples of such new programmes are on water footprint, coastal zone management, human right based approach to water, gender, leadership and water diplomacy and others.

Training activities on these matters are often supported by case studies to strengthen the relevance of the contents of the training material. Cap-Net intends to support 10 such case studies proposed by the partner networks during 2014, taking into account the criteria and conditions for support agreed upon by the network managers. In its support to case studies, Cap-Net aims for equal distribution among regions and partner networks.

Additionally, educational programmes and curriculum development have been proposed and will be supported. In 2013, a beginning has been made with developing a Cap-Net virtual campus together with several interested networks and partners. It is intended that the virtual campus will host the Cap-Net developed training materials and run facilitated online courses with the assistance of partner networks and partners. With partner UNEP-DHI, Cap-Net has engaged in serious gaming and the Aqua Republica game will be further developed for school education in 2014.

Apart from capacity development of partner networks, Cap-Net also supports initiatives by partners. One of these planned for 2014 involves collaboration of Cap-Net with EU Water Initiative Africa Working Group (EUWI-AWG); Infrastructure Consortium for Africa (ICA); African Development Bank (AfDB); Cap-Net, SIWI;GWP-WACDEP; African Ministers' Council on Water (AMCOW); African Network of

Basin Organization (ANBO) Strengthening the Institutions for Trans-boundary Water Resources Management in Africa (SITWA) Project, funded by the European Commission.

The objective of the trainings is to equip professionals working in water resources management at national and trans-boundary levels with updated knowledge and information on financing water resources management and development. Specifically, the trainings will equip the participants with practical knowledge in:

- Economics in sustainable water management, where participants will be introduced to application of economic instruments for water management and development; water finance and application of financing mechanisms and instruments;
- Financing of trans-boundary water resources management and development
- Preparation and packaging of trans-boundary water resources management projects and future financing opportunities.

Activity	Budget	Indicators
IWRM	120,000	8 courses supported, 200 people trained.
Groundwater Management	75,000	5 courses supported; 125 people trained
River Basin Organisation	90,000	6 courses supported, 150 people trained.
Case studies	15,000	5 case studies supported
	300,000	

Output 1.2 Water users such as water supply, sanitation and agriculture
250 stakeholders and practitioners from the water supply and sanitation sector and from agriculture will improve their capacity to manage water resources sustainably and adapt to a changing climate.

Also in 2014 Cap-Net will focus on delivery in two main areas with regard to water supply, sanitation and hygiene with paying special attention to fragile states and those countries lagging behind in terms of attainment of the Millennium Development Goal 7 target on “Halving, by 2015, the proportion of the population without sustainable access to safe drinking water and basic sanitation”:

- Sustainable water supply, sanitation and hygiene related
- Water and sanitation utilities: Water safety plans, water loss, demand and business management

Currently, there is a lack of skilled decision makers and professionals who can tackle water supply and sanitation issues on the local level in such an integrative and systemic manner. Approaches on the local level are often sectoral. They frequently lack the synergies and efficiency of holistic approaches that try to consider the water cycle as a whole. With such a state of affairs, it is difficult to achieve sustainable change in the field of water supply and sanitation. Sustainable water supply, sanitation and hygiene related capacity development delivery will be a continuation on training initiated in 2012 by using the developed “Sustainable Sanitation and Water Management Toolbox”. This is an integrated tool for capacity development at the local level, linking up sustainable sanitation, water management and agriculture.

The majority of water service providers in developing countries are characterised by the following; poor budget allocations or meagre financial resources for any meaningful water demand or water loss management projects; non-revenue water averaging 45%; water tariffs below cost and hence under-recovery for operations and maintenance; absence of a niche or market space for private sector

investments; lack of a credit history; complex institutional arrangements leading to perceived and real risks for water financing; and invisible water demand or water loss management investments leading to lack of political support and commitment. These factors have contributed towards poor and unreliable water services, bad customer satisfaction and negative public opinion. The urban poor end up carrying most of the burden, and a vicious cycle ensues.

Cap-Net will also focus its training based on outcomes of IWA coordinated human resource capacity gaps assessment being conducted in developing regions linking the attainment of the Millennium Development Goals and human capacity needs.

In 2014 based on existing and materials being developed capacity delivery will address water demand or water loss management from a planning and management perspective at utility or municipal level. Together with UN-Habitat (GWOPA) and IWA water safety planning training will be continued Water Operators Partnership programme and the established IWA thematic networks on water safety plans in Africa, Latin America and Asia. Water safety plans training material was revised and translated during 2013 by IWA, WHO and Cap-Net.

With regard to IWRM and agriculture training will be based on materials under development which will address topics like: agrarian structures, differentiation between rural subsistence households and commercial agriculture with regards to water resources allocation, land and water grabs; distributive water reform and distributive land reform, legal tools for water allocation under economic and physical water scarcity; permit systems: dispossession of customary water rights regimes, informal small-scale agricultural water management (e.g. private farmers' groundwater pumping, river diversions, wetlands), gendered organisation of farming and implications for agricultural water management, the role of groundwater in water development for multiple uses, and public smallholder irrigation schemes.

Activity	Budget	Indicators
Sustainable water supply, sanitation and hygiene related	60,000	4 courses supported, 100 people trained
Water and sanitation utilities: Water safety plans, water loss, demand and business management	60,000	4 courses supported, 100 people trained
IWRM and agriculture	30,000	2 courses supported; 50 people trained
	150,000	

Output 1.3 IWRM and climate change adaptation

Capacity development on coping with climate change will reach out to communities in 14 countries, 350 water managers and stakeholders. This will also impact in other project areas of capacity development and knowledge management.

