Cap-Net

International Network for Capacity Development in Sustainable Water Management

2020
ANNUAL REPORT

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Summary

For the first time in 30 years, global human development is regressing. Globally, governments and development partners are struggling to end the spread of COVID-19, tackle the unprecedented socio-economic crisis it has created, while coping with ongoing inequalities when it comes to human rights and gender, on social inclusion and governance. By the end of 2020, almost a year since the outbreak of the pandemic, **Cap-Net** managed to adapt and effectively respond to the pressing needs on the ground, embarking on new partnerships and taking full advantage of the Virtual Campus in such challenging and unpredictable times.

In 2020, Cap-Net scaled up collective efforts, prioritizing network strengthening and investing in expanding partnerships to enhance outreach and relevance. A number of **COVID-19 Crisis Adaptations for Greater Resilience** have been put in place, from redirecting savings from travel, meetings and trainings, essentially by empowering and equipping networks to respond effectively on the ground within the context of this current situation.

Delivery snapshot

As an 'agent of change', Cap-Net further aligned itself through core strategic and thematic areas. Figure 1 provides a snapshot of Cap-Net's impact in 2020 in terms of outreach and investment and contribution to UNDP's Global Water and Ocean Governance Support Programme (GWOGSP) and beyond.
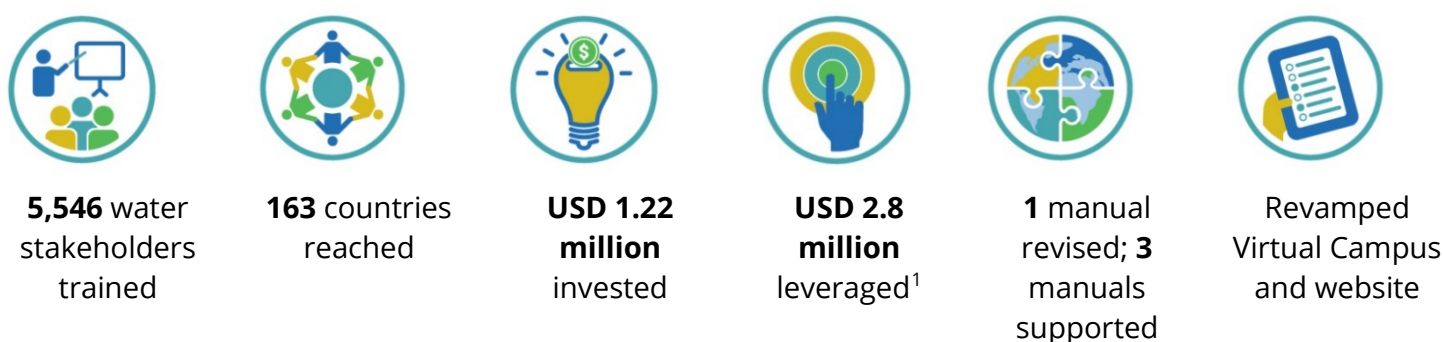
5,546 water stakeholders trained	**163** countries reached	**USD 1.22 million** invested	**USD 2.8 million** leveraged[1]	**1** manual revised; **3** manuals supported	Revamped Virtual Campus and website

Figure 1 Snapshot of delivery in 2020

The 2020 budget for Cap-Net's contribution to the GWOGSP project (FACE format) versus expenditure overview, as well as leveraged amount, shows both the seamless planning aligned with delivery, as well as the substantial leveraged funds exceeding the 1:2 ratio. A full overview of the requested amount as well as non-UNDP contributions, can be found in

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[1] Leverage has been estimate at an average of 1:2, however can be seen as high as 1:6 in regard to virtual campus delivery.

Table 1: UNDP Budget versus Expenditure 2020 in USD

Budgetary Account code	ATLAS Budget Description	2020 Budget UNDP	2020 Expenditure UNDP	Leverage (cash/in-kind)	Total investment	Budget notes
71600	Travel	23,000	19,811	-	19,811	
71800	Contractual Services	804,557	790,751	811,562	1,740,345	1
72500	Publications and supplies	12,000	7,672	80,000	87,672	2
72800	Information Technology/Eqp	8,000	3,850	-	3,850	
73000	Rental & Maintenance (Premises and IT)	65,000	48,014	6,481	60,976	
74100	Professional Services	95,000	83,472	12,481	108,434	
74500	Miscellaneous Expenses (includes FX loss)	3,000	1,913	-	1,913	
75700	Training, Workshops and Conf	134,000	97,819	690,235	799,554	
Total USD		**1,144,557**	**1,053,302**	**1,600,759**	**2,822,555**	
Budget notes	1. Leverage has been calculated for 46 capacity development activities; network strengthening (20 core support contracts; 19 MELP contracts; 1 MELP intern)					
	2. Contribution in-kind from WMO on the revision of the Drought Risk Reduction Manual; Water Use Efficiency in Food Production + Aquaculture in Regions of Restricted Water Access; Revision of HRBA training manual (USD 20,000 per manual)					

Background

Cap-Net serves as the global network for capacity development in sustainable water management. It is the United Nations Development Programme (UNDP) delivery mechanism within the Water and Ocean Governance Programme (WOGP) and continues to contribute to the realization of the UNDP Strategic Plan, 2018-2021. The aim is to respond to a changing development landscape and the evolving needs of countries and partners. Cap-Net will continue to support countries to achieve the 2030 Agenda and the Sustainable Development Goals and related agreements.

Context

As COVID-19 adaptation measures were implemented thanks to immediate reaction, Cap-Net implementation in 2020 was revised to reflect the realities on the ground, upholding its mandate and goals i.e. Enhanced individual and institutional knowledge and capacities for sustainable water management, implement a no-cost response based on the three anchor points:

Global hub for online water learning

With a new virtual campus, Cap-Net continued to pave its path towards achieving "water knowledge for all" - and becoming a global hub for online water learning. Increasing demands from international partners' and networks are confirming this trajectory, requiring immediate action in updating communication channels and technologies and the right tools to cope with demands at the highest quality.

Impact oriented networks

Cap-Net has conducted frequent dialogues with its 23 affiliated networks, reaching over 1,000 member institutions in 120 countries, to develop a common understanding of their evolvement, capacities and opportunities. A systematic action plan was developed in agreement with these networks, to enable tailored support and improving management arrangements oriented towards increased impact and

outreach in the immediate and middle run. This will also entail closer programmatic collaboration with GWP and UNDP in regions and countries.

Expanding the knowledge base

Cap-Net will focus on improving the quality and relevance of training material, in collaboration with our international partners. Some existing manuals will be revised and updated e.g. Gender and IWRM, IWRM online course, water-energy and food nexus, while new topics will be fully developed, such as the Source to Sea approach.

Table 2: Overview of Cap-Net's delivery results under the GWOGSP expected Output 3:

EXPECTED OUTPUT 3: Enhanced individual and institutional knowledge and capacities for sustainable water management				
GWOGSP OUTPUT-LEVEL INDICATORS	BASELINE VALUE Year 0 (2018)	TARGET VALUE Year 2 (2020)	CUMMULATIVE VALUE Q1-Q4 (2020)	CUMULATIVE % PROGRESS TOWARDS TARGET
3.1 Number of countries where national and sub-national governments have improved capacities to plan, budget, manage and monitor status/ management of freshwater/coastal/ marine resources	7 (40)	10 (40)	**40 (57)**	**400%**
3.2 Number of individuals (by gender) applying knowledge and skills in the knowledge and formulation and implementation of relevant policies, laws and strategies.	120 (GEN: 30%)	1200 (GEN: 40%)	**821[2] (50%)**	**68%**
3.3 Number of institutions supported / accompanied towards improved capacity to manage water sustainably	0	8	**18**	**225%**
3.4 Number of networks and partnerships promoting learning and knowledge exchange (and share specifically promoted learning on gender equality and women's empowerment)	(a). 23 (GEN: 40%) (b). 40 (GEN: 40%)	(a). 23 (GEN: 45%) (b). 40 (GEN: 60%)	**a). 22 (GEN: 45%) (b). 54 (GEN: 40%)**	**96%** **135%**
3.5 Number of individuals (by gender) participated in training.	1500 (GEN: 35%)	2600 (GEN: 45%)	**5,546 (GEN: 41%)**	**213%**
3.6 Number of new training packages (manuals, tools) developed or revised/ updated (and proportion mainstreaming or containing specific module on gender)	4 (GEN: 50%)	4 (GEN: 50%)	**4[3] (GEN: 30%)**	**100%**

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[2] The figure potentially provides a bias representativeness given that fact that the outcome monitoring surveys that were completed were limited to 34 out of 44 activities, with a response rate of only 44%.
[3] 1 training package on Drought Risk Reduction and IWRM, 2 manuals developed by Caribbean WaterNet in Water Use Efficiency in Food Production and Aquaculture in Regions of Restricted Water Access; and 1 manual revised by REDICA on the Human Rights Based Approach.

Report on Progress 2020

Activity 3.1, 3.2 Capacity Development

Delivery 2020 Cap-Net developed capacities on the ground through **46** demand-driven trainings in 2020, reaching **5,546** water professionals across **163** countries. Given the current COVID-19 crisis, several trainings and activities were postponed and cancelled, however timely reallocation of funding and innovative approaches, enabled opportune delivery, which was previously not possible. One example is the renewed partnership with AWARENET through **UNESCWA**, through both core support and upcoming Webinar series on Groundwater in Integrated Water Resources Management. Networks invested capacity development efforts in dealing with crisis situations towards a sustainable future, focusing on WASH-related activities such as 'Sustainable cities: the link between water and waste' in Argentina, and the virtual course in collaboration with **UNICEF** and GWP Southern Africa on '**WASH** Climate Resilient Development'. In the Caribbean, activities on Hydro-Climatic Disaster and Groundwater Management in Integrated Water Resource Management were delivered, training close to 60 professionals. In collaboration with **ANSI,** 3 online training courses targeting 17 countries were delivered to **593** stakeholders, to encourage them to use the knowledge available to them in the ISO standards to improve already existing waste water treatment plants (for ISO 24521) and learn about new technology (in ISO 30500) and its implications to bring sanitation solutions. To assist countries to include water more productively in the process of enhancing their NDCs, Cap-Net, **UNDP** and partners (including **AGWA**, **GWP**, and **SIWI** through the **UNDP-SIWI Water Governance Facility**) delivered a series of workshops on Water and Climate to improve the coordination across climate and water decision-makers and professionals. Additional workshops in different languages and regions are under development for 2021, with translations of the checklist in French, Russian and Spanish completed through affiliated networks.

Sub-Activity 3.1.1
Climate- resilient integrated water resources and coastal management

6 ACTIVITIES SUPPORTED

1453 TRAINED

Sub-Activity 3.1.3
Protection of trans-boundary surface and ground waters in a changing climate

12 ACTIVITIES SUPPORTED

1003 TRAINED

Sub-Activity 3.1.2
Climate resilient access to water supply and sanitation

9 ACTIVITIES SUPPORTED

1079 TRAINED

Sub-Activity 3.1.4
Cross-cutting areas

19 ACTIVITIES SUPPORTED

2011 TRAINED

Figure 2 Overview of activities aligned with WOGP strategic themes – delivery from January to December 2020.

Cap-Net Networks Achievements - 2020
Number of people reached through all training activities

Total 5546

Europe 169

Åland Islands	1	Malta	1
Albania	3	Norway	4
Austria	3	Poland	1
Belgium	5	Portugal	1
Bulgaria	1	Romania	4
Bosnia & Herz.	3	Serbia	4
Denmark	3	Slovakia	6
Finland	5	Slovenia	6
France	14	Spain	14
Germany	7	Sweden	17
Greece	1	Switzerland	17
Hungary	2	The Netherlands	8
Ireland	1	Ukraine	11
Italy	5	United Kingdom	20

North America 17

Canada	3
United States of America	14

Asia 1296

Armenia	11	Malaysia	152
Afghanistan	21	Mongolia	5
Azerbaijan	7	Myanmar	40
Bangladesh	169	Nepal	46
Bhutan	2	Pakistan	39
Cambodia	7	Philippines	120
China	32	Republic of Korea (South Korea)	1
Democratic People's Republic of Korea (North Korea)	1	Singapore	1
		Sri Lanka	156
India	184	Timor-Leste	6
Indonesia	37	Tajikistan	59
Kazakhstan	57	Thailand	6
Kyrgyzstan	85	Turkmenistan	12
Lao People's Democratic Republic	2	Uzbekistan	35
Maldives	1	Vietnam	9

122 Middle East

Azerbaijan	9
Georgia	2
Iran	24
Iraq	13
Israel	3
Jordan	13
Lebanon	3
Oman	1
Palestinean Authority	14
Saudi Arabia	17
Syrian Arab Republic	6
Turkey	10
United Arab Emirates	1
Yemen	6

Latin America & the Caribbean 1808

Antigua	2
Argentina	810
Bahamas	64
Barbados	7
Bolivia	41
Brazil	27
Chile	38
Colombia	104
Costa Rica	43
Curaçao	3
Dominica	1
Dominican Republic	28
Ecuador	45
El Salvador	29
Falkland Islands (Malvinas)	1
Grenada	7
Guatemala	13
Guyana	6
Haiti	6
Honduras	20
Jamaica	4
Mexico	100
Monserrat	1
Nicaragua	41
Panama	26
Paraguay	57
Peru	204
Puerto Rico	1
Saint Lucia	5
Saint Vicent and the Grenadines	2
Suriname	3
Trinidad and Tobago	11
Uruguay	38
Venezuela	3

Africa 1304

Algeria	6	Guinea-Bissau	4	Seychelles	4
Angola	6	Kenya	112	Somalia	24
Benin	28	Lesotho	12	South Africa	99
Botswana	28	Liberia	42	South Sudan	1
Burkina Faso	14	Libya	7	Sudan	24
Burundi	1	Morocco	10	Swaziland	4
Cameroon	92	Malawi	18	Tanzania	46
Cape Verde	7	Mali	10	The Gambia	5
Central African Republic	3	Madagascar	43	Togo	9
Chad	11	Mauritania	2	Tunisia	18
Comoros	1	Mauritius	7	Uganda	50
Congo	6	Mozambique	21	Zambia	87
Côte d'Ivoire (Ivory Coast)	39	Namibia	14	Zimbabwe	44
Democratic Republic of the Congo	39	Niger	7		
Egypt	23	Nigeria	96		
Eritrea	1	Rwanda	41		
Ethiopia	38	Saint Helena	5		
Equatorial Guinea	2	Sao Tome and Principe	6		
Ghana	60	Sierra Leone	13		
Guinea	3	Senegal	9		

