



International Network for Capacity Development in Sustainable Water Management

December 2012

WORK PLAN 2013

**Cap-Net Phase 3– UNDP 00075442, UNOPS 75517
WORK PLAN Jan – Dec 2013**

With financial support from:



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 Phase 3 (2010 to 2014) primarily contributes towards the sub-themes of *Mainstreaming environment and energy* and *Promoting adaptation to climate change*. This will be 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.

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. River basin organisations and water utilities are identified as major targets for action.

INTRODUCTION

This annual work plan for 2013 reflects in anticipation the character of the Cap-Net 2014 – 2017 strategy that is now under development. It is felt that there is a need to focus more effort on strengthening the partner networks and prepare them to meet their objectives and implement their programmes. The last year has learned that a number of networks do not comply with their annual plans and targets because of lack of capacity and management issues. Emphasis will therefore be put already this year on improving network management practices and providing assistance in work planning and realisation.

It goes without saying that the 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 according to 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.

The level of activities in 2013 will increase compared to previous years due to an increased budget by 30 percent. This increase came about because of the relatively slow start of phase II and catching up with contributions by Sida and DGIS in this project phase that will come to an end in 2013 for Sida and 2014 for DGIS. Furthermore, in 2013 a contribution of maximum R\$ 500,000 by the Brazilian government through the Ministry of Environment is expected. This contribution is earmarked for south-south cooperation involving Brazilian partners. As a consequence the programmable budget will go up to USD 4.4 million. The composition of the programmable budget for 2013 is as follows:

Annual disbursement DGIS: USD 1,875,000

Annual disbursement Sida: 9m SEK

USD equivalent: 1,346,000 (03/12/2012)

Outstanding balance 2012: USD 1,536,000

Brazilian contribution: USD 250,000

After deduction of UNDP GMS and UNOPS ISS on the Sida and DGIS contributions, a programmable budget of USD 4,404,948 remains.

When broken down by activity area, the budget shows a direction of focus on network strengthening and knowledge management (percentage change to 2012 revised budget).

Activity 1: Delivery of capacity development – USD 1,204,918 (+ 18%)

Activity 2: Network strengthening – USD 1,530,000 (+76%)

Activity 3: Knowledge management – USD 760 000 (+64%)

Activity 4: Project management – USD 910 000 (+50%)

The work plan details the activities planned for 2013 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.

Cap-Net has a challenging year ahead in which it is not only expected to deliver in terms of financial resources but also to start the implementation of a revised strategy and meet the expectations of the partner networks in its efforts to strengthen their functionality and operations.

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. 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 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 that were adopted at the network managers meeting of 2011 were confirmed recently and will continue guiding us in developing and supporting activities. This was the agreement that remains valid:

Areas of support: topics relevant to WRM, in line with Cap-Net's multi-annual strategy.

Priority will be given to activities that are likely:

- to have a bigger impact on the ground;
- to have a larger contribution to achieving Cap-Net's objectives;
- to be cost-effective;
- to contribute to self-sustainability and development of the network, and reflect its priorities;
- to generate co-funding.

Proposals to Cap-Net for support to CB activities need to demonstrate their contribution to improvement of 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.

These adopted criteria will be implemented in the allocation of resources for support to capacity development activities by Cap-Net. However, at the recent network managers' meeting a working group has been established that will develop a general guideline for Cap-Net support to capacity development activities and core support to network management. It is hoped that this guideline will provide sufficient guidance on the subject for the next 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 this work plan, 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.

Capacity is developed in 775 water stakeholders and practitioners and 5 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.

Although more emphasis is being directed towards network strengthening and management, enabling networks partners 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 than achieved in previous years.

As has been noticed before, 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 partner networks intend to increase their efforts in supporting river basin organisations through applied, tailor-made training programmes. The successful road show of Cap-Net Brasil will be revised to address direct challenges by basin committees. It can also be used for the development of similar programmes that other partner networks intend to roll-out during this year.

Training activities on these matters is 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 2013, taking into account the criteria and conditions for support agreed upon by the network managers.

