

International Network for Capacity Development in Sustainable Water Management

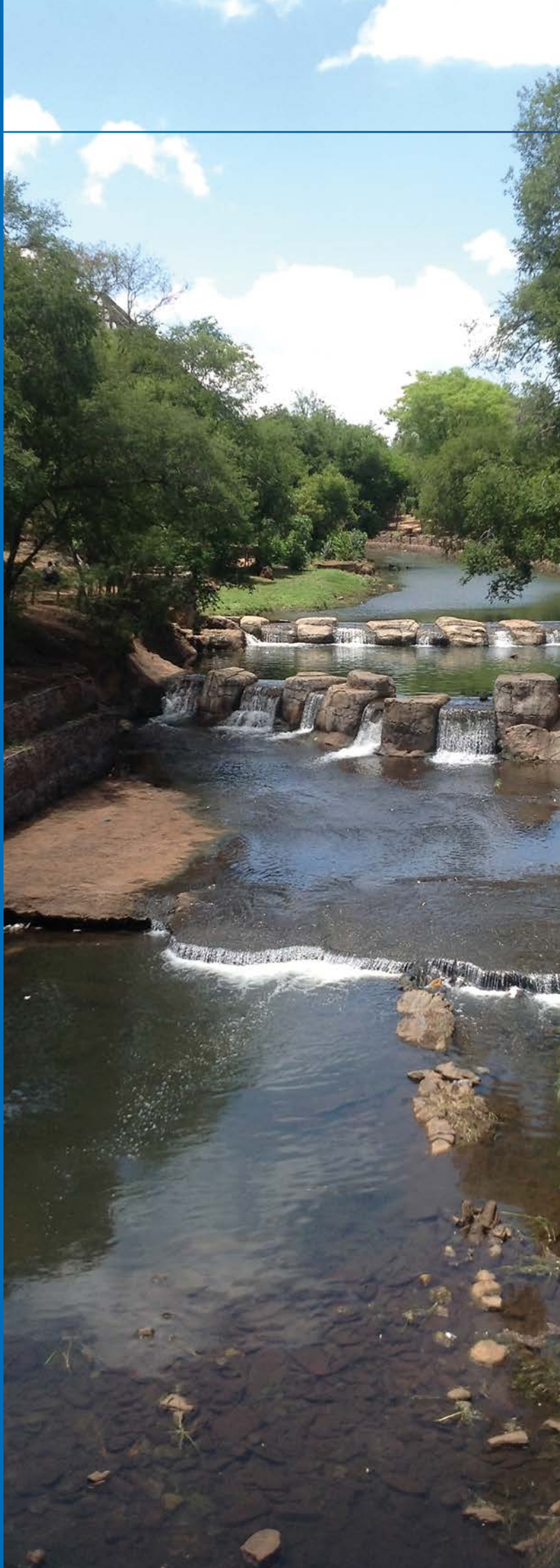
# Annual Report 2013





# Contents

<b>INTRODUCTION</b>	<b>1</b>
<b>SUMMARY OF ACHIEVEMENTS</b>	<b>2</b>
<b>ACTIVITIES AND RESULTS</b>	<b>5</b>
Capacity Development	5
Strengthening Partnerships	8
Knowledge Management	13
<b>PROJECT MANAGEMENT</b>	<b>15</b>
<b>PROJECT BUDGET</b>	<b>16</b>
<b>CONCLUDING REMARKS</b>	<b>17</b>
<b>ANNEX 1</b>	
Network capacity development activities by topic	18
<b>ANNEX 2</b>	
Contacts	19



# INTRODUCTION

Cap-Net is the United Nations Development Programme's (UNDP) global network for capacity development in sustainable water resources management. It is made up of partnerships between international, regional and national institutions and networks within the water sector. These autonomous collaborations bring together water professionals and water-related institutions, with the aim of strengthening capacity for effective water resources management.

Cap-Net facilitates links among partner institutions to reinforce capacity development delivery at the local level, and to ensure that local knowledge is incorporated into the global knowledge base. Cap-Net's approach enables local ownership of capacity development activities, which is important to ensure both relevance and impact, while responding to demand on the ground. In UNDP's strategic perspective and programme structure, Cap-Net is a project under the Water and Ocean Governance Programme.

In 2013, Cap-Net reached its 11<sup>th</sup> year of capacity development in the water sector. This report outlines progress during that year. Cap-Net showed a remarkable increase in its capacity development delivery and network management support throughout 2013. The resulting increases in skills and knowledge within the water sector contribute towards achieving the Millennium Development Goals (MDG).

