

## SDG 6 IWRM Support Programme

# IWRM Acceleration Package

## Process description for Stage 2 IWRM Action Planning

April 2021

The **SDG 6 Integrated Water Resources Management (IWRM) Support Programme** assists governments in designing and implementing country-led responses to **SDG indicator 6.5.1**, which measures the degree of IWRM implementation. The Support Programme aims to monitor and measurably accelerate progress towards water-related SDGs and other development goals, in direct support of the official SDG monitoring and reporting processes.

Under the guidance of the UN Environment Programme (UNEP) and coordinated by the Global Water Partnership (GWP) in collaboration with the UNEP-DHI Centre and Cap-Net, the Support Programme brings together partners in each country representing governments, civil society, academia and the private sector, in the spirit of **SDG 17** “Partnerships for the Goals”. The Support Programme is structured according to the following three stages:

**Stage 1 – Identifying challenges:** Employ the SDG 6.5.1 national monitoring and reporting framework to identify, through multi-stakeholder consultations, critical areas for attention that hinder progress on IWRM. This Stage is completed through the periodic completion by countries of a survey on SDG indicator 6.5.1 designed to allow countries to evaluate the degree of IWRM implementation. Periodic monitoring of this indicator provides a window of opportunity to revisit and revise IWRM Action Plans.

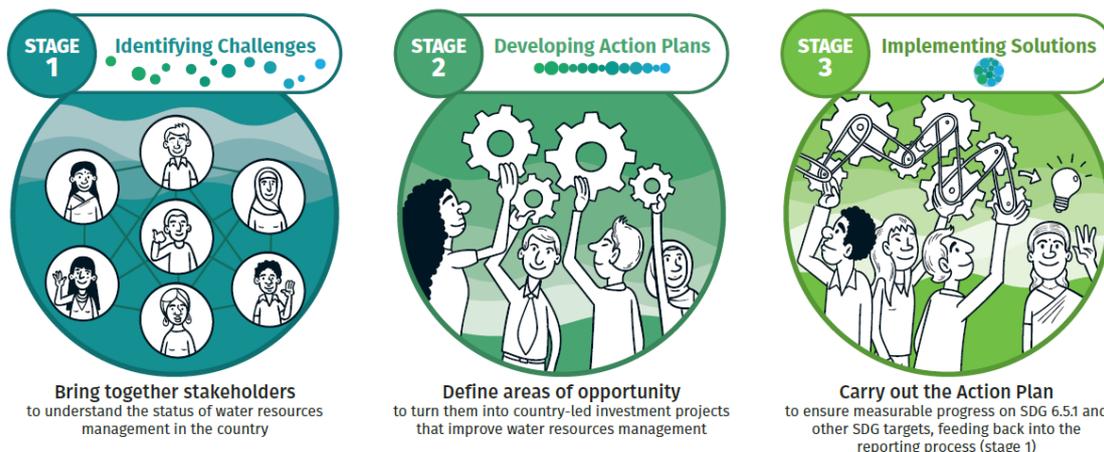
**Stage 2 – Developing IWRM Action Plans:** Using the key IWRM challenges identified in Stage 1, the aim of this stage is to facilitate a government-led multi-stakeholder process to formulate and prioritise appropriate responses to those challenges. The result of Stage 2 is typically an IWRM Action Plan (the name might be adapted for each country), which includes a series of attractive investment opportunities to systematically guide the implementation of solutions to IWRM challenges.

**Stage 3 – Implementing solutions:** Support countries in implementing IWRM solutions aimed at achieving SDG 6 and other water-related goals as a measurable contribution to progress towards countries’ development objectives.

This document is part of the IWRM Acceleration Package, which is intended as guidance for anyone interested in Stage 2 of the Support Programme. Separate packages are available to guide the processes for Stages 1 and 3. The Stage 2 Package contains suggestions on how the process might be carried out, which should be customized to each country’s circumstances.

## SDG 6 IWRM Support Programme

Assists governments and other stakeholders in



### Stage 2 in brief

Based on the IWRM challenges reported by each country during the periodic UN-led assessment of SDG indicator 6.5.1,<sup>1</sup> **Stage 2** of the SDG 6 IWRM Support Programme focuses on formulating appropriate responses to strengthen areas where the country is facing water-related challenges. This is done by designing targeted interventions as a series of investment opportunities. When Stage 2 is finalised, these interventions should be ready to be funded to ensure they can be implemented in Stage 3.<sup>2</sup> It is important to note that the three stages of the Support Programme represent three tracks which may not necessarily be in sequence. This means that you do not necessarily have to finish one stage before moving on to the next, and in some cases more than one stage can run in parallel.

The objective of the Support Programme is to advance IWRM as a means to advance towards sustainable development, as seen through progress towards SDG 6.5, other SDG 6 targets, and water-related goals. In this sense, the output of Stage 2 is an **IWRM Action Plan**,<sup>3</sup> which should complement the existing IWRM framework, be aligned with broader development priorities, the SDG landscape, and the climate agenda. The IWRM Action Plan should be developed through a multi-stakeholder and multi-sectoral gender-sensitive approach.

In Africa, the activities described in this document are implemented through the **Continental Africa Water Investment Programme (AIP) SDG Investments Support Programme** (see <https://aipwater.org/sdg-investments/>). Stage 2 as described in this document contributes to Work Package 7 under the AIP SDG Programme, whereas global Stage 3 contributes to Work Package 8 of the AIP SDG Support Programme.

<sup>1</sup> Results of both the baseline and the 2020 update can be found on <http://iwrmdataportal.unepdhi.org/>

<sup>2</sup> Depending on the nature and complexity of the individual actions as defined in Stage 2, more detailed preparatory work may be required prior to their full implementation. Investing in this preparatory work could be part of implementation readiness, when transitioning between Stages 2 and 3.

<sup>3</sup> Different names for the IWRM Action Plan may be employed in different countries, according to what is most appropriate within their national context. IWRM Action Plan will be used as the generic name for these products at the global level.

## What is an IWRM Action Plan?

An IWRM Action Plan is a shared multi-annual commitment from different stakeholders in the country to advance IWRM implementation as a contribution to achieving the water-related SDGs. It should contain a limited number of priority interventions designed to help solve some of the country's greatest water-related challenges. These actions should be ambitious investment opportunities that shift the needle on SDG 6.5.1 and other water-related SDGs. They should attract funding and support from national public and private sectors and international donors. The Action Plan should be realistic and business-like in its framing and approach.

