



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

## **2<sup>nd</sup> Draft Strategy 2014-2017**

***“Water Knowledge For All”***

With financial support from:



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**Contents:**

1. Executive summary
2. Cap-Net UNDP a global network
3. The water world
4. Strategic directions 2014-2017
5. Institutional and organisational framework
6. Financial framework
7. Communication framework
8. Monitoring and reporting framework
9. References
10. Annex 1: Conceptual logical framework
11. Annex 2: Project implementation network partners

# 1. Executive summary

The world today confronts a water crisis with critical implications for peace, political stability and economic development. Starting to manage water resources more effectively and efficiently will enable humanity to better respond to today's problems and to the surprises and troubles expected in a warming world.

The Future We Want adopted at the 2012 UN Conference on Sustainable Development (Rio+20) recognized that “water is at the core of sustainable development” and its three dimensions. Water is the lifeblood of the planet and of critical importance for all socio-economic development and for maintaining healthy ecosystems. It plays a key role in the production and preservation of benefits and services for humans such as food and energy production. Water is at the heart of adaptation to climate change as it serves as the fundamental link between the climate system, human society and the environment.

This 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)<sup>1</sup>, in particular emphasising support to capacity development leading to enhanced national and local capacities for human development. The strategy for 2014-2017 is further aligned to the overarching strategy of the Water and Ocean Governance Programme (WOGP) 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.

The identified WOGP signature programmes include:

- Climate resilient integrated water resource and coastal management
- Sustainable management of oceans in a changing climate
- Climate resilient access to water supply and sanitation
- Cross cutting areas – capacity development, knowledge management, gender, human rights based approaches, and intergity

Cap-Net UNDP addresses all these signature programmes with limited focus on ocean resources but looking at sustainable coastal zone management as anew thematic area.

There are comparative advantages of Cap-Net being fully embedded and aligned to UNDP within the WOGP. These include UNDP:

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<sup>1</sup> UNDP's strength, relevance, and effectiveness depends on being able to meet the varied needs of the wide range of programme countries, whether they be LDCs, LICs, LLDCs, SIDS, or MICs, or whether they find themselves in stable settings, or, at the other end of the spectrum, in crisis or post-crisis settings. The (2014-2017) strategy “global offer” is broad enough to cover this spectrum, while, at the same time, being focused enough to allow the organization to build the depth of its expertise.

- Playing a leading coordinating role in the UN and with a convening and coordinating mandate
- Global reach and representation in the poorest and most neglected countries – fragile states
- Trusted, impartial, long-term present facilitator and development partner at country and regional levels
- High level entry into national development planning processes
- An existing mandate on capacity development and governance
- Mainstreaming approach, able to address trans-boundary, integrated water and coastal zone management, climate change adaptation, ridge-to-reef and other cross-cutting themes in a holistic manner.
- Well established network with partners of all types at all levels

In 2014-2017 Cap-Net's mission is to expand and extend its capacity development in sustainable water management “ *Water Knowledge for All*” and to take up new challenges like human rights based approaches to water, and coastal zone management.

Guided by this vision and mission Cap-Net has identified 3 goals for 2014-2017.

- 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, and sustainable livelihoods.*
- 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 to improve their outreach and collaboration on capacity developing.*
- 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, measure the effectiveness of capacity development services, and review indicators and monitoring systems.*

The Cap-Net “Institutional arrangements” study was concluded at the end of 2011 pointed to a Cap-Net project embedded within UNDP's WOGP from 2014 to 2017 subject to further review at the end of 2016. The institutional arrangements for Cap-Net will have to adapt as the context and capacity development needs change.

In 2014-2017 Cap-Net UNDP intends to engage with private sector organisations on four main strands of cooperation and partnership viz.:

- Private sector as recipient of Cap-Net UNDP capacity development. The private sector is a major, if not the major water user, consumer and polluter. Therefore the private sector is a main target group to develop capacity within to achieve sustainable water management/development.
- Private sector as a donor. The private sector, not only through their corporate social responsibility budgets, could become partners or sponsors of Cap-Net UNDP.
- Private sector as a partner in capacity development in sustainable water management. The private sector plays an important role as commercial providers of capacity development in the water sector. IT private entities for example have developed many systems and databases which can be used by Cap-Net UNDP in furthering efforts in innovative capacity development (e-learning and other platforms). Some tools for implementation (e.g. models, serious games, role plays and computational knowledge

engines) are developed and owned by private sector organisations and these can be used in partnership with Cap-Net UNDP e.g. in providing practical tools for water management at a catchment or river basin scale.

- d) Private sector as a driver of demand for capacity development products. The private sector is acknowledged as driver for demand of specific capacity development products. It is the expectation for Cap-Net to be able to respond to such demands and be able to fulfil the knowledge as expertise gap expressed by private sector organisations.

The total envisaged resource envelope excluding leveraged funding for 2014-2017 is USD 14,000,000. The total resource envelope for 2014-2017 is based on an optimum budget of approximately USD 3,500,000 per annum shared across the strategic goals and outputs. This is approximately the level of Cap-Net's actual budget in 2008, 2009 and 2013 and is the level of financing needed to deliver the ambitious global programme that partner networks, international partners, donors and financiers would expect. This level of support can confidently be achieved and maintained with support from existing and new financing partners.

While cherishing good relations with funding partners who have provided support, Cap-Net will also explore as yet untapped sources of funding at local and international levels. The strategy of co-funding for delivery of capacity development has leveraged impressive support from local and regional organisations. This will continue and be further developed in the 2014-2017 phase to include the private sector. At the international level, support from governments of upcoming economies, such as those of the BRICS (Brazil, Russia, India, China and South Africa), will be sought, in pursuit of effective, client-oriented capacity development that addresses the priorities and needs of the water sector on the ground.

In 2014-2017 Cap-Net intends to consolidate its communication strategies and tools to improve global and partner network communication with members and with other networks, thus responding more effectively to needs and demands for capacity development in the water sector at the local level as well as providing knowledge and experience to strengthen the global initiative towards sustainable water management. For all of these reasons the network management tools on communication developed by Cap-Net will be revamped to help networks build a better communication framework and also aligning these efforts towards new advances in communication including social media. In 2014-2017 core support to partner networks will increasingly focus on ensuring that effective communication channels are established at maintained with a clear evaluation of the of selected instruments and their use.

In 2014-2017 Cap-Net UNDP intends to strengthen and improve on the quality of Cap-Net outputs and impacts by embarking on an ISO standard approach. The expected result other than producing quality and standardised output products is to increase level of trust by partners and beneficiaries as well as to promote a good management system. Cap-Net UNDP and partner networks are aware of the need for improved monitoring and have developed over time a monitoring framework (MELP, 2009) that is robust and simple enough to be applied by all of the partner networks at whatever scale is possible. The implementation of the MELP will be continued paying attention to how it is applied.

The following brief time line identifies the main priority milestones for each year of the strategic plan:

**Year 2013**

- Complete the strategic plan 2014-2017 with input from partner networks, international partners and management board
- Ensure full alignment with UNDP WOGP and UNDP strategies

- Solicit and secure programmatic financing from supporting partners
- Continue to attract new financing partners

**Year 2014**

- Start implementation of 2014-2017 strategy

**Year 2015**

- Mid-term review of programme, and adjustment of strategic framework and goals where necessary
- Review based on post 2015 UN agenda

**Year 2016**

- Continue to implement revised strategy
- Review institutional arrangement for Cap-Net
- Start developing 2018-2021 strategy

**Year 2017**

- Completion of Cap-Net 2014-2017
- Finalise next 4 year period strategy

## 2. Cap-Net UNDP a global network

Cap-Net was conceived at the 2<sup>nd</sup> UNDP Symposium in Water Capacity development, held at IHE in Delft in 1996, the project was developed in a collaborative effort between UNDP and IHE (now UNESCO-IHE Institute for Water Education). It became operational in 2002. Since then Cap-Net has developed rapidly into a reference for capacity development and networking for sustainable water management.

The strength of Cap-Net UNDP lies in its extensive outreach to capacity development institutions and its client's base. Currently composed of 24 regional and country level capacity development networks with about 1000 member organisations in 115 countries, it delivers training and education to water professionals in Asia, Africa and Latin America and the Caribbean. Partnering with more than 30 international organisations and global thematic networks ensures that the best available knowledge and state of the art capacity development delivery is joined in comprehensive packages consisting of training programmes and accessible training manuals. Some 13 special programmes have been developed with partner organisations and partner networks on various aspects of sustainable water management, ranging from groundwater management, basin planning, floods and droughts management, economic instruments to climate change adaptation, and more are being planned in the future.