Many capacity development activities on climate change adaptation and water are presented in the work plans by the partner networks. This illustrates the continued attention in the subject at international platforms as well as by clients of the partner networks' members. The focus of this programme element is on how IWRM instruments, in particular at the river basin level, can be used for climate change adaptation. Cap-Net, together with international partners and networks, has developed a training manual on the subject that is widely used in training and education, by the partner network members and others. New initiatives have since been developed in disaster management, flood and drought management, environmental services and functions. The variety of subject matter proposed and addressed by partner

networks members show that there is a search for practical application of concepts and principles for climate change adaptation.

Three focus areas for action have been identified under this output area:

- Capacity development on climate change and water resources management. Using existing materials there is a lot of interest in understanding what is climate change and how climate change impacts on water. It also triggers interest in understanding what management instruments are available, and how, where and when to apply them for adaptation to climate change. This has been developed and continues to be implemented in collaboration with WMO, UNESCO-IHE, GWP and several networks. Other partners such as UNEP-DHI and RAIN Foundation have become part of this programme.
- Emphasis is being put on ecosystem functions and services in the context of IWRM and to relate these to climate change adaptation strategies. A programme is developed in partnership with UNEP, UNESCO-IHE and partner networks, and a training manual is being developed. There is a high interest from partner networks and their members in this subject, and several related training programmes have been proposed.
- Managing floods, droughts and disasters. These issues are expected to be experienced more frequently and by communities without previous experience. There is therefore a need to develop capacities at a practical and locally adapted level. Cap-Net is engaged in developing a capacity development programme on droughts risks management, and a training manual has been developed. Trainings and materials on various aspects of flood management (urban, community and integrated flood management) continue to be in demand and this is largely addressed through a collaborative programme with WMO.

Within the context of this output area, Cap-Net will continue to collaborate with the GWP Water, Climate and Development Programme (WACDEP). Initially, the WACDEP targets eight countries, five transboundary basins; Burkina Faso, Burundi, Cameroon, Ghana, Mozambique, Rwanda, Tunisia and Zimbabwe; Limpopo, Kagera, Lake Chad and Volta Basins, and the North-Western Sahara Aquifer. The transboundary approach will enable 23 countries to benefit from the programme. WACDEP also contributes to the achievement of the objectives of the national adaptation planning (NAPs) process aimed at supporting countries to mainstream adaptation in development processes. Supported by UNDP-GEF, UNEP, WHO, IFAD and GWP, NAPs are underway in preparation for the operationalisation of the Green Climate Fund and the emerging global architecture on climate finance.

Capacity development at trans-boundary and national level has been identified as urgent to enhance local technical, analytical and institutional capacity for climate resilient development. This is a key pillar of the WACDEP and NAPs process. Investment planning for climate resilience needs to be informed by sound economic analysis of adaptation. In 2014 Cap-Net in collaboration with GWP consortia (AMCOW, CDKN, UNDP-GEF), CD activities will be supported in Africa.

Activity	Budget	Indicators
Climate change adaptation strategies and water.	75,000	5 courses supported, 125 people trained
Ecosystem functions and services in IWRM	90,000	6 courses, 150 people trained
Managing floods, droughts and disasters.	45,000	3 courses, 75 people
Case studies	10,000	5 case studies supported
	220,000	

Output 1.4 Educational programmes and curricula

The next generation of men and women will be exposed to water resources management and climate change in 5 countries through educational activities implemented using materials, tools and educational programmes developed in the Cap-Net programme

In 2013, a beginning was made to develop the Cap-Net virtual campus. A virtual campus coordinator has been recruited and a call for proposals was issued for its technical development. It is expected that the assessment of proposals can be finalised and the development initiated shortly. The virtual campus will be located on the Cap-Net web site, hosting Cap-Net developed training manuals and providing facilitated courses with the assistance of partner networks and partners. According to plan, a first training module will be developed for online learning and tested in the second half of 2014. Management of the virtual campus is with the coordinator at LA-WETnet. As this will be the first programme to be fully decentralised to a partner network, it may provide lessons for future initiatives in this respect.

Cap-Net will continue to support networks addressing schools and higher education programmes in 2014. Some of these programmes have been well established and will provide significant assistance to partner networks engaged in the same area. Cap-Net will facilitate the dissemination of these experiences and sharing between the networks. It is expected that this will trigger more interest in other networks so adequate attention will be given to this important element of capacity development.

In collaboration with partner UNEP-DHI and partner networks, the serious game Aqua Republica is being adapted for use in educational programmes. In 2014, the game will be tested in classrooms in Kenya and Argentina.

Activity	Budget	Indicators
Schools and higher education: curriculum development and education programmes.	20,000	3 educational programmes supported
Distance learning and virtual campus	25,150	Virtual campus module developed and tested
	45,150	

2. Strengthening partnerships

Networks and partners are the spearhead and at the core of the Cap-Net programme. Without sufficient capacity to deliver by the network members the impact of the programme will be limited. Partnerships with specialised organisations are indispensable for the development of adequate programmes and materials that capacitate networks members to deliver. It is therefore essential that network members are strengthened in technical competence, that an environment is created in which networks can operate, and that partnerships are being developed and nourished to ensure quality output of activities.

Partnership strengthening addresses three output areas:

1. Building the knowledge and skills of trainers and educators in various aspects of water management. This is in order for networks to have a good range of knowledge and skills on IWRM and water resources management for quality capacity development, delivered by local experts, that meets local needs and priorities.
2. Improving network effectiveness. Networks can be very effective tools to bring together experts to carry out capacity development. Core support and assistance with network management helps to support development of stable and effective networks.

3. Partnerships with international agencies. This has been of great mutual benefit. Cap-Net gains technical expertise and insight while the partners gain access to effective dissemination of knowledge on the ground through Cap-Net partner networks and other tools.