17 Oceania

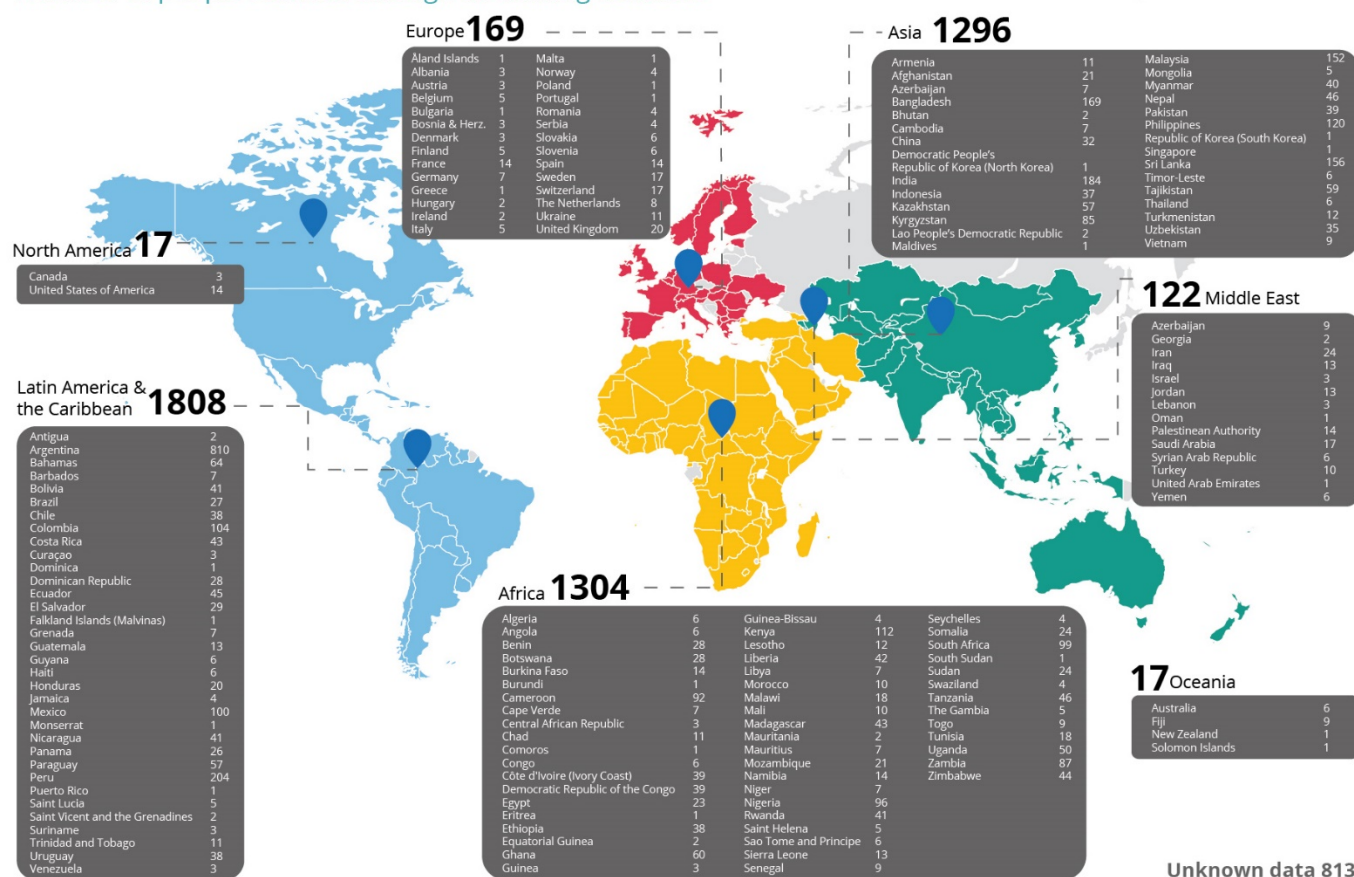|	
Australia	6
Fiji	9
New Zealand	1
Solomon Islands	1

Unknown data 813

Figure 3 Map providing a full overview of geographic representation of participants reached through capacity development activities in 2020

Table 3: Cap-Net's delivery results for Activity 3.1 & 3.2:

Sub-Activity (by Thematic Area)	TARGET VALUE Year 2 (2020)	DELIVERY VALUE Q4 (2020)	CUMULATIVE VALUE (2020)	CUMULATIVE % TOWARDS TARGET
ACTIVITY 3.1, 3.2 Capacity Development	**25 courses** 1,125 trained	**25 courses** 3,515 trained	**46 courses** 5,546 trained	**184%**
3.1.1 Climate-resilient integrated water resources and coastal management	**7 activities** 280 trained	1 course 20 trained	**6 courses** 1,453 trained	**86%**
3.1.2 Climate-resilient access to water supply and sanitation	**4 activities** 160 trained	3 courses 386 trained	**9 courses** 1,079 trained	**225%**
3.1.3 Protection of trans-boundary surface and ground waters in a changing climate	**4 activities** 160 trained	8 courses 815 trained	**12 courses** 1,003 trained	**300%**
3.1.4 Cross-cutting areas	**10 activities** 400 trained	13 courses 1,164 trained	**19 courses** 2,011 trained	**190%**

Activity 3.3 Strengthening Partnerships

Cap-Net has made impressive gains towards expanding its partnership base, through involvement and leverage well beyond the UNDP contributions, across a number of initiatives. The aim of this thematic pillar is to improve water management practices by using effective networks of capacity developers to impact on the ground and developing partnerships with international agencies and private sector organisations to improve their outreach and collaboration on capacity developing.

Table 4: Cap-Net's delivery results for Activity 3.3:

Sub-Activity	TARGET VALUE Year 2 (2020)	DELIVERY VALUE Q4 (2020)	CUMULATIVE VALUE (2020)	CUMULATIVE % TOWARDS TARGET
3.3.1 Building the knowledge and skills of trainers and educators in various aspects of water management.	**21** Partner initiatives supported.	**20** Improved websites and communication strategies.	**17** Partner initiatives supported.	**81%**
3.3.2 Improving network effectiveness	**23** networks are assisted to achieve effective implementation and develop membership	**19** networks received financial core support.	**20** networks received financial core support.	**83%**
3.3.3 Partnership Development	Build partnerships with key actors.	Active partnerships have been maintained and new ones established Local level partnerships built and maintained through affiliated country and regional networks.	**18** Active partnerships, global and local level	**N/A**

Output 3.3.1 Building the knowledge and skills of trainers and educators in various aspects of water management.

Delivery 2020: To strengthen networks and their members, Cap-Net aimed to support partner initiatives, including twinning exchange programs between projects and Cap-Net affiliated networks, as well as wider outreach to increase visibility and membership. Additionally, a systematic response plan has been elaborated in agreement with these networks, to enable tailored support for improving management arrangements oriented towards an increased impact and outreach. This includes Cap-Net support for enhancing affiliated networks 'communication & outreach tools'. Supporting the affiliated networks in improving their communication and outreach requires the development of their websites. To help networks to provide a consistent plan for revitalizing their communication's activities terms of reference have been developed.

Website development is not an easy task for non-communication professionals. Several elements need to be considered strategically before developing a site, such as the audience/personas, the goals, the needs our audience has, previous behavior when visiting the website and more. Considering that, Cap-Net has developed a

ToR to help the network managers in the task of modernizing their websites. Exactly 13 networks signed the contract to receive the funds and worked in developing their sites during Q3 and Q4 2020.

Output 3.3.2 Improving network effectiveness

Delivery 2020: With the objective to improve network management and facilitate exchange between networks, in turn strengthening the global network, and ensuring on the ground capacity development delivery, Cap-Net supported networks, aiming to improve their operations and functioning. **20** networks received financial core support during the year, and served as seed money for development, encouraging partner contribution and delivering capacity development activities. Communications and social media guidance, as well as website templates have been provided as support mechanisms for networks to enhance their outreach and visibility.

Networks and partners remain the spearhead and at the core of the Cap-Net programme. Without networks having sufficient capacity to deliver, the impact of the programme would be significantly undermined. In an attempt to strengthen Cap-Net's response to the current situation brought about by the Covid-19 crisis, the redistribution of UNDP funds has been primarily focused on network strengthening in the shape of enhanced core support and trainings, to better equip networks with technological endeavors (**USD 95,000**).

One on One discussions
From the network perspective, reflecting on their critical role as Cap-Net's strength and delivery mechanism, significant time be invested in periodic consultative processes and effective communication streams between the networks and the Secretariat. These ongoing processes are essential to ensure tailored support and responses to any issues or bottlenecks the networks are facing, to enhance delivery and assist with establishing or strengthening partnerships. Outcomes provided an insight into the progress and achievements of the networks, network management and assessed how well the network is functioning to date. The intermediary character of the networks affiliated to the global network and its interventions in the context of the effectiveness of capacity building delivery, as well as how the Secretariat can assist in the development and improvements of products and programmes to service these networks.

The key areas which emerged from the two rounds of one on one dialogues regarding support and facilitation required from the Cap-Net Secretariat:

Encouraging cross-network collaboration	Driving innovative engagement	Improving Monitoring, Evaluation & Communication

Figure 4 Key areas of support voiced by networks from the Secretariat

Understanding the unique dynamics of each network, and the influence due to the social, political and economic landscapes in which they operate, these findings which emerged from the one on one discussions, highlighted a common thread in terms of opportunities and challenges, as well as resilience moving forward through sustainable mechanisms that will allow networks to continue to help countries and communities to respond to needs on the ground in 2021 and beyond.

The overall objective was to provide Cap-Net and affiliated networks with the opportunity to assess their progress, relevance and impact, and provide guidance actions in the new project cycle, guided by the following roadmap:
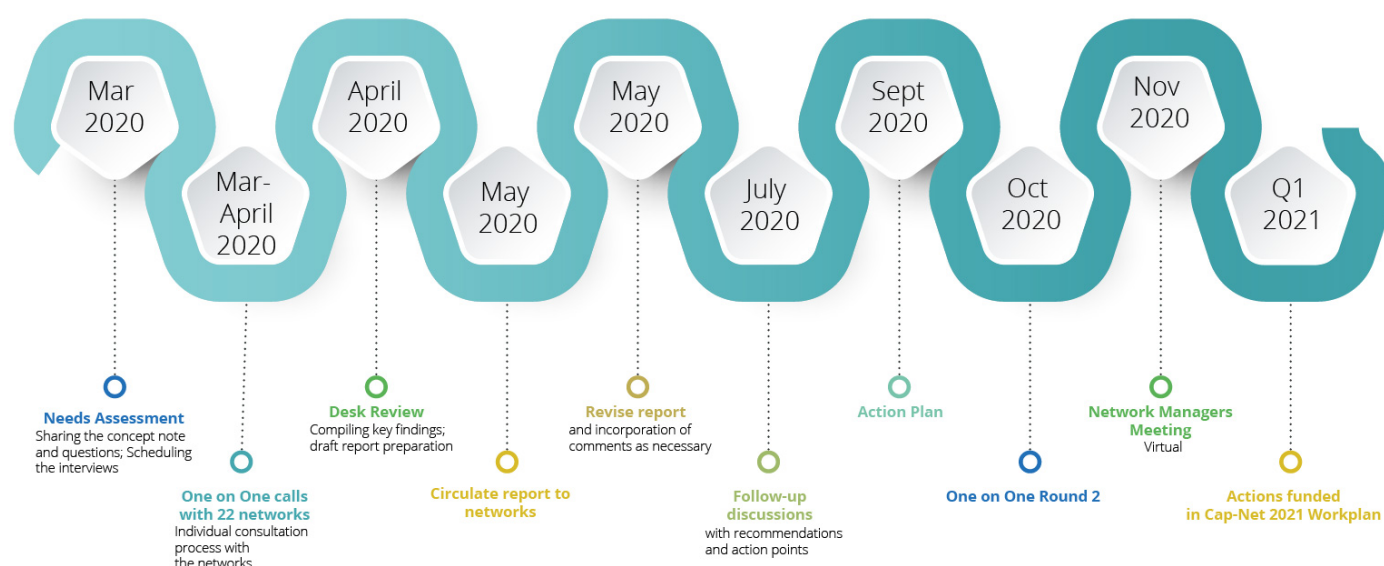

Figure 5 Roadmap for actions related to the one on one dialogues

A comprehensive Action Plan was developed based on the findings, which has now fed into the 2021 workplan, where support for improved network management will extend beyond the typical core support. The Secretariat will identify and support collaboration and opportunities for networks to deliver, expand partnerships and invest in internal capacity development initiatives.

Understanding the unique dynamics of each network, and the influence due to the social, political and economic landscapes in which they operate, key findings which emerged from the one on one discussions, highlight a common thread in terms of opportunities and challenges, as well as resilience moving forward through sustainable mechanisms that will allow networks to continue to help countries and communities to respond to needs on the ground in 2021 and beyond.
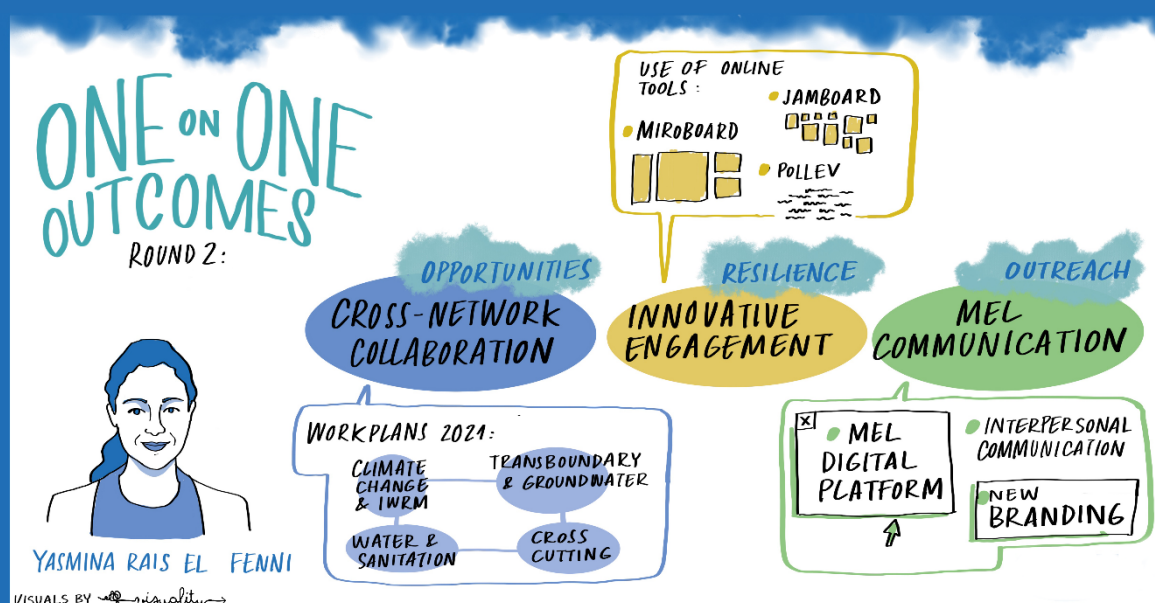
Figure 6 Overview of 3 main outcomes from One on Ones

Network managers meeting

Since the establishment of the Cap-Net programme, the annual network managers meeting has been a tradition, bringing the network from all corners of the world together, to reflect on the year and plan for the next. However, 2020 brought business as usual to a grinding halt with the global COVID-19 health pandemic, forcing us to rethink our delivery, interactions, and ways of fostering and maintaining partnerships.
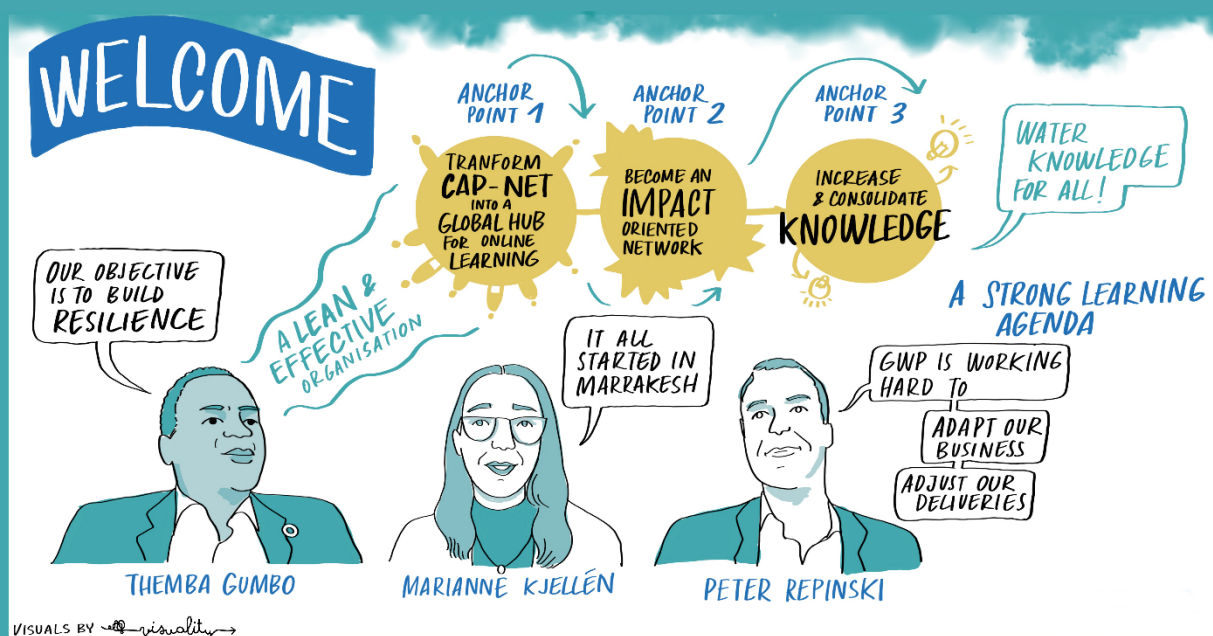
Figure 7 Welcome remarks by Themba (Cap-Net), Marianne (UNDP) and Peter (GWPO)

Discussions on collaboration with GWP began back in Marrakech at IWC 2018, without a clear idea of what this collaboration would look like. Plans were further elaborated in 2019 WWW during the last annual meeting, and more recently and during the one on one sessions. Opportunities in 2021 were mapped based on discussions and workplans both at the global level and from each of individual network workplans, with the objective to identify overlapping areas of interested to engage in, and subsequently plan in a more coherent way. Opportunities in the context of the greater GWOGSP were presented in the vast portfolio under four main areas, under which affiliated networks have already been engaged in varying extents. Emphasis was placed on resource mobilisation moving forward, with an overview of current jointly funded training initiatives, mentoring and institutional accompaniment.

