



International Network for Capacity Development in Sustainable
Water Management

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WORK PLAN 2015

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**Water Knowledge for All:
Empowering Individuals, Enabling Environments**

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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 strategy document for Cap-Net UNDP (2014-2017) focuses on concepts and principles, addressing programme management, structure, mechanisms and tools, implementation and monitoring processes. Detailed work plans will be produced annually that present concrete activities, outputs and detailed budgets by activity area, and annual reports providing detailed accounts of what has been done. The strategy is themed "*Water Knowledge For All*" ensuring that the IWRM paradigm moves beyond establishing the enabling environment but to practical implementation. It is postulated that "water knowledge" should not be a scarce commodity but should be available at the least possible cost with improved accessibility.

The 2014-2017 Cap-Net programme vision and mission is fully aligned with the UNDP Strategic Plan (2014-2017)¹, which take the human development approach as its conceptual foundation, and in particular emphasising support to capacity development leading to enhanced national and local capacities for human development. The strategy is further aligned to the overarching strategy of the Water and Ocean Governance Programme (WOGP) for 2014-2017² of the UNDP which envisages a world in which management, development and use of water and ocean resources is sustained and where there is accelerated effort to universal access to safe household water supply and improved sanitation.

Within this context, Cap-Net aligns itself during this 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 are 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

Cap-Net focuses on capacity development for climate resilient water and oceans management, and water supply and sanitation, on trans-boundary surface and groundwater protection, on cross-cutting issues such as water integrity, gender, human right based approach to water, and water diplomacy, and finally on innovative learning and formal education.

¹ UNDP Strategic Plan, 2014-2017. Changing with the World: Helping countries to achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion.

² Water and Ocean Governance Programme (2014-2017). Contribution to realising the UNDP Strategic Plan 2014-2017.

Guided by its vision and mission Cap-Net priority areas for 2014-2017 based on its 3 strategic goals are as follows.

- a) **Capacity Development:** *To develop capacity of institutions and individuals to manage, and use water and coastal zone resources sustainably, and to adapt to increasing climate variability within a context that addresses, human rights, gender equity, integrity, diplomacy and sustainable livelihoods.*
- b) **Strengthening partnerships.** *To improve water management practices by:*
 - *using effective networks of capacity developers to impact on the ground, and*
 - *developing partnerships with international agencies and private sector organisations to improve their outreach and collaboration on capacity developing.*
- c) **Knowledge management.** *To develop and implement knowledge management systems in response (innovative capacity development), that ensure access to the best of international and local knowledge for all, measuring the effectiveness of capacity development services, and reviewing indicators and monitoring systems.*

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.

CAP-NET IN 2015

The work plan 2015 presented here is the first full annual plan that is in line with the Cap-Net 2014-2017 strategy “Water Knowledge for All”. Nevertheless, few activities initiated in phase III will run over into the current strategic period for which some funds have been earmarked. From this perspective, 2015 is still a transition year but now with the strategy document guiding the preparation and implementation of the work plan.

The work plan (and the strategy) takes full account of the recommendations following the peer-to-peer network review initiated in 2013 and completed in 2014, and the 2014 joint donor external review that has been adopted by the end of the year. Both internally and externally being reviewed very positively, the documents give Cap-Net as a global network and in particular the secretariat substantial guidance for practical improvements and streamlining of Cap-Net’s operations. Special attention will be given to respond to and implement these recommendations in 2015 and beyond.

In line with the Cap-Net strategy 2014-2017 and in recognition of requirements by partner networks, at the core of the programme, Cap-Net will continue to emphasise strengthening of the networks. It is the eventual goal that networks become fully autonomous and operational independent of Cap-Net support. As both reviews have shown, there is still a long way to go to reach that stage and in general it may be an illusion that capacity development initiatives such as Cap-Net and the affiliated networks will be self-sustained. Partner networks remain at the core of the Cap-Net programme and 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. 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.

Due to significant budget reduction as compared to previous years, the level of activities in 2015 will be considerably lower than in 2014. DGIS support has been extended budget-neutrally for 2015 to complete some activities initiated in phase III. As from July 2014, Sida provides support to Cap-Net through the UNDP WOGP and indicated support until November 2018. It is anticipated that DGIS may re-engage with Cap-Net after the current year.

The external review showed that dependency on few financial partners may jeopardise the sustainability of Cap-Net and the partner networks. Initiatives will therefore be taken in 2015 to fundraise from different sources, including from non-traditional donor countries and other potential financial partners.