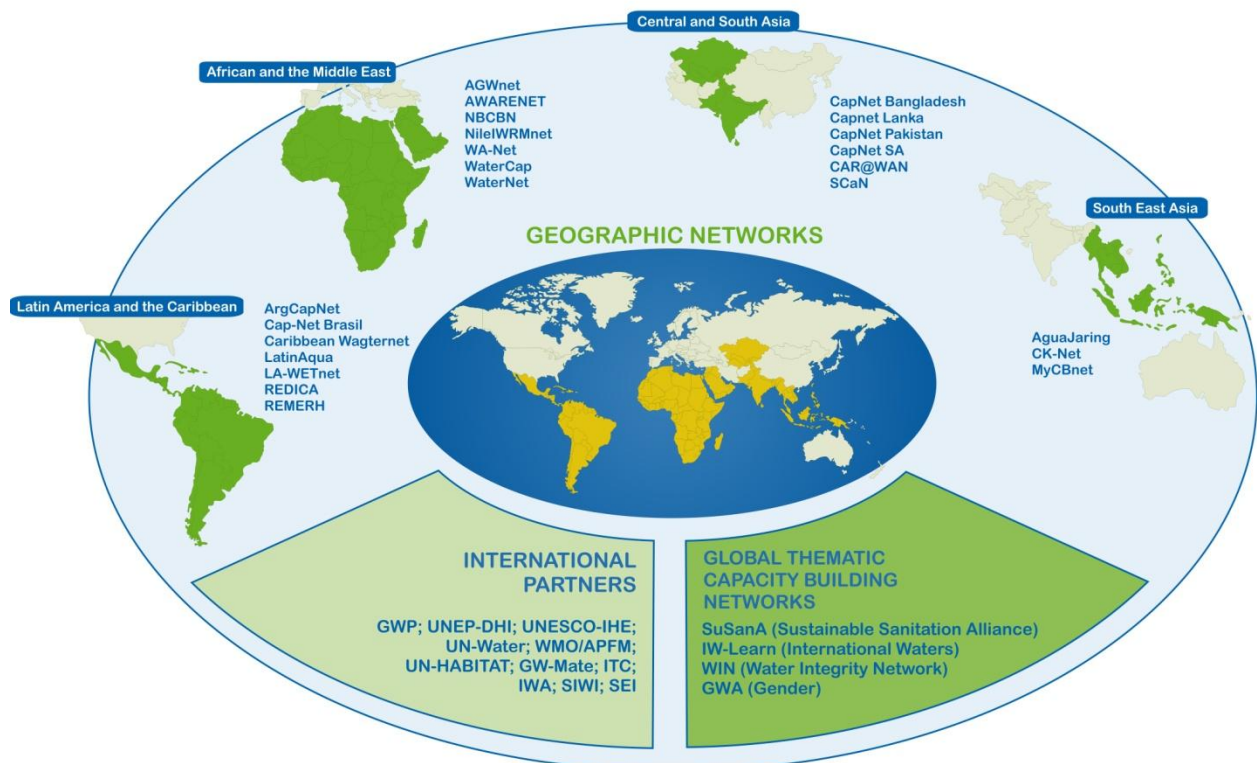


Figure 2.1: Cap-Net, the global network 2102

The Cap-Net website, available in Spanish and English, is a resource for partners and those seeking information on capacity development in IWRM. In 2011, the website had over 63,000

visitors and about 11,000 downloads of training material. On average Cap-Net has an outreach to more than 2,000 participants in its face to face training programme with over 8,000 accessing Cap-Net materials remotely through internet downloads and distribution of USB sticks, CD's and hard copies. Cap-Net is a partner in TheWaterChannel, a website hosting over 1,300 water videos and web-based water management seminars<sup>2</sup>.

Following rigorously the principles of local ownership of the capacity development process, working in partnership and responding to demand, Cap-Net UNDP has constructed a solid base of a conducive structure of partners and networks working together on water capacity development responsive to local needs and guided by capacities in the countries and regions.

In 2014-2017, Cap-Net UNDP will build on a sound foundation of quality capacity development programmes. This will mean working with partners on new initiatives, on topics such as IWRM and agriculture, earth observation and geographic information systems (GIS) for water management, sustainable water footprints, water management in coastal areas and human rights-based approaches to water management.

The scope of work will address the needs and expectations coming from the ground as expressed by members of partner networks. Capacity development activities will continue to respond to demand and will strengthen local ownership of knowledge assembly and transfer process. The 2014-2017 strategy also emphasises on further development of partner networks, particularly as regards strengthening management, as they deliver capacity development to local and regional organisations, improved communication, monitoring and reporting of outcomes and impacts.

Cap-Net UNDP will explore and make use of new media – social media and other platforms – for capacity development. This will involve developing a virtual campus that makes use of the wealth of materials developed by Cap-Net and partners over the years and taps into the extensive pool of facilitators in partner networks. Network members from universities will pursue accreditation of courses based on Cap-Net programmes and materials that have been developed by network member organisations while continuing to encourage staff and student exchanges. More partnering with the private sector will be pursued, not only for financial support but also to leverage private sector water management capacity.

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:** *Thematic areas: IWRM and green growth, human rights based approaches to sustainable water management, water supply and sanitation focusing on least developed and fragile states, coastal zone management and IWRM, climate change adaptation in the context of IWRM.*
- b) **Strengthening partnerships:** *Strengthening partner networks to take up new challenges and thematic areas.*
- c) **Knowledge management.** *Broadening access to knowledge products and accreditation by 1) establishing a virtual campus (use of new and social media e.g. e-books and other platforms and 2) establishing a system of accumulating credits resulting in award of diploma or degree by participating in Cap-Net short courses.*

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<sup>2</sup> TheWaterChannel site and tutorials on how to use for them for training were developed with MetaMeta, GWP, UNESCO-IHE, the UNDP Water Governance Facility, the International Fund for Agricultural Development (IFAD) and the Rainwater Harvesting Implementation Network.



In addition Cap-Net intends to improve on its monitoring of capacity development impacts, by:

- Focussing on client-oriented capacity development
- Designing products and delivery with outcomes and development goals in mind

In July 2012 Cap-Net UNDP conducted a survey as part of developing this global strategy for the period 2014-2017, bringing it in line with the UNDP Water and Ocean Governance Programme (WOGP) strategic cycle. Although this Cap-Net UNDP strategy is to guide the development and implementation of the Cap-Net programme, it also makes reference and contributes to the UNDP WOGP specifically and the UNDP overall strategy in general.

This survey was addressed to Cap-Net UNDP affiliated networks and their members to seek feedback on capacity development priorities at the country/regional level and inputs in the development of the global Cap-Net strategy.

Cap-Net priority areas are capacity development for, implementing IWRM; water supply and sanitation, agriculture and other water users; IWRM and climate change adaptation; developing curricula and educational programmes. In-line with the UNDP WOGP strategy, Cap-Net included in the survey coastal area management and the interface between marine and freshwater ecosystems, cross-cutting issues such as human rights based approaches (HRBA), mainstreaming gender and green growth. On a scale from 1 (low) to 10 (high), respondents were asked to indicate the priority one would give to each of the following elements in one's country or region:

- Implementing IWRM
- Water use sectors capacity development
- Climate change adaptation
- Green economy
- Curricula and educational programmes
- Coastal zone management
- Human right based approaches
- Gender

Other survey questions included

- What are the main governance issues as regards water resources and coastal zones in your country/region?
- In your opinion, in which areas is Cap-Net working well / achieving good results?
- In your opinion, which are the areas in Cap-Net which need to be strengthened?
- What capacity development delivery mechanisms are the most relevant in your country/region and for your network? How can the networks be strengthened in capacity development delivery?
- What would be the main risks in delivering the programme and how could these be mitigated?
- In your experience, what is needed for Cap-Net to achieve higher impact in the next years?
- How do you see Cap-Net in 2020?

Figure 2.2 shows the results of the Cap-Net survey which confirmed that the areas identified were pertinent and important themes for Cap-Net to exert its efforts.

Cap-Net priority areas are capacity development for: Implementing IWRM; Household water supply and sanitation, Agriculture and other water users; IWRM and climate change adaptation; developing curricula and educational programmes. In line with the UNDP WOGP strategy, Cap-Net will include Coastal area management and the interface between marine and freshwater ecosystems. Cross-cutting issues are a human rights based approach (HRBA), mainstreaming gender and green economy. On a scale from 1 (low) to 10 (high), kindly indicate the priority you would give to each of these elements:

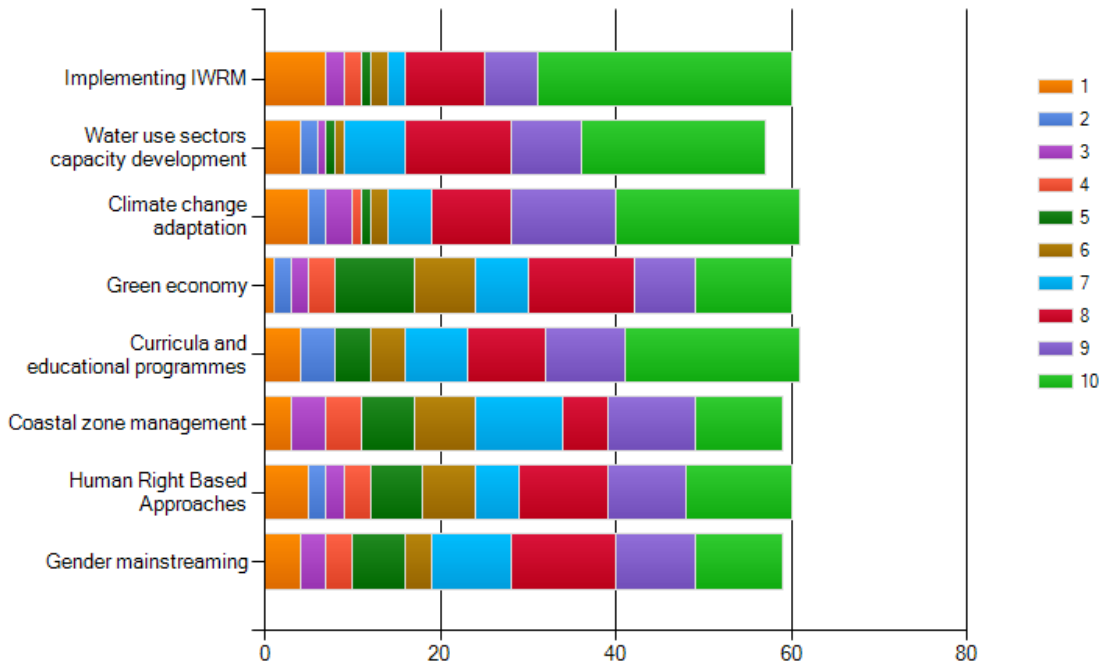


Figure 2.2: Cap-Net UNDP priority and strategic areas 2014-2017

One of the questions was related to Monitoring and Evaluation Learning Plan (MELP) of Cap-Net UNDP. In order to develop the results framework for the new strategy the question sought advice and suggestions on how Cap-Net could effectively define indicators and measure results, outcomes and impacts of interventions/programmes; change in development conditions. Results being direct effects of an intervention or capacity development action, outcomes defined by the use that is made of the capacity development action by the participants or beneficiaries and impacts that which provides a clear vision of what has changed or will change globally or in a particular region, country or community within a period of time i.e. normally relating to changes in institutional performance or behaviour among individuals or groups.

A word cloud of the responses is illustrated in Figure 2.3 also confirming the mode of operation of Cap-Net and the main risk associated with the network.

# Approach Capacity Conduct Development

## Focus Funding Level Makers Network Practical

### Relevant Sector Technical Training

Figure 2.3: Cap-Net UNDP word cloud from 2012 survey results

UNDP WOGP had carried out an earlier survey targeting mostly the UN-Water agencies and UNDP water and ocean related programmes. The results of the survey indicated in Figure 2.4 also demonstrate the importance of capacity development and knowledge management which is Cap-Net UNDP main input in the overall programme.