Additionally, educational programmes and curriculum development have been proposed and will be supported. In 2013, a beginning will be 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.

Apart from capacity development of partner networks, Cap-Net also supports initiatives by partners. A request for technical and financial support to a programme for AMCOW with partners SIWI, EUWI AWG, AfDB and ICA and building on the programme developed by Cap-Net on Economics in Sustainable Water Management as well as on financing water services, has been received and considered.

Activity	Proposed by networks/ number of activities	Budget	Indicators
IWRM	Cap-Net Lanka (2); Cap-Net Brasil (2); LA-WETnet (5); SCan (9); REDICA (3); NileIWRMnet (7) LatinAqua (6); WaterNet (3); WaterCap (4); NBCBN (2); AMCOW/ICA (2); Caribbean Waternet (2)	315,000	21 courses supported, 525 people trained.
Groundwater Management	AGWnet (6); Cap-Net Bangladesh; Cap-Net Brasil; LA-WETnet; NileIWRMnet (3)	75,000	5 courses supported; 125 people trained
River Basin Organisation	Cap-Net Lanka; MyCBnet; Cap-Net Brasil; LA-WETnet; NileIWRMnet (3); WaterCap; WaterNet; LatinAqua (4)	75,000	5 courses supported, 125 people trained.
Case studies	AGWnet; Awarenet; LA-WETnet (2); NileIWRMNet (3); REDICA; Caribbean Waternet (2)	16,000	8 case studies supported
	Total	481,000	

Output 1.2.

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.

In 2013 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 2013 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 and IWA water safety planning training will be continued Water Operators Partnership programme and recently established IWA thematic networks on water safety plans in Africa, Latin America and Asia. Water safety plans training material was revised and translated during 2012 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	Proposed by networks/ number of activities	Budget	Indicators
Sustainable water supply, sanitation and hygiene related	Cap-Net Brasil; NileIWRMnet (2); REDICA; Caribbean Waternet	60,000	4 courses supported, 100 people trained
Water and sanitation utilities: Water safety plans, water loss, demand and business management	IWA (3); REDICA; NileIWRMnet; Caribbean Waternet	60,000	4 courses supported, 100 people trained
IWRM and agriculture	WaterNet; LatinAqua	30,000	2 courses supported; 50 people trained
	Total	150,000	

Output 1.3

Capacity development on coping with climate change will reach out to communities in 14 countries, 725 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 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. 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 the 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).

Activity	Proposed by networks/ number of activities	Budget	Indicators
Climate change adaptation strategies and water.	Cap-Net Bangladesh; Awarenet; LA-WETnet; MyCBnet; NileIWRMnet (2); REDICA; WaterCap; LatinAqua (5); SCaN (2); GWP-WACDEP	180,000	12 courses supported, 350 people trained
Ecosystem functions and services in IWRM	Cap-Net Brasil (2); Cap-Net BD; LA-WETnet ; NileIWRMnet (4) ; WaterNet (2) ; Cap-Net Lanka ; WaterCap ; NBCBN	165,000	11 courses, 225 people trained
Managing floods, droughts and disasters.	Cap-Net Lanka (2) ; Cap-Net Brasil ; LA-WETnet ; REDICA (2) ; MyCBnet (2) ; Caribbean Waternet	90,000	6 courses, 150 people
Case studies	NileIWRMnet ; NBCBN	5,000	2 case studies supported
	Total	440,000	

Output 1.4

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.

Under this programme element a beginning will be made to develop the Cap-Net virtual campus. Discussions have started with partner networks and partners, as well as IT experts for the technical development. It is the intention that 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. This part of the programme will

be decentralised to LA-WETnet. As this will be the first programme to be fully managed by 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 2013. 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. Particularly encouraging is the interest in the subject by the newly formed network for Central Asia, CAR@WAN.