Cap-Net from 2014 intends to further elaborate its engagement with private sector organisations on four main strands of cooperation and partnership viz: a) Private sector as recipient of Cap-Net capacity development, b) Private sector as a financing partner, c) Private sector as a partner in capacity development in sustainable water management and d) Private sector as a driver of demand for capacity development products. The Working Group on private sector engagement has produced a concept paper to guide Cap-Net in this regard. In addition guidelines and a work plan are being finalised for implementation during 2014. The main goal of this work plan is oriented towards a proactive approach of Cap-Net to a group of specific private sector referents with the aim of exploring various means of collaborating.

Output 2.1 Building the knowledge and skills of trainers and educators in various aspects of water management.

160 trainers from 15 capacity development networks have skills developed in their membership in aspects of water resources management, water supply and sanitation and climate change.

Capacity of trainers is being built through training of trainers, which results in cascading programmes to delivery in capacity development under activity 1. This strategy has proven to be very effective. In the context of programme development, the training of trainers activities are usually accompanied by the development of training packages that capacity developers can then take forward in their respective training courses at regional, national or local level. The focus of these activities is foremost on network members that can take the subject forward for the networks at the right level.

For 2014, eight training of trainers' courses are foreseen. Through collaborative programmes that have been established in 2013 with various partner organisations and networks, training of trainers activities will be organised in water and agriculture, water loss and demand management, coastal zone management, rainwater harvesting in the context of IWRM, and human rights based approaches to IWRM. In collaboration with the ESA TIGER programme and ITC, follow up training of trainers activities will be organised in earth observations for water management.

Based on the Portuguese version of the Sustainable Sanitation and Water Management (SSWM) Toolbox - the STEP GISA (Gestão Integrada e Sustentável de Água, Saneamento e Segurança Alimentar) and other support material, Cap-Net and partners, will offer a training course that is designed to specifically tackle sanitation and water management challenges for the Community of Portuguese Speaking Countries (CPLP). The training, will be adapted to the local contexts of the CPLP countries in order to take into account the specific challenges, problems and possibilities for improvement of the participants' particular contexts

On several subjects regional follow up training of trainers' courses will be organised as an effective way to roll out capacity development programmes that have been initiated. The policy to stimulate exchange between networks for facilitation in training of trainers' courses has proven to be very effective and will be continued for the planned ToT activities in 2014.

Activity	Budget	Indicators
Building experience through training of trainers and exchange of facilitators (agriculture, GIS and earth observations; water loss and demand management, sustainable water and sanitation management for CPLP countries, coastal zone management, rainwater harvesting, human rights based approach to water, leadership and water diplomacy)	480,000	8 Courses held, 160 facilitators trained
	480,000	

Output 2.2 Improving network effectiveness

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

To improve network management and facilitate exchange between networks, that will strengthen the global network whilst ensuring on the ground capacity development delivery, Cap-Net offers support to networks that is aimed to improve network operations and functioning. The criteria for network support were re-assessed by the Working Group on support to networks and discussed at the network managers' meeting in Bali, Indonesia, in November 2013. The following was agreed upon for the Cap-Net strategy 2014 – 2017:

1. **Core support** for networks will be **15%** of the **overall budget** of the Cap-Net. Prorate adjustments to current network core support allocations will be made in case the budget is changed and as the network grows i.e. with more new affiliated networks entrants.
2. Allocations to network will be at a 55:45 ratio for **regional** and **country** networks respectively, of any funds allocated for network support.
3. **Eligible** networks are those **affiliated to Cap-Net** and do not receive substantial funding for network management from other sources. Networks have to submit **annual work plans** and **reports**. An accompanying **budget** for network core support is to be submitted.
4. If any network wishes to apply for core support for any year, it should **submit** its work plan **before the managers' meeting** in the previous year.
5. Networks are supposed to apply for all the network support **at once** and be made as **part** of their **annual network support contract**.
6. Cap-Net will **ensure** that networks which get the core support **deliver as stipulated in the contract**. This will be managed by Cap-Net Secretariat as part of their management responsibility.
7. **Use** of core support is for contribution to **networking function of the secretariat**, and to cover **meetings** of membership or steering committees. Core support is to be reported against the **agreed contract** with Cap-Net.
8. Additional **USD 2,500** per network is available for implementing **MELP**.
9. Coverage of attendance by the **network manager** of one **national or regional event per year** will be supported separately by the Cap-Net as part of support for strengthening networks.

To strengthen collaboration in the global network and between networks, and to discuss Cap-Net directions and strategies, a network managers' meeting is planned for November 2014. The meeting will be hosted and organised by WaterNet in Southern Africa. Following successful interactions and exchanges between network managers and representatives of partner organisations at previous network managers' meetings, it is decided to hold again a joint partners and network managers' meeting.

The networks attachments programme has been proven to be a good formula to strengthen the networks the attachments represent as well as assisting the secretariat in activities in particular subject areas. This year it is planned to attract a network attachment to coordinate monitoring and evaluation (MELP) activities by the partner networks, and one to assist in the implementation of the IWRM and agriculture programme. Other on-the-job learning programmes for young professionals may be supported.

Activity	Budget	Indicators
Core support to network planning, management, membership development, communications and reporting. Support to network members meetings.	475,000	17 networks receive core support.
Network managers meeting	110,000	15 network managers meet and exchange experience and plan priority actions.
Network attachments	25,000	2 network attachments will be working with the secretariat
	610,000	

Output 2.3: Partnerships with international agencies

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

Collaborative programmes that have been developed with international partners, usually in collaboration with partner networks, are of great value to the programme and improve the programmes' relevance. It mobilises the best of available knowledge worldwide for practical capacity development implementation of the ground, and it provides recognition for Cap-Net and the partner networks as key players in capacity development in water management. Following is an overview of some ongoing partnerships and those planned to be initiated in 2013:

As mentioned, the partners meeting held back-to-back with the network managers meeting was appreciated by partners and networks, and will be repeated at the next occasion. It not only refreshes the partnerships with Cap-Net but particularly the market place concept boosts collaboration between partners and networks. The partners' meeting is at no additional expense to Cap-Net as partners cover their own costs.