The Water and Ocean Governance Programme priority areas are: Household Water Supply and Sanitation, Water Resources Management, and Ocean and Coastal Area Governance. Cross cutting areas include: Climate Change and Water, Human Rights Based Approaches (HRBA), Mainstreaming Gender into Water and Capacity Development and Knowledge Management. On a scale from 1 (low) to 10 (high), kindly indicate the priority you would give to each of these elements in your country/region.

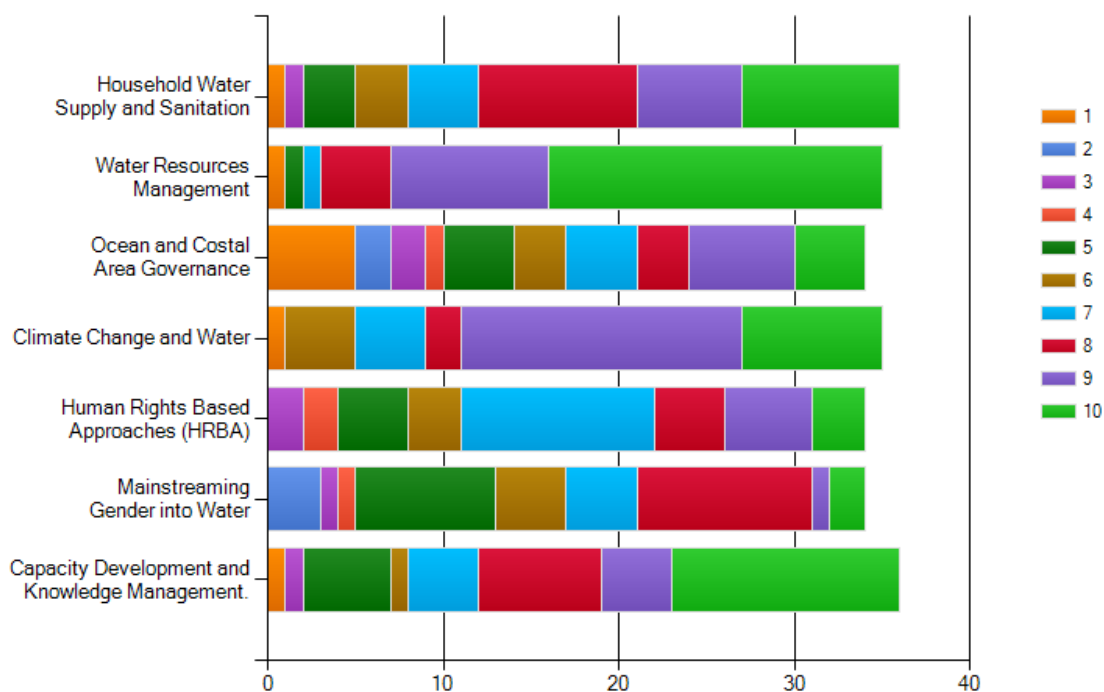


Figure 2.4 UNDP WOGP priority and strategic areas 2014-2017

Cap-Net UNDP has taken a step-by-step approach to capacity development, first putting in place an enabling environment then progressing to actual delivery. Access to existing knowledge at local level has been achieved through local and regional capacity development network partners. International partners provide access to international knowledge and experience. Knowledge from local, regional and international sources is adapted to local

realities during training-of-trainers and as training materials are developed. Transferring knowledge is a central part of Cap-Net projects and is done through training and educating individuals and strengthening institutions.

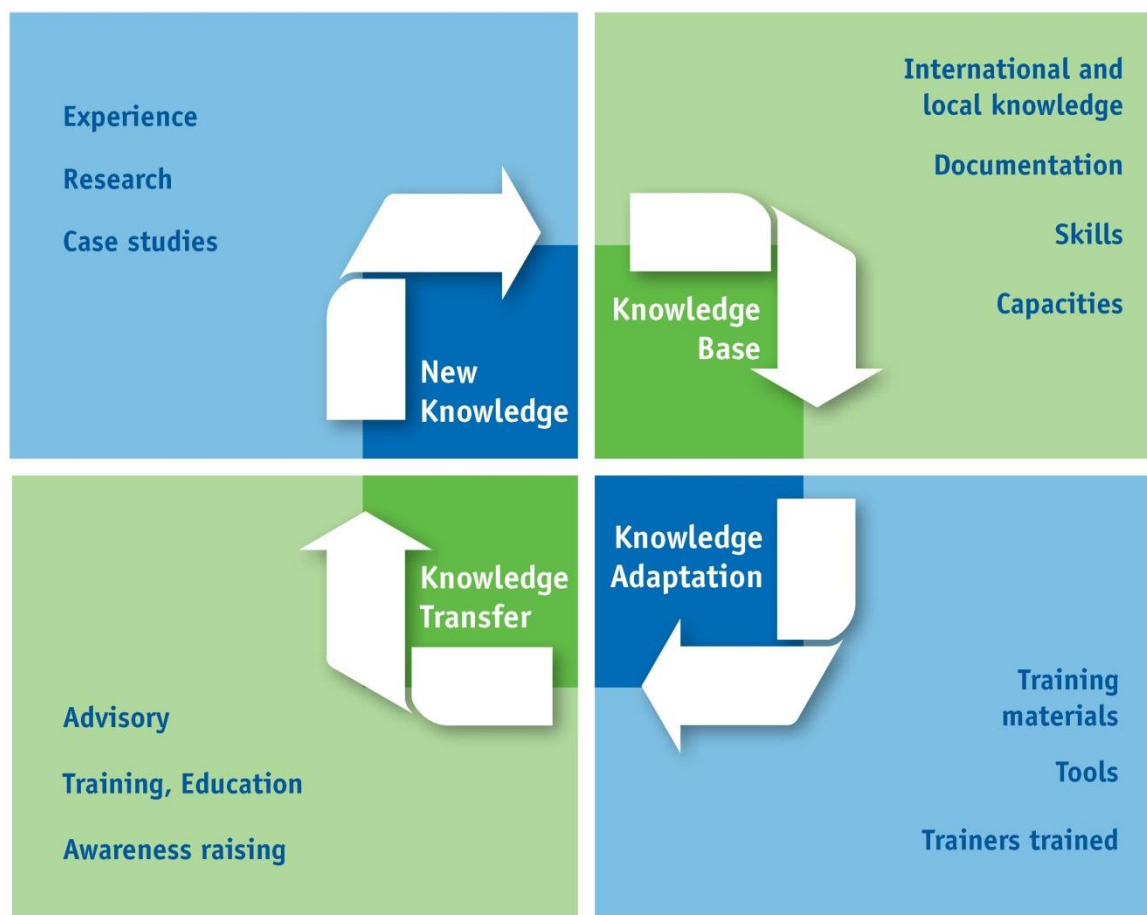


Figure 2.5: Cap-Net, managing knowledge for sustainable water management

New knowledge is generated in several ways. Applied research is important in collecting information on experiences and practices to inform the development of training materials. As IWRM itself is in many ways a new concept, capacity development for IWRM requires new knowledge and the application of existing knowledge in different ways.

Cap-Net, along with its partners, has developed training materials to introduce general IWRM concepts and their practical application. New training materials have catalysed partnerships with international agencies and stimulated training activities in local and regional networks. The external evaluation of Cap-Net noted that the uptake of training materials by various institutions was a demonstration of their quality and that downloads from the Cap-Net website indicated that the materials have a wider application than can be accurately measured. Access to training materials by developing countries has been enhanced by distributing hard copies and CDs at training programmes, through partner networks and on request. Materials are used by course participants and also by capacity builders as resources for short courses on IWRM and related themes. Manuals both instruct and inform. The target groups for most courses are primarily water managers and policy makers. Cap-Net publishes materials in English, French, Portuguese and Spanish, and capacity development networks and trainers have translated

them into other languages, including Arabic, Russian, Chinese, Bahasa, Farsi, Urdu, Hindi, Khmer and Sinhala.

Identifying training needs has not always led to action, as sometimes training materials are not available. Only by developing new materials is it possible to deliver training that responds to demands. An encouraging sign is that some networks have developed training materials that relate and appeal to very local, national or regional needs.

#### **Training materials and tools developed by the Cap-Net global network**

Integrated water resource management for river basin organisations  
Conflict resolution and negotiation skills for IWRM  
Economics in sustainable water management  
IWRM as a tool for adaptation to climate change  
Online and offline self learning tutorial-IWRM as a tool for adaptation to climate change  
Streams of law: water legislation and legal reform for IWRM  
Groundwater management in IWRM  
Integrated urban flood management  
Water integrity and accountability  
Hydro-climatic disasters in water resources management  
IWRM tutorial  
Why gender matters: a tutorial for water managers  
Sustainable sanitation and water management toolbox  
Integrated water resources management plans  
Course book on water safety plans  
Network management tools

Engagement with partners through the website, online tools and social media complement each other, and provide partners with news and technical content as self-learning tutorials on IWRM and climate change.

In 2014-2017 Cap-Net UNDP intends to build on its success by introducing new thematic areas, strengthening partner networks to become more independent and stable, establishing a virtual campus and taking advantage of technological advancements and also improving on monitoring of capacity development impacts.

### 3. The water world

Human development is being challenged by a number of global trends, including increasing inequalities, unsustainable production and consumption patterns and increasing vulnerabilities to economic, social and natural shocks. With more than 7 billion people now sharing the planet, it is time to reflect on current development path. A profound transformation of economies is needed, aiming at socially equitable and environmentally sustainable economic growth. Despite progress towards achieving the Millennium Development Goals (MDGs), poverty levels remain unacceptable, income inequalities are increasing, large parts of the poorest populations still lack access to basic services such as water and energy, and people's lives and livelihoods are threatened by environmental degradation, pollution, poor natural resource management and the effects of climate change.

The sustainable management of water resources is becoming more urgent than ever as several global trends collide. In developing countries, growing populations are increasing demand for water to produce essential commodities like food and energy. Higher rates of urbanisation fuel demand for water for domestic and industrial uses, putting stress on existing raw water sources. Exacerbating matters, climate change increases the risks of greater water variability. One big worry is water scarcity. In 2010, about 44% of the world population lived in areas of high water stress, and projections indicate that an additional 1 billion people will be living in areas with severe water stress by 2030. And many countries in Asia, Latin America and Africa are exhibiting moderate or extreme scarcity, which is expected to increase in the future.