Activity	Proposed by networks/ number of activities	Budget	Indicators
Schools and higher education: curriculum development and education programmes.	ArgCapNet; LA-WETnet; Cap-Net Bangladesh; CAR@WAN	30,000	3 educational programmes supported
Distance learning and virtual campus	LA-WETnet; NBCBN; Caribbean Waternet, WaterCap	83,948	Virtual campus developed; 1 distance learning programme supported
	Total	113,948	

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.

Output 2.1

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 2013, eight training of trainers' courses are foreseen. It has been assessed that global ToTs are more effectively organised when held with a regional focus. A first course on drought risks management was held in Nairobi for Africa and Asia, and will be followed up with a similar course in Mexico for Latin America, the Caribbean and the Arab Region. Similarly the first training on GIS and earth observations for water management was held in Enschede, the Netherlands, will be continued with a course in San Jose, Costa Rica. A training programme is being developed on agriculture and IWRM, which will be piloted in a training of trainers' course. Also, material developed for programmes on water loss and water demand management, coastal zone management, water footprint and network management will be tested in ToTs in 2013.

Regional follow up training of trainers' course may be an effective way to roll out capacity development programmes that have been initiated. It is planned to organise regional ToTs on ecosystem services and functions, and on sustainable sanitation once training packages have been finalised.

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 2013.

Activity	Proposed by networks/ number of activities	Budget	Indicators
Building experience through training of trainers and exchange of facilitators (integrated drought management, agriculture, sustainable sanitation in IWRM, GIS and earth observations in water management; water loss and demand management, coastal zone management, water footprint and network management)	All networks	480,000	8 Courses held, 160 facilitators trained
	Total	480,000	

Output 2.2

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 was re-discussed at the network managers' meeting in Puntarenas, Costa Rica, in November 2012, and it was decided to merge core support with support to network members or steering committee meetings:

Criteria network core support:

Ceiling: USD 25,000 for national networks and 31,000 for regional networks
Eligible networks: those affiliated with Cap-Net that do not receive substantial funding for network management. Networks have to submit annual work plans and reports. An accompanying budget for network support is to be submitted.

Use of core support: 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. Additional USD 2,500 per network is available for implementing MELP. Coverage of attendance by the network manager of one national or regional event per year will be supported.

Requests for network support will be accommodated by Cap-Net to the extent possible but within the budget and priority choices that are made, regarding geographical representation and submission of plans and reports. Additionally it is expected that eight networks will request support to hold a network members' meeting.

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 2013. The meeting will be hosted and organised by CKNet in Indonesia. 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.

To encourage network-to-network learning on network management issues and to monitor progress in this area it is planned to organise an intensive peer review on network management, operations and delivery by network managers. At the occasion of presentation of review results it is intended to organise a practical training for network managers and/or their network assistants on network management using the recently published network management tools.

After a while of operations it may occur that some networks become inactive, temporarily or permanently. There is a need for investigation on the functional cycle of networks. Examples of questions to address are: what are requirements of a network to be functional; what are reasons for networks to become less active; what is required for revival? The objective of the activity is for Cap-Net to be pro-active in its support to less functional networks.

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, one to assist in the implementation of the IWRM and agriculture programme, and one on a technical subject still to be decided. Cap-Net will also facilitate the junior-senior programme initiated by IFAD. This programme is intended as an on-the-job learning process for young professionals. Cap-Net will facilitate and support the participation of your professionals in affiliated networks to participate in this programme.

Activity	Proposed by networks/ number of activities	Budget	Indicators
Core support to network planning, management, membership development, communications and reporting. Support to network members meetings.	ArgCapNet , CapNet-Brasil, Caribbean WaterNet, WaterCap, CapNet-BD, SCaN, Nile IWRM-net, LA-WETnet, AGW-net, CapNet-Lanka, CapNet-Pk, REMERH, REDICA; Awarenet; LatinAqua; CAR@WAN; IWA-WSP networks	475,000	17 networks receive core support.
Network managers meeting		110,000	15 network managers meet and exchange experience and plan priority actions.
Peer review of network management, operation and delivery		150,000	15 networks reviewed, 15 advisory reports, 1 consolidated report
Review of functional cycle of networks		20,000	1 report, advice to networks
Network attachments, including IFAD junior-senior programme		55,000	3 network attachments will be working with the secretariat
	Total	810,000	