The IWRM Action Plan should not be a new fully-fledged national IWRM plan, but rather be subordinate and supportive to the existing policy framework for IWRM. It should contain a portfolio of government-endorsed IWRM actions defined through a multi-stakeholder dialogue process. It should also not be a stand-alone document, separate from ongoing efforts to reach the water-related SDGs, climate adaptation goals, biodiversity targets and other relevant frameworks. Since each country presents a different set of circumstances, there is no one-size-fits-all "recipe" for producing an IWRM Action Plan. If a country has an existing national IWRM plan or similar, Stage 2 may focus on identifying the appropriate implementation pathway for some aspects of that plan – for example, in fostering multi-stakeholder support to accelerate interventions from that plan that may be quick wins or "low-hanging fruit". If a country has no national IWRM plan, Stage 2 may identify the need to formally establish such a plan, among other interventions which may be contemplated in Stage 3. Similarly, if a country has an outdated national IWRM plan, the updating of that plan could be a Stage 3 activity.

The Action Plan should contain a *shortlist* of priority actions that can be feasibly implemented within an agreed timeframe (a separate "long list" of other actions identified through the Stage 2 process can be maintained for future consideration). The Action Plan's ambition should be balanced with realism, acknowledging that full IWRM implementation and outcome-level results may take much longer than the suggested timeframe of the Action Plan (typically 3-5 years, with a quarterly or twice yearly follow-up to ensure proper monitoring and evaluation). The shortlist of actions should have a logical framework of how they would contribute to solving water-related challenges. That logical framework may be defined at the level of individual actions, for groups of related actions, or for the entire Action Plan, depending on the thematic and geographic relationship between actions.

Priority interventions contained in the IWRM Action Plan may focus, among others, on legal or policy frameworks, monitoring and data management systems, governance or cooperation schemes, means of increasing stakeholder participation, financial innovations, field projects, or any other relevant activity that helps solve the identified water-related challenges. They may be national, sub-national or transboundary in scope. The Action Plan should explain the context of these interventions, responsible actors, human resources, timeframe and potential or actual funding sources, as well as an appropriate management framework and coordination mechanism(s) to facilitate their implementation, follow-up and evaluation. Action data sheets are included as an annex to the Action Plan, and additional concept briefs may be prepared to present the actions in an attractive manner, improving their bankability.

The IWRM Action Plan should build on existing national plans, programmes, processes and priorities, to help ensure that the solutions contribute to existing commitments, thus increasing resource efficiency and impact. The extent to which the work engages with aspects beyond SDG 6.5.1 is at the discretion of each country. Examples of the entry points that the Stage 2 process might link to, include:

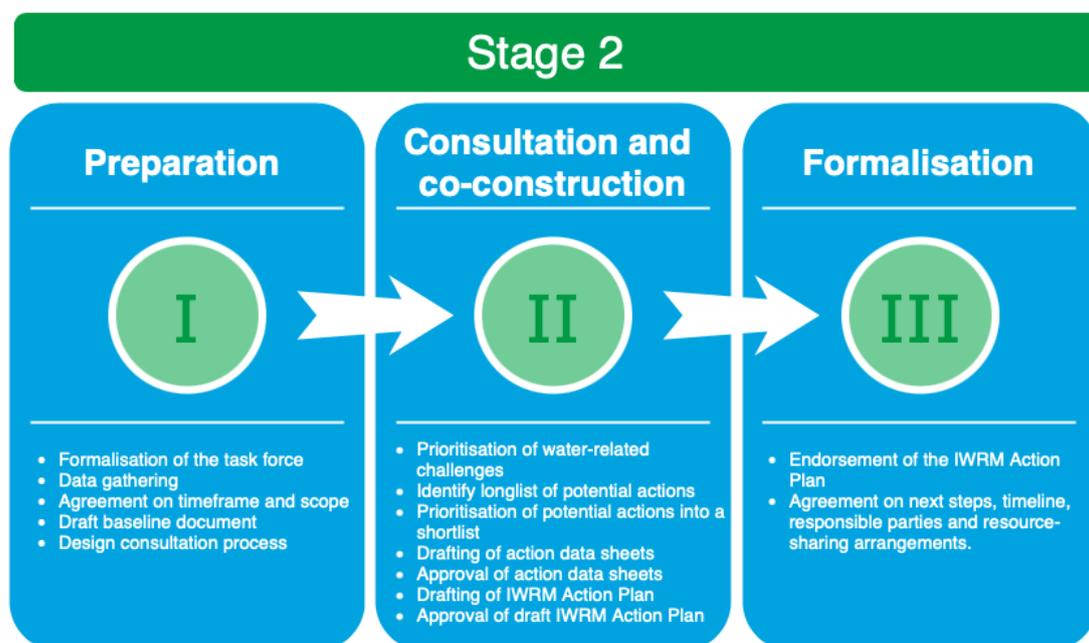
- formal existing or planned national water governance-related initiatives, such as national or sub-national IWRM plans
- climate-related priorities, as exemplified by the Nationally Determined Contributions (NDC), the National Adaptation Plan (NAP) or Green Climate Fund projects, among others

- other national and regional sustainable development frameworks and investment programmes or natural capital commitments
- related socioeconomic development projects either under implementation or in the pipeline
- ongoing governance reform processes and/or capacity development programmes.

The Support Programme has a strong emphasis on multi-stakeholder engagement and dialogue to achieve a holistic perspective on water management challenges, increasing the likelihood of buy-in from a wide range of actors. **It is therefore anticipated that the IWRM Action Plan should strongly reflect the results of stakeholder input from in-person and/or virtual stakeholder consultations or workshops.** In particular, given the important role that women play in water resource management, it is important that the process and the outcomes of Stage 2 are gender sensitive and respectful of all communities affected by the potential actions. They should aim to mainstream gender into IWRM at all stages.<sup>4</sup> Recognising this multi-stakeholder nature, each action may be supported and implemented by one or more organisations, in coordination with the central government.