Another worry is poor water quality, which sets back growth because it degrades ecosystems; causes health-related diseases; constrains economic activities (such as agriculture, industrial production, and tourism); reduces the value of property and assets; and boosts wastewater treatment costs.

Yet another worry is natural hazards - the vast majority of which involve water - which affect almost everyone and retard growth. And when these natural hazards strike, it is the poor who suffer most, because of their locations, low incomes, insufficient infrastructure, and greater reliance on climate-sensitive sectors like agriculture.

As these trends unfold, countries are increasingly demanding on-the-ground support and services in the area of environment and natural resource management. When asked to indicate the five most important areas for United Nations development assistance in the coming four years, environment and sustainable development (including climate change, water and sanitation) was chosen by nearly all countries<sup>3</sup>. The country reports submitted to the Rio +20 United Nations Conference for Sustainable Development in 2012 show that many countries have made substantial progress over the last twenty years in establishing and strengthening the institutional framework necessary to achieve sustainable development. However, today's challenge is implementation. The reports show overwhelming evidence of the existing gap between stated commitments to sustainable development and the reality of implementation, which is dogged by integration, inclusion, and coherence challenges. For most countries, translating the idea of sustainable development into practice by integrating economic, social, and environmental aims remains difficult. Fragmented approaches must give way to inclusive

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<sup>3</sup> Report of the Secretary-General on the Quadrennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System. Refers to the survey carried out in preparation to the report with 111 programme countries.

processes that bring together sectoral and central government agencies in the formulation of development plans and in their implementation.

A major challenge to development going forward is thus to unite environmentally sustainable development with economic development and social progress in ways that reduce poverty, narrow inequalities, address the root causes of environmental degradation and social exclusion, at the same time ensuring that systems for accountability and participation are in place. In the field of Human Development and Environmental Sustainability, the United Nations Development Programme (UNDP) proposes to work in four main areas:

- Inclusive green growth, supporting the transformation of economies by uniting economic development to social progress and environmental sustainability;
- Improving livelihoods and human wellbeing through the sustainable management and governance of natural resources;
- Climate change adaptation and mitigation, in multidimensional and integrated response;
- Sustainable energy for all.

As part of the United Nations Development Agenda beyond 2015 and following from the “Our common vision: The future we want” the world will adopt shared sustainable development goals (SDGs) that will be embraced by business, civil society and the public sector. These goals will include innovative metrics, public disclosure, public awareness, and education at all levels, and problem solving from local to global level to map the pathways to achieve the goals. They will be based on Agenda 21 and Johannesburg Plan of Implementation, fully respecting all Rio Principles, taking into account different national circumstances, capacities and priorities, consistent with international law, building upon commitments already made, and contributing to the full implementation of the outcomes of all major summits in the economic, social and environmental fields.

Water has been recognised as being at the core of sustainable development as it is closely linked to a number of key global challenges. The importance of integrating water in sustainable development and underlining the critical importance of water and sanitation within all dimensions of sustainable development has been reiterated:

1. Secure water supply by protecting biodiversity, ecosystems and water sources.
2. Implement the right to water.
3. Adopt more ambitious global policies asserting the importance of integrated water, sanitation, energy and land use planning, development, conservation and management at all scales, taking into account specific gender and cultural needs and with the full and effective participation of civil society.
4. Adopt measures to address floods, droughts, and water scarcity, addressing the balance between water supply and demand including where appropriate non-conventional water resources.
5. Significantly reduce water pollution and increase water quality, significantly improve wastewater treatment and water efficiency and reduce water losses.

The above trends reinforce the need for Integrated Water Resources Management (IWRM) at all scales. An important basis of IWRM is that the many different uses of finite water resources are interdependent and should be considered together. The International Conference on Water and Environment in Dublin, Ireland in 1992 gave rise to four principles that have been the basis for much of the subsequent water sector reform and IWRM strategies. Numerous immediate challenges face the water sector and need urgent action. Many of these relate to the impact of climate change on water resources and water management.

“If human development is the ‘what’ of UNDP’s mandate, then capacity development is essentially the ‘how’<sup>4</sup>. Sustainable management of water resources will not be achieved until the required capacity is available among the various actors responsible. Capacity constraints emerge repeatedly from the interview responses in low and medium income countries<sup>5</sup> and while capacity development is a part of most programmes it is clear that it is a slow process, requires long term commitment and needs to be better linked to performance.

Cap-Net UNDP is poised to engage in addressing capacity development challenges in 2014-2017. Cap-Net UNDP over the last 10 years has already developed programmes on how to use IWRM tools and instruments for adapting to climate change, and in managing floods and droughts. The global programme is well established as a focal point for capacity development in sustainable water management. International partners, partner networks and specialist organisations value Cap-Net’s wide, client-based outreach, and the global network has become a vehicle for collaboration to deliver quality training and educational programmes and materials and ultimately effective capacity development.

The need for capacity to implement integrated approaches is critical this includes assessment of capacity needs, programmes for capacity development, programmes for training, education and research. Cap-Net UNDP currently embracing 24 regional and country-level capacity development networks with memberships of hundreds of organisations, and more than 30 international partners, Cap-Net trains and educates water professionals in Asia, Africa, Latin America and the Caribbean and as a network has demonstrated that access to state-of the art “water knowledge for all” is possible and affordable.

Improved water governance and capacity development can be strengthened. There are demands and needs to further develop and disseminate knowledge products on water governance topics such as governance assessments, water integrity, human right based approaches to water, green growth, gender and water, climate change adaptation, coastal zone management water supply and sanitation. There is also a need for better results based reporting, including benchmarks and verifiable indicators for capacity development efforts in this 2014-2017 strategy.

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<sup>4</sup> Supporting capacity development the UNDP approach, UNDP 2008

<sup>5</sup> UNEP 2012. The UN-Water Status Report on the Application of Integrated Approaches to Water Resources Management



## 4. Strategic directions 2014-2017

### Vision, mission and goals

Cap-Net subscribes to a broad long-term vision as guided by the Water and Ocean Governance Programme (WOGP) of the UNDP of 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. The WOGP operates in UNDP partner countries, particularly in fragile states, least developed countries and in those lagging behind on water and sanitation targets

The Cap-Net global programme is well established as a focal point for capacity development in sustainable water management.

International partners, partner networks and

specialist organisations value Cap-Net's wide, client-based outreach, and the global network has become a vehicle for collaboration to deliver quality training programmes and materials and ultimately effective capacity development.

*Vision: Sustainable management and development of water resources and improved access to basic water supply and sanitation services benefiting the poor and contributing to improvement of livelihoods, environmental sustainability and reduced vulnerability to climate change taking into cognisance human rights based approaches, gender and green growth.*

In 2014-2017 Cap-Net's mission is to expand and extend its capacity development efforts in sustainable water management "*Water Knowledge for All*" and to take up new challenges like human rights based approaches to water, and coastal zone management.

Guided by this vision and mission Cap-Net has identified 3 goals for 2014-2017.

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- 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 to improve their outreach and collaboration on capacity development.*
- 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, measure the effectiveness of capacity development services, and review indicators and monitoring systems.*

The Cap-Net programme vision and mission is vertically aligned with the UNDP Strategic Plan (2013-2017), in particular emphasising support to capacity development leading to enhanced national and local capacities for human development and achievement of the MDGs. The capacities within sustainable development ("Our common vision: The future we want") encompass ability for nations and institutions to analyse, strategise and transform their production and consumption patterns; to re-evaluate their economic strengths and sector approaches for competitiveness, equity and sustainability; to address the threat of climate change through low-emission climate-resilient development strategies; and to re-assess the

quality of their growth to move towards a greener economy that promotes energy access and poverty reduction while taking into account our finite planetary boundaries. UNDP intends to do this taking a broad-based and integrated approach, combining its expertise in the fields of governance, poverty reduction, environment, crisis prevention, and gender, amongst others. It focuses on developing national capacities in policy and planning, scaling up local development solutions and working with partners from a wide-ranging spectrum: governments, private sector, local communities, civil society and academia, all within the framework of the UN development system.

With human development as the anchor, the Cap-Net goals in the period 2014–2017 are to support countries and institutions in developing their capacities through the lens of sustainable management and development of water resources, water being a central element of the MDGs and fundamental to social and economic development. The vision, mission and goals are regarded as valid and robust to remain relevant for the next decade of Cap-Net.

## **Thematic areas**

If the growing utilisation of water resources is not managed well, competition for water will intensify and pressures on water-related ecosystem services can emerge. Social dissent can escalate quickly. These situations require cooperation - and sometimes compromise - among water users. They create a need for improved protection and control of water use to achieve economic efficiency, social equity, and ecological sustainability. As the level and complexity of water use increases, so too does the need for sophisticated management institutions and rules as well as the need to openly engage water users with potentially diverse interests. Integrated Water Resources Management (IWRM) has emerged as a widely accepted paradigm for balancing water demands with available supplies, and it places substantial emphasis on the equitable engagement of all parties vested in water access, use, and management.

In 2014-2017 IWRM will continue to be the underlying philosophy and entry point for Cap-Net UNDP capacity development strategy. The IWRM approach although cumbersome and often cited as complicated, is still the only approach which is holistic e.g. considers the entire water cycle. Focus on the basin level as point of reference; multi-uses of the resources; aligning sector management for the benefit of sustainable water development and management.

Water resources are critical for sustainable development, including environmental integrity and the eradication of poverty and hunger, and are indispensable for human health and well-being. Water resources are critical for the world's prosperity and environmental sustainability. The scarcity at the heart of the global water crisis is rooted in power, poverty and inequality, not in physical availability. It overwhelmingly affects the poor. Governance reform, therefore, must be central to any strategic approach to addressing this crisis.

Effective governance of the earth's vital water and ocean resources is essential to sustainable development, poverty reduction and the transition towards a green growth. In a rapidly changing world, UNDP's WOGP strategically contributes to strengthening developing countries' water management, use, allocation and the improvement of drinking water supply and sanitation.