Another outcomes of the one on one sessions was the need to improve communications, and thus, taking a look internally, focus was placed on effective communication begins with self-awareness, allowing identification of communication approaches, and in turn tailoring them to suit the intended audience. The objective was to identify how our thinking preferences impact how we communicate, with the aim will be to recognize team strengths and potential watch outs. In 2020 Cap-Net went through a branding modernization that was implemented together with our new website. Discussion was focused on the major changes and the do's and don'ts about our branding and why consistency across all communications is essential. However, branding is not the answer to everything in communications, knowing who we are targeting and understanding the tonality of the brand will ensure authentic storytelling that leads to an engaged audience.

Figure 8 Effective Branding and Storytelling

Output 3.3 Partnership development

Delivery 2020: Cap-Net collaborated with international partners for the development and implementation of online capacity development programmes, leveraging close to **USD 390,000 and reaching 120 countries**. Emphasis was placed on the development of joint initiatives to be submitted for external funding, as well as on finalizing joint capacity development packages on several topics and review of some packages that required updating. Under international networking, the budget was significantly reduced for travel, given the current crisis and placed on material development and case studies.

Active partnerships have been maintained and new ones established in the spirit of continued collaboration to come. The summary of active partnerships which continued into 2020 is listed in Table 1. In addition to these international partnerships, there are significantly more local level partnerships built and maintained through affiliated country and regional networks.

Table 5: Active partnerships throughout 2020

Partners	Collaborative programme	Language	Outreach	Leverage USD 386 745
SIWI, GWP, WGF and others	Action Platform for Source-to-Sea Management (S2S Platform)	English	Global	TBC
UNEP-DHI, IHE-Delft, WMO, UNITAR	Climate Change Adaptation to IWRM manual	English	Global	20 000
UNEP-DHI, IHE-Delft, WMO	Drought Risk Reduction and IWRM manual	English	Global	25 000
UNEP-DHI, UN Habitat	Water Pollution Management in achieving SDG Target 6.3	English	Global	11 600
GWP SA, UNICEF	Strategic Framework for WASH Climate Resilient Development	English	Global	40 600
GWP, UNEP-DHI	SDG 6 support programme	English, Spanish, French	63 countries	40 600
GWP, UNEP-DHI	SDG 661 Integrating freshwater data into sector-wide decision making to improve the protection and restoration of freshwater ecosystems – Pilot Project	English, Spanish, Russian	Argentina, Kazakhstan, Kenya	12 750
SIWI, WIN, WaterLex	Water integrity (revised)	English	Global	4 000
SIWI, WIN, WaterLex	Human rights based approach (revised)	English	Global	4 000
IW:LEARN	Transboundary and Marine Spatial Planning; Ocean Governance; Transboundary Diagnostic Analysis; International Waters Project Management (4 migrated from old campus)	English, Spanish, French, Portuguese	Global	35 000
ANSI	Training and adaptation of ISO 30500 and 24521 (Phase I)	English, French, Chinese	17 countries	124 595
OneWorld, SADC GMI	SADC GMI Sustainable Groundwater Financing	English	SADC countries (16)	17 000
OneWorld, SADC GMI	Operation and maintenance of groundwater infrastructure in SADC	English	SADC countries (16)	10 000
UNDP, GWP, AGWA, SIWI, WGF	Water and Climate webinar series Phase I	English	Global	20 000
UdeSA	Water Education for Sustainability and Global Citizenship	Spanish	Latin America	6 500
CODIA, RALCEA, Cátedra UNESCO Agua y Educación	Water Governance in Latin America and the Caribbean	Spanish	Latin America and the Caribbean	6 500
Cosude Colombia	Water Footprint, ISO 14.046 (migrated from old campus)	Spanish	Latin America and the Caribbean	-
UKRIDA, GWP	Integrated Urban Flood Risk Management	English	Global	8 600

ANSI

[Cap-Net](#) and the [American National Standards Institute](#) (ANSI) joined forces to develop a new, virtual Training Courses in English, French and Chinese for ISO 30500 and ISO 24521, [international non-sewered sanitation standards](#) to support the United Nations Sustainable Development Goals [6.2 and 6.3](#). The virtual course in English was launched in September, training 429 sanitation professionals across 12 countries. **The overarching objective is to contribute to the provision of adequate access to equitable sanitation and hygiene and improving water quality.**

ANSI engaged with the Water Research Commission in South Africa to disseminate the standards into training segments targeted at different groups (Ministry level, Municipal level, local level, WWTP operators). A product of the training will be tailoring training materials for other countries in Africa and Asia, to each country's unique sanitation landscape. Engagement would be with countries that have adopted the standards to encourage them to use the knowledge available to them in the ISO standards to improve already existing waste water treatment plants (for ISO 24521) and learn about new technology (in ISO 30500) and its implications to bring sanitation solutions to the last mile.

The online courses are part of blended training to expand the reach of [ISO 30500](#) and [ISO 24521](#) beyond national standards bodies and increase collaboration with water, sanitation, and hygiene (WASH) sector stakeholders in different sectors, such as relevant ministries, local governments, NGOs and the private sector. A blended training approach combines online training conducted on the Cap-Net Virtual Campus (with opportunities for interaction online through interactive forums), with traditional face-to-face training methods. A number of countries, namely Bangladesh, Botswana, Ghana, Zambia and Zimbabwe are currently running the face-to-face follow-up workshops towards adoption of the standards, adhering to COVID-19 safety procedures in each country. For more information please visit [cap-net.org/nsss](#).

An analysis of participation versus certification shows an overwhelming high completion rate, especially for self-paced online courses, demonstrating the relevance and engaging nature of the course. As a benchmark, Cap-Net online course completion rates on average, have been 42% over the past 5 years.

Table 6: Participation and certification overview by course

Course	Participants	Certifications	Completion Rate
ANSI-01EN	429	251	59%
ANSI-01FR	144	90	63%
AREOT-01CH	20	13	65%

Observations from the ground

Following the identification of participants, experts on the ground have been fostering relationships based on trust and regular and communication flows to ensure that the targeted trainings yield the most effective results, tailored to the needs on the ground. Experts have played a role behind in the scenes as they prepared for the in-country material adaptation, to ensure that experiences and demands shared are incorporated into the tailored face to face trainings.
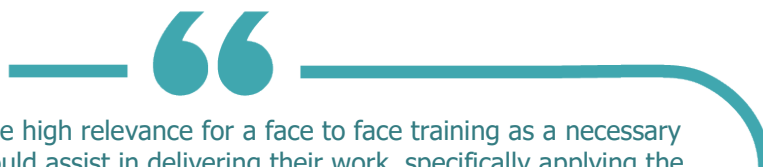
Kenyan participants confirmed the high relevance for a face to face training as a necessary part of the training, and that it would assist in delivering their work, specifically applying the knowledge to:

- Propose measures for wastewater treatment
- Incorporate in curriculum content for non-sewered system
- Raise understanding on the options for non-sewered systems and technology behind each system
- Raise the profile of alternative methods of wastewater disposal and thereby providing recognized technology standards
- Select of proper sites for latrines and the most appropriate NSS facility
- Contribute towards development of standards related to water and wastewater systems
- Understand the two standards and benefits of adoption

Liberia is among countries that have the lowest percentage of safely managed sanitation, a high percentage of shared sanitation facilities and high rate of open defecation cases, according to the WHO/UNICEF Joint Monitoring Report of 2015. Liberia has no record of how its wastewater is safely managed by wastewater service utilities. There are no standards to regulate the conduct of those responsible for ensuring that sludge and wastewater are managed in such a way as to accrue economic benefits to its citizens, ensure the health of populations that are vulnerable to faecal-related diseases or the persistent pollution of the environment.

Experts made contacts with the National Standards Laboratory as a means of establishing working relationship for the implementation of the project and further engagement for the awareness creation and adoption process.

Forum outcomes from the English and French courses, as well as suggestions for improvement from the final surveys have been well noted and will be incorporated to the extent possible in Phase II.

In 2021, ANSI and Cap-Net are planning to have a re-run of the English and French trainings for 45 countries across Africa and Asia which were not targeted in 2020, and those unable to complete the course initially, by taking advantage of existing materials on the Virtual Campus. Cap-Net will leverage its networks and reach out to UNDP country offices, to ensure significant outreach to WASH stakeholders in the relevant countries.

SDG 6.6.1 Pilot Project

Preparatory work including capacity-needs based assessments and curriculum development are underway in three countries (Argentina, Kazakhstan, Kenya) of the project in collaboration with GWPO and support from UNEP and UNDP, on 'Integrating freshwater data into sector-wide decision making to improve the protection and restoration of freshwater ecosystems'. The project is designed in the context of SDG indicator 6.6.1 which tracks the extent to which freshwater ecosystems are changing over time. It will be piloting an approach to support governments to improve their evidence-based decision-making and increase actions that protect and restore water-related ecosystems, thus accelerating progress towards SDG target 6.6.

SDG 6 IWRM Support Programme (SDG6-SP)

This is an innovative initiative that facilitates a focused and coordinated approach to the monitoring and implementation of SDG 6.5 on Integrated Water Resources Management in order to realize this and other water-related targets and goals. The SDG6-SP achieves this by supporting the official SDG monitoring and reporting processes, and by helping countries design and implement responses that directly promote measurable progress. Coordinated by GWP in close collaboration with UNEP-DHI Centre and Cap-Net, the SDG6-SP connects a unique blend of partners representing governments, civil society and the private sector. In the spirit of SDG 17 on Partnerships for the Goals, the SDG6-SP leverages partners' knowledge, expertise, resources and networks to identify key needs and advance the SDGs in individual country contexts.

Courses were delivered in **English, French and Spanish** on the Virtual Campus, by training **217 facilitators** from **67 countries**. This course provided necessary skills to organize multi-stakeholder consultation processes on SDG indicator 6.5.1, the degree of implementation of Integrated Water Resources Management (IWRM), to fully understand what that indicator is, how it is calculated, as well as both the importance of involving multiple stakeholders and the practical means of involving those different stakeholders.

Water and Climate webinar series
In a partnership between Cap-Net, UNDP, Global Water Partnership, AGWA, SIWI and the Water Governance Facility, a Water and Climate webinar series was developed to set out contributions to strengthen climate and water linkages in national frameworks such as NDCs, NAPs and various investment mechanisms: "Coordinating, Implementing and Financing National Climate and Water Policy Frameworks".

Significant planning and coordination by the Cap-Net Secretariat not only brought together the right partners on board, but also ensured smooth communication, material which was tailored and fit for webinar delivery, as well as planning for seamless delivery. A comprehensive communications and outreach strategy were also developed. The webinars highlighted climate and water inter-linkages and contribute to improve the coordination across climate and water decision-makers and professionals; provide examples of coordination and implantation mechanisms and introduce the financing landscape of climate and water. Plans to have a 2nd round of webinars, building on lessons learned, as well as webinars available in Spanish, French and Russian are expected in 2021.
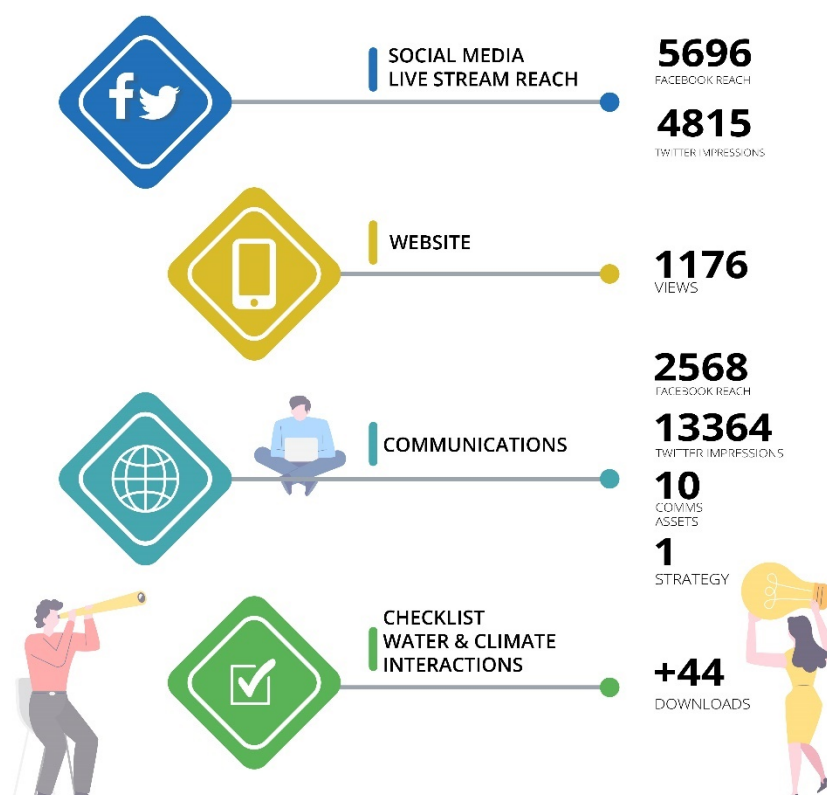
Figure 9 Overview of Climate and Water webinars series outreach

Preparation of Proposals to Access Funding for groundwater related infrastructure projects
In collaboration with OneWorld, three strands of collaboration have been established:

1. With the African Development Bank Cap-Net has been entrusted to participate in developing training materials and to conduct training of the trainers workshops for African institutions (in English, French and Portuguese) monitoring and evaluation of outcomes and impacts. The objective is to position these institutions as support partners to governments in developing GCF project proposals and to equip them appropriately. In partnerships with Cap-Net, UNITAR and WMO, who are all well -positioned to lead this project based on our current experience with the GCF as well as our track record in climate finance and project preparation on the African continent.
2. Participation in development of a training manual for the "Preparation of Proposals to Access Funding for groundwater related infrastructure projects", on behalf of The Southern African Development Community Groundwater Management Institute (SADC-GMI).
3. Establishment of National Focus Groups in SADC Member States to assist in advocating sustainable groundwater investments on behalf of SADC-GMI.