The need to develop skills, knowledge and abilities of emerging leaders and diplomats across the global water sector to more successfully implement the challenging projects necessary to underpin water security, prosperous communities and healthy ecosystems in the 21st century has prompted Cap-Net in 2014 to initiate partnerships to enable development of training material on the leadership and water diplomacy. Cap-Net intends to partner with the International Water Centre (IWC), Nyenrode, and UNESCO-IHE in developing short courses and products specifically developed for the water sector, focusing on capacity development of water leaders and diplomats to influence and drive change, individually and collectively.

Partners' involvement in collaborative programmes in 2014:

Partners	Collaborative programme
WMO, UNEP-DHI, GWP	Toolkit on IWRM as a tool for adaptation to climate change; drought management
UNEP, UNESCO-IHE	Ecosystems functions and services in IWRM
UN-HABITAT, IWA	Water safety plans for utilities; water demand management
GWP	International water law (with Dundee University), WACDEP and Tool-Box
UNEP, UNEP-DHI	Pollution control; ecosystems services and functions
GWA	Gender and water
Seecon/Cewas, Acquawise	Sustainable sanitation and water management
ITC, ESA-TIGER	GIS and earth observations, drought management
FAO, IWMI, SEI, CEWAS	Agriculture in IWRM
SIWI, WIN	Water integrity and accountability, Water Governance
WaterLex, SIWI	Human rights based approaches
RAIN Foundation	Rainwater harvesting, 3R
BGR, IGRAC	Groundwater management
MetaMeta, MDF	The Water Channel, network management tools
EUWI, ICA, AfDB, SIWI, GWP, ANBO	Financing water resources management and development in Africa
UNESCO-IHE, IWC, Nyenrod	Leadership and water diplomacy

Cap-Net will participate in several international events. As usual, the Stockholm World Water Week 2014 is an appropriate platform for Cap-Net to demonstrate its role in water capacity development. Participation in other events will be assessed on a need be basis.

Two working groups have been established within the Cap-Net global network of partners and networks to address and advice the secretariat on Cap-Net policy issues. A provision has been made for the Working Groups to meet and discuss these issues face-to-face.

Activity	Budget	Indicators
Building cooperation programmes with partners.	50,000	3 collaborative programmes developed
International and regional meetings	60,000	On a need basis at least 10 meetings
Cap-Net Working Group meetings	40,000	2 Workshops organised
	150,000	

3. Knowledge management

It has been widely acknowledged that within its limitations of size and scope, Cap-Net has produced an impressive amount of capacity development materials and has responded adequately to express demand. This is a feature of the programme that is nurtured also during this year and new initiatives are being developed in connection with development of capacity development programmes. Several packages on subjects initiated in 2013 are at finalisation stage and other initiatives are being developed during 2014.

The system put in place to assess the impact of capacity development actions will be reviewed on its effectiveness and to give networks a more central role in its implementation. Networks participating in the process will be compensated for the efforts.

The output areas to be addressed under knowledge management are:

1. Development of training materials;
2. Information dissemination; and
3. Monitoring and Learning from the programme.

Output 3.1 Development of training materials

Four new training materials are developed in aspects of water management and climate change that support improved water management on the ground. Development of five training materials by partner networks supported.

The development of several training packages has been initiated in 2013 and earlier. For 2014 it is planned to finalise of these packages, particularly on pollution management, ecosystems services and functions, earth observations and GIS for IWRM, and drought risks management, all of which are near completion and water loss and water demand management manual development initiated in 2013. The completed manuals will be translated in three languages and issued on CD. New training programmes and packages will be initiated with partners on rainwater harvesting and IWRM, and on human rights based approaches, leadership and water diplomacy. The material used by REDICA for courses on coastal zone management will be reviewed and may be the basis for a training manual on the subject. The development of a toolkit for water managers on IWRM instruments for climate change adaptation is initiated and will be continued in 2014.

The Cap-Net and partners training manual on IWRM as a tool for climate change adaptation will be reviewed following the recently issued new IPCC report 5 with recent climate change data that need to be incorporated in the existing package. For revision and update of the manual a workshop will be organised with partners and networks.

Cap-Net also supports partner networks in the development of training packages. Several networks have submitted proposals to that extent (see annex 1) and a budget is reserved to support these initiatives.

Activity	Budget	Indicators
Completion of draft materials	30,000	3 training manuals completed and available
Development of new materials	50,000	3 training manual being prepared
Review and update of training packages	20,000	1 training package revised and published
Support to networks material development	50,000	5 materials developed, 3 initiates
Printing and translation	30,000	3 materials, 9 translations
	180,000	

Output 3.2 Information dissemination

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

The Cap-Net web site is its main vehicle for rapid dissemination of information and materials. Download figures show that there is a large demand for the Cap-Net materials as they went up from a couple of hundreds into over ten thousand downloads for 2011. It is therefore important that the site is frequently checked and updated. The web site will undergo a major overhaul in 2014 to bring it up to current standards. In 2014 Cap-Net also intends to establish a mirror website in French. Under network support, Cap-Net will also assist partner networks in development and maintenance of their web sites. A provision is made for the technical development of the virtual campus, as introduced under section 1.4.