At the same time, water supply is only a tiny fraction of water use (usually less than 5%). Water is a fundamental input to most productive sectors (80% to agriculture alone) and the increasing competition over use and allocation threatens to leave out the poor even further. The

development and management of water resources remain at the heart of the struggle for sustainable human development, growth and poverty reduction. This includes the challenge of trans-boundary water management where support to building of sustainable institutions for the joint management of these waters is a key for increased peace and stability in regions. Water also plays a pivotal role in adaptation to climate change, but adaptation measures in water management are often underrepresented in national plans and in international investment portfolios.

The following outlines the main themes shaping the Cap-Net strategy for 2014-2017.

### **Climate resilient integrated water resource and coastal management**

Common water-related risks still persist stemming from the nature of the catchment's water challenges and vulnerability to them. These challenges will tend to be associated with:

- An over-allocation of, or a competition for, available surface water or groundwater;
- A lack of access to, or an inadequate reliability or quality of, water supply;
- Deterioration in the quality of water resources and the impacts on you or other users;
- Damage to infrastructure or activities arising from extreme flood or drought events; or
- The degradation of ecosystems through changing flow or quality regimes

Although the drivers of natural resource system changes can be quite complex and highly interrelated, they can be characterised under most circumstances into four key areas.

- Rapidly changing economic development
- Shifting demographic patterns:
- Climate variability:
- Shifting social norms and expectations

Climate change is one of the greatest challenges in recent time, and emissions of greenhouse gases continue to rise globally. All countries, particularly developing countries, are vulnerable to the adverse impacts of climate change, and are already experiencing increased impacts including persistent drought and extreme weather events, sea level rise, coastal erosion and ocean acidification, further threatening food security and efforts to eradicate poverty and achieve sustainable development. In this regard emphasis on adaptation to climate change in the context of IWRM represents an immediate and urgent global priority.

Maintaining and, where possible, increasing the sequestration capacity of terrestrial, coastal, ecosystems thus play an important role in mitigating climate change. Healthy ecosystems that sequester carbon also function better in flood and erosion management, increasing the adaptive capacity of ecosystem services such as agriculture, forestry, and fisheries. Coastal ecosystems (including mangroves and wetlands) reduce erosion and flooding and provide spawning grounds for marine species. Freshwater wetlands and floodplains maintain water flow and quality, acting as floodwater reservoirs and water storage facilities in times of drought; they also provide grazing land for livestock and aquatic habitats. Forests and vegetation stabilise slopes, control erosion and flash floods, and conserve soil fertility for agriculture. Integration of trees into agricultural production systems builds climate resilience and adaptive capacity.

In 2014-2017 Cap-Net will consolidate its efforts and capacity delivery on climate change adaptation with inclusion of coastal zone management as a new theme in development and delivery of products and materials.

## **Trans-boundary surface and ground water management**

Despite incipient awareness, adoption of international legal frameworks and international promotion, actual transboundary conjunctive surface and ground water management in river basin organisations (RBOs) has not been fully addressed. The fact that RBOs are still struggling with their present mandates primarily related to surface water management, the added challenges of groundwater management need to be incorporated gradually, enhancing the integrated approach and overall added benefits to IWRM.

With groundwater attaining an increasingly important role in human development, water security and environmental protection, should inevitably and gradually receive the required recognition and attention. It is essential to build on international advances in terms of transboundary aquifer assessment and management, and adapt approaches to various contexts, and indeed individual basins. Further, promoting groundwater attention at the political level is required to leverage commitment and ownership, policy incorporation of groundwater and secured resources for the RBOs.

Capacity development should focus on building understanding of the integrated role and strategic importance of groundwater, of the present issues and conceptual functioning of groundwater in the basins, and the associated required monitoring and data collection needs. It is critical that groundwater management becomes an integral part of water management, and not an isolated exercise. Hence, acquiring hydrogeological expertise in the RBOs is as relevant as updating expertise of already associated personnel. Furthermore, it is critical to build networks and transparent collaboration on groundwater in the basins as well as across the basins in the region, to optimize resources and knowledge produced, and to build ownership of the process. Likewise, it is important to strategically enhance capacity of riparian states with less capacity, larger stakes in groundwater and higher risks of potential transboundary impacts in order to facilitate equal participation in decision making and enhance mutual trust development across borders.

Due to its perennial nature, groundwater and irrigation (small scale due to flow issues) in semi-arid and intermediate climates -- on groundwater resources suitable for such irrigation development forms part of the wider Cap-Net strategy on water and agriculture. Specific modules or course material can be developed on groundwater management for climate change adaptation i.e. the buffering capacity of groundwater due to the vast volumes in storage are considered to hold a key adaptation to managing water resources under climate change conditions. - such a module(s) may be used during already existing IWRM and climate change adaptation courses.

Specific modules on groundwater and waste management will also be developed because recharge to the groundwater system occurs everywhere through the land surface, there is a special relationship between all sorts of waste management practices, production of effluents in all settings, as well as non-point source applications of e.g. fertilisers and pesticides and groundwater quality. In addition, the long retention times and groundwater age makes the clean-up of such pollution particularly important, complex and time-consuming. It is possible that entire aquifer systems are actually being polluted at present, but can only realise the impact when the pollutants enter the phreatic zone some years later. Furthermore it takes years or probably decades to clean up these aquifer systems, and entire societies can be deprived of fresh groundwater from such aquifers.

There is also good reason to develop materials on groundwater, hygiene and sanitation. In the rural setting, groundwater is very often the water supply option of choice, making such material valuable to water supply, sanitation and hygiene practitioners. One further area which Cap-Net will focus on is on groundwater management for ecosystem health. Groundwater discharge and river base-flows are often responsible for a whole host of perennial wetland ecosystems. Training material on managing and protecting such groundwater discharges is essential for ecosystem management.

### **Climate resilient access to water supply and sanitation**

Access to water has increased, but 700 million people still lack access to an improved water source. Globally, the challenge is greater for sanitation than for water supply. The percentage of the population with adequate access to potable water increased from 74% in 1990 to 89% in 2010. Sanitation figures are much lower, having increased from 44% in 1990 to just 63% in 2010. The difference partly reflects the greater “public good” and “externality” element of sanitation and sewerage - that is, individuals feel the welfare impacts of inadequate access to water, whereas other sectors and members of society feel the effects of inadequate sanitation (through impacts on water quality and corresponding health and productivity impacts). With 2.6 billion people lacking access to improved sanitation, the achievement of the Millennium Development Goal (MDG) on sanitation is unlikely.

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.

In 2014 -2017 water supply sanitation and hygiene is one of the priority areas for Cap-Net’s capacity development activities. These efforts will focus on topics including:

- Sustainable sanitation and water management
- Water safety plans
- Water demand/loss management
- Hygiene education and water management
- Water supply and sanitation financing and utility management

Getting infrastructure “right” is at the heart of sustainable development. It is critical because infrastructure choices have long-lived and difficult-to-reverse impacts on the carbon, land, and water intensity of future patterns of development. Infrastructure also offers substantial co-benefits: many investments needed for growth and improved living conditions are also good for the environment.

The challenges and opportunities of sustainable infrastructure in developing countries must be understood in the context of the huge unsatisfied needs that remain: the fact that much remains to be built creates an opportunity to build right; the fact that needs are so large implies important tradeoffs between “building right” and “building more.” While the additional costs of “building sustainable” and “climate resilient” are relatively modest, they occur in a context of frequently binding financing and fiscal constraints. Complicating matters is the dramatic rise in population and growing urbanisation.

## **Cross cutting areas**

### *Gender*

Water remains the most vital natural resource. The bonds between people and water are primal and have a long history that spans both ancient and contemporary cultures. Bonds with water reflect the cultural values and social differences embedded in societies. There are significant gender differences in use, access and management of water, which helps to explain why some cultures, societies or communities are more successful than others at managing water. In many cases, gender discrimination can limit the women's and men's chances to access vital water resources, by placing restrictions on their autonomy.

Gender equality and women's empowerment goals are cornerstones of the four Dublin Principles (1992), the UN Conference on Environment and Development, (1992), the 2000 Millennium Development Summit and the 2002 World Summit on Sustainable Development (WSSD). Principle 3 of the former states "Women play a central part in the provision, management and safeguarding of water". Though considerable progress has been made, significant gaps prevail. Bridging this gender gap will require acceptance and implementation of Principle 3 of the Dublin Principles to promote positive policies, strategies and actions that seek to address women's needs; that equips and empowers women in ways defined by them. Attitudes such as, "Women should – or should not – do this and that" or "Men are supposed to do this –but not that", may prevent either women or men from acting regarding water use, access or management. These practices often result in unfair and self-perpetuating impacts on the lives of both women and men as they reduce the benefits of development among disadvantaged groups and marginalize their contribution to society—"no water, no wealth, no well-being". This also explains why some people obtain more benefits or are more impacted from water policies.

Cap-Net in 2014-2017 seek to continue addressing capacity development in gender and water together, acknowledging the imbalances and to ensure that the contributions of both men and women are recognised. To manage water effectively and sustainably, it is important to understand the different roles of men and women and to target action appropriately. Re-examining how women and men manage water allows sharing benefits from the use of water, progressing towards a more sustainable use of water; and maximising social and economic benefit from the sustainable use of water. This becomes increasingly urgent in a situation where water is becoming scarcer and competition between users is growing.

### *Human rights based approaches*

Development's purpose is to improve people's well-being, give them a say in the decisions that affect their lives, and expand their freedoms, choices and opportunities. From this perspective, the way in which water resources are allocated in countries around the world is deeply problematic. Water resource allocation for a range of productive purposes, from agriculture to industry to ecosystem services, is typically inequitable. Often it is the comparatively powerless groups which are shut out not just to water itself but also to the processes where allocation decisions are made. Although the integrated water resources management (IWRM) approach is ostensibly guided by a balanced concern for economic efficiency, environmental sustainability, and social equity, in practice, the social equity goal is often given less priority when water allocation decisions are made.