6th International Symposium on Knowledge and Capacity for the Water Sector

The International Symposium on Knowledge and Capacity Development for the Water Sector took place [virtually](#) under the theme: "From Capacity Development to Implementation Science". Cap-Net was a sponsoring partner of the Symposium and jointly with GWPO and IHE led track 6: Capacity to accelerate knowledge-sharing and commitment among individuals and organizations, across civil society. Overall, Cap-Net had a very active role in the Symposium, convening the session on "Collaboration in Partnerships", moderating an Expert Panel on Accelerating South-South Collaboration, and presenting various abstracts for publications and thematic posters through its affiliated networks. The IHE Symposium on Water Knowledge and Capacity Development is at the heart of Cap-Net´s history and future. Throughout its editions, we have been able to learn, strengthen our network and share our experiences and insights on learning for water. IHE´s continuous leadership and partnership with Cap-Net sets the way for innovation and effectiveness as well all work together. We may expect great ideas and projects resulting from this symposium, which has also proven at the time of Covid-19 that whenever there is commitment there is capacity for continuity.

GWPO collaboration

Table 7: GWPO Collaboration in 2020

Collaborative programme	Outreach
[Learning Deltas Asia initiative](#)	Bangladesh, Cambodia, China, India, Indonesia, Pakistan, Philippines, Myanmar, Singapore, Thailand, Vietnam
[Water Changemakers award](#)	Global
[Toolbox](#)	Global
[WiVE](#)	Global
Streamlining gender inclusive approaches	Global
Youth empowerment	Global
Network strengthening through learning exchanges	Global

Activity 3.4 Knowledge Management

Cap-Net has securely established itself globally, within its limitations of size and scope, and responded successfully to demand by producing an impressive amount of capacity development materials. This is a feature of the programme nurtured throughout the years, where Cap-Net's objective is to continue to develop and implement knowledge management systems in response to the rising demand in innovative capacity development, ensuring access to the best international and local knowledge for all, measuring the effectiveness of capacity development services and reviewing indicators and monitoring systems. Under the knowledge management activity, the programme emphasized the importance and interactivity of both global level and local knowledge, integrating this knowledge into learning materials and ensuring the knowledge is freely available.

Table 8: Cap-Net's delivery results for Activity 3.4

Sub-Activity	TARGET VALUE Year 2 (2020)	DELIVERY VALUE Q4 (2020)	CUMULATIVE VALUE (2020)	CUMULATIVE % TOWARDS TARGET
3.4.1 Development of training materials	**2** training materials finalized **2** training packages reviewed and updated. **2** new training packages developed with networks and international partners	**1** training package on Drought Risk Reduction and IWRM finalized. **3** other training material products supported	**4/6 training material products developed**	**67%**
3.4.2 Information management, communication, and case studies in support of capacity development activities	**1** Revamped and operational website in English and Spanish, renovated Virtual Campus.	**1** Revamped and operational Virtual Campus and website in English and Spanish;	**1 Revamped website**	**100%**
	15 case studies supported	**1 case study** supported	**2 case studies**	**13%**
3.4.3 Monitoring, evaluation and learning plan (MELP)	**20** MELPs & MEL reports submitted	**19** MELPs & MEL reports submitted	**19 MEL reports submitted**	**95%**
	3 interns supported	**1** intern supported	**3 interns supported**	**100%**

Output 3.4.1 Development of training materials

Delivery 2020: One training package on Drought Risk Reduction and IWRM was finalized, in collaboration with GWP, WMO and UNEP DHI. This version now includes the most updated findings, case studies and technologies to manage the risk of drought effectively through IWRM. An additional 3 manuals were supported, two developed by Caribbean WaterNet in Water Use Efficiency in Food Production and Aquaculture in Regions of Restricted Water Access; and one by REDICA that included the revision of modules on the Human Rights Based Approach training manual.
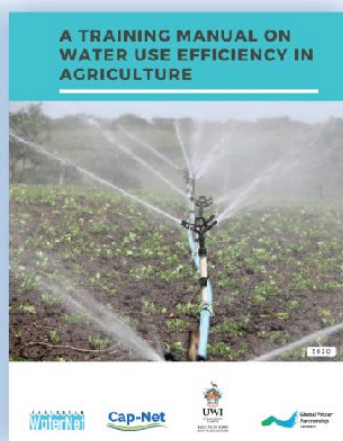
Redistribution of funds were channelled to expanded knowledge products and case studies (**USD 50,000**). Networks globally have expressed an interest to invest in developing new training material, noting the current issues attached to **food security** and particularly in **SIDs**; this can be seen in a towards alignment with water use efficiency in food production systems. Furthermore, Cap-Net is exploring innovative ways to make contributions towards WASH implications to the COVID-19 outbreak.

A new feature in 2020 was the introduction of **Peer Reviews** conducted by our partners for training materials and virtual training to ensure high standards as well as a quality control mechanism. The objective is to support and improve the design and preparation of both training materials and online courses which are based on existing manuals. The peer reviews provide Cap-Net and partners with feedback and recommendations on specific matters, highlighting any gaps or suggesting room for improvement. This has proven exceedingly valuable in engaging partners in our work, but also ensuring our standards are upheld to the highest possible.

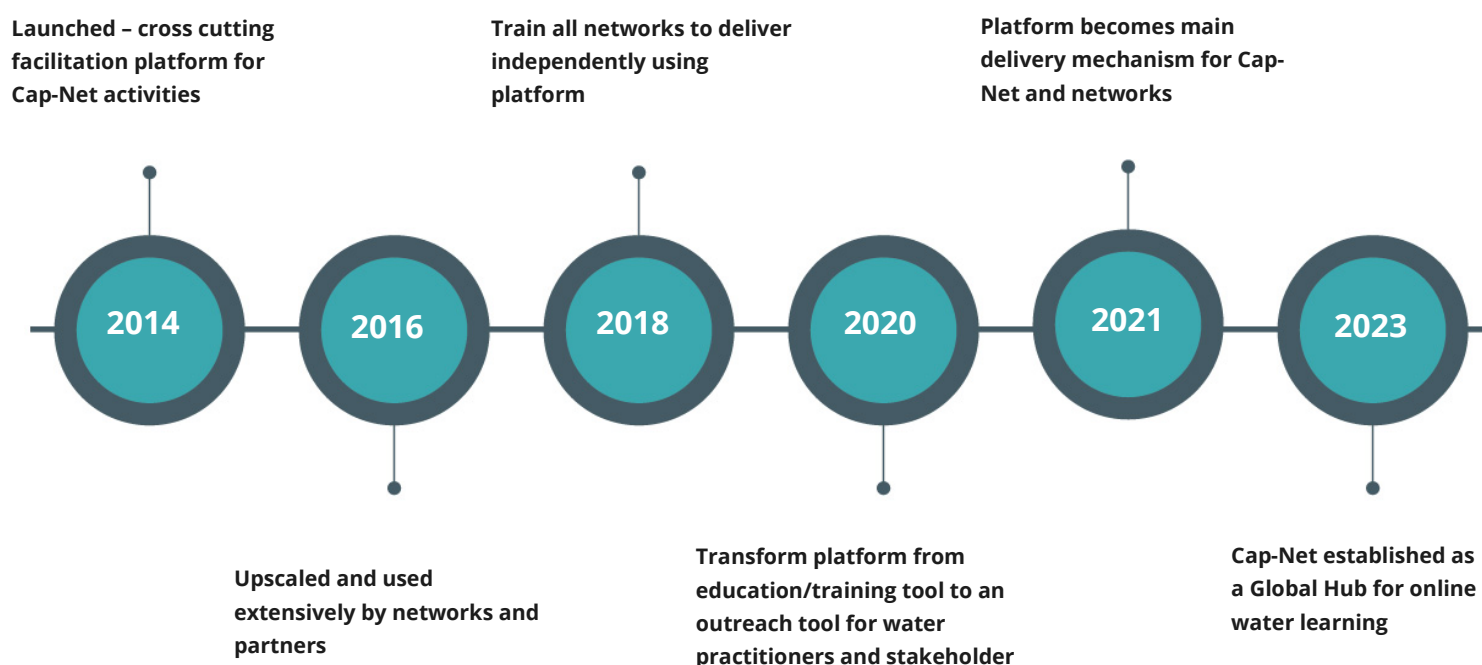## Output 3.4.2 Information management, communication and case studies in support of capacity development activities

Delivery 2020: Revamped and operational Virtual Campus and website in English and Spanish; Communication strategy launched and Photo and Art Competition; **2 case studies** were supported in 2020, one of which looked into Gender based violence in coastal provinces Bangladesh.

Virtual Campus

The launch of the revamped Virtual Campus at the beginning of 2020 could not have been timelier, becoming the main delivery mechanism for the network. From 9 to 32 courses delivered in the space of 1 year, this trend is expected to progress into 2021, with a strong focus on empowering networks to use this platform as their means of delivery. This approach is in line with building resilience, maintaining relevance, and effectively responding to the needs on the ground, by taking full advantage of the innovative technologies. This is expected to continue in 2021, with both networks and international partners placing a substantial emphasis of delivery through the Virtual Campus.

Launched – cross cutting facilitation platform for Cap-Net activities — 2014

Upscaled and used extensively by networks and partners — 2016

Train all networks to deliver independently using platform — 2018

Transform platform from education/training tool to an outreach tool for water practitioners and stakeholder — 2020

Platform becomes main delivery mechanism for Cap-Net and networks — 2021

Cap-Net established as a Global Hub for online water learning — 2023

2020 set the stage for Cap-Net to be poised for increased and strategic impact through various forms of e-learning delivery, essentially in a period where we are experiencing a surge in demand for online trainings which have been adapted from face to face trainings affected by the Covid-19. **The number of online courses spiked from 9 to 26 from 2019 to 2020 respectively, showing close to a 300% increase.** This number is expected to grow in 2021, with increased demands expressed globally by networks and international partners. The objective is to shape a strategic development of a series of priority online courses and e-learning programmes which will make a direct contribution to the UNDP Global Water Governance Support Programme 2019-2023 and GWP 2020-2025 Strategy.
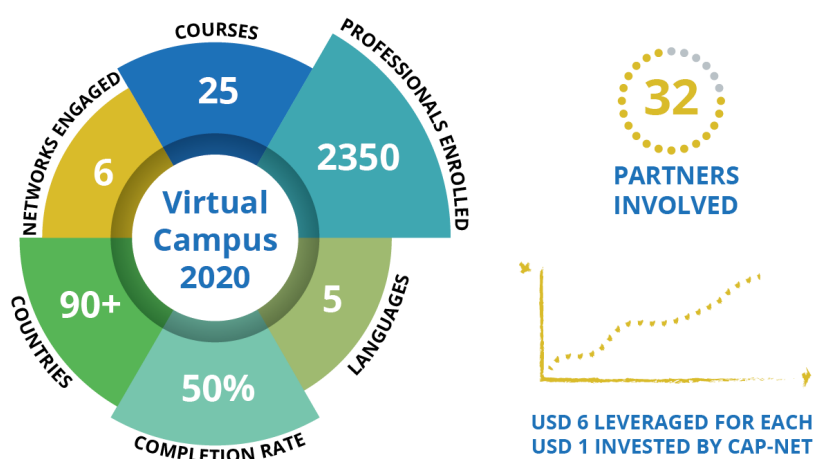
In addition, peer reviews and/or external certification are being considered and will be piloted later in 2021. Other features explored include gamification and high-quality videos. With the new campus launched, MOOCs will now become part of the online courses which Cap-Net delivers, in key topics such as water governance, water and gender, water integrity, or water and climate change, as large-scale dissemination of information would make a significant contribution.

Table 9: Overview of 2020 virtual courses

Ongoing courses January to September 2020	Partners
SDG 6.5.1 (English)	GWPO, UNEP-DHI
SDG 6.5.1 (French)	
SDG 6.5.1 (Spanish)	
Water Pollution Management in achieving SDG Target 6.3	UNEP-DHI, UN Habitat
Strategic Framework for WASH Climate Resilient Development	GWP SA, UNICEF
Water Integrity (Spanish)	WGF, CEWAS, OECD, WIN
Water Education for Sustainability and Global Citizenship	UdeSA
Water Governance in Latin America and the Caribbean (Spanish)	CODIA, RALCEA, Cátedra UNESCO Agua y Educación
Water Footprint, ISO 14.046 (Spanish)	Cosude Colombia
Training Course for ISO 30500 and ISO 24521 (English)	ANSI
Training Course for ISO 30500 and ISO 24521 (French)	
Training Course for ISO 30500 and ISO 24521 (Chinese)	
A Human Rights-Based Approach to IWRM	UNDP WGF SIWI, REDICA, Human Right 2 Water
Preparing Proposals to Access Funding for Groundwater-Related Infrastructure	SADC-GMI, One World
Integrated Urban Flood Risk Management	UKRIDA, GWP
Ocean Governance	GEF IW:Learn, LME Learn, UNDP, IOC-UNESCO
Introduction to Marine Spatial Planning (English)	

Introduction to Marine Spatial Planning (French)	UNESCO-IOC, IW:Learn
Introduction to Marine Spatial Planning (Spanish)	
Transboundary Diagnostic Analysis-Strategic Action Programme Process	
GEF International Waters Project Management	
GCF project development (English)	
GCF project development (French)	
GCF project development (Portuguese)	
Operation and maintenance of groundwater infrastructure in SADC	SADC-GMI; One World
Environmental implications of wetlands	ArgCap-Net
Total confirmed courses for 2020: 26	

Website and Communications

The revamped Cap-Net website was launched in March 2020 and continues to be the main vehicle for rapid outreach and dissemination of information and materials. From January 2020 to December 2020 the website (old and modernized website) registered visits from **27,028 users** with **48.,045 sessions**. The Americas have the highest proportion of user visits being 10,691 new people surfing the website. Asia is in second place with 6,366 users and Africa is placed third with 5,348 people. Around 4,297 users surfed from Europe. About 195 users visited the website from Oceania. It is important to highlight that the average acquisition of all users came on 55% from viewers that directly entered to the site through the URL. Just over about 24% of the viewers bumped into the website through organic search. This means the audience has used a browser and searched for our site or the available content. The outstanding 19% did it through social media or other referrals.

The website continued to serve as an information, news and knowledge sharing platform both in English and Spanish. Plans to have a French site are being considered. As Cap-Net's mission is to provide capacity building in sustainable water management, analysis of the data endorses the overhauling of the website to make training materials and resources more visible and accessible. Renovation, modernization and updating of the Cap-Net website has not only improved the digital presence of Cap-Net, but enhanced the interaction with online communities, providing a platform that offers a space to make impact through
communication and ultimately promote social change with regard to water knowledge.

The Photo and Art Competition landing page has been the most visited page since the launch, as a way to celebrate Cap-Net's revamped website. Winners were selected by a 'public's choice' feature, where all those visiting the website could vote for their favourites. Photos captured reflections on water and the link to our five topics: Water Governance, Ecosystems, Climate Change, Gender, Innovative Solutions. Cap-Net received around 34 photos and the competition generated more than 8,000 views.