The composition of the programmable budget for 2015 is as follows:

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

UNDP GMS: USD 250,250

UNOPS ISS: USD 232,750

Programmable budget: USD 3,092,000

Confirmed contributions:

Sida: USD 1,650,000

Savings (DGIS: USD 350,000, Sida USD 150,000): USD 500,000

Currently unfunded portion, to be sourced for 2014: USD 1,425,000

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 485,000 (24%)

Activity 2: Network strengthening – USD 660,000 (33%)

Activity 3: Knowledge management – USD 95,000 (5%)

Activity 4: Project management – USD 769,500 (38%)

It also shows the relative high percentage for project management, particularly compared to previous years. The costs for project management are relatively stable as they reflect staffing and operations costs. Cap-Net strives to maintain the current project team in place for smooth continuation of its operations. The low percentage for knowledge management is a reflection of consolidation of achievements and building on initiatives from previous years, such as finalising training packages and making full use of the recently renewed web site and developed virtual campus,

An analysis of leverage effects of Cap-Net contributions to capacity development activities and network strengthening in 2014 showed that the inputs in activity 1 has an effect of 1.59 according to a leverage index, and in activity 2.1 an index of 0,33. This means that the Cap-Net inputs in activity 1 leveraged 61 percent co-funding and 25 percent for activity 2.1. The effects of support to other activities has not been analysed in the 2014 study but results from a 2011 study showed that partner networks raised support from other sources from their network management for up to 43 percent. Applying these indices to the 2015 budget would lead to a virtual budget for Cap-Net of USD 3 164 087. This does not consider the substantial contributions by partners to networking and material development which could not be quantified but are expressed in staff time contributing to partner programmes and at times covering travel and facilitation costs.

This work plan details the activities planned for 2015 by output and activity area within the context of the objectives of the Cap-Net strategic document 2014 – 2017, of which the result-based management framework is presented in annex 2 for reference. The output areas are summarised and a full record of priority activities proposed by partner networks is presented in annex 1.

In 2015, Cap-Net is facing a particularly challenging year with a substantially reduced budget as the DGIS support is coming to an end. Cap-Net will do its utmost to keep DGIS on board also in the future and at the same time increase its effort to raise support from other possible financial partners. However, for 2015 Cap-Net has to count with a budget that is one third lower than that of the previous year. This is daunting not only for the implementation of the programme but also not to lose the momentum that was created to prepare networks and their members for scaling up activities.

ACTIVITIES AND BUDGET

The outputs described in this section are related to the immediate objectives and indicators for the present strategy period. For reference the result-based management framework of the Cap-Net strategic plan 2014 – 2017 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 priority proposals that go far beyond the capacity of Cap-Net to support (see annex 1). The number of activities planned therefore does not entirely match the number of activities proposed by the partner networks. In this context, partner networks have been requested to indicate priority activities in their work plans, for Cap-Net to better focus its support to relevant activities within the present budget limitations.

Activity 1. Capacity Development

To develop capacity of institutions and individuals to manage, and use water and coastal zone resources sustainably, and to adapt to increasing climate variability within a context that addresses, human rights, gender equity, integrity, diplomacy and sustainable livelihoods

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 programme 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 priority 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 2013 annual network managers meeting. It was subsequently adopted during the 2014 network managers meeting by a working group on finance. The following was agreed:

Courses, training workshops:

Proposals to Cap-Net for support to CD activities need to demonstrate their contribution to improvement of climate resilient 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. A ceiling of support of USD 15,000 per activity is used.

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. The ceiling of USD 15,000 Cap-Net financial support per activity ensures that at least around 30 training activities and additional three virtual courses and two educational programmes can be supported in 2015.

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

1. Climate-resilient integrated water resource and coastal management;
2. Climate-resilient access to water supply and sanitation;
3. Protection of trans-boundary surface and ground waters in a changing climate; and
4. Cross cutting areas

Budget for activity 1:

1. Delivery of capacity development	485 000	Indicators
1.1 Climate-resilient integrated water resource and coastal management	195 000	13 courses supported
1.2 Climate-resilient access to water supply and sanitation	105 000	7 courses
1.3 Protection of trans-boundary surface and ground waters in a changing climate	45 000	3 courses
1.4 Cross-cutting areas	90 000	6 courses
1.5 Innovative learning and educational programmes	50 000	Operational VC, 3 virtual courses, 2 water in schools programmes

Output 1.1 Climate-resilient integrated water resource and coastal management

Capacity is developed in 260 water stakeholders and practitioners to improve water and coastal management practices addressing 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 professionals and managers remains at the core of Cap-Net activities. With a substantial part of the training budget being made available, the aim is to assist partner networks in training more professionals.

The topics of 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 climate resilient water management aspects. They can generally be grouped in three main subject matter categories:

- Improving water resources management using the IWRM approach. It addresses many different IWRM issues and a variety of target groups;
- Water management instruments as tools for climate change adaptation;
- Capacity development for the establishment of basin committees and stakeholders in RBOs.