In 1997, the then-UN-Secretary-General initiated a process to mainstream human rights in the UN's development programming. This process resulted in the adoption of human rights-based approaches by many UN agencies. Human Rights Based Approaches (HRBA) and good governance can both inform analyses of water allocation systems; they are, startlingly similar in many respects. The objectives of each are subtly different, however. A HRBA focuses on the relationship between the state (duty-bearer) and its citizens (right-holders), with the objective of safeguarding the integrity and dignity of the human person. It encompasses the inter-relationships between individuals and the state, and also their relationships with private sector organisations and non-state authorities, as governance operates at many geographic, political and social levels, from the village to international basins. Its principles are generally recognised as being accountability, transparency and participation. In summary both IWRM and HRBA approaches are firmly rooted in a concern for equity, equality, non-discrimination, participation, and inclusion. IWRM rests upon policies and legislation, institutional frameworks, and financial and operational management instruments, the very areas that HRBA advocates seek to influence to enable people to exercise their internationally guaranteed human rights.

Cap-Net in 2014-2017 will develop materials and products which draw parallels between IWRM and HRBA clearly distinguishing the synergies and differences in both approaches.

#### *Promoting intergity*

Corruption (lack of integrity) threatens to undermine investments made in water. Many developing countries lag behind in reaching the MDGs. Corruption slows down development progress which implies that it will take much longer time to reach the MDGs and at a much higher cost. Despite recent progress in democracy and human rights in a number of developing countries, corruption remains one of the biggest challenges, and the water sector is no exception. The Global Corruption Report, 2008, points out that the water sector is at high risk for corruption since, for example: 1) water is multifunctional in society and cuts across many institutions leading to coordination challenges and exploitation of legal loopholes; 2) water management is largely viewed as a technical area with limited considerations for social and political dimensions, including corruption and its social and economic cost; 3) water infrastructure development involves large flows of public and private financial resources and projects tend to be complex and opaque, making procurement lucrative and manipulation difficult to detect; 4) water is scarce, and becoming more so leading to higher corruption risks emerging in control of water resources and their distribution.

Other factors that can drive corruption includes, for example, low salaries and insufficient system with checks and balances. Corruption in water takes place at every level – from local to regional – and ranges from petty to grand scale corruption. It can take place between many different types of actors, such as public agencies, private companies and water users. Aid resources provided by multi- and bi-lateral agencies in an effort to improve water management have not been immune to corruption and misuse either. The institutions intended to provide checks and balances within the system, if they exist, are generally under-resourced and lack independence. The impacts of corruption in water are severe. Those with the weakest voice and limited ability to demand more accountability are affected more than others. In many cases this concerns the poor segments of society, increasingly found in urban areas. It fuels social and economic inequalities since poor people are denied a vital resource for improving livelihood opportunities as well as basic services. Typically vast natural resources in many countries have proven too tempting for elite capture.

Improved integrity, accountability and the application of anti-corruption measures are each fundamental to the effort to reduce poverty, and to allocate and distribute water resources and services in fair, affordable, sustainable, and efficient ways. This is also in line with the principles of Integrated Water resources management (IWRM) which advocate for participation of and coordination between disparate government, private sector and civil society stakeholders that rely on or manage water resources and services.

Many developing countries currently underwent extensive water reform. Putting to practice a combination of integrity and IWRM principles in the water management and services sectors, therefore, offers an important “window of opportunity” for the introduction of various accountability and transparency measures as the effort to improve water governance engages stakeholders with key roles in improving integrity.

Cap-Net and its partners in 2014-2017 as part of a larger capacity development programme on integrity and accountability in the water sector developed by the UNDP Water Governance Facility will collaborate in developing human and institutional capacity, with water managers and other water decision-makers as the primary target group. Integrity and anti-corruption are some of the least addressed areas in the governance of water resources and services.

The main focus of the capacity development activities will be to provide:

- A conceptual grounding in the area of integrity, accountability and anti-corruption in water, its drivers and impacts on water as well as on poverty reduction and sustainable development;
- An overview of tools and methodologies to promote water integrity, transparency and accountability and their applicability in various contexts;
- Examples of good practices relating to the promotion of integrity, transparency, accountability and anti-corruption in water.

### **Private sector engagement**

In 2014-2017 Cap-Net UNDP intends to engage with private sector organisations on four main strands of cooperation and partnership viz.:

- a) Private sector as recipient of Cap-Net UNDP capacity development. The private sector is a major, if not the major water user, consumer and polluter. Therefore the private sector is a main target group to develop capacity within to achieve sustainable water management/development.
- b) Private sector as a financing partner. The private sector, not only through their corporate social responsibility budgets, could become partners or sponsors of Cap-Net UNDP.
- c) Private sector as a partner in capacity development in sustainable water management. The private sector plays an important role as commercial providers of capacity development in the water sector. IT private entities for example have developed many systems and databases which can be used by Cap-Net UNDP in furthering efforts in innovative capacity development (e-learning and other platforms). Some tools for implementation (e.g. models, serious games, role plays and computational knowledge engines) are developed and owned by private sector organisations and these can be used in partnership with Cap-Net UNDP e.g. in providing practical tools for water management at a catchment or river basin scale.
- d) Private sector as a driver of demand for capacity development products. The private sector is acknowledged as driver for demand of specific capacity development products. It is the expectation for Cap-Net to be able to respond to such demands and be able to fulfil the knowledge as expertise gap expressed by private sector organisations.



## **Summary matrix on themes and activities**

Table 4.1 links the themes and activities for Cap-Net strategic areas for 2014 to 2017.

Table 4.1: Cap-Net matrix of themes and activities 2014-2017 based on strategic goals

Theme	Activity based on the three strategic goals		
	Delivery of capacity development	Strengthening partnerships	Knowledge management
<b>Agriculture in water management</b>	Affiliated networks deliver courses to water professionals and to agriculture managers	Networks and partners meeting for programme and material development.  ToT on agriculture in water management	Training package on agriculture in water management developed
<b>Trans-boundary groundwater management</b>	Groundwater management addressed in Cap-Net modules  Courses on groundwater and hygiene and sanitation conducted by partner network members	Network members activated to increase inputs in groundwater management  ToT on groundwater and hygiene and sanitation	Groundwater management materials to be adapted for different climatic zones.  A suite of modules that clarifies groundwater perspective for all the Cap-Net training courses  Module on groundwater protection and waste management  Materials development on groundwater and hygiene and sanitation  Create knowledge base on groundwater management based on local and regional knowledge
<b>Water and climate change adaptation</b>	Training programme for water professionals on drought risks management  Training on IWRM as a tool for climate change adaptation for water professionals  Implementation of an educational programme at academic level in IWRM and climate change  Training on integrated and urban flood	ToT on climate change adaptation tools in water management  Programme development with partners and network for toolkit development  Networks engage in national/regional strategies in IWRM and Climate Change and take initiative by using communication strategies	Material on groundwater contribution to climate change adaptation  Drought risks management package developed  Adaptable community flood management training manual developed  Development of a climate change

Theme	Activity based on the three strategic goals		
	Delivery of capacity development	Strengthening partnerships	Knowledge management
	management	<p>Networks to develop strategies to be engaged with decision makers in government and NGOs on floods and droughts</p> <p>Expert meeting on impacts of CC manifestations on water use in agriculture</p>	<p>adaptation toolkit for water managers</p> <p>Create knowledge base on IWRM and climate change, especially on local knowledge and make available to other networks as part of knowledge sharing</p> <p>Capacity needs assessment on flood and drought management</p> <p>Incorporate climate change manifestations in relevant Cap-net materials</p>
<b>Ecosystem services and water management</b>	Network members deliver capacity development activities on ecosystem services for water professionals	Build partnership with specialised agencies and partner networks to address ecosystems approach in water management	<p>Training package on ecosystems services in water management developed</p> <p>Material on groundwater dependent ecosystems</p>
<b>Access to water supply and sanitation – scarcity and quality of water</b>	<p>Networks and their members organise trainings for water professionals on water supply and environmental sanitation</p> <p>Networks and their members organise trainings for water professionals on water demand/loss management for small towns and cities</p>	<p>Develop a partnership for a programme on water supply and environmental sanitation</p> <p>ToT on water supply and environmental sanitation</p> <p>ToT on water demand/loss management for small towns and cities</p>	<p>Develop programme to consider waste management for water quality</p> <p>Integrate Water Supply and Environmental Sanitation with IWRM and water management at river basin level</p> <p>Integrate water demand/loss management with IWRM</p>
<b>Coastal zone management</b>	Pilot project on capacity development for coastal communities on water management	Networks identify the need for internal strengthening on CZM & Water Management.	<p>Inventory of available knowledge and Capacity Needs Assessment on water management in the coastal zone</p> <p>Case studies on the status of Coastal Zone Management and the role of</p>

Theme	Activity based on the three strategic goals		
	Delivery of capacity development	Strengthening partnerships	Knowledge management
			<p>water management in each country's CZM policies</p> <p>Capacity needs assessment on water and coastal management</p>
<b>Human rights based approach to water</b>	Networks identify in their countries/regions how far these rights are respected and what to do to improve the situation.	Networks trained to include HRBA in their training programmes	<p>Identify knowledge available on this issue and develop knowledge material, or revise existing learning &amp; advocacy materials.</p> <p>Practical guidelines for inclusion of a human rights based approach in water management</p> <p>Develop a communication strategy on HRBA</p>
<b>Water integrity and accountability</b>	Expand capacity development activities to regions as yet not covered, using the experience gained on the subject	Regional programmes developed in collaboration with partner organisations and regional networks	<p>Tools for groundwater integrity monitoring developed</p> <p>Popularise training manual and strengthen through case studies</p>
<b>Gender in sustainable water management</b>	<p>Gender balance in course participation</p> <p>Gender issues addressed in all Cap-Net based training activities</p>	<p>Promotion of gender leadership in networks</p> <p>Strengthen liaison with GWA and other gender-based organisations</p>	<p>Case studies by region showing interaction between gender and water</p> <p>Analysis of effectiveness of gender approach in water capacity development</p>
<b>Use and development of tools for implementation for river basin organisations</b>	Cap-Net courses on tools for implementation including earth observation, GIS, serious gaming and decision making tools	<p>ToT on use and development of tools for implementation</p> <p>Establish new partner organisations on tools for implementation to collaborate with regional networks</p>	A collection of tried and tested tools with cases to aid management and decision making for river basin organisations
<b>Innovative water</b>	Cap-Net material based courses through	Selected networks and partner	Cap-Net training packages adapted

Theme	Activity based on the three strategic goals		
	Delivery of capacity development	Strengthening partnerships	Knowledge management
<b>capacity development</b>	virtual campus  Training to network members on the use of innovative materials	organisations meet to programme virtual campus	for e-learning  Contribute to the further development of The WaterChannel  Cap-Net web site as repository of water capacity development material and information
<b>Educational programmes</b>	School education programme through selected partner networks	Working group of selected partner networks in school education  Cross-network and –partners working group established on accreditation of Cap-Net based courses	School education package based on material developed by partner network s

## 5. Institutional and organisational framework

The purpose of addressing the institutional and organisational arrangements for Cap-Net UNDP is to ensure that it has the correct form to achieve its function - supporting capacity development for sustainable management of water resources and consequent human and institutional development.