Social Media Outreach

In 2020, the number of people that liked the Cap-Net page on Facebook increased on average 11%. The outreach of the Cap-Net page was significant, with an average of **200 people** viewing Cap-Net content across the year. The most successful post of 2020 was the live streaming of the webinar "Water and Climate Coordination: Supporting the NDCs under the Paris Agreement", reaching **3.7k people**, receiving 58 likes and reactions, and over 15 shares.

The Cap-Net LinkedIn profile has increased its followers on average 10%. The posts shared in this social media profile had a reach of 9.519 people, compared to the previous year this means about 950% increase in people seeing the Cap-Net posts. As a consequence of the high reach, 767 engagements occurred either though reactions, comments or posts shared.

Summary of social media in 2020

☐   Facebook and Twitter communities have grown during 2020, as a result of the digital content production that fed both platforms. Efforts in keeping the communities growing should be combined with consistency and regularity in posts which usually is a challenge due to the number of communication activities and strained human resources.

☐   Contents that are published on the Cap-Net website and shared through the newsletter have been picked up by UN-Water and other partners. This means the content was of quality and interest for a wider community, demonstrating the importance for the networks to send out reports on activities so that they can get greater exposure in terms of outcome results.

☐   There is potential to greater outreach through a thorough content marketing strategy. This requires staff time and consistency across platforms.

Output 3.4.3 Monitoring, evaluation, and learning (MEL)

Delivery 2020: **19 networks developed MEL plans (MELPs)** to be monitored throughout 2020 in close collaboration with the Secretariat. Aiming for a more concrete database of members and partners, networks compiled additional details in tailored templates with the support of the secretariat. One of the main outcomes of the one on one discussions was increased support from the Secretariat to improve monitoring, evaluation and learning in the context of challenges, capturing impact and improvements made to date, as well as looking forward MEL 2021.
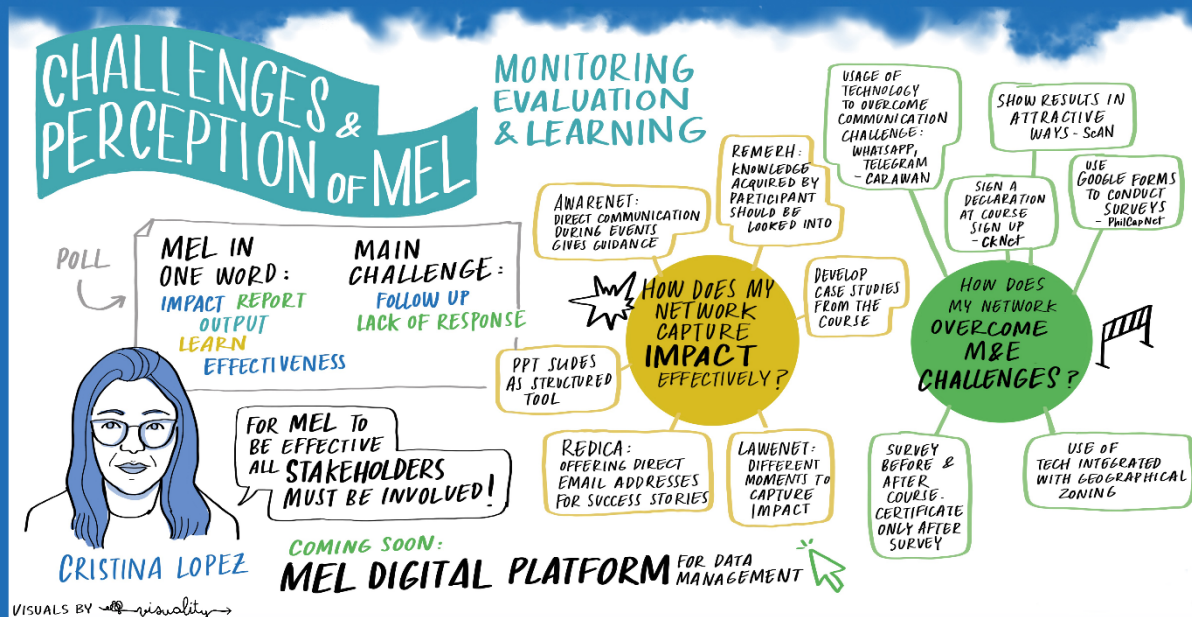

Figure 12 Overview of main challenges and perceptions on MEL and looking forward to 2021.

The implementation of MELP is critical to the understanding of whether the programme's capacity development efforts have influenced the water management systems and practices of stakeholders and to decide on the most relevant learning tools and approaches to achieve Cap-Net's targets and goals. By the end of the year, networks report on their actions taken on their initial MELPs through MEL reports, a compilation of outcome monitoring and evaluation of activities carried out in 2019 as well as monitoring outputs on activities carried out in 2020. **19 MEL reports** were submitted by networks and the results are detailed in the section below.

2019 Outcomes

During 2020, a total of **34 courses** that were carried out in 2019 were monitored and evaluated for outcomes and impacts, finding that the use and application of knowledge was considerable among the participants. Out of the 34 courses, **8 were e-learning** and **26 were face to face trainings**. Through the established MEL tools, **92% of the total participants were reached** through surveys and other data collection tools, with a **44% response rate** in average out of a total of over **870 respondents**. More than **90%** of the respondents confirmed having gained and applied knowledge. Overall**, 59% respondents identified positive actions or change in water resource management** due to the knowledge gained and shared from the capacity development activity, they participated in 2019.
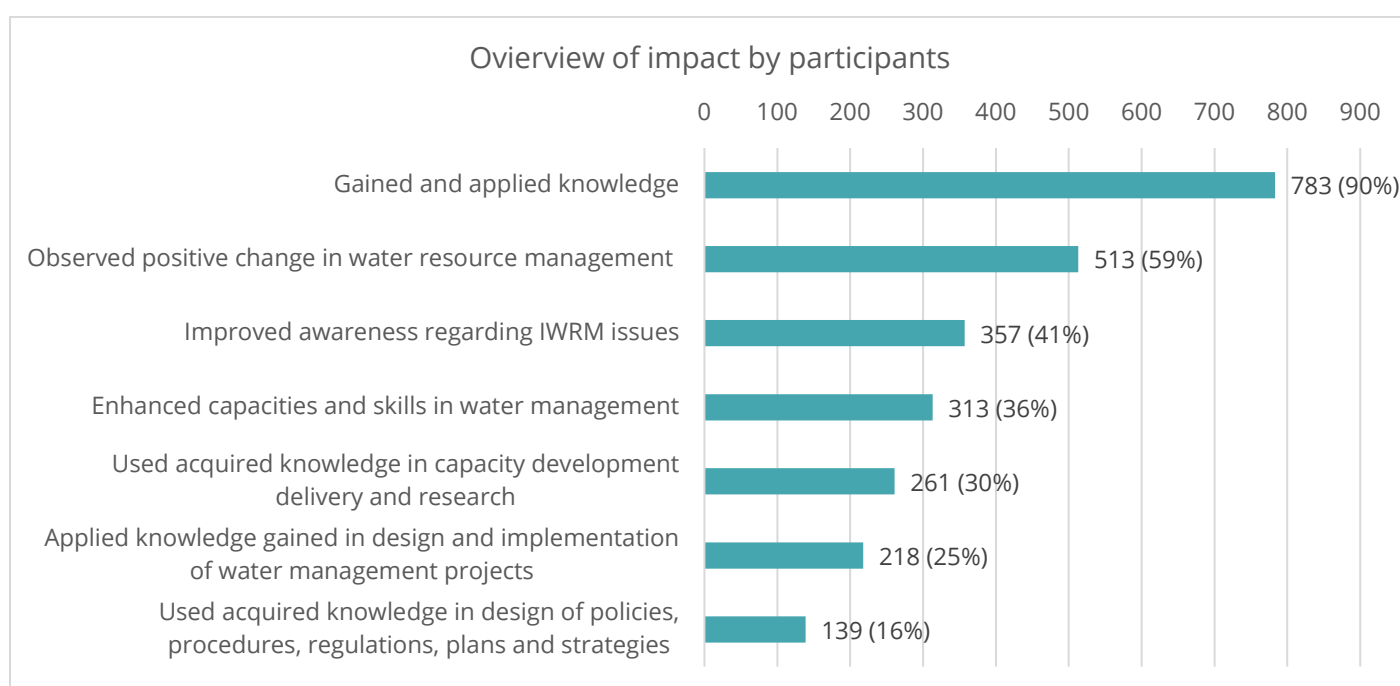
As part of the qualitative evaluation and measurement of outcomes, 9 stories of change emerged from capacity development activities carried out in 2019. Their respective impacts observed by participants, are categorized under three spheres of influence and change. New knowledge gained or knowledge furthered, changes in practices and/or in the implementation of programs, and changes in policies, plans and/or strategies at the community, river basin, or national.

 A quantitative summary of the details below:

- **4 stories on changes in practices** and/or in the implementation of programs
- **5 stories on new knowledge gained** or knowledge furthered
- **7 stories** describe significant change at the **community level**
- **1 story** describes significant change at the **river basin level**
- **1 story** describes significant change at the **national level**

Impact Storytelling

In November 2020, the Cap-Net M&E team began the roll out the **Most Significant Change**[4] methodology as a new approach to its impact story development process. The objective of applying this new methodology is to engage as many participants and voices from Cap-Net capacity development activities to utilize storytelling as part of measuring and evaluating Cap-Net's intermediate and long-term impact. The aim is to have Networks, partners and the Secretariat taking part in the identification of the most impactful stories produced in a year and foster discussions on the most relevant outcomes. This will support not only assessing the impact but also deliberately talking about it and answering key questions related to what wants to be achieved based on the capacity already developed.

During the reporting period of 2020, the improvement process included three main actions. First, the creation of a new form called **Guiding Questions** available on Google Forms and Word format in which the participants themselves become story tellers and write their own impact stories by answering five leading questions. Second, the development of a simpler template (now called **Story Developer** form) in which network managers further develop the stories they have selected. And third, the design of a user-friendly **Instructographic** report with six simple steps followed by illustrations of key roles that support the networks to easily navigate through the storytelling process.

Figure 13 Cap-Net's user-friendly Instructographic report which guides networks on the new storytelling process

To date, **11 networks** (3 from Africa, 4 from Asia and 4 from Latin America) are **engaged** in this new process; connecting with participants and selecting key impact stories that represent the changes they want to see in knowledge, policies and practices. Additionally, the M&E team is already working on a communication strategy to apply new digital visualisation methods for readers to fully interact and learn from the final stories selected as well as to have the chance to contact those involved in the outcomes. Below is one a sample.

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[4] Overseas Development Institute (ODI)'s Most Significant Change methodology

LET'S DO IT: Safer menstrual hygiene management for Costa Rica's most vulnerable women

Impact: New knowledge and skills gained
Training: Sanitation, Hygiene and Menstrual Health
Network: REDICA
Storyteller: Ana López Ramírez

⟹ Ana, a Costa Rican community leader, attended REDICA's Sanitation, Hygiene and Menstrual Health workshop. She was exposed to an unknown reality: the serious challenges that women who are homeless, forced migrants and/or serving a prison sentence face to manage their menstrual periods. The workshop was part of the approach on the nexus of sanitation and hygiene and IWRM, towards the achievement of the SDG agenda. After the workshop, Ana returned to Costa Rica and began making a prototype of the sanitation pads she learned to make in the training, to distribute them to imprisoned women. "It was necessary that the pads were washable, easy to dry, durable and that they could serve women with little and abundant menstrual flow and even be used at night". Damaris, a friend and local leader, joined Ana and together they made dozens of reusable sanitary pads. It took almost a year of testing, adapting materials and sizes to reach to the most suitable product. Together with REDICA and ACCEDER, Ana and Damaris identified an organization that worked with women graduates who were being integrated back into society. They sent the reusable pads to the women's homes. Ana and her team are eagerly looking to working further in 2021 on the improvement of Costa Rican imprisoned women's quality of life by supporting the safe and dignified management of their menstrual health.

MEL Platform

Reporting templates and databases to monitor progress and evaluate outcomes have been revised in a participatory manner. However, the process to capture, collect, process, validate, report and share data and information continues to be a challenge given that the flow, access, and organization of information is manually generated and analyzed. To implement Cap-Net's MEL system effectively, the terms of reference and concept note for the digital dashboard to manage information has been developed. The MEL dashboard will aim to gather data systematically, analyze and visualize it, as well as help track and report information and delivery status in real time. The platform will also facilitate the sharing of information and learning, including impact stories, lessons learned, and assessments, and increase stakeholder participation in advancing the realization of Cap-Net's goals.

Activity 3.5 Project Management

The implementation of the Cap-Net under Global Water Partnership Organization (GWPO)[5] has been fully transitioned and integrated. This global positioning of staff is cost-efficient and provides improved visibility and scouting for opportunities within regions. It is also expected to drive and strengthen synergies with GWP's regional and country partnerships. In line with the increased demand for providing concrete results and impact, including enhancing alignment with UNDP and GWP's M&E system, for improved reporting efficiencies and increasing the understanding of how the results of the two organisations complement one another, Cap-Net recruited a Senior Monitoring and Evaluation Associate.

Figure 14 Cap-Net Secretariat 2020

Institutional integration

The ambition to forge closer ties between Cap-Net and GWP has been under consideration for some time[6], where strengthened collaboration at the global, regional and country levels, for improved outreach and impact. Apart from the obvious geographic overlaps with GWP, Cap-Net strives to best align and plan strategically together, to deliver as one, avoid duplicating efforts, and keeping key contrasts in mind by highlighting nuances which make each network unique. One of the main challenges in terms of programmatic synergies and delivery, has been to effectively have the networks and the country and regional water partnerships work together on the ground coherently. The Secretariats will continue to actively encourage collaboration between GWP Regional coordinators and Cap-Net regional and country network managers, towards explore common opportunities for business development, relationship management, mobilization, knowledge sharing and communications.