Output 2.3

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

The 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:

Partners' involvement in collaborative programmes in 2013:

Partners	Collaborative programme
WMO, UNESCO-IHE	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	Financing water and sanitation; drought management; water law (with Dundee University), WACDEP and Tool-Box
UNEP, UNEP-DHI	Pollution control; river basin management; ecosystems; drought management
GWA	Gender and water
Seecon	Sustainable sanitation and water management
ITC	GIS and earth observations, drought management
FAO, IWMI, SEI, CEWAS	Agriculture in IWRM
SIWI, WIN	Water integrity and accountability, Water Governance
IW:LEARN	Climate change adaptation for trans-boundary waters
BGR, IGRAC	Groundwater management
MetaMeta, MDF	The Water Channel, network management tools

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. Six partner organisations were represented and it not only refreshed the partnerships with Cap-Net but it also boosted collaboration between partners and networks. The partners' meeting is at no additional expense to Cap-Net as partners cover their own costs.

In 2013, two international events are of particular relevance to Cap-Net. The 5th Delft Symposium on Water Sector Capacity Development – from Rio to Reality will be held 29 to 21 May and will be preceded by an Expert Workshop. Cap-Net has an active role in the organisation of the event, and will support the participation and contribution of several network managers. The central theme for the Stockholm World Water Week 2013 is on Water Cooperation – Building Partnerships, an appropriate platform for Cap-Net to demonstrate its role on the subject. Cap-Net will propose a seminar during the SWWW and participate in several events.

Cap-Net has initiated a consultation process with networks and partners for the development of a new strategy document, in anticipation of a smooth transition towards inclusion in the general support to the UNDP Water and Oceans Governance Programme, and updating the strategy for after this period. A draft strategy document for 2014 - 2017 has been developed and will be finalised early in the year.

Cap-Net has assured an initial contribution of approximately USD 250,000 to its activities from the Brazilian Ministry of Environment, in connection with the intention to relocate the secretariat. It is planned to organise a meeting with the Brazilian partners in February to develop a joint multi-annual proposal of activities in South-South cooperation and Lusophone countries, to be submitted to the Brazilian agency for cooperation ABC.

Several 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 (mentioned in other sections in this work plan). A provision has been made for the working groups to meet and discuss these issues face-to-face.

Activity	Location	Budget	Indicators
Building cooperation programmes with partners.	Netherlands, Sweden, Geneva, Nairobi, Brazil	20,000	3 collaborative programmes developed
International and regional meetings	Stockholm World Water Week, 5 th Delft Symposium on Capacity Development in Water, 3 rd IWA development congress, regional water weeks; Water integrity in Latin America with WGF; IRC Monitoring WASH	140,000	
Cap-Net Working Groups meetings	Pretoria, Rio de Janeiro	80,000	4 Workshops organised
	Total	240,000	

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 2012 are at finalisation stage and other initiatives are being developed during 2013.

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

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

The development of several training packages has been initiated in 2012. For 2013 it is planned to finalise five of these packages, on pollution management, ecosystems services and functions, earth observations and GIS for IWRM, drought risks management; and sustainable sanitation. They will be translated in three languages and issued on CD. New training programmes and packages will be initiated with partners on agriculture and IWRM, and on water loss and water demand management. Discussions were held with partners to develop a toolkit for water managers on IWRM instruments for climate change adaptation. This will also lead to development actions in 2013.

In consultation with partners it was felt that two training packages need revision based on new insights and data. In this context, the training package on conflict resolution will be revised to include new theories, and latest thinking and experiences on the subject. IPCC will issue a new report with climate change data that needs to be incorporated in the existing training manual on IWRM as a tool for climate change adaptation. For revision and update of both manuals workshops will be organised with partners and networks.