### Suggested Stage 2 process

While recognising the need for this process to be adapted to the reality and circumstances of the country, there are some overarching aspects to Stage 2 that are likely to be needed. The following is a suggestion, based on the first 10 country experiences<sup>5</sup>, of how the process may be organised:



#### I. Preparation

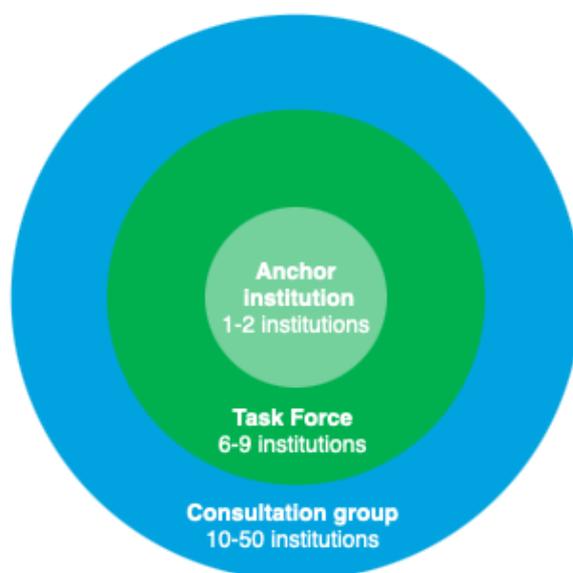
The starting point of the process is an official written communication from a high-ranking official from the mandated government institution(s) for water resources management (the “anchor institution(s)”), requesting the collaboration of the Support Programme on Stage 2. Ownership of this process by that/those anchor institution(s) is essential to create meaningful interlinkages with a

<sup>4</sup> See [www.gwp.org/en/About/more/news/2021/sdg\\_gender\\_consultation/](http://www.gwp.org/en/About/more/news/2021/sdg_gender_consultation/) for the rationale and means of mainstreaming gender in IWRM.

<sup>5</sup> More information on the existing Action Plans can be found on [the Support Programme website](#).

country's broader SDG/development objectives, and ensure the interventions can have an impact beyond their immediate outputs by contributing to ongoing processes.

Once the process has officially started, this/these anchor institution(s) should ideally bring together and chair a *task force* or similar coordination body to oversee the process of co-developing the Action Plan. This task force should include a small number of institutions, with a suggestion for 6-9, such as the ministries of finance and planning, development partners, donors and relevant coordination platforms. Engaging such partners at this stage should ensure their ongoing support through Stage 2, and hopefully Stage 3. When such a coordination body already exists within the country, it should be used for the purpose of this process. The GWP network typically contributes to the facilitation of the Stage 2 activities and may hire a facilitator for that purpose (see document *2B Facilitators' Guide* for more details). The appropriate anchor institution(s) should take the final decisions on content of the plan based on the views presented by all stakeholders. A possible suggested simple organisation structure for Stage 2 can be viewed below.



To reach a shared agreement among task force members, it will be important to carry out a basic analysis that facilitates a common understanding of the overall IWRM context, including the following:

- **the status of SDG indicator 6.5.1 on IWRM<sup>6</sup>** – the basis for identifying existing water governance challenges and opportunities (e.g. weak legislative framework, lack of institutional capacity, inefficient management tools, inadequate financing, etc.)
- **the Stakeholder Consultation Report,<sup>7</sup>** if GWP facilitated a Stage 1 workshop in the country in 2017-18 and/or 2020
- **existing water management, climate and development policies, plans and strategies** – the basis for ensuring synergy with national commitments and ongoing initiatives (e.g. existing IWRM planning frameworks, national climate adaptation programmes, resilience-building plans, ongoing institutional reforms, etc.)
- **other water-related policies, plans, strategies and priorities** – the basis for identifying areas of opportunity in which an IWRM approach could generate significant progress in water-related areas (e.g. sanitation, irrigation, flooding, drought, water quality, freshwater ecosystems, etc.)

---

<sup>6</sup> See <http://iwrmdataportal.unepdhi.org/countrydatabase>

<sup>7</sup> See <https://www.gwp.org/en/sdg6support/consultations/stage-1-activities/sdg-6.5.1-reporting-in-2020/>

- **relevant water management studies and assessments** – the basis for generating a firm evidence base for the identified priorities and proposed actions (e.g. hydrological surveys, flood-risk assessments, water quality reports, climate risk assessments, etc.)

This analysis should be complemented by conversations with key stakeholders to identify any other key water-related challenges. The output for this analysis should be a **baseline document** for analysis first by the task force, and subsequently by participants during consultations and development of the IWRM Action Plan. This baseline document should outline the challenges and flag areas for possible attention, looking as much as possible at the root causes of the challenges. It is suggested that this document should be shared with the SDG 6 IWRM Support Programme to facilitate review and feedback.

### **II. Consultation and co-development**

Considering how IWRM relates to many SDG targets and other development frameworks, multi-stakeholder input will be needed from a variety of sectors and levels, to holistically assess water management benefits, knock-on effects and possible trade-offs across a range of areas, both within and outside the water community (including but not limited to agriculture, energy, economic development, environment, urban planning, disaster risk reduction, climate change, etc.) and jointly identify relevant interventions. Types of relevant stakeholders that might be considered in the consultation group include national and sub-national government institutions,<sup>8</sup> non-governmental organizations, water and energy utilities, the private sector, academia, UN agencies, representatives of marginalised groups,<sup>9</sup> parliamentarians, international development agencies, the donor community, etc. The inclusion of mandated institutions and other actors responsible for different SDG targets is highly recommended for creating synergies and coherence across inter-related objectives. The overall scope of the work and how far it extends beyond SDG indicator 6.5.1 will be defined by each country.

One or more multi-stakeholder workshop(s) or consultation(s) should be organised during Stage 2, hosted by the government and facilitated by GWP's in-country team and/or the hired facilitator, where appropriate. Such workshops and consultations may be either in-person or online and may be diverse in nature (online virtual sessions, online polling, asynchronous discussion fora, etc.). More details on the use of virtual means of consultation are provided in Annex 1 of document *2B. Facilitators' Guide*. Often a first workshop will present the baseline document, receive input from different stakeholders on the water-related challenges, prioritise those challenges, and identify a longlist of potential actions that would contribute to solving those challenges. A second workshop or consultation might be to prioritise and add input to the actions, as well as the scope of the IWRM Action Plan. Meetings of the task force may also be required between open consultations to refine the process and review the input provided by different stakeholders, in order to produce the draft IWRM Action Plan, following document *2D. SDG6 IWRM Action Plan Outline*.