## Phase 3 Immediate Objectives

- 1. Capacity Development:** To develop the capacity of institutions and individuals to manage, develop and use water resources sustainably, and to adapt to increasing climate variability and climate change within a context that addresses gender equity and sustainable livelihoods.
- 2. Strengthening Partnerships:** To improve water management practices by:
  - using effective networks of capacity developers to generate impacts on the ground;
  - developing partnerships with international organizations to improve their outreach and collaboration on capacity development.
- 3. Knowledge Management:** To develop and implement knowledge management systems that ensure access to the best of international and local knowledge, measure the effectiveness of capacity development services, and establish indicators and monitoring systems.

*"Water knows no boundary"*

– a Kenyan proverb

## Summary of achievements

### Capacity Development

Phase 3 strategic plan targets	Work plan 2013 targets	Achievement 2013	% achievement 2013	% achievement Phase 3*
Develop capacity of <b>2000</b> water stakeholders and practitioners and <b>30</b> river basin organizations (RBO) to improve water management practices	<b>775</b> water stakeholders in 5 RBO	<b>970</b> water stakeholders trained, representing 5 RBO	Exceeded 100%	Exceeded 100%
Develop capacity of <b>1000</b> stakeholders and practitioners from the water supply and sanitation sector and from agriculture, plus <b>40</b> water utilities to manage water resources sustainably and adapt to a changing climate.	<b>250</b> water stakeholders and practitioners	<b>78</b> water stakeholders and practitioners from <b>15</b> countries. Water utilities in <b>20</b> countries	30%	40%
Develop capacity to cope with climate change impacts among communities in <b>12</b> countries and <b>1000</b> water managers and stakeholders.	<b>725</b> Water stakeholders in <b>14</b> countries	<b>474</b> water stakeholders in <b>34</b> countries	65%	Exceeded 100%
School and university students in <b>5</b> countries will learn about water resources management and climate change adaptation through materials, tools and programmes developed in the Cap-Net programme.	<b>5</b> countries	<b>5</b> countries <b>547</b> professionals and students participated in the educational programmes	100%	30%

Three networks carried out outcome surveys in 2013. An average of **66%** of respondents used their new skills and knowledge in their work, and **27%** of respondents shared the knowledge and contributed to organizational planning and performance.



## Strengthening Networks

Phase 3 strategic plan targets	Work plan 2013 targets	Achievement 2013	% achievement 2013	% achievement Phase 3*
Develop skills of <b>100</b> trainers from <b>25</b> capacity building networks in aspects of water resources management, water supply and sanitation and climate change.	<b>160</b> trainers from <b>15</b> capacity building networks	<b>209</b> trainers from <b>24</b> networks	Exceeded 100%	Exceeded 100%
Assist <b>25</b> networks to achieve effective implementation and grow membership relevant to capacity needs in the water sector.	<b>18</b> networks	<b>29</b> national, regional and thematic networks	Exceeded 100%	Exceeded 100%
Build partnerships with <b>10</b> key international agencies to support the achievement of common goals for capacity development in water management.	<b>20</b> international organisations	<b>18</b> international organizations	90%	Exceeded 100%

The global coverage of capacity development has increased with the establishment of new networks. Increased involvement of international partners has led to efficient and effective delivery of capacity development services.



**Knowledge Management**

Phase 3 strategic plan targets	Work plan 2013 targets	Achievement 2013	% achievement 2013	% achievement Phase 3*
Develop <b>6</b> new sets of training materials on aspects of water management and climate change that support improved water management on the ground.	<b>6</b> new sets of training materials developed	<b>6</b> sets of training materials in progress from 2012 <b>2</b> new sets of training materials initiated in 2013	50%	Exceeded 100%
Maintain Cap-Net website in English and Spanish. Develop databases on capacity building expertise, training materials and training activities, and share news to promote improved knowledge access and dissemination.	Maintain a database of expertise; deliver newsletter; upload training materials	Website maintained in English and Spanish; website hosting changed; website redesign agreed; newsletter continued; online course registration tested	100%	100%
Develop indicators and monitoring systems for the capacity building programme and for water resources management. Incorporate these into a monitoring, evaluation and learning plan (MELP).	Implement monitoring system; establish working group meetings; publish outcomes	<b>5</b> MELP reports received from networks; peer review completed; network performance analyzed; a synthesized MELP report and paper published on outcome monitoring.	Not applicable	Not applicable

In 2013 more than **500** CDs and printed manuals were distributed during international events. The Cap-Net website is extensively used as an information sharing platform. In 2013 it had a total of over **46,000** visitors with total page views of over **100,000**. Out of the total number of visitors, about **80%** were new visitors.

\* Percentage achievement was calculated based on the target and the output for the year against the annual work plan and cumulative against the strategy respectively.