The reviewed network management tools published in 2011 will be used for training in network management issues. The tools package will thus have to be converted for training purposes. New tools may be developed to accommodate new insights. It is expected that partner networks, MetaMeta and the Management for Development Foundation (MDF) will be involved in this.

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

Activity	Networks and partners	Budget	Indicators
Completion of draft materials (Pollution management, Ecosystems, EO and GIS for IWRM, Drought management; Sustainable sanitation)	UNEP, ITC, GWP, UNEP-DHI, CEWAS, Cap-Net and partner networks	100,000	5 training manuals and available
Development of new materials (Agriculture; Climate change toolkit; Water loss and water demand management)	UNESCO-IHE, WMO, UNEP-DHI, FAO, IWMI, SEI, CEWAS, ITC, Cap-Net and partner networks	100,000	2 training manual and 1 toolkit being prepared
Review and update of training packages (conflict resolution; climate change adaptation; network management tools)	UNESCO-IHE, WMO, UNEP-DHI, MetaMeta, MDF, Cap-Net and partner networks	100,000	3 training packages revised and published
Support to networks material development	CKnet; WaterNet; Caribbean Waternet; AGWnet; Awarenet; Cap-Net Lanka; LA-WETnet	70,000	4 materials developed, 3 initiates
Printing and translation		80,000	4 materials printed, 12 translations
	Total	450,000	

Output 3.2

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.

Apart from delivery of capacity development, the major output of the project consists of capacity development materials. 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. There is a need to develop an online monitoring system to record the people who download training materials for later follow on how they are used. 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 Water Channel will continue and be expanded to include introductions on the use of videos in the context of training activities as well as videorecordings on the subject of network management. Cap-Net is investigating collaboration with UNEP-DHI to further develop a serious game called Aqua Republica and its use for training and 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 the longer term it is the intention to stimulate paper-less operations and gradually replace printed training manuals by CDs only.

Activity	Networks and partners	Budget	Indicators
Cap-Net Web site maintenance and development	Cap-Net, LA WETnet.	90,000	Improved website operation Virtual campus developed
The Water Channel	Cap-Net, MetaMeta	25,000	Operation Water Channel web site; videos disseminated
Aqua Republica	UNEP-DHI	20,000	Guidelines for use in training and education
Brochures, newsletters, annual report 2012, other information dissemination	Cap-Net	10,000	Information materials available, Cap-Net and partners visibility.
TOTAL		150,000	

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.

Although the Monitoring and Evaluation Learning Plan contains useful tools and instruments to assess outputs, results and impact of capacity development activities, its implementation is constrained by low response by course participants and the limited role of the course organisers and network managers. Even though it is in the interest of the networks and provisions have been made to compensate networks for time and effort to have an active role in the process, few have contributed to the MELP exercise in 2012. It is intended to revise the strategy to include networks in the implementation of the MELP.

The working group that was established to streamline monitoring and evaluation actions may be revitalised. It is proposed that the working group will meet to revise and develop a new MELP strategy. In the budget a provision is made to ensure publication of the revised 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	Networks and partners	Budget	Indicators
Monitoring system implemented in Cap-Net and networks	Networks follow up of sample of courses and other activities.	120,000	1 operational system monitoring results improve progress and other reports.
MELP Working group meeting		20,000	1 workshop held and reported
Publication outcomes		20,000	MELP report published
TOTAL		160,000	

PROJECT MANAGEMENT AND BUDGET SUMMARY

Project management

It is expected that the secretariat will relocate to Rio de Janeiro in Brazil in 2013 and provisions have been made to realise this. Negotiations with Brazilian Government include allocation of adequate office space in a capacity development institution, and support to administrative functions, possibly with allocation of staff to the secretariat. When realised, this will have substantial consequences for the operational costs of the secretariat. However, since this is still under negotiation the budget for local staff and operational costs remains the same whilst a provision is made to cover expenses of relocation.

The budget for international staff has increased to cover the recruitment of a junior professional. It is intended that the new staff member will manage special programmes, such as the Brazilian fund and the anticipated Coca Cola contribution as from 2013. Eventually it is expected that the secretariat will be staffed with three international staff, an ICA and two support staff, who may be provided by the host institution. The budget for the management board meeting reflects the travel and expenses costs for three representatives of the partner networks and secretariat staff.