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.

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. 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:

- 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 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.

Output 1.2 Climate-resilient access to water supply and sanitation

140 stakeholders and practitioners from the water supply and sanitation sector will improve their capacity to manage water resources sustainably and adapt to a changing climate.

Also in 2015 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:

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

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. Specifically in 2015 development of Spanish fact sheets and making the course available in the Virtual Campus will be prioritised.

In 2015 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.

Output 1.3 Protection of trans-boundary surface and ground waters in a changing climate

Capacity development on trans-boundary surface and groundwater will reach out to 60 water managers and stakeholders.

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 2015 Cap-Net in collaboration with a GWP consortium (AMCOW, CDKN, UNDP-GEF), will support CD activities in Africa.

Several networks have included activities in their work plans on trans-boundary and groundwater management. In particular the thematic network AGWNet has planned numerous activities on groundwater management capacity development. With a limited budget, Cap-Net will be in a position to support some of these activities.

Output 1.4 Cross cutting areas

120 water practitioners and stakeholders will be trained in water management related areas across the board, such as water integrity and transparency, human right based approach to water, gender, and water diplomacy

A good mixture of established and new subject matters that are considered cross-cutting issues, Cap-Net has the opportunity to consolidate its programmes on some subjects whilst developing new programmes on other topics.

The longstanding programme on gender and water has been boosted in 2014 by a review and testing of the Why Gender Matters tutorial, and the active participation of Cap-Net in the organisation of a Gender and Water conference in East London, South Africa. This programme was built on the partnership with the Gender and Water Alliance. It will be followed up in 2015 with training activities and issuing the revised tutorial.

The collaboration with SIWI on water integrity and transparency that has already led to successful programmes in Africa, Latin America and the Arab Region, will be further explored in depth and with possible extension to other regions.

For Cap-Net relatively new was the engagement in coastal zone management together with partner networks in Central America and Indonesia with partners UNESCO-IHE, UNEP-DHI and UNDP-PEMSEA. This programme will be further rolled out on 2015 with the development of training materials and testing in a training of trainers. Several partner networks have already picked up on this initiative and proposed training activities in their work plans.

Equally new was the area of human rights based approach to water. With the UNDP Water Governance Facility, WaterLex, and partner network REDICA, important progress has been made in developing a training programme. Training materials that were tested in a training are now being finalised and will be issued in 2015. Several networks have proposed activities on the subject as a follow up to a training of trainers held in 2014.

Also in 2014, Cap-Net has taken first steps in developing a capacity development programme in water diplomacy with several partners. In 2015 development of training material will be resume with a possibility of holding the first ToT on the subject.

Output 1.5 Innovative capacity development and educational programmes

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

The Cap-Net Virtual Campus has been fully developed in 2014 and a first test course has been run on IWRM and Climate Change. The modules were enforced with videos and background material, and live sessions for interaction between the facilitators and students were organised. The results are currently being evaluated. It is the intention that three courses will be run in 2015, following the same format but taking lessons of the pilot course into account. The courses will be based on Cap-Net training materials and the team members involved in their development will be approached to facilitate their respective modules. The courses will be managed by the Virtual Campus coordinator and the modalities of his contract will be reviewed to have the activity fully and truly decentralised to a partner network.

Although with a reduced budget, Cap-Net will continue to support networks addressing schools and higher education programmes in 2015. 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.

The serious game Aqua Republica has been adapted for Cap-Net by partner UNEP-DHI. It will be tested in two schools, in Argentina and Kenya. It will also be of use for the 2015 World Water Day campaign on water and sustainable development.

Activity 2. Strengthening partnerships

To improve water management practices by:

- *using effective networks of capacity developers to impact on the ground, and*
- *developing partnerships with international agencies and private sector organisations to improve their outreach and collaboration on capacity developing.*

Networks and partners remain 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 network 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. Because of its importance and taking into consideration the findings and recommendations of the peer and external reviews, this activity area receives most attention in the Cap-Net strategy and thus in this annual work plan for 2015.

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.

Budget for activity 2:

2. Strengthening partnership	660 000	Indicators
2.1 Capacity developers trained	130 000	3 courses supported, 60 network members trained
2.2 Network management	460 000	18 networks receive support; one annual network managers meeting held
2.3 Partnership development	70 000	1 Technical consultation organised; WWD activities supported; partnerships maintained

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

60 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.