# ACTIVITIES AND RESULTS

Throughout 2013, activities focussed on strengthening partner networks and preparing to implement the new Cap-Net UNDP strategy for 2014-2017. Cap-Net delivered **110** activities, including **55** training and educational events reaching **2200** participants, as well as training material development workshops, and network support activities. Overall, female participation in the training courses, and training of trainers was **40%**, which demonstrates a strong level of involvement of women in water sector development.

Activities under the three main development objectives of Phase 3 are summarized in this section.

## 1. Capacity Development

### Water resources management

**OUTPUT 1.1:** Develop capacity in **775** water stakeholders and practitioners and **5** river basin organizations to improve water management practices.

By the end of 2013, **970** individuals, including water sector professionals and practitioners from government and non-governmental organizations, civil society and media had been trained through **27** training events and workshops, under different themes related to integrated water resources management (IWRM).

Water legislation, human rights based approaches (HRBA), and water integrity are cross-cutting areas that are of great interest to networks in Latin America and Africa. **Water Integrity Week** was conducted by the Latin America Water

Education and Training Network (LA-WETnet). WaterNet conducted regional trainings on Water Integrity, and two training programmes on HRBA were conducted by the central America network (REDICA) and LA-WETnet. Surveys of participants in these workshops revealed a need for more local capacity development training and public awareness programmes.

Courses on **groundwater management** were delivered by networks in Africa, Asia and Latin America. Groundwater pollution and over-abstraction are critical trans-boundary issues in the African region. A needs assessment was conducted by Africa Groundwater Network (AGW-Net) to determine bottlenecks for further progress in trans-boundary groundwater management, identify lessons learned and explore ways forward. Groundwater pollution related to the mining industry is a critical issue in Africa, so capacity and knowledge development in this area also became an urgent need.

**Ecosystem approaches in IWRM** course materials were well received by the African and Latin American regions.

A training course on **EO (Earth Observation) tools for IWRM**, was organized by WaterCap in Kenya. The TIGER training programme in Africa has strengthened technical capacity in remote sensing and geographic information systems for water management in Africa, and this will be built on in the future through more training of trainer (ToT) programmes.

The new network in Central Asia (CAR@WAN) delivered its first course on **conflict resolution and negotiation**, addressing the need for more skilled trainers in the region.

**Table 1. Number of courses on different themes**

Theme	Number of courses
IWRM principles, planning and implementation	3
River basin/watershed management	1
Gender and IWRM	1
Ecosystems and environment	4
Water law, legislations and human rights and water integrity	7
Groundwater management	6
Conflict management	1
Coastal zone management	1
Water as news - journalism	1
EO technology in addressing IWRM	1
Economics and finance	1
	<b>27</b>

REDICA conducted a course on **coastal zone management** for Latin America. This was also recognized as an important theme for capacity development in the South East Asia region.

Capacity development programmes were delivered to participants in the countries indicated on the map above right.

**Fig 1. Map showing location of participants of all training delivered in 2013**

## Water supply, sanitation and agriculture

**OUTPUT 1.2:** Enhance the capacity of **250** stakeholders and practitioners from the water supply and sanitation sector and agriculture to manage water resources sustainably and adapt to a changing climate. Surveys of participants in these workshops revealed a need for more local capacity development training and public awareness programmes.

A total of **78** stakeholders and practitioners from **15** countries underwent training programmes. A total of **3** training events were conducted in Asia and Latin America, on **water safety planning (WSP)**, targeting water utilities and service providers. The courses were conducted by WSP thematic networks in Monterrey, Mexico, and in Manila, Philippines for the Latin America and Asia regions respectively. Training for the Africa region was planned to be held in Ghana in early 2014. In India, training on **managing agricultural water demand by applying integrated approaches** focused on developing much needed new strategies to curb demand for water in agriculture.

Cap-Net has addressed the knowledge gap in linking water and sustainable sanitation by organizing two training of trainer (ToT) courses on **sustainable sanitation and water management (SSWM)**. SSWM should be integrated into the





policies and action plans of water supply and sanitation services regulators, decision makers and planners, even though it is often neglected by local institutions and would not be a demand-driven topic.

## Climate change adaptation

**OUTPUT 1.3:** Capacity development on coping with climate change among communities in **14** countries, **725** water managers and stakeholders.

Even though networks expressed a need for training in climate change adaptation, flood and drought management, the realized output was much lower than planned. Overall, **474** individuals were trained in **13** events held in **35** countries throughout Asia, Africa and Latin America and the Caribbean. Subjects covered

include: understanding climate variability; factors and impacts of climate change; tools for climate change adaptation; planning and instruments for adaptation; techniques for dealing with uncertainty; drought risk management; drought early warning, and leveraging finance.

**Integrated urban flood management (IUFM)** training courses are in high demand in many developing countries where risk of flooding is high due to lack of urban planning and outdated storm water and flood plain management plans.