Cap-Net is a global project under the Water and Ocean Governance Programme (WOGP) of UNDP within the Environment and Energy Group (EEG) of the Bureau for Development Policy (BDP). The project is executed through UNOPS and core staff is recruited by UNDP and UNOPS on short term contracts with annual renewal.

The “Institutional Options for Cap-Net” report prepared by Eduardo Mestre and the “External review of the Sida support to the UNDP Water Governance Programme 2008-2011” report by Johan Holmberg (June 2011) triggered discussions and consultations within the Cap-Net partner networks and management board. The conclusion of the consultations and inputs pointed to a Cap-Net project embedded within UNDP’s WOGP from 2014 to 2017. This institutional arrangement would be subject to further review at the end of 2016. The institutional future of Cap-Net will adapt as the context and capacity development needs change.

The resultant institutional arrangements document incorporating all major comments and agreement on the key issues (December 2011) concluded that Cap-Net during 2012 will prepare itself to be part of the proposed WOGP in terms of support and alignment to the UNDP overarching strategy.

The strategy adopted by Cap-net since inception in 2002, of working through networks of capacity builders has been accepted as successful and effective. A 2008 evaluation suggested that Cap-Net remained relevant and this was likely to remain the case for the medium term (say 10 years). The evaluation also noted that Cap-Net success was based on the strategy adopted of working with networks and advised “*if it isn’t broken then don’t try to fix it*”.

The present institutional and organisational arrangements are summarised in Figure 6.1 and as follows:

This Cap-Net global network of networks is implemented by the UNDP, under the form of an UNDP project. UNDP’s WOGP ([www.undp.org/water](http://www.undp.org/water)) carries out the management of the proposed project. UNOPS Europe and Mediterranean Office, International Water Cluster (EMO IWC) in Copenhagen provides operational back-stopping of the project. A global management board chaired by UNDP and composed of UNDP, UNOPS, financing partners; international partners and partners networks meet at least twice a year (once face to face and the second time by teleconference). The management board assumes governance responsibility for the project. Its purpose is to mandate, control, empower and make key decisions. The terms of reference for the board include the following key elements regarding its role and function:

- Provide policy and strategic input
- Approve changes to the project mission, goals, and strategies and its supporting documentation taking cognizance of agreements with financing partners
- Monitor and review of the project progress including risks, quality and timeliness
- Monitor the allocation of resources of the project
- Ensure accountability
- Provide assistance to the project when required

- Provide strategic guidance to the Cap-Net Secretariat

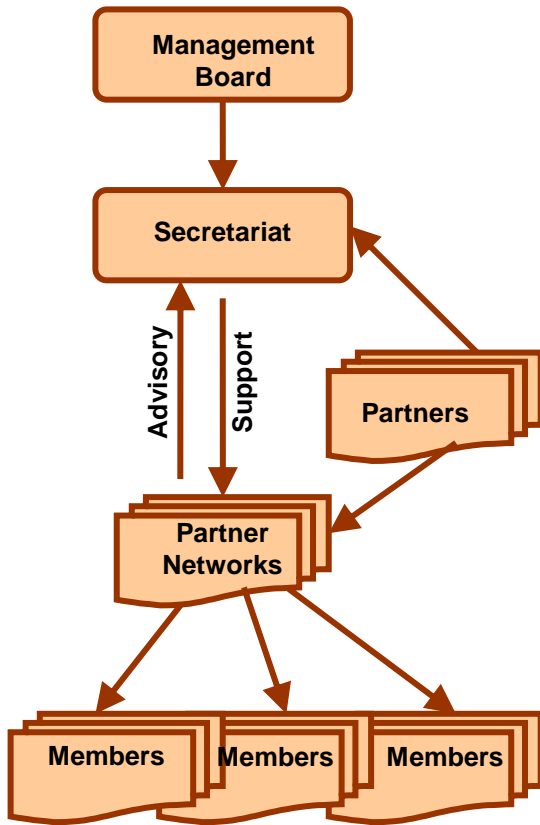


Figure 5.1: Cap-Net governance structure

Cap-Net has chosen to prioritise partnership with capacity building networks (autonomous bodies at global, regional or national levels made up of individual or institutional members committed to capacity building in water resources management) as the core strategy to achieve the project objectives.

Additionally Cap-Net works with selected international partners and thematic networks at the global level for specific technical (and occasionally financial) inputs to the programme. This linkage between the capacity building agenda of international partners, global thematic networks, and capacity building networks is what constitutes the Cap-Net global network and provides the framework for action, relevance and impact.

The Cap-Net global network meet annually to advise on the direction and implementation of the programme, agree on mutual priorities and cooperation, and mobilise support and identify collaborative projects and activities with international partners, global thematic networks and invited private organisations:

The management board consists of representatives from:

- UNDP representative (chair)
- UNDP Cap-Net Director (ex-officio) and serving as secretary
- UNOPS (administration and financial management support)
- **Two** financing partners (government of the Netherlands and Sweden) as observers. The membership is also open to all other financing partners as observers.
- Capacity building networks (**Three** elected by capacity building networks partners for 2 year terms including an alternate in the event that one member is unable to attend a meeting. The alternate member is also eligible for election at any possible occasion)
- **Two** international partners Global Water Partnership (GWP) and UNESCO-IHE Institute for Water Education (UNESCO-IHE )
- At the discretion of the board **one** additional representative from international partners and global thematic networks on a rotational basis can be invited as a member

In 2014-2017 Cap-Net UNDP will maintain its strategy as a network of networks. This has been the strategy of Cap-Net since the beginning and has been successful. Managers, representing affiliated networks, support the Cap-Net historical strategy and continuously indicate their

preference to continue this path formalising and strengthening the network of networks arrangement.

Capacity building networks form the foundation of the programme but are challenged by various management constraints as well as financial ones. A balance has to be found between external support to strengthen and enable the network to be effective and local ownership as evidenced by local mobilisation of knowledge, skills and resources. There will always be stronger and weaker networks and Cap-Net can improve the network of networks by assisting weaker networks to be strong as well as expanding the network membership.

International partners are key elements of the structure of the Cap-Net global network. The global programmes being driven by these organisations, with accompanying knowledge, expertise and resources, is a powerful representation of global trends with huge capacity development implications. The Cap-Net programme provides the vehicle by which knowledge institutions on the ground and global organisations can meet and influence each other's capacity development agenda.

The improved coherence arising from this synergy has already been demonstrated in Cap-Net and the Institutional Report identified some of the things that need to be addressed to bring this to scale.

In 2014-2017 Cap-Net UNDP has as one of its priority areas to strengthen capacity development networks in the global network:

- Encourage increased membership to existing capacity development networks of relevant organisations;
- Expand the Cap-Net global network with new networks and actively seek to expand or deepen geographic coverage and technical expertise;
- Formalise network membership of the global network accompanied by revision of roles in the management of Cap-Net and the Cap-Net global network.
- Decentralise leadership in key action areas.
- Improve financing of network management related to output.

Existing partners of more than 30 institutions have had a

big impact on the Cap-Net programme. The opportunity arises to bring partners together to use the Cap-Net global network structure to achieve greater impact and coherence. More work needs to be done to elaborate an effective approach to go to the next level with international partners but this has to be an important component of a strengthened global network.

The current management structures in Cap-Net are those in Figure 5.1. Operationally this is the cheapest and simplest way to achieve the representation and has the advantage in that those tasked with guiding the programme can interact and see firsthand the relevance of the project to its partners. The network managers' meeting has been very useful as a means to assist capacity development networks to develop and to assist Cap-Net and the global network to develop. However it is very expensive and will only become more so as the global network is strengthened with more members. The role of this meeting will be reviewed in 2014-2017 with a view to making it more functional as the meeting point of the Cap-Net global network and foster ownership of the network.

It is clear that the institutional future of Cap-Net will have to continuously adapt as the context and capacity development needs change. Being firmly embedded within the UNDP WOGP will provide the project with enough anchorage to move into the future and expand its impacts.



## 6. Financial framework

Cap-Net is open to funding from governments, foundations, NGOs, private sector and other donors. The total envisaged resource envelope excluding leveraged funding for 2014-2017 is USD 14,000,000.

Programmatic or core funding in the previous phases has been contributed by governmental donors (Dutch, Swedish and Norwegian governments, European Union) to guarantee core activities that cannot be supported by leveraged funds.

While cherishing good relations with financing partners who have provided support, Cap-Net will also explore as yet untapped sources of funding at local and international levels. The strategy of co-funding for delivery of capacity development has leveraged impressive support from local and regional organisations. This will continue and be further developed in the 2014-2017 phase to include the private sector. At the international level, support from governments of upcoming economies, such as those of the BRICS (Brazil, Russia, India, China and South Africa), will be sought, in pursuit of effective, client-oriented capacity development that addresses the priorities and needs of the water sector on the ground.

As part of diversification and broadening of the funding resource base and the UNDP drive to partner with private entities, it is envisaged that in 2014-2017, Cap-Net will be able to mobilise support from private and corporate entities. It is widely acknowledged that the private sector is critical to drive economic growth, create jobs, develop and deliver needed goods and services and to innovate for more sustainable development solutions. The UNDP private sector strategy aims to reposition and strengthen UNDP's work with the private sector in this new environment. Overall, the strategy proposes to align UNDP's private sector work more closely with its overall vision of contributing to "empowered lives, resilient nations" and focusing on how the private sector and markets can contribute to economic, social and environmental dimensions of sustainable human development.