In view of the reduced budget for 2015 and the focus on consolidating programmes rather than developing new ones, only three training of trainers' courses are foreseen. Programmes initiated in 2014 on coastal zone management in IWRM and on water diplomacy will be followed up by training of trainers courses to test the material, and the partnership programme with ESA-TIGER and ITC on earth observations for water management will be followed through with one regional ToT in Africa. The budgets for the courses are reduced to 50 000 per global ToT and 30 000 for the regional ToT. It is anticipated that additional funding will be generated by partners and that self-funded participants will attend so that savings can be made on travel and per diem.

For regional ToTs it is expected that partner networks will raise support locally or from other financial partners to co-fund these activities that from the Cap-Net side will be supported through activity area 1 and would therefore be compliant with the support conditions stipulated/

Output 2.2 Improving network effectiveness

Networks are assisted to achieve effective implementation and develop membership relevant to capacity needs in water management in a changing climate

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' meetings in 2013 and 2014. The following was agreed upon for the Cap-Net strategy 2014 – 2017, and in particular for 2015:

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**. The completion of a 2015 MELP report is conditional for 2016 core support

The support strategy includes further support to network managers to attend a local or regional event but in view of the present financial situation, that support will not be available in 2015. Following this strategy, the core support for eligible networks (those who submitted their annual work plans before the network managers meeting) will be USD 19,000 for regional networks and USD 15,500 for country 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 2015. The meeting will be hosted and organised by LA-WETnet in Latin America. 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. It may be necessary to reduce the length of the meeting with one or two days to realise some savings on the budget.

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 and report on monitoring and evaluation (MELP) activities by the partner networks. Other on-the-job learning programmes for young professionals may be supported to the extent possible.

Detailed budget for activity area 2.2

Activity	Budget	Indicators
Core support to network planning, management, membership development, communications and reporting. Support to network members meetings.	350,000	18 networks receive core support.
Network managers meeting	100,000	15 network managers meet and exchange experience and plan priority actions.
Network attachments	10,000	1 network attachment will be working with the secretariat
	460,000	

Output 2.3: Partnerships development

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

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.

Partners' involvement in collaborative programmes in 2015:

Partners	Collaborative programme
WMO, UNEP-DHI, GWP, SMHI	Toolkit and update of manual 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	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
ESA, ITC, UNESCO-IHE, UNEP-DHI, RAIN, AKVO, World Bank, DGIS	Cap-Tec – CD for the use of new technologies in water management
SIWI, WIN	Water integrity and accountability, Water Governance
WaterLex, SIWI	Human rights based approaches
RAIN Foundation	Rainwater harvesting, 3R
BGR, IGRAC	Groundwater management
MetaMeta	The Water Channel, communication
EUWI, ICA, AfDB, SIWI, GWP, ANBO	Financing water resources management and development in Africa
UNESCO-IHE, IWC, Nyenrode	Leadership and water diplomacy

Cap-Net will participate in several international events. As usual, the Stockholm World Water Week 2015 is an appropriate platform for Cap-Net to demonstrate its role in water capacity development, and particularly the coming year is of interest to Cap-Net as the theme is water and sustainable development. It follows the theme for the World Water Day campaign in which Cap-Net is actively involved and expected to contribute substance and outreach with assistance from the partner networks. In view of the limited funds available this year, it is proposed to limit the participation by Cap-Net in the 2015 World Water Forum. Participation in other events will be assessed on a need be basis.

Together with several partners, Cap-Net will organise an expert consultation on capacity development on the use of new technologies for improved water management and productivity. The meeting will be hosted by UNESCO-IHE and held in March 2015. The intention is to build a partnership on the subject and a capacity development programme for 2016-2019 that will be led by Cap-Net but with active involvement of the various partners and partner networks.

Activity 3. Knowledge management

To develop and implement knowledge management systems in response (innovative capacity development), that ensure access to the best of international and local knowledge for all, measuring the effectiveness of capacity development services, and reviewing indicators and monitoring systems

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.

Case studies:

Case studies on CD and its impact, and/or development of best practices for CD, has 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.

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, communication and case studies; and
3. Monitoring and Learning from the programme.

Budget for activity 3:

3. Knowledge management	95 000	Indicators
3.1 Training material developed	15 000	3 training packages finalised, 2 packages initiated
3.2 Information management, communication, and case studies in support of CD activities	35 000	Operational website in English and Spanish; improved communication
3.3 Monitoring and learning plan implementation	45 000	15 MELP reports submitted

Output 3.1 Development of training materials

Four training materials are finalised in aspects of water management and climate change that support improved water management on the ground. Development of two new training packages with partner networks and international partners will be initiated.