---

<sup>8</sup> Including public financing and planning institutions and other mandated institutions for sectors affected by, and which affect, water resources

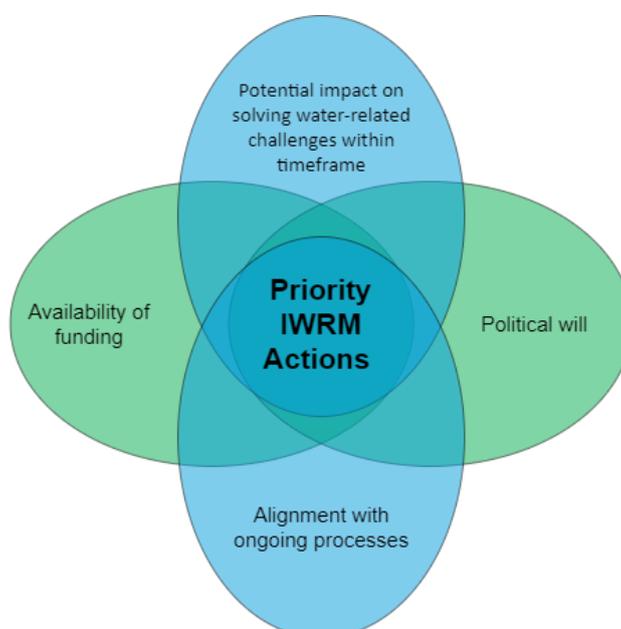
<sup>9</sup> While these groups will be country-specific, they may include but not be limited to those representing gender groups, young people, indigenous communities, farmers, faith groups, trade unions, etc. Document 2C contains guidance on stakeholder inclusion.

Key to the success of this process is the **prioritisation** of appropriate interventions to face the water-related challenges identified. While the prioritisation criteria for potential interventions might differ from one country to another, the following graphic suggests a simplified set of four criteria. One suggested means of transparently engaging stakeholders in this prioritisation is to use a simple spreadsheet or online voting system for participants to rank the potential actions against these criteria (or others of the country's choice). Those scoring above a pre-defined total (perhaps 75 per cent) would be the most likely to generate the desired impacts, and would therefore be the priority interventions considered for the IWRM Action Plan. When prioritising actions, it is suggested that the Valuing Water Principles (see box) could be considered as inspiration.

### Valuing Water Principles

These principles may be considered when prioritising the potential interventions (see [here](#) for more information):

1. Recognize and embrace water's multiple values
2. Reconcile values and build trust
3. Protect the sources
4. Educate to empower
5. Invest and innovate



Once the priority IWRM interventions have been drafted, but prior to their formalisation (i.e. potentially between the two workshops), they should be shared with the SDG 6 IWRM Support Programme to facilitate feedback, experience-sharing between countries, and to identify additional opportunities to support priority actions. The draft IWRM Action Plan should also be submitted for review by the task force and other relevant stakeholders. The review and approval mechanism may differ in each case but should be transparent for stakeholders that have taken part in the process.

### III. Formalisation

The IWRM Action Plan should be officially endorsed by the national government to facilitate its subsequent implementation. The degree of institutional formalisation required will depend upon the circumstances of the country in question, but may include publication through official government channels, its inclusion on official government platforms, or any other means that expresses political support for the plan. Ideally it should also be officially endorsed by other institutions that commit to support its implementation.

Additionally, to ensure this implementation, it will be necessary to agree on the next steps, timeline, responsible parties, and resource-sharing arrangements. That may involve the signing of additional Memorandums of Understanding, collaboration agreements or other contractual documents. The

intention is for the interventions contained in the Action Plan to be ready to be funded for implementation as soon as the Action Plan is finalised.

Once completed and approved by the anchor institution, the IWRM Action Plan should be shared with the SDG 6 IWRM Support Programme, which will post it on the [Support Programme website](#) to promote the actions and share the results. The IWRM Action Plan may be produced in the main language spoken in the country, accompanied by an executive summary in English.

## Follow-up and monitoring

Key to success in implementing the IWRM Action Plan will be a good logical framework and a clear, structured method for monitoring and evaluation and communicating progress during Stage 3 implementation with all interested stakeholders. A successful plan will also ensure accountability for investments made. Having a clear logical frame, and ideally a defined set of SMART<sup>10</sup> indicators, will allow for a smoother implementation of the Action Plan. Further guidance is available in document 2D. *SDG6 IWRM Action Plan Outline* and its associated templates.

Incorporating an IWRM approach into water-related governance processes may be medium- to long-term in nature, so outcome-level results may not materialise during the initial intervention period, depending on the type of the governance change targeted. In this sense, countries are encouraged to use the opportunity provided by the periodic monitoring and reporting on SDG indicator 6.5.1 to follow up on their Action Plan. However, this does not prevent countries from monitoring Action Plan implementation using either existing or newly designed processes and frameworks more suited to the specifics of the country’s circumstances, available resources and priority areas of intervention. That may also potentially include the monitoring of SDG 6.5.1 at the sub-national level. There is a need to ensure compatibility between different monitoring systems being utilised for the monitoring of IWRM advancement, the IWRM Action Plan as well as the water-related SDGs more generally.

## Suggested roles and responsibilities

Actor	Role/responsibility
<b>Anchor institution(s):</b> 1-2 government institution(s), including the ministry with a mandate for SDG 6.5.1	<ul style="list-style-type: none"> <li>• overall ownership of the process</li> <li>• coordination with task force and consultation group, other governmental institutions and ongoing processes in the country and/or regions</li> <li>• chair of the task force</li> <li>• formal convener of any consultation workshops</li> <li>• should ideally commit budgetary resources to support the implementation of some of the priority actions</li> </ul>
<b>Task Force:</b> 6-9 key national stakeholders	<ul style="list-style-type: none"> <li>• oversees the preparation of and approves the IWRM Action Plan</li> <li>• provides input to any consultation workshops/other stakeholder engagement mechanisms</li> <li>• may contribute financially to implement some of the priority actions</li> </ul>
<b>Consultation group:</b> 10-50 relevant stakeholders	<ul style="list-style-type: none"> <li>• provides input to the longlist of possible IWRM actions and overall direction of the IWRM Action Plan</li> <li>• takes part in the prioritisation effort aiming to finalise the actions</li> <li>• looks to synergise its own activities, studies and analyses with the priority IWRM actions</li> </ul>
<b>GWP:</b> Regional or Country Water	<ul style="list-style-type: none"> <li>• liaison between the SDG 6 IWRM Support Programme and anchor institutions in each country</li> <li>• identification and mobilisation of key stakeholders and coordination structures</li> </ul>

<sup>10</sup> SMART is an acronym for targets or indicators that are Specific, Measurable, Achievable, Relevant, and Time-bound. See [https://eca.state.gov/files/bureau/a\\_good\\_start\\_with\\_smart.pdf](https://eca.state.gov/files/bureau/a_good_start_with_smart.pdf) for more details.