Budget item	Budget	Indicators
International staff	600,000	2 staff retained and 1 staff recruited
Local staff	140,000	ICA replaced
Office and operational costs	150,000	Office smooth operations ensured
Management board	40,000	2 face-to-face meetings
Total	930,000	

Financial management

As a result of delayed budget realisation in 2012, and under-expenditure in 2011, it is expected that the programmable budget for 2013 will increase substantially compared to the previous year. The contribution by DGIS being constant at USD 1.875 million annually and an expected contribution by Sida of USD 1.346 million based on the present exchange rates, together with the outstanding balance result in a total budget of USD 4 757 000. After deduction of UNDP GMS and UNOPS ISS, the programmable budget would amount to USD 4 154 948. The contribution for activities by the Brazilian Ministry of Environment of maximum R\$ 500 000 translates to USD 250 000. This makes a total programmable budget of USD 4 404 948.

2013	USD
Contribution DGIS	1 875 000
Contribution Sida	1 346 000
Outstanding balance	1 536 000
UNDP GMS	- 311 206
UNOPS ISS	- 290 846
Total	4 154 948
Brazil Ministry of Environment contribution	250 000
Programmable budget	4 404 948

The budget for 2013 is broken down by activity area in agreement with the work plan of activities in the table below.

Cap-Net Programmable Budget for 2013

Activity area	USD
1. Delivery of capacity development	1 184 948
1.1 IWRM, River basin management	481 000
1.2 Water supply and sanitation, agriculture and environment	150 000
1.3 Climate change	440 000
1.4 Education programmes	113 948
2. Strengthening partnership	1 530 000
2.1 Capacity builders trained	480 000
2.2 Network management	810 000
2.3 Partnership development	240 000
3. Knowledge management	760 000
3.1 Training material developed	450 000
3.2 Website maintained in English and Spanish, including virtual campus	150 000
3.3 Monitoring and learning plan implementation	160 000
4. Project implementation	930 000
International staff	600 000
Local staff	140 000
Office and operational costs, including cost for office relocation	150 000
Management board	40 000
Grand total	4 404 948

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

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 2013 budget, it may be expected that for capacity development delivery USD 1.4 million will be leveraged from elsewhere, bring the total to USD 2.45 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 585 000 raising USD 105 000 (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 2013 to a co-funding of USD 610 000 totalling USD 1.42 million for network management. For activity area 2 strengthening partnerships, the total budget would amount to USD 2.245 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 2013 would be USD 6 565 000.

Annex 1

Networks proposed activities and secretariat work plan by output area 2011

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

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.

Network	Activity
AGWnet (6); Cap-Net Bangladesh; Cap-Net Brasil; LA-WETnet; NileIWRMnet (3)	Groundwater management
Cap-Net Lanka	Advocacy: Water Professionals Day
Cap-Net Lanka; MyCBnet	Integrated Lake Basin Management
Cap-Net Lanka; Cap-Net Brasil (2); LA-WETnet; SCaN	Gender and Water
Cap-Net Brasil; LA-WETnet; NileIWRMnet (2); WaterCap; WaterNet; LatinAqua (3)	River Basin Organisations and IWRM
LA-WETnet; REDICA	Human Rights Based Approach to Water
LA-WETnet	Management of shared river basins
LA-WETnet; SCaN; Caribbean WaterNet (2)	Conflict resolution
LA-WETnet; NileIWRMnet; SCaN (5)	IWRM and planning
LA-WETnet; LatinAqua	Water governance
NileIWRMnet	Information and communication system for IWRM
NileIWRMnet	Water and Food/Agriculture
NileIWRMnet (2); WaterNet	Water integrity and accountability
NileIWRMnet (2); SCaN; WaterCap; NBCBN	Earth observations / GIS for IWRM
REDICA	Journalists' training
REDICA	Coastal zone management
SCaN; NBCBN	Wetland management
WaterCap	Knowledge management for IWRM
WaterCap; WaterNet; LatinAqua (3); AMCOW (2)	Innovative water financing and economics
WaterCap	IWRM in Urban settings
WaterNet	Sustainable Large Water Infrastructure: a mechanism for climate adaptation
LatinAqua	Water-reuse in the context of IWRM
LatinAqua	SWAT for RBM