Development of training packages have been initiated in the past years and usually it is a process of two years from planning to completion in partnership. A number of packages are at the final stages of compilation, editing and lay-out before they will be issued. This year 2015 Cap-Ne will focus on completing this packages, particularly on Ecosystem Services and Functions in IWRM, Pollution Management, and Human Right Based Approach to Water. The development of a package on Coastal Zone Management has been initiated but will need more follow up in 2015 to be completed. New initiatives are on Water Diplomacy and Integrated Urban Water Management. The training manual on IWRM as a tool for climate change adaptation will be reviewed following the now issued IPCC report 5 with recent climate change data that need to be incorporated in the existing package.

If meetings are needed for the finalisation or development of materials with partners are needed, as much as possible these will be virtual meeting, making use of a functionality of the Cap-Net Virtual Campus.

Output 3.2 Information management, communication and case studies in support of capacity development activities

The Cap-Net website is maintained in English and Spanish and news to promote improved knowledge access and dissemination. Case studies in support of capacity development activities by partner networks are encouraged

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. The web site has undergone a substantial overhaul in 2014 and for the present year, it is expected that only maintenance and update will be required.



To streamline web site management and communication, and the use of social media for information dissemination and exchange, the use of a part time communication assistant will be sought. Cap-Net will enter into an exchange with UNOPS to realise it.

The collaboration with MetaMeta under The WaterChannel introductions on the use of videos in the context of training activities as well as video-recordings on the subject of network management will continue.

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.

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.

The change in strategy on the Monitoring and Evaluation and Learning Plan (MELP) has had a significant influence on the outcome of the MELP in 2014, with 15 MELP reports submitted by partner networks and a high rate of response among the course participants. This has led to more reliable information on results and outputs. However, standardisation of course monitoring information and process as well as MELP reporting is needed to ensure that comparable data are presented. This will be developed in early 2015 and thus providing a format or template for the partner networks to use already in their 2015 MELP. The finance working group proposed MELP reporting to be conditional for core support in 2016.

In the budget a provision is made to ensure publication of the MELP and results. Cap-Net will also assist the networks through a network attachment in standardising the organisation of data collection and analysis and contributing to a consolidated MELP report.

PROJECT MANAGEMENT AND BUDGET SUMMARY

Project management

Following the successful relocation of the Cap-Net secretariat to Rio de Janeiro, in 2014 the project management focus was on recruiting and consolidating staff and ensure effective operations from the new location.

The international staff has been maintained at 4 staff members, one of which is working from her home location in Addis Ababa and the other three from the secretariat in Rio de Janeiro. Two support staff, a programme associate and a finance associate have been recruited and are now fully operational at the secretariat. Additionally, a coordinator for the new Cap-Net virtual campus has been recruited on a part time basis. As implementing courses through the virtual campus is a delivery activity, in 2015 the coordinator is budgeted under activity area 1.5. For the Cap-Net web site and other IT and communication issues, the secretariat is supported by a network attachment working from home. In 2015, the position will be converted into a support staff position and budgeted under 3.2. Despite the reduced budget, it is Cap-Net's aim to keep the well-functioning team together for the smooth implementation of the programme.

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 Brazilian country 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. The arrangement between UNDP and COPPE-UFRJ will come to an end in May 2015, and it is anticipated that the secretariat, together with partners Rio+ Centre and UNISDR will be relocated to another host environment. Efforts are being undertaken by UNDP and the Rio+ Centre to raise support from federal, state and municipal government.

In view of the reduced operational budget, there will not be two face-to-face meetings of the management board but instead it is suggested to replace the mid-year meeting by a virtual meeting, at the time of the Stockholm World Water Week, benefitting from the presence of those who are participating and connecting others through a tele-/videoconference. The budget for two management board meetings is therefore reduced to cover travel and expenses of network representatives and secretariat staff for one meeting.

Budget for activity 4:

Budget item	Budget	Indicators
International staff	660,000	4 staff retained
Local staff	60,000	2 staff retained
Office and operational costs	25,000	Office smooth operations ensured
Management board	24,500	1 face-to-face, 1 virtual meeting
Total	769,500	

The Cap-Net programme is implemented by UNOPS. For partner networks and partners the UNOPS rules and regulations are not always very clear. Following presentations by the programme and finance associates at the annual network managers meeting, it was suggested that basic rules and regulations be included in the work plan. They are presented in annex 3.

Budget and liquidity analysis

Final financial figures on budget realisation in 2014 and the financial closure of Cap-Net phase III will only be available in April 2015. Based on expenditure analysis to date, it is expected that the revised budget for 2014 and Cap-Net phase III will be fully realised.