The collaboration with MetaMeta under The WaterChannel will continue and be expanded to include introductions on the use of videos in the context of training activities as well as video-recordings on the subject of network management. In collaboration with UNEP-DHI and partner networks the serious game Aqua Republica will be further developed and adapted for educational purposes.

The materials are also in demand on CD and Cap-Net will continue to respond to requests for copies and assure sufficient stock. In line with the Cap-Net paper-less office policy, it will refrain from issuing materials in hard copy but issue training manuals on CDs or USB stick only.

Activity	Budget	Indicators
Cap-Net Web site maintenance and development in English and Spanish including a new French version	90,000	Improved website operation and establishment of French version Virtual campus developed
The Water Channel	30,000	Operation Water Channel web site; videos disseminated
Aqua Republica	90,000	Game developed; guidelines for use in training and education
Brochures, newsletters, annual report 2013, other information dissemination	10,000	Information materials available, Cap-Net and partners visibility.
	220,000	

Output 3.3 Monitoring and learning from the programme

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

Low response by course participants to monitoring and evaluation initiatives has led to a rethinking of the use of the Monitoring and Evaluation Learning Plan and the way it has been applied. Partner networks and course organisers will have a central role in the M&E process and the support to networks for implementing the MELP in addition to core support is intended as an incentive in that respect. It is intended that course follow up tools will be applied by networks and their members, and the role of the secretariat is to coordinate and consolidate the results.

In the budget a provision is made to ensure publication of the MELP and results. Cap-Net will also assist the networks with attachments for the purpose of organising data collection and analysis and contributing to a consolidated MELP report.

Activity	Budget	Indicators
Monitoring system implemented in Cap-Net and networks	35,000	1 operational system monitoring results improve progress and other reports.
Publication outcomes	5,000	MELP report published
	40,000	

PROJECT MANAGEMENT AND BUDGET SUMMARY

Project management

The relocation of the Cap-Net secretariat to Rio de Janeiro in Brazil has been effectuated in 2013. Through the ministries of environment and foreign affairs, the Brazilian Government provides allocation of adequate office space at the Federal University of Rio de Janeiro, in co-location with the Global Centre for Sustainable Development Rio+ (a UNDP programme) and the regional office of UNISDR. The Government of Brazil also provides support functions and facilities at the location. This has substantial consequences for the operational costs of the secretariat and the budget for office and operational costs has been substantially reduced.

The budget for international staff includes two junior staff as the contract modality under UNOPS has changed from local contracts to ICAs (Individual Contractual Agreements). Two support staff have been recruited, a programme assistant and a part time financial associate, for the secretariat. Currently the secretariat is staffed with two international staff, two ICAs of which one is working from another location, one part-time ICA, and two support staff. Discussions are initiated with the Rio+ Centre to investigate further sharing of resources.

The budget for two management board meetings reflects the travel and expenses costs for three representatives of the partner networks and secretariat staff.

Early in 2014, the Cap-Net programme will be externally evaluated. The consultant who is to conduct the evaluation is expected to report to the management board at its mid-year meeting.

Budget item	Budget	Indicators
International staff	520,000	4 staff retained
Local staff	60,000	2 staff retained
Office and operational costs	12,000	Office smooth operations ensured
Management board	40,000	2 face-to-face meetings
External review	64,868	1 report
Total	696,868	

Budget and liquidity analysis

Final financial figures on budget realisation in 2013 will only be available in April 2014 but based on expenditure analysis to date, it is expected that the revised budget for 2013 will be fully realised. Based on a liquidity forecast, the contribution of DGIS in 2013 was reduced with USD 600,000 as compared to the previous years. However, DGIS has indicated that it will consider allocating this amount in addition to the regular contribution for 2014 of USD 1,875,000, totalling USD 2,475,000.

In 2014, the Coca Cola Foundation will join as a funding partner. It will contribute USD 1 million over a period of 4 years, or USD 250,000 annually.

The annual budget for Cap-Net for the 2014 – 2017 period is at USD 3.5 million. After reduction of UNDP GMS and UNOPS ISS, a programmable budget of USD 3,027,150 is foreseen. This implies that

there is a currently unfunded portion of the budget of USD 302,150. There are on-going discussions with Sida and the Brazilian Government to ensure that this funding gap will be closed.

In summary:

Annual budget as per 2014 – 2017 strategy: USD 3,575,000

UNDP GMS: USD 250,250

UNOPS ISS: USD 232,732

Programmable budget: USD 3,092,018

Confirmed contributions:

DGIS: USD 2,475,000 (1,875,000 + 600,000)

The Coca Cola Foundation: USD 250,000

Currently unfunded portion, to be sourced for 2014: USD 850,000

(Discussion on-going with Sida and Government of Brazil)

Cap-Net Programmable budget for 2014

Activity area	USD
1. Delivery of capacity development	715 150
1.1 IWRM, River basin management	300 000
1.2 Water supply and sanitation, agriculture and environment	150 000
1.3 Climate change	220 000
1.4 Education programmes	45 150
2. Strengthening partnership	1 240 000
2.1 Capacity developers trained	480 000
2.2 Network management	610 000
2.3 Partnership development	150 000
3. Knowledge management	440 000
3.1 Training material developed	180 000
3.2 Website maintained in English and Spanish, including virtual campus	220 000
3.3 Monitoring and learning plan implementation	40 000
4. Project implementation	696 868
International staff	520 000
Local staff	60 000
Office and operational costs	12 000
Management board	40 000
External review	64 868
Programmable budget	3 092 018

The buffer of UDS 250,000 established earlier on will be maintained to cover expenses in the first months of 2015. As this has already been allocated in 2011 and subsequently carried over to 2012, 2013 and now to 2014, it will have no effect on the programmable budget for 2014.