Many networks have conducted follow-up trainings and continued capacity development in this area. In addition to these training events, Cap-Net collaborated with the Water, Climate and Development Programme (WACDEP) of

the Global Water Partnership (GWP) to enhance capacity for climate resilience in Africa.

Follow-up surveys demonstrate that course participants are motivated to incorporate what they learn into their daily work.

## Educational programmes and curricula

**OUTPUT 1.4:** School and university students in **5** countries will learn about water resources management and climate change adaptation through materials, tools and programmes developed in the Cap-Net programme.

Cap-Net contributed to the capacity development programme of the South Asia Consortium for Interdisciplinary Water Resources Studies (SaciWATERs). Masters students from South Asia learned about, and shared concerns about the water sector in their countries, aiming to address them through IWRM. Other educational activities included the exchange of knowledge and water research findings on **Water Professionals Day** in Sri Lanka, and learning events conducted by Cap-Net Pakistan at the **Water Cooperation Conference**. LA-WETnet continued the **Hora Agua** schools water education programme. A total of **547** professionals and students participated in the educational events.

Significant progress was made during 2013 on the development of the '**Virtual Campus**', and it is on track to be fully functional by September 2014, when a pilot course will be run. The Virtual Campus will complement traditional face-to-face courses. The 'virtual classrooms' will be accessed using teleconference software. It will also be a tool to facilitate collaborative work among networks and partnerships, Cap-Net's Working Groups, and Cap-Net's management board.

## 2. Strengthening Partnerships

Networks and partnerships lie at the heart of the Cap-Net programme. In 2013, actions were taken to strengthen network management and to improve members' technical competence to facilitate effective capacity development delivery. Partnerships with international organizations were developed and fostered to ensure high quality output of activities. A list of partners and networks is included as an annex to this report.

### Skilled and knowledgeable trainers

**OUTPUT 2.1:** Develop the skills of **160** trainers from **15** capacity development networks in water resources management, water supply and sanitation and climate change.

Overall, **209** trainers (**130 male** and **79 female**) were trained through ToT programmes on themes including: earth observation tools in IWRM; integrated flood management; land cover mapping; drought risk management; sustainable sanitation and water management; mainstreaming gender in IWRM, and water footprint. The training events were well received by the participants, who expressed an interest in, and capability of adapting training material and replicating the training. The ToT programmes covered Asia, Latin America and Africa regions. ToT programmes are recognized as an effective, interactive learning platform to incorporate local knowledge into training materials under development.

*"Upon finishing of ToT, Rafis Abazov assisted the network secretariat in the development of network project proposals and delivered lectures at a workshop on management of water conflicts". CAR@WAN network, Kazakhstan*





## Effective networks

**OUTPUT 2.2:** Assist networks to achieve effective implementation and to develop membership to support capacity needs in the water sector.

In 2013 Cap-Net provided financial and technical support to **29** geographic (regional and national) and thematic networks, including **21** networks who received core funding to support their management.

Networking events that were supported during the reporting year included a workshop on capacity development needs for CB-HYDRONET, the newly established network for the Congo river basin and a capacity development needs assessment for WaterCap – the capacity building network for IWRM in Kenya. Cap-Net, in collaboration with Cap-Net Brasil, organized a workshop in Brazil in March with its Brazilian and other Lusophone partners and members.

The objective of this workshop was to develop a three-year collaborative programme on capacity development in sustainable water management for Portuguese-speaking countries.

Cap-Net supported network managers to attend the fifth **Symposium on Water Sector Capacity Development** at UNESCO-IHE (UNESCO Institute for Water Education) in Delft, the Netherlands in 2013. Immediately following the symposium, Cap-Net delivered its **network management tools** (NMT) training workshop, offering an opportunity for networks to share experiences, and to learn more about network management from experts and peers. Currently there are **23** geographic partner networks affiliated to Cap-Net. The secretariat has been asked to assist in establishing new networks in North Africa, Central Africa and the South Pacific. The workshop was aimed at preparing networks for the upcoming 2014-2017 strategy and to kick start the peer review process.

**Network peer review.** During the second half of 2013, **24** geographic and thematic networks were reviewed by network managers. This exercise enabled the evaluation of strengths and weaknesses of networks, and the sharing of lessons learned to improve the functioning of respective networks. The box, below right, provides a summary of the results of the internal review.

Cap-Net held its 11th **annual management meeting** in Bali, Indonesia in November, 2013, where **22** networks and **8** partner organizations took part. This was hosted by CK-Net under the title '**Strengthening Networks, Fostering Partnerships**'.

During the year, **3** network attachments were given the opportunity to work at the global secretariat. They worked on website development, and outcome monitoring and learning. They also participated in capacity development and ToT programmes.