The Government of the Netherlands has granted Cap-Net a budget neutral extension of USD 350,000 savings on its contribution to Cap-Net phase III to conduct some activities planned but not yet realised and new initiatives in capacity development in the use of new technologies for improved water management and productivity (Cap-Tec, see 2.3)

Together with the renewed Government of Sweden commitment to the Water and Oceans Governance Programme of UNDP, of which Cap-Net may expect a contribution of USD 1,650,000 to implement its 2014-2017 strategy during 2015, and expected savings on the Sida contribution in 2014 of USD 150,000, the total operational budget for 2015 amounts to USD 2,150,000. It is clear that this is a significantly reduced budget as compared to recent previous years, and far below the indicative annual budget in the 2014-2017 strategy document.

The anticipated contribution of the Coca Cola Foundation did not materialise, and a financial contribution of the Brazilian government to activities has not yet been realised. Increased efforts must be targeted to raise support for Cap-Net in order for it to implement the 2014-2017 strategy. Initial plans for a fundraising strategy have been discussed at the recent network managers meeting in Victoria Falls.

In summary:

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

UNDP GMS: USD 250,250

UNOPS ISS: USD 232,750

Programmable budget: USD 3,092,000

Confirmed contributions:

Sida: USD 1,650,000

Savings (DGIS: USD 350,000, Sida USD 150,000): USD 500,000

Currently unfunded portion, to be sourced for 2014: USD 1,425,000

Cap-Net Programmable budget for 2015

Activity area	USD	Strategy indicative budget
1. Delivery of capacity development	485 000	902 000
1.1 Climate-resilient integrated water resource and coastal management	195 000	325 000
1.2 Climate-resilient access to water supply and sanitation	105 000	167 000
1.3 Protection of trans-boundary surface and ground waters in a changing climate	45 000	90 000
1.4 Cross-cutting areas	90 000	135 000
1.5 Innovative learning and educational programmes	50 000	185 000
2. Strengthening partnership	660 000	1 135 000
2.1 Capacity developers trained	130 000	360 000
2.2 Network management	460 000	525 000
2.3 Partnership development	70 000	250 000
3. Knowledge management	95 000	255 000
3.1 Training material developed	15 000	150 000
3.2 Information management, communication and case studies in support of CD activities	35 000	60 000
3.3 Monitoring and learning plan implementation	45 000	45 000
4. Project implementation	769 500	800 000
International staff	660 000	660 000
Local staff	60 000	60 000
Office and operational costs	25 000	25 000
Management board	24 500	55 000
UNOPS ISS	140 500	232 750
UNDP GMS		250 250
Programmable budget	2 150 000	3 575 000

An analysis of leverage effects of Cap-Net contributions to capacity development activities and network strengthening in 2014 showed that the inputs in activity 1 has an effect of 1.59 according to a leverage index, and in activity 2.1 an index of 0,33. This means that the Cap-Net inputs in activity 1 leveraged 61 percent co-funding and 25 percent for activity 2.1. The effects of support to other activities has not been analysed in the 2014 study but results from a 2011 study showed that partner networks raised support from other sources from their network management for up to 43 percent.

Applying these indices to the 2015 budget would lead to a virtual budget for Cap-Net of USD 3 164 087. This does not consider the substantial contributions by partners to networking and material

development which could not be quantified but are expressed in staff time contributing to partner programmes and at times covering travel and facilitation costs.

ANNEX 1: NETWORKS PROPOSED ACTIVITIES BY PRIORITY AND ACTIVITY AREA

Activity area	Priority	Network	Budget USD
1. Delivery of capacity development			485 000
1.1 Climate-resilient integrated water resource and coastal management			195 000
Training for Regional Assessment of Climate Change Impacts on Water Resources and Socio-Economic Vulnerability in the Arab Region (RICCAR)	2	AWARENET	
UNESCO-led initiative Arab G-Wadi training course	2	AWARENET	
IWRM as tool for Climate Adaptation	1	Cap-Net Brasil	
Impact of climate change on water, food and environment	1	Cap-Net Lanka	
Hydro-climatic risks management - Regional Conference and Training	1	CAR@WAN	
Integrated approach for Climate change impacts and adaptation measures	1	CB-Hydro Net	
IWRM and environmental health indicators	1	Cap-Net Brasil	
Drought Risk Management	1	Cap-Net BD	
Integrated drought management	1	LA-WETnet	
Droughts/Ecosystems	1	REDICA	
Integrated Urban Resource Management	1	CB-HydroNet	
IWRM training	1	CK-Net	
Economic instruments for water resources management	1	LA-WETnet	
Urban Water Management	1	LA-WETnet	
IWRM principles and key subjects	3	LA-WETnet	
Conflict Resolution in IWRM Dialogues	3	Cap-Net BD	
IWRM approach to conflict resolution	3	REDICA	
Water Governance - Analysis of depreciation for irrigation systems	1	Cap-Net Brasil	
IWRM and environmental health indicators	1	Cap-Net Brasil	
Training programme in Integrated Water Resources Management	1	Cap-Net Lanka	
Regional Training IWRM	3	WA-Net	
National Training IWRM (Nodal Programmes x3)	1	WA-Net	
National training on Water Pollution Management	2	NileIWRMnet	
National stakeholders workshop on Water & Food nexus in IWRM	1	NileIWRMnet	