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

Case studies

Network	Activity
AGWnet	Gender in groundwater
Awarenet	Vulnerability assessment through identification of vulnerability assessment parameters and pressure points
LA-WETnet	Water Integrity - regional mapping
LA-WETnet	Lessons learnt from RBO to support capacity development processes
NileIWRMnet	Water Security & Food Security policies under climate change scenarios in the Nile Basin
NileIWRMnet	Making IWRM relevant in Nile Region- multi-sector information management
NileIWRMnet	IWRM capacity development needs and opportunities
REDICA	Coastal Zone Management
Caribbean Waternet	Water use efficiency in tourism

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.

Network	Activity
IWA regional networks (3); REDICA; Caribbean Waternet	Water Safety Plans
Cap-Net Brasil	Drinking Water Quality
NileIWRMnet	Sustainable sanitation and water management
NileIWRMnet	Sustainable Water Supply service Management – Decentralised Technology and Asset Management
NileIWRMnet	Rural Water Supply and Sanitation
REDICA	Rural Aquaducts
WaterNet; LatinAqua	IWRM and Agriculture
Caribbean WaterNet	Water demand management

Case studies

Network	Activity
Caribbean Waternet	Water use efficiency in agriculture

Output 1.3

Capacity development on coping with climate change will reach out to communities in 12 countries, 1000 water managers and stakeholders.

Network	Activity
Cap-Net Bangladesh; LA-WETnet; NileIWRMnet; WaterNet	Ecosystems functions and services, and Water
Cap-Net Bangladesh	Series of Dialogues on Water Conflicts/concerns and potential solutions in the context of IWRM at the local level
Cap-Net Lanka; LA-WETnet; REDICA	IWRM and Drought Risks Management
Cap-Net Lanka; Cap-Net Brasil; MyCBnet; REDICA	Integrated Urban Flood Management

Cap-Net Lanka; NileIWRMnet (3)	Water Pollution Management
Cap-Net Brasil	Strategic Integrated Environmental Assessment for River Basin Management
Cap-Net Brasil	PES – payment for environmental services
Awarenet; LA-WETnet; MyCBnet; NileIWRMnet (2); REDICA; WaterCap; LatinAqua (4)	IWRM as a Tool for Climate Change Adaptation
MyCBnet	Integrated Flood Management
SCaN	Mountain ecosystems and climate change impacts
SCaN	Building capacity of vulnerable population
WaterCap	Ecosystems Based Approach in Water Resource Management
WaterNet	Water quality
LatinAqua	Water and Climate Change Road Tour
NBCBM	Valuation of water ecosystems
Caribbean Waternet	Hydro-climatic disasters in WRM

Case studies

Network	Activity
NileIWRMnet	Sustainable water development technologies for adaptation to climate change in Africa- the social, financial and environmental relevance
NBCBN	A regional review on implementing ecosystems management tools in the Nile basin

Output 1.4

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

Network	Activity
Cap-Net Bangladesh	Water Supply, Sanitation and Hygiene in Classroom
LA-WETnet	Water in Schools
CAR@WAN	Curriculum development for universities
LA-WETNet; NBCBN; Caribbean Waternet	E-learning and virtual campus

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

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.