*"The realization of the need to work more closely together towards a common goal, and highlight common ground and objectives to collaborate rather than compete, will enable networks to cover more ground, and thus make deeper impacts. Strengthening ties among networks will make this possible, expanding beyond national and regional boundaries, towards achieving successful and effective implementation of IWRM"*  
From discussions at network managers meeting, Bali.



### Summary of the internal review coordinated by Prof. Nimal Gunawardena

#### Pros

- Increasing global coverage of networks.
- Many networks recognized as leading providers of capacity development in IWRM.
- Efficient and effective programmes result from sharing resources and knowledge through regional and international partnerships.
- Regional networks provide a forum for discussion of politically sensitive issues.
- Global networks have so far met the targets in the Phase 3 strategy.

#### Cons

- Great variability in the performance of networks.
- Poor governance, conflicts and poor communications within networks, poor reporting, inability to leverage funding, and inability to deliver identified activities identified as causes of poor performance of some networks.
- Training programmes do not always translate to reality of needs on the ground.



## Partnership with international agencies

**OUTPUT 2.3:** Build partnerships with key international agencies to support the achievement of common goals for capacity development in water management.

Partnerships with international agencies increase efficiencies by facilitating the sharing of knowledge and materials and providing a network of mutual support.

Cap-Net support for collaborative programmes includes financial support, provision of trainers, and technical input by experts in the global network.

2013 was the **International Year of Water Cooperation**. Relating to this, Cap-Net:

- ▶ organized a seminar on collaboration in networks for water capacity development during World Water Week in Stockholm in September;
- ▶ Co-organized sessions on 'collaboration in networks for water capacity development' and 'monitoring evaluation and benchmarking' at the Capacity Development Symposium in Delft, the Netherlands in May;
- ▶ Co-organized sessions at the Water Integrity Forum in Delft, the Netherlands in June;
- ▶ attended the Water Summit in Budapest, Hungary in October and expert meeting on capacity development in Delft, the Netherlands in May.
- ▶ participated in the scientific committee of the 3rd IWA (International Water Association) Development Congress in Nairobi, Kenya in October.



**Table 2. Active partnerships in 2013**

Partners	Collaborative programme
▶ United Nations Environment Programme Centre for Water and Environment ( <b>UNEP-DHI</b> ); Faculty of Geo Information Science and Earth Observation of the University of Twente, the Netherlands ( <b>ITC</b> )	Drought risk management training manual
▶ <b>UNEP; UNESCO</b> Institute for Water Education ( <b>UNESCO-IHE</b> )	Ecosystems functions and services in IWRM
▶ International Water Association ( <b>IWA</b> )	Water safety plans for utilities
▶ Global Water Partnership ( <b>GWP</b> )	Material for the Water, Climate and Development Programme ( <b>WACDEP</b> )
▶ <b>UNEP-DHI</b>	Development of the Cap-Net version of Aqua Republica game
▶ Gender and Water Alliance ( <b>GWA</b> )	Revising gender and water tutorial and training manual
▶ Society Economy Ecology Consulting organizations ( <b>Seecon</b> ); International Centre for Water Management Services ( <b>CEWAS</b> )	Sustainable sanitation and water management toolbox and training of trainers
▶ <b>ITC, UNEP-DHI</b>	Drought management training manual
▶ Food and Agriculture Organization ( <b>FAO</b> )	Agriculture in IWRM
▶ International Network for Rainwater Harvesting ( <b>RAIN</b> )	Meetings to plan for training on rainwater harvesting and reduce, reuse and recycle (3R) concept
▶ Stockholm International Water Institute ( <b>SIWI</b> ), WaterLex	Water integrity and accountability (collaboration with <b>WIN</b> ); water governance; human right based approaches ( <b>HRBA</b> )
▶ Federal Institute for Geosciences and Natural Resources, Germany ( <b>BGR</b> ), International Groundwater Resources Assessment Centre ( <b>IGRAC</b> )	Groundwater management
▶ MetaMeta	The Water Channel
▶ <b>MDF</b> Training and Consultancy	Network management tools training
▶ European Space Agency's capacity development programme on use of Earth Observation tools for IWRM in Africa ( <b>ESA-TIGER</b> ), <b>ITC</b>	Earth Observation (EO) tools for water resource management
▶ Global Environment Facility / Project on sustainable water resources and waste management in Pacific Island countries ( <b>GEF/SIDS</b> )	Participatory IWRM planning for demonstration project on groundwater aquifer protection



### 3. KNOWLEDGE MANAGEMENT

Development of training materials, information dissemination, monitoring and learning are the key output areas under knowledge management.

#### Development of training materials

**OUTPUT 3.1:** Develop **6** new sets of training materials on aspects of water management and climate change to support improved water management on the ground. Support the development of **7** sets of training materials by partner networks.