An analysis in 2011 showed that, as a consequence of the Cap-Net policy to support capacity development activities with not more than 50 percent of the total cost of the activity, there is substantial co-funding from other sources to Cap-Net supported activities. For output area 1 it has been calculated based on 2011 figures that Cap-Net support leveraged 59 percent in cofunding. Extrapolating this to the 2014 budget, it may be expected that for capacity development delivery USD 1.03 million will be leveraged from elsewhere, bring the total to USD 1.78 million.

Using the same 2011 analysis to calculate the co-funding for activity area 2, the total for 2.1, training of trainers activities, would amount to USD 566,400 raising USD 86,400 (or 18 percent) co-funding. In the same output area, the partner networks have raised support from other sources for their network management in 2011 for up to 43 percent, which would result in 2014 to a co-funding of USD 563,000 totalling USD 1.173 million for network management. For activity area 2 strengthening partnerships, the total budget would amount to USD 1.889 million.

Substantial contributions by partners to networking (activity 2) and material development (activity 3) could not be quantified. Ignoring these contributions, the virtual total budget for Cap-Net in 2014 would be USD 4,741,000.

ANNEX 1: NETWORKS PROPOSED ACTIVITIES

Networks proposed activities and secretariat work plan by output area 2014

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 1.1¹

¹ Please note that the output targets definition in the respective output areas is derived from the strategy document. The current work plan is to contribute to achieving these targets

Network	Activity
AGWNet (12); ArgCap-Net (2); CB-HydroNet (ToT); Nile IWRM-net	Groundwater management courses
Cap-Net Lanka	Advocacy: Water Professionals Day
Aguajaring; MyCBNet	Integrated Lake Basin Management
Aguajaring; CKNet	Gender Mainstreaming and Water
ArgCap-Net; CAR@WAN; WaterCap	River Basin Organisations and IWRM
CB-HydroNet	ToT in Water governance and Human Rights Based Approach to Water
Cap-Net Bangladesh (4); WANet (2)	Conflict resolution
WANet (2)	ToT Conflict resolution
Aguajaring; MyCBNet; CKNet	IWRM and planning
Cap-Net Brasil; REDICA	Water governance
Nile IWRM-net	Information Communication Systems and Management
Aguajaring; CKNet; LA-WETnet; Nile IWRM-Net; REMERH	Water integrity and accountability
CB-HydroNet; Nile IWRM-Net (2)	ToT Earth observations for IWRM
ArgCap-Net;	Journalists' training
Aguajaring;	Coastal zone management
WaterCap	Water resources management and climate change impact
Cap-Net Brasil	IWRM – Gender and Water Integrity
Cap-Net Lanka	National strategy for capacity development in the water sector in Sri Lanka.
Cap-Net Lanka	Manual for catchment conservation with reference to the low impact development aspects for Sinhala community in Sri Lanka
Cap-Net Lanka	Urban Water Environment: Monitoring and Management
Cap-Net Lanka	Integrated management of land and water resources for improving watersheds in up country of Sri Lanka
Cap-Net Lanka	TOT on preparation of Low Impact Development (LID) plans in relation to overland flow and urban storm water management
Cap-Net Lanka	Gender and Water Dialogues Northern and Eastern Provinces
Cap-Net Lanka	Training on Reduction of Non-revenue water (NRW) and water conservation
CAR@WAN	Economic tools in IWRM
CAR@WAN	River Basin Organisations and IWRM Manual
CB-HydroNet	ToT in Transboundary Water Resources Management
CKNet	Engineering Design of Hydraulic Structures
CKNet	Asset Management for Water Management in Surabaya
LA-WETnet	IWRM & Food Security
LA-WETnet (2)	IWRM for water technicians at the community and

	municipal levels
LA-WETnet	Urban Water Management
LA-WETnet	IWRM at the community level
LA-WETnet	IWRM principles and key subjects
MyCBNet	Training of Trainers for Effective Facilitation Skills
NBCBN; REDICA; REMERH; WaterCap	Earth Observation in support to IWRM
SCAN	Training in Policy and Institutional Foundations of Water Resource Management
SCAN	Training on Water rights, Gender and Equity issues for working water professionals of South Asia
SCAN	ToT in Climate Variability and its impacts on Water, Energy and Food Systems in South Asia: Adaptive Water Management Approaches within the Framework of IWRM
SCAN (2)	Asia level Training Program in Water Sustainability for the Private Sector
SCAN	SAWA workshops
WaterNet	IWRM and project implementation in trans-boundary river basins: challenges and strategies

Case studies

Network	Activity
AGWNet	Gender in groundwater
	Vulnerability assessment through identification of vulnerability assessment parameters and pressure points
Cap-Net Brasil; LA-WETnet; Nile IWRM-Net	ToT in Water Integrity - regional
Nile IWRM-Net	IWRM for RBOs/ river basin management / Applying Indicators
Cap-Net Bangladesh	Water Security & Food Security policies under climate change scenarios in Bangladesh
	Making IWRM relevant in Nile Region- multi-sector information management
CKNet	IWRM capacity development needs and opportunities
Cap-Net Lanka	Training Workshop on Impact of Climate Change on Water, Food and Environment
CB-HydroNet	Capacity Development Needs Assessment for Ground water planning and management
CB-HydroNet	Capacity Development Needs Assessment for urban flood management
CB-HydroNet	An appraisal of the Congo Basin water resource information systems and the need for future interventions of capacity development
LA-WETnet	International water law Manual + course
LA-WETnet (4)	Linking capacity building and effective changes in water resources management
NBCBN	Strengthening Regional Resilience To Cope With/Adapt With Climate Change Future Risks
Nile IWRM-Net	National stakeholders workshop on Water & Food nexus in IWRM
REDICA	Subterranean waters as an adaptation technique to Climate Change
SCAN	Sustainable management of Groundwater resources in South Asia
SCAN	ToT in Climate Variability and its impacts on Water Energy and Food Systems in South Asia