Activity area	Priority	Network	Budget USD
Regional Training of Trainers on Ecosystems functions and services	3	NileIWRMnet	
Capacity development on sustainable water management (2)	3	LA-WETnet	
Adaptation measures for drought management and IWRM in the Andean context	1	LA-WETnet	
Drought Risk Management and Early Warning System	3	WaterCap	
IWRM & climate change	3	LA-WETnet	
Water resources adaptation to Climate Change	1	REDICA	
Climate Change manifestations in urban hydrology	1	REDICA	
Flood Risk Management	1	WaterCap	
Public Outreach Program on River Pollution	2	MyCDnet	
Environmental Impact Evaluation	2	Arg Cap-Net	
1.2 Climate-resilient access to water supply and sanitation			105 000
Capacity development in Peru targeted to various levels utilities, local governments, users	1	LA-WETnet	
Course on sustainable sanitation	1	LA-WETnet	
Water supply and sanitation and IWRM	3	LA-WETnet	
Sustainable sanitation and water management	1	REDICA	
Consultation on best practices for Sanitation across South Asia	1	SCaN	
Water and sanitation for Urban poor	1	WaterCap	
Water Safety Planning	3	WaterCap	
Innovations and standards for sustainable WSS	2	WaterCap	
Water Safety Planning	3	CB-HydroNet	
Reduction of non-revenue water and water conservation	2	Cap-Net Lanka	
IUCN Water Governance	2	AWARENET	
Sustainable development indicators for water resources	1	REDICA	
IWRM for local governments and service providers	2	REDICA	
Agricultural irrigation in the context of IWRM	2	REDICA	
Water legal framework	3	REDICA	
Water reuse	3	REDICA	
IWRM	3	REDICA	
Regional training on sustainable sanitation and water management	1	NileIWRMnet	

Activity area	Priority	Network	Budget USD
Regional experience sharing and Learning on Rural Water Supply and Sanitation	1	NileIWRMnet	
Human Rights Based Approach – Water Safety and Security	1	MyCDnet	
1.3 Protection of trans-boundary surface and ground waters in a changing climate			45 000
Groundwater Management for RBOs	1	AGWNet	
GW in IWRM	1	AGWNet	
GW Virtual course	1	AGWNet	
GIS for Groundwater	2	AWARENET	
Sustainable GW management	2	CB-HydroNet	
Groundwater on Integrated Water Resource Management	1	ArgCapNet	
Training for 8 River Basin Councils on IWRM implications	1	CAR@WAN	
Negotiated approach in Integrated ground water Management	3	SCaN	
Policy and Institutional Foundations of Water Resource Management	2	SCaN	
Water Sustainability for the private sector	2	SCaN	
Knowledge management and information in water resource management	1	WaterCap	
Integrated Water Resources Management for River Basin Organizations	1	CAR@WAN	
River Basin Management	1	CK-Net	
Groundwater management in the context of IWRM	1	REDICA	
1.4 Cross-cutting areas			90 000
Water Governance and Water Integrity (SIWI-MENA)	1	AWARENET	
Water Governance-WG consultation	1	AWARENET	
Water Footprint Assessments	1	AWARENET	
HRBA - Water Adaptation	1	AWARENET	
HRBA	1	AWARENET	
Human right based approach to sustainable water management	1	Cap-Net Brasil	
Human right based approach to sustainable water management	2	CB-HydroNet	
Human Rights Based Approaches	1	LA-WETnet	
HRBA to IWRM	2	REDICA	
Transparency and integrity in the water sector	2	REDICA	