Strong institutional and programmatic integration solidified in 2020, where staff of the Cap-Net Secretariat play an active role to ensure Cap-Net has become part and parcel of the overall GWPO machinery, working towards planned and strategic delivery across a wide range of areas. Programmatic synergies and delivery have been numerous, through the establishment of learning alliances, communities of practice, the SDG6 Support Programme, re-development of the Toolbox, the GWP Strengthening Regional Operations and Network Growth (StRONG) initiative, Water Change Makers Award, NDC webinar delivery, Working in Virtual Environments (WiVE), especially critical as part of the Covid-19 response, among others. More strategic alignment in terms of gender

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[5] The Global Water Partnership Organization (GWPO) is an intergovernmental organization functioning under public international law. It performs the Secretariat function for the Global Water Partnership (GWP)

[6] I.a. discussions during the joint session of the Cap-Net Management Board members and the GWP Steering Committee in December 2016

inclusion across activities as well as youth empowerment will also be explored further. The above **programmatic and institutional synergies** provide a clear signal on how we view ourselves as one integrated unit.
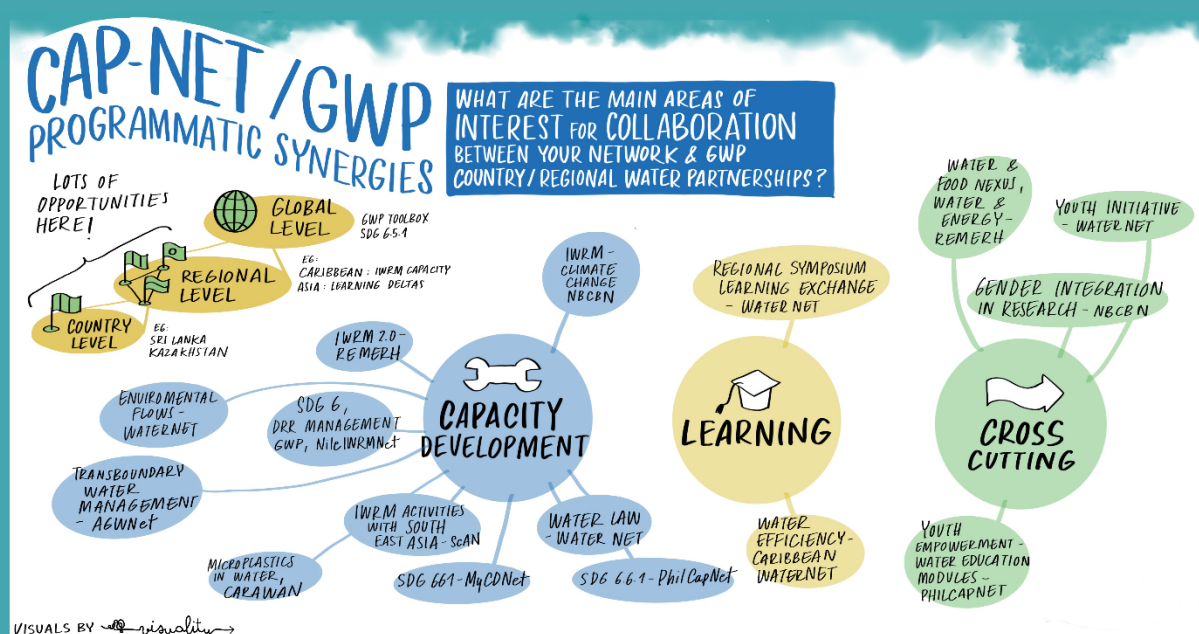

Figure 15 Overview of Cap/Net and GWP Programmatic Synergies

Risk Management Framework

In the context of the current pandemic, the presence of a risk management integrated framework is ever more relevant, when dealing with uncertainty related to funding and operating. The purpose of such a framework is to safeguard Cap-Net and its affiliated network's long-term survival, manage volatility in programmatic, financial and operational performance, and to safeguard the efficient implementation of Cap-Net's mission. A number of steps, as well as roles and responsibilities were highlighted, followed by identifying likelihood, impact and trends related to those risks. The main risks identified had varying levels of likelihood and severity, can be summarized as:

1. Adapting to new technologies
2. Regional coverage
3. Relevance
4. Lack of visibility
5. Administrative and financial obstacles

Resource Mobilization

New and targeted investment is needed for governance, management and organization, as well as for innovative research, development and physical infrastructure. This is critical for the actual implementation of policy intentions. For example, improved water management practices require investments into innovative solutions and effective delivery of capacity to bridge the knowledge gap. It is the governance processes and capacity development delivery mechanisms that determine the direction and the quality of development whereas the funding and financing, somewhat simplified, enable the speed of implementation. Cap-Net's work focuses on developing the capacity, institutional reforms and collective action required to steer the direction of development towards sustainably managing and protecting the natural resources underpinning the livelihoods for all people.

Delivery 2020 Resource mobilization efforts have materialized with a total contribution of **USD 1.44 million** from UNDP, ANSI, OneWorld, IW:Learn (UNESCO) towards capacity development efforts at the institutional level, leveraging substantial impact and change towards the achievement of the SDGs. This does not include the leveraged funds outlined in the subsequent section, from partners raised by the networks for delivery of capacity.
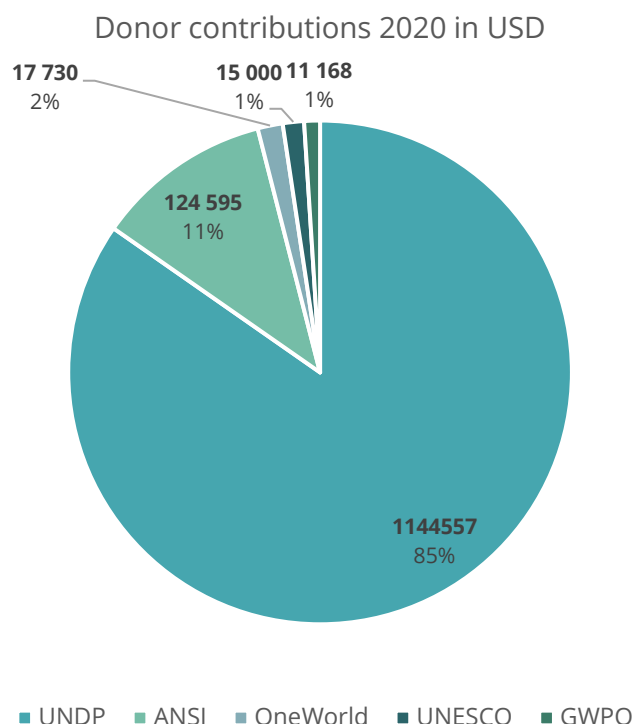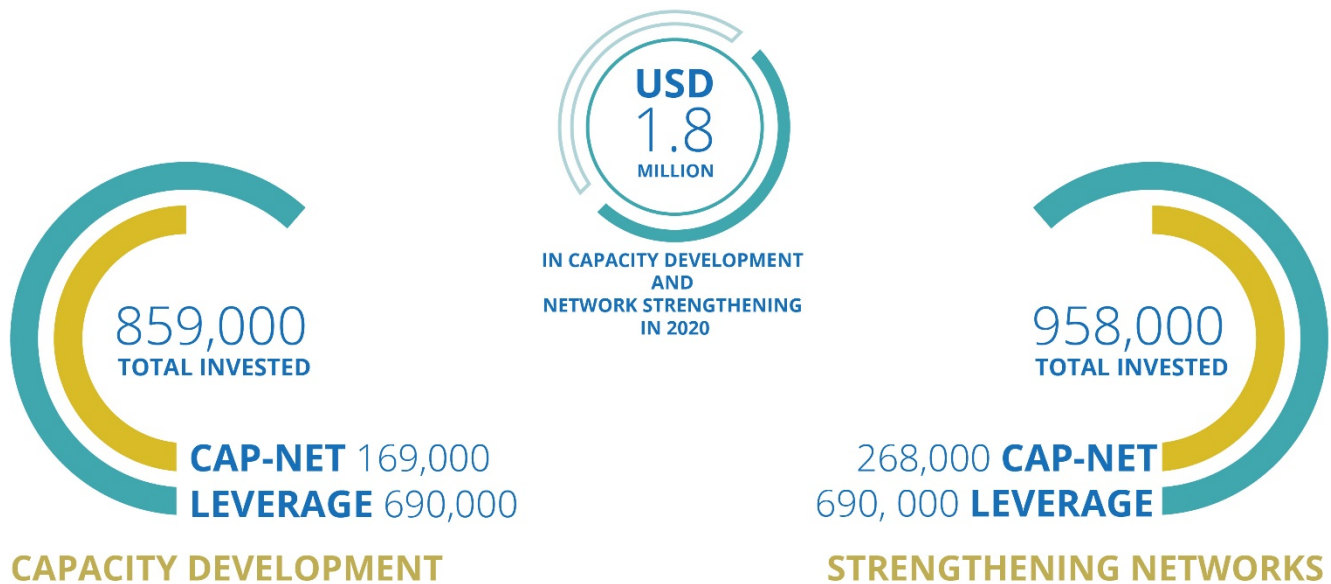

Figure 16 Donor contributions 2020

Leveraged funds

Activities delivered under Capacity Development implemented by networks were supported both through financial and in-kind contributions from partners. Some networks successfully secured funding from partners to cover more than 80% of the total cost of activities, however in average Cap-Net contribution reflects approximately 1/3 of the total cost of an activity. Partner financial contributions totaled USD 1.77 for every USD 1.00 dollar invested by Cap-Net, where in-kind contributions totaled USD 1.11 for every USD 1.00 dollar invested by Cap-Net.

With a total of **46** capacity development activities delivered in 2020, Cap-Net invested a total of **USD 169,000** with substantial leverage at **USD 690,000 (a leverage of 1:6)** although at an average of 1:2 per activity. Cap-Net invested **USD 312,200** in 20 core support and 19 M&E contracts, including 1 intern. The leverage calculated for strengthening networks by external partners via the networks, totaled **USD 811,600** with a ratio of 1:2.5 This brought a total investment for capacity development and strengthening networks in 2020 at close to **USD 2 million**. Noteworthy is the wide range of leverage capacity between each network and each activity. A detailed account per activity can be found in Annex 2 Summary of Activity 3.1, 3.2 Capacity Development

USD
1.8
MILLION

IN CAPACITY DEVELOPMENT
AND
NETWORK STRENGTHENING
IN 2020

859,000
TOTAL INVESTED

CAP-NET 169,000
LEVERAGE 690,000

CAPACITY DEVELOPMENT

958,000
TOTAL INVESTED

268,000 **CAP-NET**
690, 000 **LEVERAGE**

STRENGTHENING NETWORKS

Project Budget

GWPO continues to be fully responsible for carrying out, all activities in accordance with its financial regulations, rules and other directives, to the extent they are consistent with UNDP's Financial Regulations and Rules. In all other cases, UNDP's Financial Regulations and Rules must be followed. The Cap-Net secretariat continues to ensure equal allocation of financial resources across regions and networks, enabling efficient demand-driven delivery. After almost 2 decades of progressive successful intervention, Cap-Net has moved upward in the capacity development ladder by maintaining the strengths and capacity of networks through increased delivery and increasing outreach by reaching more countries than ever before, through innovative training and technologies. In light of the Covid-19 crisis, the Secretariat revised the workplan and budget to further ensure the programme's relevance in responding to demands on the ground and a new world order. The budget versus expenditure is shown by activity area for UNDP and other funds received from ANSI, UNESCO, OneWorld and GWPO.
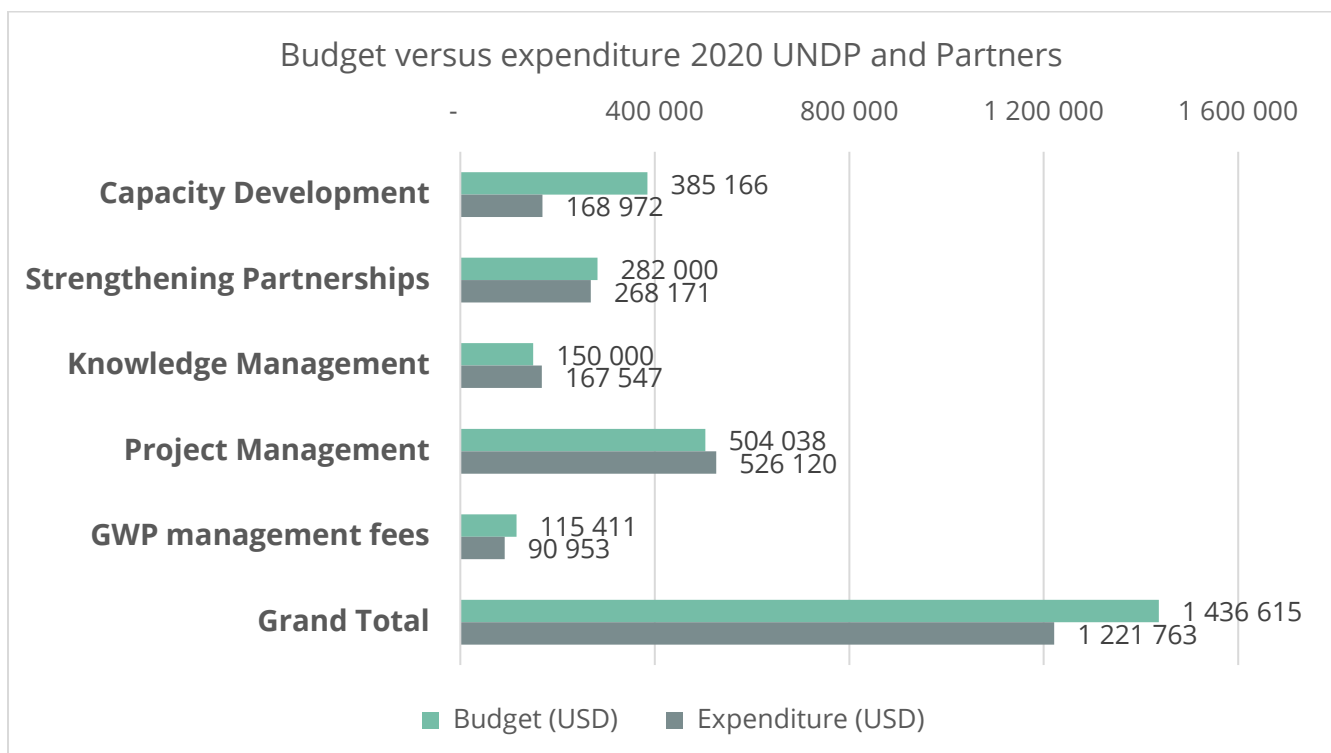

Budget versus expenditure 2020 UNDP and Partners

	Budget (USD)	Expenditure (USD)
Capacity Development	385 166	168 972
Strengthening Partnerships	282 000	268 171
Knowledge Management	150 000	167 547
Project Management	504 038	526 120
GWP management fees	115 411	90 953
Grand Total	1 436 615	1 221 763

Figure 17 2020 budget versus delivery by activity area

In 2020, the Cap-Net workplan and budget were revised in response to the Covid-19 outbreak, and the anticipated disruptions it would have on face to face trainings. Yet, targets for delivery of capacity development activities were exceeded by 180% from 25 as planned to 46 delivered. **26** courses were conducted using the Virtual Campus, accounting for a substantial increase in outreach in respect to the number of courses. Furthermore, in light of the current Covid-19 crisis, delivery was slowed under Activity 3.2 (Training of Trainers) and Activity 3.3 (Strengthening partnerships) towards the annual network managers and partners meeting, which was planned to take place back to back with the Delft Symposium, was cancelled. Budget and expenditure by UNDP were seamlessly aligned, thanks to the immediate Covid-response revision of workplan, and reallocation of funds directed towards strengthening networks, through core support and monitoring and evaluation.