Output 1.2

Network	Activity
Aguajaring; PhilCap-Net	ToT Water Safety and Integrity Plans
Phil Cap-Net	Water Safety Plan Support
Cap-Net Brasil	Drinking Water Quality
CB-HydroNet	ToT Sustainable sanitation and water management
Aguajaring; PhilCap-Net	Seminar on Hydro-Climatic Disasters in Water Resource Management
ArgCap-Net;	Water cycle in Agroecosystems
Awarenet	Water Integrity Capacity Building Programme in the Middle East and North Africa
REMERH	National Workshop on Water Integrity in IWRM
SCAN	Sanitation and Water Agencies to access the same in the context of the Ganges
WaterNet (2)	Promoting Integrity & Accountability in the Water Sector

Case studies

Network	Activity
AGWNet (2)	Groundwater and Drought Management
AGWNet (2)	Groundwater and irrigation
AGWNet (2)	Groundwater and climate change adaptation
AGWNet (2)	Recharge, Reuse & Retention
Nile IWRM-Net (10)	Experiences on climate change adaptation through IWRM approaches
Nile IWRM-Net (10)	Guidelines for implementing CC policy and institutional arrangement.
Nile IWRM-Net (3)	Progress in implementation of climate change adaptation and livelihood improvement through a catchment based approach
Nile IWRM-Net; Phil Cap-Net	IWRM capacity building needs and opportunities
WaterCap	Monitoring IWRM
WaterCap	CB Impacts Tracking public water expenditure

Output 1.3

Network	Activity
Cap-Net Bangladesh	Ecosystems functions and services, and Water
Nile IWRM-Net; WANet	ToT Ecosystems functions and services, and Water
ArgCap-Net; Cap-Net Bangladesh; REMERH	IWRM and Drought Risks Management
Aguajaring; MyCBNet; ArgCap-Net; Cap-Net Brasil (2); REDICA	Integrated Urban Flood Management
LA-WETnet	Adaptation measures for drought management and IWRM in the Andean context
Nile IWRM-net	Water Pollution Management
WaterCap	Water Pollution & Quality Monitoring
Cap-Net Brasil	Strategic Integrated Environmental Assessment for River Basin Management
Cap-Net Brasil	PES – payment for environmental services
Cap-Net Brasil (2); REDICA	IWRM as a Tool for Climate Change Adaptation
WaterCap	Flood Risk Management
Awarenet	ToT Ecosystems Management
MyCBNet	ToT on Water quality and Sanitation
WaterCap	Practical guidelines for climate change adaptation in Kenya
REDICA	Hydroelectric energy projects within the IWRM approach
Aguajaring; MyCBNet	ToT for Public Outreach Programme on River Pollution
ArgCap-Net	Water Management in Arid and Semi-arid Regions
ArgCap-Net	Valuation of Natural Resources with Emphasis in Water
Cap-Net Lanka	TOT in Integrated Urban Flood Management
Cap-Net Pakistan	Disaster Management and Climate Adaptation
CAR@WAN	Water and Climate change
CB-HydroNet	Water Resources Management, climate change impacts and adaptation
MyCBNet	TOT of Drought Management
MyCBNet	National Program on IFM – role of Community
MyCBNet	Development of Module for Environmental Flow
REDICA	Environmental flow and IWRM
MyCBNet	ToT on Integrated Lake Management
Nile IWRM-Net	Drought Early Warning Systems and IWRM
REDICA	Draughts and desertification
WaterCap	Valuation of water resources and Enviromental services /assets
WaterNet (2)	Non-point Source Water Pollution Modeling and Prediction

Case studies

Network	Activity
NBCBN	A regional review on implementing ecosystems management tools in the Nile basin
Aguajaring	Needs Assessment for CB, IWRM and the mechanisms for implementation
ArgCap-Net	Training materials for young students in IWRM
Cap-Net Lanka	Catchment conservation awareness program for school children
Cap-Net Pakistan; NBCBN; SCAN; WaterCap	Water Leadership & Diplomacy
Nile IWRM-Net	Regional ToT in Water leadership and diplomacy
CKNet (3); REDICA	Water Management and Coastal Zone Management
LA-WETnet	Education for Sustainability - Virtual course
LA-WETnet	Face to face training cycle
LA-WETnet	Workshop: pilot use of the Aqua Republica serious game
LA-WETnet	Face to face course with school teachers and trainers
LA-WETnet	Transferring knowledge on water education in schools to South East Asia
LA-WETnet	Innovative learning
NBCBN	Water Education programs for new water professionals in the Nile Basin.
NBCBN	Online Journals & Publications
NBCBN	New online Communities of Practice
SCAN; WaterCap (3)	Leadership skills for young water professionals in water sector
WaterCap	IWRM in school

Output 1.4

Network	Activity
Cap-Net Bangladesh; Cap-Net Pakistan (6)	Water Supply, Sanitation and Hygiene in Classroom
ArgCap-Net;	E-learning and virtual campus
Aguajaring; MyCBNet; Cap-Net Bangladesh; LA-WETnet; Nile IWRM-Net	Regional and National TOT on Water Footprint and IWRM
Aguajaring	Development of module for ToT Course on Water Footprint
ArgCap-Net; LA-WETnet	Water Footprint Course
Awarenet	RICCAR - The Regional Initiative for the Assessment of the Impact of Climate Change on Water Resources and Socio-Economic Vulnerability in the Arab Region
Cap-Net Pakistan	Youth intervention towards Ecosystems Services and Management
LA-WETnet	Capacity Development for Sustainable Water Resources Management in Latin America
NBCBN	Integrating Climate Change Uncertainty to the Development of the Nile Basin
NBCBN (2)	Wetlands Management, and Wetlands Economic Valuation
NBCBN	Decision Support Systems: Applications from the Nile DSS
Nile IWRM-net	IWRM planning, implementation and partnership building
REDICA	Agents of Change: Skill development workshop

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 collaboration on capacity development.