Activity area	Priority	Network	Budget USD
Gender and Water Dialogues	1	Cap-Net Lanka	
Gender and IWRM	1	CK-Net	
Water rights, equity, & gender issues for working water professionals of South Asia	1	SCaN	
National Workshop on Water Integrity in IWRM	1	REMERH	
Training on Arsenicosis for Medical Practitioners	1	SCaN	
Effective Facilitation Skills in Sustainable Water Management	1	MyCDnet	
Water Footprint	1	MyCDnet	
1.5 Innovative learning and educational programmes			50 000
Catchment conservation awareness program for school children	2	Cap-Net Lanka	
WATSAN (Water Supply, Sanitation and Hygiene) in Classroom	3	Cap-Net BD	
Integration of GIS and Remote Sensing for IWRM	1	SCaN	
Development of data sharing mechanism in Congo Basin	2	CB-HydroNet	
Schools and higher education: curriculum development and education programmes	1	LA-WETnet	
Regional collaborative plan on IWRM postgraduates	3	LA-WETnet	
Water Diplomacy multimedia training package	1	LA-WETnet	
Earth Observation Techniques in IWRM	1	CB-HydroNet	
Research Methodology for SAWA Fellows	1	SCaN	
IWRM in school / Aqua Republica	2	WaterCap	
Integrated Water Resources Management - Training for teachers with emphasis on Local Problems	1	ArgCapNet	
Water education in schools	3	ArgCapNet	
2. Strengthening partnership			660 000
2.1 Capacity developers trained			150 000
ToT Ecosystem Management	3	AWARENET	
Virtual Campus participation	3	AWARENET	
National ToT on Water Footprint	2	Cap-Net BD	
National ToT in IWRM	2	Cap-Net Lanka	
CDIET Project Support	1	CK-Net	
Water Integrity Programme for Latin America (2)	1	LA-WETnet	
International Water Law (2)	1	LA-WETnet	
Regional ToT on Earth Observation Tools and IWRM	1	REMERH	
Leadership and Facilitation skills	2	WaterCap	

Activity area	Priority	Network	Budget USD
TOT on Water Sanitation and Quality	2	MyCDNet	
TOT on Drought Management	3	MyCDNet	
2.2 Network management			350 000
Management and development of the network training	2	CAR@WAN	
Management and development of the network training	1	AguaJaring	
Network development and Strengthening (6)	1	AguaJaring	
2.3 Partnership development			160 000
RELUSA - Cooperation Programme with Portuguese Speaking Communities	2	Cap-Net Brasil	
Participation in the 7th World Water Forum	2	Cap-Net Brasil	
Water professional Day	1	Cap-Net Lanka	
International Conference on Urban Water Environment	2	Cap-Net Lanka	
Meeting of universities network	2	CAR@WAN	
Public Campaign 'Cities Day'	2	CAR@WAN	
Public Campaign 'The World Water Day'	2	CAR@WAN	
Short lectures in universities	2	CAR@WAN	
ASADAS, Costa Rica	1	REDICA	
SENARA, Costa Rica	2	REDICA	
3. Knowledge management			95 000
3.1 Training material developed			15 000
x8 Materials (wastewater; aquifer recharge; decentralized sanitation; energy efficiency; SDGs)	3	AWARENET	
Policy Paper on Capacity Building Needs in the water sector at national levels	1	AguaJaring	
Book edition on Drought & IWRM	1	REMERH	
Arsenicosis for Medical Practitioners	2	SCaN	
Negotiated approach in Integrated ground water Management	3	SCaN	
3.2 Case studies in support of CD activities			35 000
Groundwater pollution management in the urban areas	1	AGWNet	
Groundwater and irrigation	1	AGWNet	
Groundwater Management in Major African Cities	1	AGWNet	
Coastal saline water intrusion	2	AGWNet	
GW adapting to climate change	2	AGWNet	
Assessing linkages between water resources and food security in vulnerable coastal zone of Bangladesh	3	Cap-Net BD	
Adaptive capacity of local community to climate change	2	CAR@WAN	

Activity area	Priority	Network	Budget USD
Integrated Reservoir Mng as a Tool for Climate change adaptation	1	CB-HydroNet	
Development of Framework for CB integrated classification	3	CB-HydroNet	
Capacity development needs assessment for urban flood mng	1	CB-HydroNet	
Appraisal of CB resource information systems for future CD interventions	1	CB-HydroNet	
Capacity Development Needs Assessment for stakeholder platform of CICOS on IWRM and climate resilience	1	CB-HydroNet	
Case studies x 3	2	CK-Net	
Case study on HRBA	1	LA-WETnet	
Base line study	3	LA-WETnet	
Case studies	3	LA-WETnet	
CB for IWRM in Kenya – lessons, challenges and impact	1	WaterCap	
Use of GIS and mobile applications in support of IWRM	1	WaterCap	
3.3 Monitoring and learning plan implementation			45 000
Monitoring and Evaluation of GW	1	AGWNET	
MELP	1	Cap-Net BD	
MELP	1	CB-HydroNet	
MELP	1	AguaJaring	
MELP	1	CK-Net	
MELP	1	REMERH	
MELP	1	LA-WETnet	
MELP	1	WA-Net	
Monitoring and Evaluation Learning process	1	CK-Net	
Monitoring impact: findings from capacity development activities in Cusco, Peru	3	LA-WETnet	

Priorities
1 High
2 Medium
3 Low