Work on **4** training packages on **pollution management; earth observation tools for IWRM; drought risk management, and environment and IWRM** was due to be completed in 2013. However, the final versions of the manuals are yet to be published. Two new training packages on water demand management and human rights based approaches (HRBA) to IWRM were initiated during the year.

Revision of the **‘Conflict resolution and negotiation for IWRM’** training manual started in March. New material is under development and planned to be completed in 2014. Revision of the tutorial for water managers **‘Why Gender Matters’** was also undertaken.

LA-WETnet, in partnership with the UNDP Water Governance Facility at SIWI, produced a **water integrity map** for Latin America for

use in future water integrity trainings. It provides an overview of governance mechanism and institutions, policies and legislative background, anti-corruption strategies, management reforms and challenges for integrity.

Adding to Cap-Net’s bank of training resources, SCAN (South Asia Consortium for Interdisciplinary Water Resources Studies capacity building network for IWRM) produced a book: **‘Environmental flow: an introduction for water resources managers’** as an outcome of the

workshop conducted on factoring environmental flows into IWRM in 2012.

SCAN, in collaboration with other networks in the region has also started to develop a more comprehensive

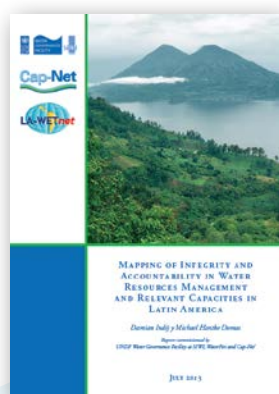
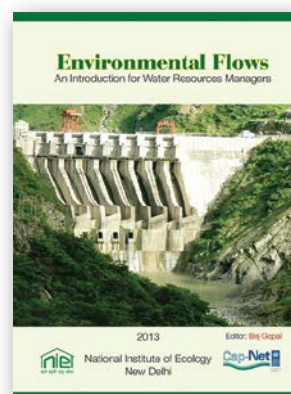
manual on climate variation and adaptability.

Work began on the Cap-Net version of the **Aqua Republica** basin management educational game in collaboration with UNEP-DHI (United Nations Environment Programme (UNEP) Centre for Water and Environment)

Printed copies and CDs of Cap-Net training materials were distributed during World Water Week at Stockholm, during the IWA Development Congress, and during other network trainings and events.

#### Access to information online and in other formats

**OUTPUT 3.2:** Maintain the Cap-Net website in English and Spanish. Add databases on capacity development expertise, training materials and news to promote improved access to knowledge and dissemination.



In June 2013, Cap-Net began work on redesigning its website to give it a more modern look and feel, a more user-friendly content management system, and functional upgrades. The new website will facilitate online course registration, host monitoring and evaluation tools, and provide a login facility for the virtual campus.

Cap-Net website traffic analysis was conducted using Google Analytics. From January to December 2013, the website received more than **46,000** visitors with total page views of more than **100,000**. Approximately **80%** of the visitors were new.

Information on events and trainings was shared via the monthly newsletter with more than **2,500** recipients globally. **The Water Channel** has continued to be used as a web-based knowledge centre for dissemination of videos, partnering, and conducting webinars in collaboration with Cap-Net.

## Monitoring, evaluation and learning plan

**OUTPUT 3.3:** Develop indicators and monitoring systems for the capacity development programme and for water resources management. Incorporate these into a monitoring, evaluation and learning plan (MELP).

The MELP enables Cap-Net to draw lessons from results, and assess impacts of capacity development programmes. Network self-assessments conducted during management training showed that two new networks needed extensive support from Cap-Net to enhance their performance, while **17** networks were performing well and **5** were improving.

In 2013, monitoring and reporting was conducted by the networks rather than the global secretariat as it had been previously. Lessons learned from the new approach led to the decision to conduct specific training for networks on MELP in 2014. Response rate to outcome surveys was up to **40%** of participants contacted by local networks.

A separate outcome survey was conducted for alumni of the Water Integrity training programme, conducted in collaboration with WIN (Water Integrity Network) and SIWI (Stockholm International Water Institute). All respondents indicated that they used and shared their new knowledge in their work.

Engineer Wawa Nyonyoli, a utility manager in Tanzania, took part in the Water Integrity training course in Uganda. As a result, he was able to reduce illegal consumption of water by educating staff and customers. He has helped to reduce water losses and decreased complaints from water customers about tampering of meter readings.

**Socorro Atega** in the Philippines took part in the ToT on **Integrated Urban Flood Management**. He is using his new knowledge to contribute to comprehensive land use plans, develop training resources, and provide technical advice to the Mega Cebu Environment Committee and protected area management board.