Output 2.1

Network	Activity
LA-WETnet	Integrated Drought Risks Management
AguaJaring; MyCBNet	TOT for Effective Facilitation Skills in CB for the Water Sector
CAR@WAN	ToT on IWRM
Cap-Net Brasil	Cooperation Programme with Portuguese Speaking Communities
Cap-Net Pakistan	Series of four National Dialogues to diagnose the Capacity Building needs and challenges of SDGs in the context of IWRM
Nile IWRM-Net; REDICA; WaterCap	Regional training on sustainable sanitation and water management
Nile IWRM-Net	Sustainable Water Supply service Management
Nile IWRM-Net	Regional experience sharing and Learning on Rural Water Supply and Sanitation

Nile IWRM-Net	Training of the Steering Committee Members in building effective partnerships, resource mobilization, and network management
WaterCap	Capacity building for Water Resource Users Association in WRM
WaterCap (2)	Water Resources Assessment & Knowledge Management for IWRM
WaterCap (2)	IWRM and Agriculture

Output 2.2

Network	Activity
AGWNet; Awarenet; Cap-Net Bangladesh; Cap-Net Brasil; Cap-Net Lanka; Cap-Net Pakistan; CAR@WAN; CB-HydroNet; CKNet' LA-WETnet; Nile IWRM-net; SCAN; WANet; WaterCap	Members meeting / SC meeting / Network support
Cap-Net Brasil	Promotion of lusophone countries network
Awarenet; LA-WETnet; REMERH	IWRM postgraduates networking
ArgCap-Net	Support to young water professionals networking
CB-HydroNet	Establishing country working groups and clusters

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 development services, and establish indicators and monitoring systems.

Output 3.1

Network	Activity
Nile IWRM-Net	National training on implementation of climate change adaptation measures through IWRM approaches
Cap-Net Lanka	Translation of school material to Tamil and English
WANet (2)	Management of river basins
AGWNet	Groundwater and IWRM manual
AGWNet	Groundwater in African RBOs manual
Cap-Net Lanka	National TOT in IWRM
Cap-Net Lanka	Web based database management in relation to IWRM aspects for the Nilwala Basin
CAR@WAN	Economics in Sustainable Water Management
CKNet	Capacity Development for IWRM Education and Training
LA-WETnet	Economic instruments for water resources management
MyCBNet	Training Needs Assessment

Output 3.2

Network	Activity
Awarenet; Cap-Net Lanka; CB-HydroNet; LA-WETnet; Nile IWRM-net; Phil Cap-Net; REDICA; REMERH; SCAN; WaterCap	Web site development and maintenance

Output 3.3

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

Network	Activity
Cap-Net Lanka; Cap-Net Pakistan; CAR@WAN; CB-HydroNet; CKNet; LA-WETnet; Nile IWRM-Net; REDICA; REMERH; WaterCap	Implementing MELP

ANNEX 2: 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. Intercountry 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. 	<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 development. 	<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"> - Sector agency policies on water management. - Surveys. - Desk study. - Network progress reports. - Work plans - Monitoring system - External Evaluation 	<ul style="list-style-type: none"> - Networks remain committed to mobilising capacity development institutions and individuals at local level. - Networks are able to meet the demands being made. - Networks attract committed and

	Indicators	Means of verification	Assumptions
			competent capacity development individuals and institutions as members. -
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 development services, and establish indicators and monitoring systems.	<ul style="list-style-type: none"> - Indicators available and used for capacity development services. - Monitoring systems in place and providing feedback for improvement. - Materials developed, locally adapted, accessible. - Case studies prepared, lessons learned. - Knowledge supporting capacity development 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</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 development delivered. • Number of educational programmes, new programmes, level of education targeted. • Innovative methods used. • Sharing of materials, curricula between networks and institutions. • Countries 	<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 development individuals and institutions as members. - Training offered by networks is attractive to the water sector.

	Indicators	Means of verification	Assumptions
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.			
<p>Output 2.1 100 trainers from 25 capacity development 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 development 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</p>	<ul style="list-style-type: none"> • Number of capacity development 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 and 	<p>Progress reports. Survey of institutions participating. Network reports. Training course reports. Survey of partners. Desk study of materials. Reports of case studies,</p>	<ul style="list-style-type: none"> - Capacity development indicators are feasible to implement and measure.

	Indicators	Means of verification	Assumptions
<p>development expertise, training materials and training activities and news to promote improved knowledge access and dissemination.</p> <p>Output 3.3 Indicators and monitoring systems are developed both for the capacity development programme and for water resources management which are incorporated into a monitoring and learning plan.</p>	<p>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>research, materials and management systems. Evaluation reports.</p>	
Outcomes and Impacts			
<p>Capacity Development 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 development programmes. 	<p>Outcomes from Strengthening Partnerships:</p> <ul style="list-style-type: none"> • Capacity development networks use multidisciplinary skills of competent members to scale up capacity development 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 development services through indicators and monitoring systems. • Training and education programmes of capacity development institutions are adapted based on available and developed materials and measurement of their effectiveness through monitoring and evaluation. 	
<p>Capacity Development 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 	<p>Impacts from Strengthening Partnerships:</p> <ul style="list-style-type: none"> • Capacity development networks are the regional/ country focal point for capacity development 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 development 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 	

	Indicators	Means of verification	Assumptions
water safety plans.		capacity development by competent national and regional institutions.	