Partnerships or group of partners (as applicable)	<ul style="list-style-type: none"> <li>• preparation and organisation of any workshops or other stakeholder consultations</li> <li>• recruitment and management of external support, such as facilitators or other consultants</li> <li>• support to the overall process and development of the IWRM Action Plan</li> </ul>
<b>SDG 6 IWRM Support Programme:</b> GWPO, UNEP-DHI, UNEP, Cap-Net	<ul style="list-style-type: none"> <li>• coordinates knowledge exchange between countries and reporting on lessons learned</li> <li>• develops and delivers bespoke knowledge materials to support country actors</li> <li>• (when required and available) allocates catalytic funding to support Stage 2 activities</li> <li>• reviews and provides feedback on the IWRM Action Plan</li> <li>• promotes the finalised IWRM Action Plan through its communication channels</li> </ul>

## IWRM Acceleration Package

A suite of guidance materials and templates has been developed to support countries to implement the methodology contained in this process description. Referred to as the IWRM Acceleration Package, it includes the following documents:

<p><b>2A Process Description</b> – describes the purpose and process involved in designing an IWRM Action Plan. It introduces important concepts and methods to build a sustainable process.</p> <p><b>2B Facilitators Guide and ToR</b> – a basis for hiring the facilitator to manage the process. Describes in detail the key deliverables and activities expected of the facilitator and may be annexed to their contract.</p> <p><b>2C Guidelines for Participation and Inclusion</b> – given the multi-stakeholder nature of the consultations, this document guides the selection of an appropriate set of stakeholders to take part in the consultations.</p> <p><b>2D IWRM Action Plan Outline</b> – to facilitate preparation of the Action Plan, each section has guidance on the suggested focus, completion of which can facilitate subsequent implementation of the selected actions.</p>
---

Moreover, a set of **templates** designed to be inserted directly in the relevant sections of the Action Plan is available to aid countries in completing the Stage 2 process. These templates are **not** mandatory. Countries are free to use their own templates or tools, if they prefer. The templates are:

<p><b>Template 1: IWRM Action Plan Budget</b> – helps facilitators and key stakeholders construct an overall budget for the implementation of the Action Plan</p> <p><b>Template 2: Results framework</b> – presents a logical framework that may be used during implementation of the Action Plan</p> <p><b>Template 3: Risk</b> – presents a means of assessing positive and negative risks in implementation of the Action Plan, as a basis for preparing risk management strategies</p> <p><b>Template 4: RASCI</b> – helps key stakeholders to identify their roles and relationships to one another, following completion of the Action Plan</p> <p><b>Template 5: Timeline</b> – keeps track of the different activities throughout implementation of the Action Plan.</p>
---

The IWRM Acceleration Package will be updated periodically, based on the experience gained in implementing it. The SDG 6 IWRM Support Programme coordinators are open to feedback and suggestions that would contribute to its improvement, through [sdg6iwrmsp@gwp.org](mailto:sdg6iwrmsp@gwp.org).

## Indicative Stage 2 timeframe

There is no set timeframe for the implementation of the full process of Stage 2, as this will be defined by needs and circumstances in each country. However, it is anticipated that Stage 2 may be completed in 6-9 months. An indicative timeline for this process can be found below:

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9
<b>I. Preparation</b>									
Formalisation of the task force									
Data gathering									
Agreement on timeframe and scope									
<b>II. Consultation and co-construction</b>									
Drafting of potential interventions									
Workshop 1: stakeholder input									
Drafting of the IWRM Action Plan									
Workshop 2									
Development of implementation roadmap									
Finalisation of the IWRM Action Plan									
<b>III. Formalisation</b>									
Endorsement of the IWRM Action Plan									

## Budget

The SDG 6 IWRM Support Programme is available to accompany country-led efforts to design and implement their IWRM interventions, and upon request, may provide up to € 20,000 to facilitate Stage 2. This process should ideally be co-funded out of government budgets and/or locally leveraged funds, to at least the same amount as provided by the Support Programme for Stage 2 (up to € 20,000). Such co-funding may be either in-kind or in-cash, and should be mentioned in the initial request, and reported after finalising Stage 2. If the SDG 6 IWRM Support Programme provides less than € 20,000 for Stage 2, any remaining amount, up to the limit of € 20,000, plus an additional € 10,000, may be made available upon request to support Stage 3 implementation, to be requested after finalising Stage 2. In that way, the Support Programme may provide up to a maximum of € 30,000 for Stages 2 and 3.

### Example of funding for Stages 2 and 3

Country X requests € 13,000 from the Support Programme for Stage 2, committing at least the same amount (€ 13,000) for that Stage. Upon completion of the Stage 2 activities, and if required, the Support Programme may provide up to € 17,000 to support Stage 3 implementation (€ 7,000 unused from Stage 2 plus an additional € 10,000), with the same expectation for the country to contribute at least the same amount (€ 17,000) for Stage 3, either in-cash or in-kind.

The financial support will be channelled through GWP’s Regional Water Partnership. The country selection process and criteria are available upon request from the SDG 6 IWRM Support Programme. Funding provided by the Support Programme and in-country should cover expenses related to the activities, including workshops, facilitator(s), logistical expenses, travel expenses, per diems, auditing costs, host institution fees, etc., as appropriate. Funds coming from the Support Programme shall not cover government staff time. Also, per diems will not be covered by the Support Programme unless they are associated with travel out of the city of residence for more than a working day. If such expenses are considered necessary by the country, payment should be made by other sources (for example, the Government or from locally raised funds).

The SDG 6 IWRM Support Programme also requires additional financial support to be able to facilitate this process in support of more countries. Interested donors should write to [sdg6iwrmsp@gwp.org](mailto:sdg6iwrmsp@gwp.org) for more information on how to contribute to the success of the Support Programme.

## Key definitions

In this document, some of the key terms employed have a meaning which is particular to this context. To provide greater clarity on some of these key terms, please refer to the following definitions:

- **IWRM Action Plan:** a shared multi-annual multi-stakeholder commitment towards advancing IWRM implementation, containing a limited number of priority actions
- **Priority actions (or interventions):** ambitious investment opportunities that could attract funding and support from the national public and private sectors and international donors. “Actions” could

be projects, programmes, reforms, or any other relevant initiative, on any aspect related to the hardware or software of IWRM.