## PROJECT MANAGEMENT

Despite a substantially increased operational budget, staff turnover, and relocation of the secretariat, the Cap-Net programme ran smoothly during 2013. **2** new staff members were recruited and a network attachment continued to work on the website. All together Cap-Net employed **6** staff members and **3** network attachments during the year. Quarterly self-audits on procurement and random checks on payments were carried out within United Nations Office for Project Services (UNOPS) procurement policies, and did not highlight any issues.

The Cap-Net strategic plan for the period 2014-2017 was finalized with several commitments for the next **4** years. The plan is aligned with the Water and Oceans Governance Programme and the UNDP overarching strategy for the

same period. The working group on network support, composed of network managers and the secretariat, met in Rio de Janeiro and came up with new recommendations for Cap-Net support to networks and their activities, starting in 2014.

As of 31 December 2013, Cap-Net operations ceased to be coordinated from Pretoria. Obsolete equipment and other assets were donated accordingly. Relocation of the secretariat to Rio de Janeiro began towards the end of 2013. Administrative and finance staff members to be based in the new office were appointed in December. Facilities at the Federal University of Rio de Janeiro that Cap-Net shares with the Centre Rio+ and UNISDR (United Nations Office for Disaster Risk Reduction) were prepared. The new office became fully operational in January 2014.



## PROJECT BUDGET

The original budget was **US\$5 million** at the beginning of 2013, revised down to **US\$4.1 million** mid-year. The reviewed programmable budget was **US\$3.6 million**. A total expenditure of **US\$4 million** shows that Cap-Net almost reached the planned reviewed budget.

In 2013, Cap-Net realized 96% of its annual programmable budget. Taking into consideration that some of the network activities and contracts generated in 2013 were still running in 2014, the execution of the budget could be considered fulfilled for 2013.

However, execution varied between activities. An overspend of US\$330,000 under Activity 1 –

Capacity Development, is compensated by an underspend of US\$310,000 under Activity 3 – Knowledge Management. The variation in performance between activities is mainly due to high demand for courses, workshops and training under Activity 1, some of which required a higher level of funding than the initial estimate of US\$15,000 per contract. At the same time, the production of many of the training materials designed under Activity 3 was delayed until 2014. Underspend of project management budget is due to foreseen expenditure for relocation to be spent in 2014.

The breakdown of the budget and expenditure for 2013 is given below:

**Table 3: Budget and Expenditure 2013**

Activity	Original budget (US\$)	Reviewed budget (US\$)	Expenditure (US\$)
1. Delivery of Capacity Development	1,184,948	770,390	1,100,768
2. Strengthening Partnerships	1,530,000	1,460,000	1,430,201
3. Knowledge Management	760,000	455,000	145,910
4. Project Management	930,000	910,000	790,884
<b>Programmable budget</b>	<b>4,404,948</b>	<b>3,595,390</b>	<b>3,467,763</b>
UNOPS ISS	308,346	251,677	247,905
UNDP GMS	329,931	269,295	254,861
<b>Grand total</b>	<b>5,043,225</b>	<b>4,116,362</b>	<b>3,970,529</b>

ISS: Implementation Support Services  
GMS: General Management Support costs

## CONCLUDING REMARKS

In the year 2013, Cap-Net delivered above satisfactory performance in capacity development, networking and partnerships. The expectation is even higher for the next strategic period. Cap-Net showed remarkably increased and diversified capacity development in sustainable water management, reaching over **2200** stakeholders, practitioners, academics, professionals and trainers. The demand from networks for training and development of training materials on coastal zone management, integrated urban water management, sustainable sanitation, and agricultural water management have been taken into consideration for 2014 programme planning. Meanwhile, there has been slow uptake in the water supply and sanitation theme, possibly due to the lack of interest among network members and a lack of trained professionals in the field. There is an urgent need to boost this theme by identifying relevant international partners to collaborate with.

Completing the network peer review was a major achievement that will assist partner networks in addressing some of the weaknesses and threats identified by the reviewers. New networks that have emerged require extra encouragement and support to improve their performance and sustainability. During the outcome monitoring exercise that was also completed this year, continuous implementation of the monitoring and learning plan was recognized as a necessity

to improve capacity development delivery, as well as to track strategic achievements. This will help to ensure quality of the programmes and impact on the ground. Systematic tracking of the use of materials and compiling information on course outcomes has been recognized as a continuous process that requires the attention of all networks.

Some of the contributions made in strengthening networks cannot be quantified, but they will contribute to Cap-Net's development and planning in the coming years. The numbers reflect the outputs, but measuring outcomes and impacts requires improved interventions and continuous action. For example, the number of people trained is a quantifiable achievement, but it is difficult to capture the actual number of trainers that use the knowledge and materials (outcomes).