Table 11: Overview of the 2020 grand total budget versus expenditure for both UNDP and Partners in USD

Budgetary account code	ATLAS Budget Description	2020 Budget UNDP	2020 Budget Other	2020 Budget Grand Total	2020 Expenditure UNDP	2020 Expenditure Other	2020 Expenditure	2020 Leverage (Non-UNDP contributions cash/in-kind)	2020 Expenditure Grand Total including leverage	Budget Notes
71600	Travel	23,000		23,000	19,811		19,811		19,811	
71800	Contractual Services	804,557	260,166	1,064,723	790,751	138,031	928,783	811,562	1,740,345	1
72500	Publications and supplies	12,000		12,000	7,672		7,672	80,000	87,672	2
72800	Information Technology/Eqp	8,000		8,000	3,850		3,850		3,850	
73000	Rental & Maintenance (Premises and IT)	65,000	6,481	71,481	48,014	6,481	54,495	6,481	60,976	
74100	Management and Reporting Svrs	95,000	25,411	120,411	83,472	12,481	95,953	12,481	108,434	
74500	Miscellaneous Expenses (includes FX loss)	3,000		3,000	1,913		1,913		1,913	
75700	Training, Workshops and Conf	134,000		134,000	97,819	11,500	109,319	690,235	799,554	3
	Total USD	**1,144,557**	**292,058**	**1,436,615**	**1,053,302**	**168,493**	**1,221,795**	**1,600,759**	**2,822,555**	
Budget notes	1. Leverage calculated for 20 core support contracts; 19 MELP contracts and 1 intern									
	2.USD 20,000 contributed in-kind for revised Drought Risk Reduction manual in partnership with WMO; an estimated USD 20,000 per manual for other 3 manuals									
	3. Face to face trainings dropped significantly as a result of Covid-19, and subsequently funds were diverted to strengthening partnerships for innovative technologies and monitoring of impact									

Reflections

"When disaster strikes, it often strikes through water. Floods, landslides, storms, and droughts are becoming more frequent and more intense – threatening not only human lives, but also vital ecosystems and our progress on economic and social development." [7] The 2020 pandemic further exacerbated deep inequalities and fragilities of societies, poignantly illustrated through access to water. While handwashing remains one of the most critical lines of defence against the spread of the disease, three billion people do not have a handwashing facility at home. Almost a year into the current crisis, we are experiencing the initial stages of Resolve, Resilience, and Return; as we progress, they will be followed by Reimagination and Reform. **Cap-Net** requires resilient networks to be able respond to the pressing needs on the ground, gearing up to deliver, by taking full advantage of the innovative technologies, as well as the wealth of expertise and partnerships. Cap-Net's objective is to ensure networks are in the position to continue to help countries and communities to respond to needs on the ground, investing in strengthening partnerships and enhanced impact through collective efforts. In this unprecedented reality of Covid-19 health pandemic, we are witnessing the beginnings of a dramatic restructuring of the social and economic order—the emergence of a new era that we view as the "next normal." At the onset of the global pandemic Cap-Net embarked on Covid-19 Crisis Adaptations for Greater Resilience by coming up with a revised workplan for 2020 and beyond. Special reference by GWPO was made to capitalize on untapped opportunities, in the context of a learning agenda.

While there is no doubt that the outbreak of COVID-19 impacted Cap-Net activities in 2020 and disrupted anticipated ways of delivery and outreach, the programme successfully managed to adapt to the uncertainty, allowing effective responses to the pressing needs on the ground. Investment in capacities not only externally, but within the programme has proven key to this success, equipping networks with necessary skills for outreach through the use of innovative tools and approaches. The financial restrictions also obliged Cap-Net Secretariat to explore other means of funding, investing heavily in pursuing activities beyond UNDP. Implementation would not be possible without the immeasurable strength of the networks and partnerships, who remain vehicles to ensure effective implementation, by addressing demands for knowledge on the ground towards achieving water-related SDGs and targets. Imperative use of innovative technologies in networking and effective delivery of capacity development within water management required the global network to adapt accordingly, to become more efficient in responding to growing capacity needs and addressing knowledge gaps, especially within the COVID-19 landscape. Risk management and contingency plans moving forward will be formulated in order to better equip Cap-Net 's response to crisis situations, ensuring business continuity to the extent possible, and mobilizing international partners to continue successful SDG implementation, allowing Cap-Net to continue as an agent of change and thrive in the years to come.

Forging successful and fully integrated institutional ties with GWP, Cap-Net continues to align and plan strategically together, to deliver as one, avoid duplicating efforts, and keeping key contrasts in mind and highlighting nuances which make each network unique. Besides institutional integration, programmatic synergies and delivery through the establishment of learning alliances and communities of practice, the wide range of synergies signal how we view ourselves as one integrated unit. Cap-Net continues to re-position itself by increasing outreach, through tailored online courses, tutorials, webinars, blogs, videos and guidance notes, within an integrated institutional framework with GWP. This approach will ensure relevant positioning, allowing the network to continue to reach out to beneficiaries and deliver on capacity development commitments, in view of the COVID-19 crisis and into the uncertain future.

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[7] https://english.elpais.com/spanish_news/2020-12-07/climate-smart-water-management-is-fundamental-for-sustainable-development.html

Annex 1 Risk Analysis

OFFLINE RISK LOG

Project Title:	Global Water and Ocean Governance Support Programme	Award ID: 50169 (for 2019) ATLAS Project Proposal ID 00115482	Date: 15 November 2018 Cap-Net update 21 January 2021

#	Description	Date Identified	Type of Risk	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status Q4
1.1	Limited buy-in and commitment among partners for water governance as a means to address unsustainable water management and lack of access to resources and services	15 Nov 2018 (Project formulation/ design)	Strategic	This could negatively influence the demand for UNDP water governance support and advice and its ability to contribute to and influence global processes to advance policy and knowledge generation in the field of water (P = 1, I = 4)	Provide high-quality inputs to key processes, to show-case and communicate the contribution of water governance for sustainable water management and service delivery	UNDP Senior Water Advisor	UNDP Senior Water Advisor	15 Nov 2018 (Project formulation/ design)	Satisfactory: Strong commitment with 40+ active international partners and 23 affiliated networks for capacity development delivery
1.3	Assumption that governance, management and implementation of policies is most importantly helped by strengthened individual and institutional capacities, does not hold true.	15 Nov 2018 (Project formulation/ design)	Strategic	Resources spent on training could have been more effectively deployed elsewhere. (P = 2, I = 3)	Follow broader research and lessons learned on capacity development more broadly. Assure that the project's engagement builds on the best available methods and tools for capacity development.	Cap-Net UNDP (GWPO)	UNDP Senior Water Advisor	15 Nov 2018 (Project formulation/ design)	Satisfactory: Demand-driven activities demonstrate relevance through existing capacity development gaps, proven by increasing demands and needs assessment. Risk register is updated to be aligned to GWPO's risk management procedures.
3.1	Lack of ownership and prioritization among project partners.	15 Nov 2018 (Project	Operational	May delay or hamper project implementation.	Work closely with partners to identify, plan and develop activities to	All: (UNDP Senior Water Advisor / WGF (SIWI) /	UNDP Senior	15 Nov 2018 (Project	Addressed and improved: especially following one on ones with 22 out of the 23 networks; partnership

#	Description	Date Identified	Type of Risk	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status Q4
		formulation/ design)		(P = 2, I = 3)	ensure strong buy-in and ownership. Develop partnership agreements that clearly define roles and responsibilities of each programme partner. Careful selection of partners.	Cap-Net UNDP (GWPO) / Country Offices)	Water Advisor	formulation/ design)	agreements, reporting lines and contracting have been significantly improved in 2020. Overall progress on track
3.2	Project design / 'governance support' too complex, making it difficult to deliver upon the full scope of programmatic activities	15 Nov 2018 (Project formulation/ design)	Operational	Difficulties in delivering on the full scope of programmatic activities, and delays in achieving project outputs and outcomes. (P = 2, I = 3)	Monitoring and evaluation processes must be carried out on a regular basis, feeding into project implementation to ensure process efficiency	UNDP Senior Water Advisor	UNDP Senior Water Advisor	15 Nov 2018 (Project formulation/ design)	Not considered as an issue for Cap-Net; improved streamlining approach in terms of quarterly reporting and timely disbursement of funds.
3.4	People move, which may be detrimental to the capacity of an institution	15 Nov 2018 (previously identified)	Operational	Loss of key personnel may temporary delay or hamper delivery of results. (P = 3, I = 4)	Work more with institutional companionship rather than depending on individuals.	Cap-Net UNDP (GWPO) / UNDP Country Offices	UNDP Senior Water Advisor	15 Nov 2018 (Project formulation/ design)	Addressed and improved as business continuity plans are in place to ensure safety net for redundancy, extended leave or illness, through the sharing of tasks, knowledge of operating systems such as the Virtual Campus and Sharepoint.
5.1	Lack of funds mobilized / allocated for implementation	15 Nov 2018 (previously identified)	Financial	Uncertain funding situation limits scope of activities, heightens uncertainty and may induce too much competition throughout	Pro-active resource mobilization. Activities to be prioritized and adjusted according to funding allocations.	UNDP Senior Water Advisor, with all partners: WGF (SIWI) / Cap-Net UNDP	UNDP Senior Water Advisor	15 July 2019 (Project amendment/ design)	Pro-active resource mobilization in 2020 as additional funds have been leveraged from ANSI, UNICEF, IW:Learn and

#	Description	Date Identified	Type of Risk	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status Q4
				project organization and among partners. (P = 4, I = 5)		(GWPO) / Country Offices)			OneWorld in the form of co-funding.
5.2	Administrative delays in disbursement of funds	15 Nov 2018 (previously identified)	Financial	Causes delays and stop-go / erratic implementation (P = 4, I = 4)	Additional admin personnel. Pilot different financial modalities	UNDP Senior Water Advisor and Project Associate, with all partners: WGF (SIWI) / Cap-Net UNDP (GWPO) / Country Offices)	UNDP Senior Water Advisor	15 Nov 2018 (Project formulation/ design)	Synchronization and timely reporting in 2020 have been addressed and highlighted to the relevant networks and partners as a result of improved planning and communication.
5.3	Fluctuation in exchange rates	15 Nov 2018 (previously identified)	Financial	Either negative or positive affect on the budget. Creates uncertainty. (P = 3, I = 3)	Plan with contingency. Cushioned by diversification of funding sources.	Senior Water Advisor / WGF / Cap-Net	UNDP Senior Water Advisor	15 Nov 2018 (Project formulation/ design)	Diversification of funding and improved resource mobilization

Annex 2 Summary of Activity 3.1, 3.2 Capacity Development

	Activity area	Network	Partners	Cap-Net funded (cash and in-kind)	Co-funded funded (cash and in-kind)	Total contributed	leverage ratio
3.1	DELIVERY OF CAPACITY DEVELOPMENT			139,700	678,735	818,435	5
3.1.1	Climate-resilient integrated water resource and coastal management			17,546	201,600	219,146	11
1	Sustainable management of water and land in dry areas (renamed: Online course on Sustainable Water Resources Management)	Arg Cap Net	Instituto Nacional del Agua	5,000	6,700	11,700	1
2	Flood Risk Management; replaced by Hydro-Climatic Disaster and Integrated Water Resource Management	Caribbean WaterNet	GEF SGP - Antigua and Barbuda	5,058	9,900	14,958	2
3	Training of Facilitators SDG 6.5.1 (Eng)	Cap-Net UNDP	GWPO, UNEP-DHI	1,290	60,000	61,290	47
4	Training of Facilitators SDG 6.5.1 (Fr)	Cap-Net UNDP	GWPO, UNEP-DHI	1,290	60,000	61,290	47
5	Training of Facilitators SDG 6.5.1 (Sp)	Cap-Net UNDP	GWPO, UNEP-DHI	1,290	60,000	61,290	47
6	Tribal Leaders Training on Bamboo Propagation for Climate Change Mitigation and Adaptation (ToT)	MyCDNet	PhilCapNet and Council of Elders of Certificate of Ancestral Domain Title (CADT) Core Group	3,618	5,000	8,618	1
3.1.2	Climate-resilient access to water supply and sanitation			29,794	148,613	178,407	5
7	Urban Drainage and Flood Management (renamed: Integrated Urban Flood Risk Management)	CKNet	CKNet & UKRIDA	5,000	8,600	13,600	2
8	ToT on Sanitation and Wastewater	MyCDNet	Indah Water Konsortium	3,700	3,702	7,402	1
9	Sustainable cities: the link between water and waste	Arg Cap Net	Instituto de Agua y Ambiente, Universidad de Mendoza	700	1,350	2,050	2
10	Strategic Framework for WASH Climate Resilient Development	Cap-Net UNDP	GWP SA, UNICEF	-	-	-	-

	Activity area	Network	Partners	Cap-Net funded (cash and in-kind)	Co-funded funded (cash and in-kind)	Total contributed	leverage ratio
11	IWRM/ SDG 6 Pond Watch programme for schools: Water qualty connected health/sanitation; replaced by WASH awareness and skill development training programme	Cap-Net Lanka	U of Jaffna, NWSDB,Prov ED	764	1,750	2,514	2
12	Community based water society leaders training program	Cap-Net Lanka	WaSO project, University of Jafna	2,595	2,838	5,433	1
13	Training Course for ISO 30500 and ISO 24521: International Non-sewered Sanitation Standards (Eng)	Cap-Net UNDP	ANSI	5,000	41,532	46,532	8
14	Training Course for ISO 30500 and ISO 24521: International Non-sewered Sanitation Standards (Fr)	Cap-Net UNDP	ANSI	5,000	41,532	46,532	8
16	Training Course for ISO 30500 and ISO 24521: International Non-sewered Sanitation Standards (Chi)	Cap-Net UNDP	ANSI	5,000	41,532	46,532	8
16	Stakeholders Capacity development on Sanitation and water for all towards Mutual Accountability	Scan/Cap-Net Bng		2,035	5,777	7,812	3
3.1.3	**Protection of trans-boundary surface and groundwaters in a changing climate**			**30,541**	**234,358**	**264,899**	**8**
17	Advanced ToT on River Pollution	MyCDNet	Global Environmental Centre	3,480	7,237	10,717	2
18	Groundwater modelling	LA WET net	RALCEA - CODIA	4,350	146,738	34	34
19	Intergrated Watershed Management- Plastic Use and Recovery; replaced by Groundwater Management in Integrated Water Resource Management	Caribbean WaterNet	GWP-C, UWI	4,941	10,700	15,641	2
20	Water Pollution Management	Cap-Net UNDP	UNEP DHI, UN Environment, Cap-Net Lanka, Nile IWRM Net	3,400	11,600	15,000	3

	Activity area	Network	Partners	Cap-Net funded (cash and in-kind)	Co-funded funded (cash and in-kind)	Total contributed	leverage ratio
21	Preparing Proposals to Access Funding for Groundwater-Related Infrastructure (SADC-GMI)	Cap-Net UNDP	SADC-GMI	5,000	27,713	32,713	6
22	Operation and Maintenance of Groundwater Infrastructure in SADC	Cap-Net UNDP	SADC-GMI	5,000	10,000	15,000	2
23	GEF IW:LEARN Transboundary Diagnostic Analysis-Strategic Action Programme Course	Cap-Net UNDP	IW:Learn	400	3,000	3,400	8
24	GEF IW:LEARN International Waters Project Management Course	Cap-Net UNDP	IW:Learn	400	3,000	3,400	8
25	Transboundary Marine Spatial Planning and Sustainable Blue Economy (EN)	Cap-Net UNDP	IW:Learn	400	3,000	3,400	8
26	Transboundary Marine Spatial Planning and Sustainable Blue Economy (ES)	Cap-Net UNDP	IW:Learn	400	3,000	3,400	8
27	Transboundary Marine Spatial Planning and Sustainable Blue Economy (FR)	Cap-Net UNDP	IW:Learn	400	3,000	3,400	8
28	Environmental implications of wetlands	Arg Cap Net	Facultad de Ciencias Naturales, Universidad Nacional de Salta.	2,370	5,370	7,740	2
3.1.4	**Cross-cutting areas**			**61,819**	**94,164**	**155,983**	**2**
29	ToT on Water Education Modules	PhilCap-Net	MWA, MWSI, LCP, DepEd, DOH	1,021	1,667	2,688	2
30	"Water Day" Central Asia	CAR@WAN	UNESCO	3,000	3,500	6,500	1
31	Water Footprint Assessment, ISO 14.046	Cap-Net UNDP	Cosude Colombia	5,000	5,000	10,000	1
32	Water Integrity: Principles and Concepts	Cap-Net UNDP	WGF, CEWAS, OECD, WIN	5,000	5,000	10,000	1
33	Water Education for Sustainability and Global Citizenship	Arg Cap Net		5,000	6,500	11,500	1
34	Water Governance in Latin America and the Caribbean	LA WET net	RALCEA - CODIA	5,000	6,500	11,500	1
35	Workshops on Arsenic Mitigation Technologies in Assam and Bihar	SCaN		4,873	6,375	11,248	1