Network	Activity
REMERH; Cap-Net; networks in Latin America and Arab Region	ToT on Drought Risks Management in IWRM
Caribbean WaterNet	ToT on IWRM and climate change adaptation

Output 2.2

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

Network	Activity
AguaJaring; AGWnet; IWA regional WSP networks (3); Cap-Net Lanka; Cap-Net Brasil; LA-WETnet; NileIWRMnet; REDICA; SCan; WaterCap; LatinAqua; REMERH; CAR@WAN; Caribbean WaterNet	Members meeting / SC meeting / Network support
Cap-Net Brasil	Promotion of lusophone countries network
LA-WETNet	IWRM postgraduates networking
NileIWRMnet	Support to country chapters
WaterCap	Capacity needs and opportunity assessment
WaterNet	Support to your water professionals networking
CAR@WAN	Development of promotional materials and activities
LatinAqua; Caribbean Waternet	Study tour – network exchange

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

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

Network	Activity
AGWnet (2)	Groundwater for garden irrigation Sustainable management of non-renewable groundwater
Awarenet	IWRM tools for climate change adaptation in the Arab Region, by Thematic Working Group on Climate Change
Cap-Net Lanka	Translation of school material to Tamil and English
LA-WETnet	Management of shared river basins
Cap-Net	IWRM manual
WaterNet	IWRM and Agriculture
Caribbean WaterNet	Sea-level rise management
Caribbean WaterNet	Human Risk Management
Caribbean WaterNet	Landslide risk management\

Output 3.2

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.

Network	Activity
AguaJaring; AGWnet; Awarenet; Cap-Net Lanka; 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; LA-WETnet; NileIWRMnet; Caribbean WaterNet	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. Inter-country reports.</p>	<ul style="list-style-type: none"> - Improved management of water resources improves livelihoods of the poor. - IWRM will result in more environmentally sustainable use of resources.
<p>Objective Objective 1. Capacity Development: To build capacity of institutions and individuals to manage, develop and use water resources sustainably, and to adapt to increasing climate variability within a context that addresses gender equity and sustainable livelihoods.</p>	<ul style="list-style-type: none"> - Capacity builders at local level providing quality educational and training programmes addressing IWRM, water supply, sanitation and climate change. - Effective institutions managing water resources, water supplies and sanitation. - IWRM being implemented at national and river basin levels. - Educational programmes in place addressing IWRM, WSS. - IWRM principles being implemented in WSS programmes, - Number of trained people in WSS management, 	<ul style="list-style-type: none"> - Surveys, - Project reporting, - Data bases, - Evaluation report - Government and agency reports on reforms to implement IWRM. - Reports from participating local authorities. - Sector agency policies on water management. 	<ul style="list-style-type: none"> - Contribution to institutional performance can be measured. - Governments, local authorities and other water managers are committed and enabled to act on knowledge gained for improved service delivery and environmental sustainability.
<p>Objective 2. Strengthening partnerships. To improve scaling up of best practice by:</p> <ul style="list-style-type: none"> - using effective networks of capacity builders to impact on the ground, and - developing partnerships with international agencies to improve their outreach and collaboration on capacity 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"> - 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.

	Indicators	Means of verification	Assumptions
			- Networks attract committed and 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>	<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. 	<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
<p>Output 1.3 Capacity development on coping with climate change will reach out to communities in 12 countries, 1000 water managers and stakeholders.</p> <p>Output 1.4 The next generation of men and women will be exposed to water resources management and climate change in 15 countries through educational activities implemented using materials, tools and educational programmes developed in the Cap-Net programme.</p>	<ul style="list-style-type: none"> • Sharing of materials, curricula between networks and institutions. • Countries 		
<p>Output 2.1 100 trainers from 25 capacity 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. 	<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.

	Indicators	Means of verification	Assumptions
	<ul style="list-style-type: none"> • Effective global secretariat. 		
<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 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>	<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 research reports produced. • 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>Progress reports. Survey of institutions participating. Network reports. Training course reports. Survey of partners. Desk study of materials. Reports of case studies, research, materials and management systems. Evaluation reports.</p>	<ul style="list-style-type: none"> - Capacity development indicators are feasible to implement and measure.
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 	<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 	<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 	

	Indicators	Means of verification	Assumptions
programmes.	widespread implement-tation on the ground.	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 water safety plans. 	<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 capacity development by competent national and regional institutions. 	