The under-performing output areas (mainly 1.2 and 1.4) need more strategic interventions by the global network. Gaps and motivation factors to work on these areas should be explored. Demand on the ground must also be assessed to ascertain whether targets mirror demand. Partners' contributions and leverage need to be assessed to ensure sustainability of the entire programme. Understanding the leverage effect, especially in terms of co-funding, is crucial for the future of the global network collectively and individual geographic and thematic networks.





## ANNEX 1

### Network capacity development activities by topic

	IWRM/ River basin management	Gender and IWRM/ conflict management	Ecosystems and environment, water foot print	Water integrity, legislations, governance	Economics and financing	Earth observation tools for IWRM	Groundwater management	Human rights based approach	Water as news - journalism	Water supply, sanitation and agriculture	Hydro-climatic disaster
AGW-Net							●				
Aguajaring											●
Arg Cap-Net	●				●						●
Awarenet											
Cap-Net Bangladesh							●				
Cap-Net Brasil	●						●				
Cap-Net Lanka	●	●									●
Cap-Net Pakistan	●										
CKNet-INA											●
CAR@WAN					●						
Caribbean WaterNet	●			●							
CB-Hydro Net											
LA-WETnet	●			●			●	●			●
MyCBNet											●
NBCBN											●
Nile IWRM Net											●
Phil Cap-Net										●	
REDICA			●			●		●	●		●
REMERH-Mex Cap-Net											●
SCaN										●	●
WA-Net											
WaterCap	●		●		●	●					●
WaterNet		●	●	●							●
WSP networks										●	
ESA TIGER network						●					
WFP network			●								

# ANNEX 2

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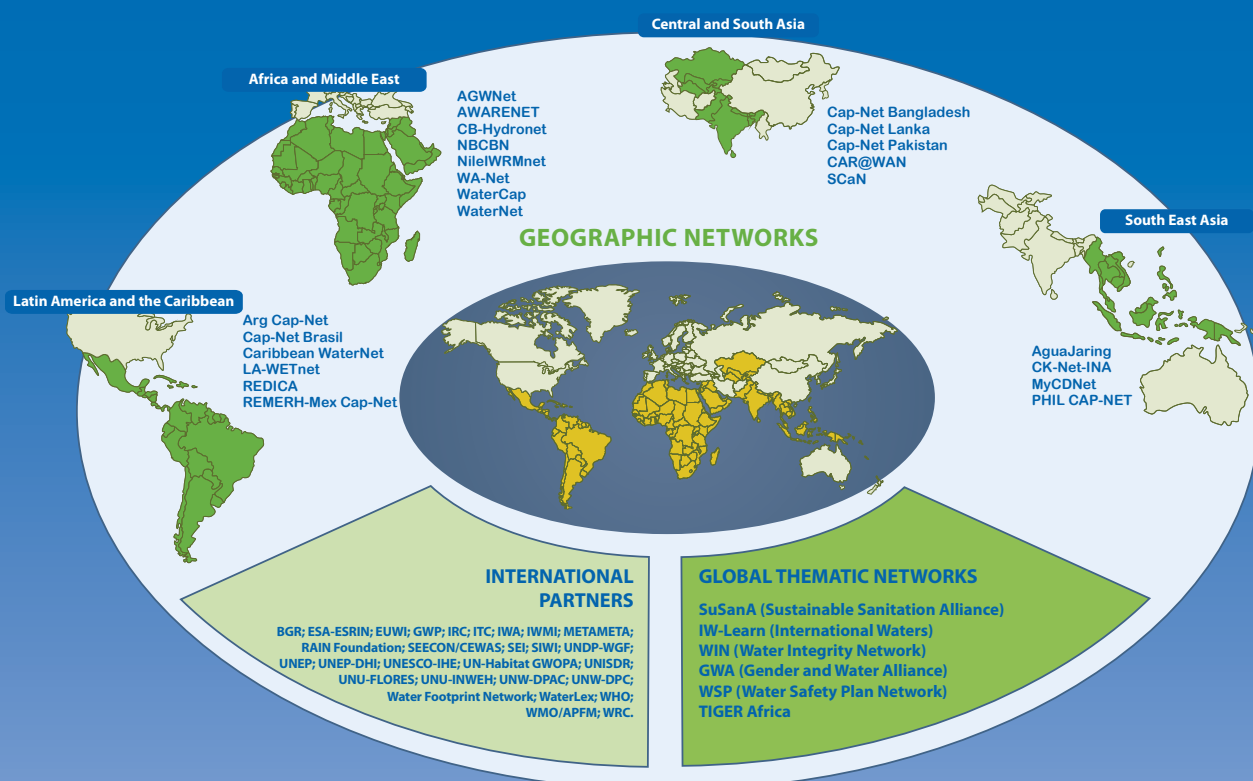
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