- **Investments**: time and/or other financial or non-financial resources provided by any organisation or individual when focusing on an action
- **Anchor institution(s)**: key government body/bodies within the national government, typically the body in charge of water resources management, which will lead the Stage 2 and 3 process. This may be the institution in charge of reporting on SDG 6.5.1, for example.
- **Task Force**: A coordination body with a limited number of members with which the IWRM Action Plan is co-developed. This may include, for example, the ministries of finance and planning, development partners, donors and relevant coordination platforms.
- **Online IWRM Action Planning course**: The course, available through the Cap-Net Virtual Campus from July 2021, will cover the basics of IWRM action planning as well as useful techniques for facilitation, negotiation, monitoring and evaluation, planning, risk assessment, etc. The course is free of charge and available to anyone interested. It is estimated that one working day will be required to complete the course. The link to the course will be posted when ready.



## *SDG 6 IWRM Support Programme*

# IWRM Acceleration Package

## Facilitators' Guide

April 2021

## Purpose of this document

This document is part of an overall Acceleration Package for Stage 2 of the SDG 6 IWRM Support Programme. Please refer to document 2A. *Stage 2 Process Description*, for more details on Stage 2 and the resulting IWRM Action Plan, the main output of Stage 2. To contribute to this output, the Support Programme may hire a facilitator who will follow the process through to its successful completion. This document is intended to guide the activity of that facilitator, suggesting some techniques that may be used, to be customised according to the country's circumstances. This document may be an annex to the contract used for the hiring of the facilitator.

This document is supplemented by the Action Planning course offered on the Cap-Net Virtual Campus, which will be online in July 2021. To access the course, or for any support required on the Stage 2 process, please write to [sdg6iwrmsp@gwp.org](mailto:sdg6iwrmsp@gwp.org).

## Suggested Terms of Reference for the process facilitator

### Objective:

The output of Stage 2 is a stakeholder-endorsed and time-bound IWRM Action Plan owned by the relevant national anchor institution(s). The facilitator's role in this process is to assist, through the relevant GWP team, the anchor institution(s) and relevant stakeholders to co-design the IWRM Action Plan. To achieve that objective, the facilitator is to follow the Stage 2 process in full as described in the Acceleration Package. The relevant GWP team, be it a Regional Water Partnership (RWP), a Country Water Partnership (CWP), or a group of GWP partners, will designate a representative to supervise the activities of the facilitator.

Multi-stakeholder input in this process is to be organised in a series of consultations which can take various forms. These consultations aim to agree on a shared list of water-related challenges and a related list of priority actions to contribute to solving the challenges, which should be included in the draft IWRM Action Plan. As the Action Plan is finalised and endorsed by the government and relevant partners, the facilitator should oversee the follow-up with the anchor institution(s), the relevant GWP office, and other key stakeholders, until the successful termination of Stage 2.

What follows is a suggested set of deliverables, profile, timeline and list of detailed tasks for the facilitator at each step of Stage 2. This is a starting point which may be customised by each country according to its circumstances. Countries can, therefore, freely add to or take away from what follows to meet their needs.

### Tentative timeline

There is no precise global timeframe set for the implementation of Stage 2 as this will be defined by needs and circumstances in each country. However, it is anticipated that Stage 2 may be completed over 6-9 months. An indicative timeline for this process can be found in document 2A *Stage 2 Process Description*. Please note that the facilitator may be hired for a shorter period than the overall duration of Stage 2. The total number of workdays depends on the context and the agreement with the RWP or CWP, but in the past facilitators have devoted between 30 and 60 workdays to deliver on their ToRs.

### Deliverables

1. Draft design of the consultation process and list of stakeholders to be invited, including the proposed agenda of in-person or virtual consultations, means of capturing all suggested IWRM actions, a baseline document on the water-related challenges and framing of some possible solutions, and pre-reading materials to be sent to all participants.

2. The approved version of deliverable 1, taking into account the input of the task force.
3. A summary of the first consultation, including prioritised water-related challenges and all related suggestions from participants for potential IWRM actions.
4. Agenda for subsequent consultations and means of prioritising suggested actions.
5. A summary of the second consultation, including a summary of all prioritised IWRM actions.
6. A draft IWRM Action Plan, following the document 2D. *SDG 6 IWRM Action Plan Outline*. The Action Plan should be produced in the preferred language of the country. A brief executive summary in English should be produced.
7. A final IWRM Action Plan, attending to all comments made on the draft version.
8. A final deliverable with editable electronic versions of all the materials generated during the consultancy, following the instructions in document 2A. *Process Description*.

### Facilitator's role in the preparatory work:

1. Liaise with the designated local GWP representative to understand the expected scope of the Stage 2 activities, potential ownership of the process, timeframe, suggested focus, methods to be employed, stakeholder composition, working language(s), and any other relevant topic.
2. Carry out an analysis of the full Stage 2 Acceleration Package<sup>1</sup>, the Stage 2 questionnaire and concept note (previously prepared by the GWP entity), and the other relevant background documents, to identify the most pressing water-related challenges and some possible solutions. A list of basic pre-reading material can be found in document 2A. *Process Description*.
3. Complete the online course on IWRM Action Planning, showing proof of completion (please see key terminology above).
4. Sign a contract with the RWP or CWP to formalise the contractual arrangements.
5. In consultation with the anchor institution(s), the designated GWP representative and the task force, develop a baseline document for discussion at the workshop, a draft consultation process, including the venue(s) or platform and date(s) of consultation(s), a list of participants to be invited to take part in the process, taking into account criteria of sectoral and other forms of diversity,<sup>2</sup> and considering the available resources, current circumstances of the country and common engagement mechanisms (*deliverable 1*).
6. Based on feedback, adjust deliverable 1 until it is approved by the anchor institution(s), the relevant GWP representative and the task force (*deliverable 2*).
7. Ensure that the invitation and the pre-reading materials are sent to all participants sufficiently in advance to facilitate their effective participation in the process. The time between the invitation being sent out and the holding of the process may vary from country to country, but in general the invitation should be sent to participants two weeks before any event.
8. If needed and appropriate, individual consultations with key stakeholders and/or particular marginalised groups may be held outside formal consultations, to prepare appropriately for group conversations, aligning expectations and ensuring as level a playing field as possible.
9. Share deliverable 2 with the SDG 6 IWRM Support Programme, with the possibility of there being a first meeting with the global team to provide feedback on progress.