	Activity area	Network	Partners	Cap-Net funded (cash and in-kind)	Co-funded funded (cash and in-kind)	Total contributed	leverage ratio
36	ToT How to Host Effective Webinar for Water Related Training	Aguajaring		3,600	3,600	7,200	1
37	Training of Trainers for Water Genius Challenge Programme (Phase 1)	MYCDNet		2,200	4,205	6,405	2
38	TOT on Water Audit	MYCDNet		3,075	4,647	7,722	2
39	Ocean Governance	Cap-Net UNDP	IW: Learn, LME, GEF, UNDP, IOC UNESCO, ICES, NOAA	400	3,000	3,400	8
40	Training course on GCF Project Development (EN)	Cap-Net UNDP	One World, ADB, KOAFEC Korea Africa Economic Cooperation	600	5,910	6,510	10
41	Training course on GCF Project Development (FR)	Cap-Net UNDP	One World, ADB, KOAFEC Korea Africa Economic Cooperation	600	5,910	6,510	10
42	Training course on GCF Project Development (PT)	Cap-Net UNDP	One World, ADB, KOAFEC Korea Africa Economic Cooperation	600	5,910	6,510	10
43	Training for teachers on the learning module "Water and COVID-19"	Central Asian Regional Water Network CAR@WAN	UNESCO Cluster Office , Center "Cooperation for Sustainable Development"	3,500	4,640	8,140	1
44	Water as a strategic resource for land use planning	ArgCapnet		1,750	1,800	3,550	1
45	Module adaptation of Pollution Management and IWRM	LA WET net	UNEP DHI	6,600	10,000	16,600	2
46	Development 2 Training Manuals; Water Use Efficiency in Food Production + Aquaculture in Regions of Restricted Water Access	Caribbean WaterNet	UWI, GWP Caribbean	10,000	10,000	20,000	1

Annex 3 Result Based Management Framework (Old Project)

WOGP Indicator	Target	Outcomes and impacts	Cap-Net Delivery 2020
Thematic area activities: Climate-resilient integrated water resource and coastal management			
Number of training products and tools developed in water resources and coastal management Number of trainers available on relevant themes and topics. Number of individuals that have gained strengthened capacity to formulate and implement relevant policies, laws and strategies. Number of organizations/networks that have gained strengthened capacity to implement relevant policies, laws and strategies. Number of people applying new knowledge to enhance their own performance, sharing benefits to their organization and sharing benefits to society. Number of downloads and visits to Cap-Net website for water resources knowledge products, data bases and training materials. Number of integrated water resources and coastal management processes/experiences/case studies documented, analyzed and disseminated.	At least 5 training products and tools are developed 200 trainers available on relevant themes. 4,000 individuals, at least 40% female have gained strengthened capacity to implement relevant policies, laws and strategies. 4000 individuals with strengthened capacities via virtual campus. 100 organizations and 1000 individuals with strengthened capacities on cross-cutting issues. 1,000 organizations/networks with enhanced capacity for delivering, up-scaling and replicating water supply and sanitation services. 4,000 people applying knowledge to enhance own performance and sharing benefits to own organization and society. 20,000 downloads and 100 000 visitors to Cap-Net website	*Outcomes:* Agreement on priority national and/or local governance reforms and local investments to achieve climate-resilient integrated water resources and coastal management and development. Institutional and human capacity and knowledge base strengthened to formulate and implement relevant policies, laws and strategies for climate-resilient integrated water resources and coastal management. *Impacts:* Socially equitable, environmentally sustainable and economically efficient management and development of water resources and coastal areas.	**1** training products developed/revised: **Drought Risk Reduction and IWRM** **1,453** individuals, **54%** female have gained strengthened capacity to implement relevant policies, laws, and strategies. **273** individuals' capacities strengthened via the virtual campus. **209** people applied knowledge to enhance their own performance and sharing benefits to own organization and society. The website was revamped and continued to serve as an information, news and knowledge sharing platform both in English and Spanish.
Thematic area activities: Climate-resilient access to water supply and sanitation			
Number of training products and tools developed in WASH	At least 3 training products and tools are developed	*Outcomes:*	**2** training products developed/revised: **Water Use**

WOGP Indicator	Target	Outcomes and impacts	Cap-Net Delivery 2020
Number of trainers available on relevant themes and topics. Number of individuals that have gained strengthened knowledge and capacity to formulate and implement relevant policies, laws and strategies. Number of organizations/networks that have gained strengthened capacity to implement relevant policies, laws and strategies. Number of downloads and visits to Cap-Net website for knowledge products, databases and training materials on WASH. Number of people applying new knowledge to enhance their own performance, sharing benefits to their organization and sharing benefits to society. Number of awareness raising campaigns on increased WASH. Number of WASH processes/ experiences/case studies documented, analyzed and disseminated.	50 trainers on WASH governance capacity development. 2,000 individuals trained, at least 40 % female participants. 1000 individuals with strengthened capacities via virtual campus. 200 organizations/networks with enhanced capacity for delivering, up-scaling and replicating water supply and sanitation services. 20,000 downloads and 100 000 visitors to Cap-Net knowledge products 500 people applying knowledge to enhance own performance and sharing benefits to own organization and society. Awareness campaigns carried out in 40 countries. At least 10 knowledge and information products developed and disseminated to appropriate target groups.	Stronger institutional and human capacity and knowledge base to formulate and implement relevant policies, laws and strategies. *Impacts:* Safe, sustainable and equitable water supply and improved sanitation and hygiene services.	**Efficiency in Food Production** and **Aquaculture in Regions of Restricted Water Access** **1079** individuals, **34%** female, have gained strengthened capacity to implement relevant policies, laws and strategies. These individuals have been equipped with enhanced capacity for delivering, up-scaling, and replicating water supply and sanitation services. **741** individuals with strengthened capacities via virtual campus. **158** people applied knowledge to enhance own performance and sharing benefits to own organization and society.
Thematic area activities: Protection of transboundary surface and ground waters in a changing climate			
Number of training products and tools developed in protection of transboundary surface and ground waters in a changing climate Number of trainers available on relevant themes and topics.	At least 5 training products and tools are developed 30 trainers available on relevant themes.	*Outcomes:* Multi-country agreements on governance reforms and investments required to ensure sustainable and equitable management of transboundary waters systems.	**1** case study addressing Pollution Management and IWRM **1003** individuals, **36%** female, have gained strengthened capacity to implement relevant policies, laws, and strategies.

WOGP Indicator	Target	Outcomes and impacts	Cap-Net Delivery 2020
Number of individuals that have gained strengthened knowledge and capacity to implement transboundary processes. Number of organizations / networks that have gained strengthened capacity to implement relevant policies, laws and strategies. Number of individuals strengthened on gender and transboundary water. Number of people applying new knowledge to enhance their own performance, sharing benefits to their organization and sharing benefits to society. Number of downloads and visits to Cap-Net transboundary knowledge products, data bases and training material. Number of transboundary water processes/experiences documented, analyzed and disseminated.	400 individuals have gained strengthened capacity to implement relevant policies, laws and strategies. 20 organizations/networks with strengthened capacities. 2000 individuals with strengthened capacities via virtual campus. 200 people applying knowledge to enhance own performance and sharing benefits to own organization and society. 20,000 downloads and 100,000 visitors to Cap-Net knowledge products At least 10 knowledge and information products developed and disseminated to appropriate target groups.	Effective implementation of agreed governance reforms and investments to restore and protect transboundary waters Institutional and human capacity and knowledge base strengthened to implement transboundary processes *Impacts:* Sustainable and equitable allocation and management for transboundary waters in a changing climate.	**924** individuals with strengthened capacities via virtual campus. **68** people applied knowledge to enhance own performance and sharing benefits to own organization and society. (Data available after MELP follow up after 6 months)
Thematic area activities: Cross cutting			
Number of training products and tools addressing gender, leadership, water diplomacy, integrity and/or HRBA Number of trainers available on relevant themes and topics. Number of agreements addressing gender, leadership, water diplomacy, integrity and/or HRBA. Number of individuals and organizations strengthened on gender, leadership, water diplomacy, HRBA and/or water integrity.	At least 3 of the knowledge products address gender, leadership and diplomacy, HRBA and/or water integrity. 50 trainers on cross cutting issues trained; At least 10 agreements addressing cross-cutting issues 40 organizations/networks and 250 individuals strengthened in cross-cutting issues. 20,000 downloads and 100,000 visitors to Cap-Net knowledge products 2000 individuals with strengthened capacities via virtual campus.	*Outcomes:* Agreement on priority national and/or local governance reforms and local investments to achieve climate-resilient integrated water resources and coastal management and development. *Impacts:* Social equity, leadership and water diplomacy exercising integrity human rights and gender-based approaches	**1** training product developed/revised: **Human Rights Based Approach.** **1** case study addressing gender-based violence in coastal provinces of Bangladesh. **2,011** individuals, **39%** female, have gained strengthened capacity to implement relevant policies, laws, and strategies. **1,415** individuals with strengthened capacities via virtual campus.

WOGP Indicator	Target	Outcomes and impacts	Cap-Net Delivery 2020
Number of downloads and visits to Cap-Net cross cutting knowledge products, data bases and training material. Number or proportion of projects incorporating cross cutting issues in transboundary analysis and multi-country strategic planning processes. Number of case studies and lessons learned, and research reports produced.	20 projects incorporating gender, leadership, water diplomacy, HRBA and/or water integrity in transboundary analysis and multi-country strategic planning processes At least 10 knowledge and information products developed and disseminated to appropriate target groups.	Reduction in endemic corruption in the water sector in countries and regions where Cap-Net provides support	**383** people applied knowledge to enhance own performance and sharing benefits to own organization and society.

Annex 4 Results Framework Matrix Component 3 (New Project)

Cap-Net contribution to the Global Water and Ocean Governance Support Programme Results 2020											
EXPECTED OUTPUTS[8]	**OUTPUT INDICATORS**	**DATA SOURCE**	**BASELINE**		**TARGETS (by frequency of data collection**							**DATA COLLECTION METHODS & RISKS**
			Value	**Year 0 (2018)**	**Year 1 (2019)**	**Year 2 (2020)**	**Year 2 RESULTS**	**Year 3 (2021)**	**Year 4 (2022)**	**Year 5[9] (2023)**	
Output 3: Enhanced individual and institutional knowledge and capacities for sustainable water management	*3.1 Number of countries where national and sub-national governments have improved capacities to plan, budget, manage and monitor status/ management of freshwater/coastal/ marine resources (draws on of SP output indicator: 1.2.1.1)*	*Cap-Net Monitoring Evaluation and Learning Plan (MELP)*	Number of countries from where benefitting participants report relevant "institutional change" in MELP, disaggregated by type of institution – national and sub-national gov vs other institutions/ national and sub-national organizations (total no of institutions where	7 (40)	10 (40)	*10 (40)*	**40 (57)**	10 (40)	10 (40)	10 (40)	***MELP questionnaires applied 6 and 12 months after each training activity.*** *Risk: Incorrect or inconsistent data captured in progress reporting; low response rates could present an inaccurate view; inadequate application of MELP of the networks.*

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[8] Project outputs are operationalized into Atlas ACTIVITY areas, as reflected in the Multi-Year Work Plan / Budget.

[9] Note that targets of future years will be carried over into the one project document of the Sida-UNDP Strategic Collaboration Framework on Environment and Climate Change

		participants claim [relevant] institutional change)								
	3.2 Number of individuals (by gender) applying knowledge and skills in the knowledge and formulation and implementation of relevant policies, laws and strategies.	*Cap-Net Monitoring Evaluation and Learning Plan (MELP)*	Number of persons reporting knowledge having been shared or applied through MELP survey (GEN: % female)	120 GEN: 30%	1000 GEN: 40%	*1200 GEN: 40%*	**821[10] GEN: 50%**	1200 GEN: 50%	1200 GEN: 60%	1200 GEN: 60%	**MELP questionnaires applied 6 and 12 months after each training activity.** *Risk: Incorrect or inconsistent data captured in progress reporting; low response rates could present an inaccurate view; inadequate application of MELP of the networks.*
	3.3 Number of institutions supported / accompanied towards improved capacity to manage water sustainably	*Progress report supported by individual network annual reports*	Number of institutions having been accompanied by cap dev programs targeting own needs, or participate in institutional twinning arrangements	0	4	*8*	**18**	8	8	8	**Progress reporting and activity technical reports.** *Risk: Incorrect or inconsistent data captured in progress reporting. Inconsistent classification of support arrangements*
	3.4 Number of networks and partnerships promoting learning and knowledge exchange (and share specifically promoted learning on gender equality and women's empowerment)	*Progress report supported by individual network annual reports*	Number of affiliated networks (a) and international partners (b) promoting learning and knowledge exchange (% gender-specific)	(a). 23 (GEN: 40%) (b). 40 (GEN: 40%)	(a). 24 (GEN: 40%) (b). 40 (GEN: 50%)	*(a). 24 (GEN: 40%) (b). 40 (GEN: 50%)*	**(a). 22 (GEN: 45%) (b). 54 (GEN: 40%)**	(a). 25 (GEN: 50%) (b). 40 (GEN: 50%)	(a). 25 (GEN: 60%) (b). 40 (GEN: 50%)	(a). 26 (GEN: 60%) (b). 40 (GEN: 50%)	**Progress report supported by individual network annual reports.** *Risk: Incorrect or inconsistent recording in progress reporting and individual network annual reports.*

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[10] The figure potentially provides a bias representativeness given that fact that the outcome monitoring surveys that were completed were limited to 34 out of 44 activities, with a response rate of only 44%.

3.5 Number of individuals (by gender) participated in training.	*Progress report summaries and event completion reports*	Number of persons completing (% female)	1500 (GEN: 35%)	2000 (GEN: 40%)	*2000 (GEN: 45%)*	**5,546 (GEN: 41%)**	2000 (GEN: 50%)	2000 (GEN: 55%)	2000 (GEN: 60%)	***Progress reporting and activity technical reports.*** *Risk: Incorrect or inconsistent data capture, errors in aggregating in progress reporting and event completion reports.*
3.6 Number of new training packages (manuals, tools) developed or revised/ updated (and proportion mainstreaming or containing specific module on gender)	*Progress report summaries. Training packages*	Number of packages completed and distributed during year (% including gender module and/ or streamlining throughout)	4 (GEN: 50%)	4 (GEN: 50%)	*4 (GEN: 75%)*	***4[11] (GEN: 30%)***	4 (GEN: 75%)	4 (GEN: 75%)	4 (GEN: 75%)	***Progress reporting;*** *Operational Risk: Delays in production, securing partner commitment to timelines and delivery standards, including quality assurance.* *Monitoring Risk: Quantifying adequate updates and/or incorporating gender mainstreaming/gender-specific modules.*

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[11] 1 training package on Drought Risk Reduction and IWRM, 2 manuals developed by Caribbean WaterNet in Water Use Efficiency in Food Production and Aquaculture in Regions of Restricted Water Access; and 1 manual revised by REDICA on the Human Rights Based Approach.

Website www.cap-net.org
Virtual campus http://campus.cap-net.org/en/
Email info@cap-net.org
Facebook https://www.facebook.com/capnet.undp/
Twitter @capnet_undp