Funding leveraged from partner networks, international partners and local institutions has not previously been included systematically in reports. In 2014-2017 this will be carefully captured and quantified. It is estimated that in Phase III (2010-2014) a total of USD 2,385,000 will be leveraged. The percentage of leverage effect is linked to the strategic goals and outputs of Cap-Net.

Table 6.1: Cap-Net leveraged funding from partner networks, international partners and local institutions in Phase III against strategic goals and outputs

Strategic objectives and outputs	Estimated % of leveraged funds	Amount USD
Delivery of capacity building	50	1,285,000
Strengthening partnerships	30	884,000
Knowledge management	20	216,000
Project implementation	Nil	Nil
Estimated total in USD	20	2,385,000

To achieve Cap-Net goals in 2014-2017, it is essential to maintain a well-balanced financial flow across the four main strategic areas (this includes project implementation). Whilst diversification of the funding base is a key strategy in this period it is important to emphasise that a reduction

in programmatic core funding will significantly constrain the networks ability to innovate or provide continuity in delivery of capacity development.

Cap-Net's budget has increased steadily over the last years 10 years of the network's existence from almost

USD in the 2002-2005 (Phase I) period, USD 2006-2010 (Phase II) to USD 3,250,000 for 2010-2011. It is important to note that during 2011 the budget was significantly reduced to USD 1,830,000. The maximum absorption capacity has not been established yet due to many factors including operating as a project on start-stop mode, fluctuations in the funding base and also that the network in the early years had not fully matured and hence poised for full delivery. In addition more regional and country networks have been established in the formative stages and continuously till the present.

So far Cap-Net UNDP has had a limited absorption capacity because of its operational modality. It is also not able to assure that networks can respond to demands coming from international partners. These factors will be addressed in 2014-2017 for Cap-Net to move the work and output up to the next level.

Receiving funds through UNDP is a normal modality for Cap-Net and runs smoothly but funding direct to networks or solicited in cooperation with international partners will be given greater attention particularly providing additional core support to partner networks.

Table 6.2: Evolution of Cap-Net's financing in million USD and sources of finance

Phase	Period	Netherlands	Sweden	EU	Norway	Total
I	2002-2005	4.0	-	-	-	4.0
II	2006-2010	2.9	3.0	3.6	0.5	10.0
III	2010-2014	5.6	5.4	-	-	11.0
Total	2002-2014	12.5	8.4	3.6	0.5	25.0

The total resource envelope for 2014-2017 is based on an optimum budget of approximately USD 3,500,000 per annum shared across the strategic goals and outputs. This is approximately the level of Cap-Net's actual budget in 2008, 2009 and 2013 and is the level of financing needed to deliver the ambitious global programme that partner networks, international partners, donors and financiers would expect. This level of support can confidently be achieved and maintained with support from existing and new financing partners.

## 7. Communication framework

Communications constitute one of the main action areas for all global Cap-Net UNDP network and affiliated networks to improve their performance and scale up impact. Relationships among members and stakeholders are the network's arteries. Communication is the lifeblood that runs through these arteries and keeps the network alive and active. A good flow of communication is vital for all networks and deserves the utmost attention of the secretariat and members. The communication framework for Cap-Net global network and the partner networks in 2014-2017 will encompass the vision, mission, strategic goals, targets, achievements, services and products and plans of the network and partner networks.

Communication flows within the network and with its stakeholders will be smoother if a few basic practices are considered by the network manager or secretariat, and also by its members, which are vital players in networks. It is important to understand these practices before exploring the various tools to be used (e-mail, website, teleconferences and newsletters). Such tools serve purpose-oriented communications within the network. Marketing is communication and has to be targeted to clients, financing partners, and technical partners.

It is recognised that networks are effective tools to translate knowledge into capacity development for IWRM. The establishment and/or strengthening of networks (whether national, regional or thematic) can be seen as a goal but also as a first step for the networks to deliver effectively capacity development services. The challenge for the Cap-Net programme is more related to strengthen networks than to create new ones and the development of improved communication constitutes one of the main action areas for all networks to improve their performance and scale up impact.

In addition, Cap-Net partner networks have their own reasons to improve the management of communication:

- to strengthen network performance through:
  - consolidation of current activities to improve quality and institutionalisation of networks;
  - more capacity building at implementation level through further strengthening of networks as facilitators of capacity building; and
  - development of key elements and roles of the networks through decentralisation of program implementation.
- to improve partnership between capacity building institutions towards sustainable management of water resources. The implementation of communication strategies starts with a clear expression of what the networks are, their purpose and benefits for the members, the water sector and society. The consolidation of network identity through communication provides them greater coherence, thus reinforcing them in their dialogue and relationship with other institutions, organizations and networks.
- to enhance local ownership in the networks to interpret the local needs, identify the members abilities to respond to them, implement capacity building delivery and feed the whole networking process with the experience.
- to get more out of current communication systems, tools, media and practices in the networks with the aim of building self confidence within the members, reflecting coherence towards the wide water sector as resource centres for capacity building and raising awareness in communities involved about the meaning of IWRM.

- to promote a larger network involvement in the production and dissemination of materials; encouraging them to materialise their experiences and the conclusions of activities to be shared with and useful for other networks, institutions or people.

In 2014-2017 Cap-Net intends to consolidate its communication strategies and tools to improve global and partner network communication with members and with other networks, thus responding more effectively to needs and demands for capacity development in the water sector at the local level as well as providing knowledge and experience to strengthen the global initiative towards sustainable water management.

For all of these reasons the network management tools on communication developed by Cap-Net will be revamped to help networks build a better communication framework and also aligning these efforts towards new advances in communication including social media. In 2014-2017 core support to partner networks will increasingly focus on ensuring that effective communication channels are established at maintained with a clear evaluation of the of selected instruments and their use (i.e. visual identity, website, newsletter, E-mails, online web-based tools, telephone, Skype, teleconference, printed materials)

## 8. Monitoring and reporting framework

“The fact that capacity development is a long-term process and is one of many factors contributing to the achievement of development goals cannot be an excuse for lack of measurement; in fact, these conditions should rather inform the formulation of the framework for its measurement.” Challenges in measuring capacity development include:

- Ambiguity of what capacity development results are
- Lack of common language with which to articulate them
- Lack of a framework in which to capture them
- Proof of its success has been scarce, and where it does exist, it has tended to be anecdotal and vague

Monitoring to improve management and to assess the results is an important and often neglected component of development activities. This is equally true of capacity development actions that, as with other development support may be justified by the fact that it is obviously a good thing to do and at worst is not likely to do any harm. Capacity development is also problematic in that it is a difficult activity from which to separate any impact from many other intervening factors.

Cap-Net UNDP and partner networks are aware of the need for improved monitoring and have developed over time a monitoring framework (MELP, 2009) that is robust and simple enough to be applied by all of the partner networks at whatever scale is possible. The benefit of operating in a global network is that much of the data, experience and evidence is transferable allowing even small programmes to be strengthened by the monitoring of the whole. The MELP process has been applied piece by piece and this is the first time that the collective data have been assembled into one report. The frequency of the report has been yearly since 2009 demonstrating what is possible and also what can be learnt from it, use of it and contributions to it. In 2014-2017 Cap-Net UNDP intends to strengthen and improve on the quality of Cap-Net outputs and impacts by embarking on an ISO standard approach. The expected result other than producing quality and standardised output products is to increase level of trust by partners and beneficiaries as well as to promote a good management system.

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## Annex 1. Conceptual Logical Framework

	Indicators	Means of verification	Assumptions
<p><b>Vision</b> Sustainable management and development of water resources and improved access to basic water supply and sanitation services benefiting the poor and contributing to improvement of livelihoods, environmental sustainability and reduced vulnerability to climate change taking into cognisance human rights based approaches, gender and green growth</p>			
<p><b>Mission</b> Expand and extend its capacity development efforts in sustainable water management “Water Knowledge for All” and to take up new challenges like human rights based approaches to water, coastal zone management, and green growth.</p>	-	-	-
<p><b>Strategic Goals (SG)</b> <b>SG 1. Capacity Development:</b> 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, green growth and sustainable livelihoods.</p>	-	-	-
<p><b>SG 2. Strengthening partnerships.</b> To improve water management practices by:</p> <ul style="list-style-type: none"> <li>- using effective networks of capacity developers to impact on the ground, and</li> <li>- developing partnerships with international agencies to improve their outreach and collaboration on capacity development</li> </ul>	-	-	-
<p><b>SG 3. Knowledge management.</b> 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, measure the effectiveness of capacity development services, and review indicators and monitoring systems</p>	-	-	-

	Indicators	Means of verification	Assumptions
<p><b>Outcomes and Impacts</b></p> <p>Capacity Development Outcomes:</p> <ul style="list-style-type: none"> <li>• Competence is in place resulting in improved management of water resources and delivery of water and sanitation services and accelerating implementation of IWRM.</li> <li>• Knowledge on climate change adaptation and the relevance of water resources management is widely available and training materials taken up by many local capacity development programmes.</li> </ul>	<p>Outcomes from Strengthening Partnerships:</p> <ul style="list-style-type: none"> <li>• Capacity building networks use multidisciplinary skills of competent members to scale up capacity development and actively support implementation programmes.</li> <li>• International partners collaborate with Cap-Net as a means to effectively transfer their knowledge and programmes for widespread implementation on the ground.</li> </ul>	<p>Knowledge Management Outcomes:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Training and education programmes of capacity development institutions are adapted based on available and developed materials and measurement of their effectiveness through monitoring and evaluation.</li> </ul>	
<p>Capacity Development Impacts:</p> <ul style="list-style-type: none"> <li>• Water resources management practices are improved and increasingly take into account climate change risks in planning and implementation benefiting rural communities and the poor.</li> <li>• Water resources management instruments are applied in addressing climate change impacts and assisting communities in their adaptation.</li> <li>• Water and sanitation services in urban areas are improved following the implementation of water safety plans.</li> </ul>	<p>Impacts from Strengthening Partnerships:</p> <ul style="list-style-type: none"> <li>• Capacity development networks are the regional/ country focal point for capacity building on climate change adaptation, water resources management and water supply and sanitation.</li> <li>• Partners are achieving greater success in implementing their programmes and scaling out by working with Cap-Net.</li> </ul>	<p>Knowledge Management Impacts:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>	



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