### Facilitator's role in the consultation and co-construction

1. Prepare for, facilitate and follow-up on the consultations (as well as the task force meetings), under the lead of the anchor institution(s), and in coordination with the designated representative of GWP.

---

<sup>1</sup> See [www.gwp.org/en/sdg6support/consultations/where-we-need-to-go/stage-2-activities/](http://www.gwp.org/en/sdg6support/consultations/where-we-need-to-go/stage-2-activities/)

<sup>2</sup> Using document 2C. *Guidelines for participation and inclusion*

2. Identify clear roles and responsibilities between participants and organisers, referring to the elements needed for the completion of the Action Plan as outlined in document 2D. *SDG 6 IWRM Action Plan Outline* (e.g. timeline, targets for each action, prospective funding sources, logical framework, etc.).
3. Ensure that all comments made during the consultations are duly noted. While notetaking may not be directly the facilitator's responsibility, the facilitator should ensure that this task is appropriately staffed, especially if there are several parallel conversations taking place. A recording of the conversation may be necessary for this purpose.
4. Produce summaries of each consultation, including all suggested IWRM actions from the first consultation (*deliverable 3*) and all prioritised actions from the second one (*deliverable 5*).
5. During consultations, keep track of time to ensure that the conversation results in relevant and useful conclusions, making sure that all participants' perspectives are heard and taken into account, and that agreement is reached on decisions and next steps, including roles, responsibilities, follow-up actions and agreed deadlines.
6. Based on the first consultation, propose and broker agreement on the precise means of prioritising actions to reach a consensual shortlist during subsequent consultation(s) (*deliverable 4*).
7. Produce and circulate the draft IWRM Action Plan and other key documents resulting from the consultations, both with the task force and the SDG 6 IWRM Support Programme (*deliverable 6*), with the possibility of a second meeting being held with the global team to review progress.
8. Finalise the IWRM Action Plan based on the feedback received and present it to the task force for formal approval (*deliverable 7*).
9. Request participants to fill in, and organise completion of, the evaluation forms (see Annex 4).

### Facilitator's role in the formalisation

1. Facilitate the Stage 2 formalisation process in support of the task force, encouraging support and buy-in for the Action Plan.
2. Ensure clarity on follow-up actions with the task force.
3. Deliver a final package of all the materials generated during the consultancy to the designated representative of GWP (*deliverable 8*).

### Profile of the facilitator

- The facilitator should be well versed in the political, socioeconomic and environmental context of the country in question.
- They should speak and write fluently the main language of the country in question and have an acceptable level of written and spoken English.
- Relevant advanced university degree in topics related to the scope of the consultancy
- Minimum 10 years' experience within or interfacing with water resources management, working at both a technical and governance level.
- Demonstrated experience in working within the framework of the SDGs.
- Solid experience in water-related programme development, strategic planning, objective setting within a logical framework and multi-stakeholder facilitation.
- If parts of the consultation process are to be held virtually, the facilitator should ideally have experience in facilitating online meetings and be familiar with best practices in this field. Among other things, they should be aware of appropriate platforms, software and strategies to maximise the effectiveness of virtual processes.

## Annex 1: Use of virtual consultations

Consultations may take place through several in-person and or virtual means. Technological advances have made it possible for people to collaborate on the same documents in real time. In this annex you will see various ways in which some or all working processes could be held online. You may use what follows as a source of ideas that can guide you in designing online stakeholder engagement processes.

### Options for online interaction

The following online alternatives may be combined in the most appropriate way for your country.

- **Written inputs:** this may involve asking stakeholders to provide written contributions in addition to formal consultations. An email address or simple online form may be used to collect ideas from a larger number of participants.
- **Focus groups:** Smaller online stakeholder group workshops could be organised to discuss aspects of the process. This might be a short, focused session, or a series of sessions, aiming to consolidate understandings and move towards consensus, ideally using video software.
- **Semi-structured interpersonal consultations:** For more direct contact, interviews with a handful of key individuals may be facilitated to get a broader understanding of a country's opportunities and challenges.
- **Discussion fora:** Key matters may be put to consultation by a broader public, perhaps through a pre-registration process. This can allow a much deeper dive into key aspects that can foster a shared understanding between a larger number of participants.
- **Online polling:** As a possible complement to a deeper analysis by a smaller group of participants, quantitative and qualitative feedback from a larger group may be possible through online polling. This may be useful in particular for the prioritisation process.
- **Online consultation(s):** Online workshops or consultations can be organised to build on inputs provided through various mechanisms listed above. Online workshops or consultations may be divided up over consecutive days, if required, and should be shorter in duration than in-person workshops. If circumstances and national/local health guidelines permit, it may be possible for some individuals to participate in person, while others may participate online.

### Possible online meeting platforms and tools

A brief list of some possible communication platforms and tools is provided below. Government departments and individuals are likely to have their preferred platforms, and there is no need to adopt new platforms if effective or known systems are already in place. For larger consultations, the involvement of facilitators specialising in the use of such tools might be beneficial.

- Two people or small groups: e.g. telephone, Skype, WhatsApp, Zoom, Facetime, etc.
- Online meetings/workshops (with or without video): e.g. MS Teams, WebEx, GoToMeeting, Skype for Business, Zoom, Google Hangouts or social media live streaming (e.g. Facebook, LinkedIn, or YouTube).
- Online polling: e.g. Survey Monkey, Google Forms, Kahoot or FormStack
- Discussion fora: e.g. Facebook, LinkedIn.

### Considerations for stakeholder involvement in online consultations

There might be some limitations to be addressed if virtual means of communication are used for the purpose of Stage 2 consultations. In considering the best way to engage various types of stakeholders online, the following limitations might need to be addressed depending on a variety of factors:

- Access to stable Internet connections may be an obstacle.

- Many cultures are not comfortable with active participation in online platforms, especially when led by the government.
- The online environment may not build trust and shared understanding between different participants in the same way that an in-person workshop might.
- If not carefully planned, online consultations can generate unmanageable amounts of material.
- Written communication can be a barrier for some already marginalised groups.

Addressing possible limitations of online processes in advance can be beneficial to the process.

## Annex 2: Basic agenda elements for consultations

The final agenda for each consultation will be country- and context-specific. However, focus should be placed on a process that will result in the achievement of overall consultation objectives. Some of the basic elements likely to be incorporated into the agenda for the first consultation include:

1. Welcome and purpose of the consultation
2. Introductions
3. Agreement on the agenda
4. Introduction to the SDGs, SDG 6, SDG target 6.5 and indicator 6.5.1
5. Presentation of baseline document and key materials
6. Introduction to the Action Plan outline, main points of note, and process for adoption as a national priority IWRM Action Plan
7. Discussion and prioritisation of key water-related challenges
8. Brainstorming on possible interventions, capturing all ideas
8. Agreement as far as possible on the above
9. Agreement on a process, including actions, roles and timing, for the adoption of the Action Plan

The agenda for the second workshop will be dependent on the process defined during the first workshop. It is, however, expected to focus on advancing the work accomplished by the task force following the first consultation, refine the prioritisation of interventions, review the presentation of the draft Action Plan, and discuss next steps.

## Annex 3: Template for a Consultation Concept Note

*[The concept note should include the logos of the convening organizations]*

### Consultation on the development of an SDG IWRM Action Plan

**Date** and Venue

#### 1. Background

Within the context of the National Strategy [Specify Name], the Government of [specify the name of the country], through [specify the name of the lead organisation] is organizing a consultation on the development of an Integrated Water Resources Management (IWRM) Action Plan, within the context of the Sustainable Development Goals. This activity is assisted by the SDG 6 IWRM Support Programme, which is designed to assist countries in achieving a focused and coordinated approach to the monitoring and implementation of SDG Target 6.5 (implement IWRM at all levels by 2030) as measured through indicator 6.5.1. The overall objective of the Support Programme is the advancement of IWRM as a means of fostering the water-related improvements that will result in tangible and sustainable impact on the ground. Such impact manifests itself through progress towards the other SDG 6 targets and broader water-related goals.

This consultation is a follow-up of the national consultation carried out on (date)(date)(date) on the current status of IWRM in [Name of country] through a questionnaire of 33 parameters discussed, evaluated and reported to UN Water. The results of this consultation carried out worldwide can be found in the following document: link, and at the national level Link, and show the main challenges [Name of country] is facing in terms of IWRM.

#### 2. Objectives of the consultation

The main objective of the consultation is to identify and formulate priority actions that serve as appropriate responses to water resources management challenges, based on sector needs, national priorities, institutional and financial capacity, as well as on the survey results mentioned above.

In order to optimize ownership of the responses formulated during the consultation, a blend of partners representing national government agencies linked to water management, civil society, universities, non-governmental organizations, the private sector and the donor community are invited to participate in defining the parameters and content of a first draft Action Plan.

The specific objectives of the consultation are:

1. To reach broad agreement on the process to be followed
2. To discuss and prioritise key water-related challenges
3. To brainstorm on possible interventions in response to the water-related challenges
4. To agree on next steps, roles and timing

#### 3. Tentative agenda

[see Annex 2 above]

## Annex 4: Suggested consultation evaluation forms

### Target audience 1: Organizers

1. How well did the consultation(s) meet its/their objectives? -- Very much so/satisfactorily/partly/not much/not at all
2. How would you rate the support provided by GWP during the process? – scale 1 to 5 and N/A
3. How helpful was the guidance provided through the acceleration package? – scale 1 to 5 and N/A
4. How helpful was the Action Planning training? – scale 1 to 5 and N/A
5. How would you rate the overall participation during the consultations? – scale 1 to 5 and N/A
6. How well were the opinions of stakeholders integrated into the final Action Plan and related reports? – scale 1 to 5 and N/A
7. What worked well in the process of consultation that should be replicated in the future? Open text
8. How could GWP improve in supporting future IWRM Action Planning such as this one? Open text
8. What was/were the main follow-up(s) to the consultation? Open text
9. Please let us know if you have any other comments or thoughts about the process. Open text

### Target audience 2: Participants

1. How well did the consultation(s) meet its/their objectives? -- Very much so/satisfactorily/partly/not much/not at all
2. Did you feel that the consultation process was well organized? – Very much so/satisfactorily/partly/not much/not at all
3. To what extent did you feel that your opinions were taken into consideration within the group? – Very much so/satisfactorily/partly/not much/not at all
4. To what extent are your opinions reflected in the final IWRM Action Plan? – Very much so/satisfactorily/partly/not much/not at all
5. To what extent, from your perspective, will the final product of the consultation accelerate IWRM implementation nationally? – Very much so/satisfactorily/partly/not much/not at all
6. How could GWP improve in supporting future endeavours such as this one? Open text
7. Are you aware of any specific follow-up(s) to the consultations? If yes, were you engaged in it/them? Open text
8. Please let us know if you have any other comments or thoughts about the process. Open text



## *SDG 6 IWRM Support Programme*

# IWRM Acceleration Package

## Guidelines for participation and inclusion

April 2021

## Why Engage Multiple Stakeholders in IWRM

Multi-stakeholder participation and dialogue is embedded within the basic definitions of Integrated Water Resources Management (IWRM). To “promote the coordinated development and management of water, land and related resources in order to maximise economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems and the environment”, it is imperative that stakeholders whose decisions affect and those who are affected by those resources be brought together in an open and constructive dialogue.

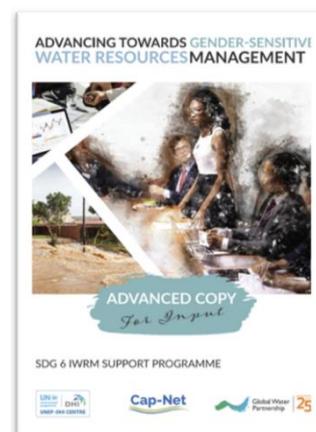
### Participants in multi-stakeholder consultations on SDG 6.5.1

To contribute to the drafting and formalisation of the national IWRM Action Plan during Stage 2, stakeholders relevant to the national context should be invited to take part in the consultation process, including one or more in-person or virtual multi-stakeholder workshops or consultations. This helps to increase ownership of decision-making processes, resulting in a robust and inclusive Action Plan. Virtual means of consultation may include online surveys, individual or collective interviews, focus groups, pre- and/or post-workshop consultations, discussion fora, etc., as appropriate. However, facilitators should be aware that virtual meetings and tools might be difficult for certain stakeholder groups to take part in. It is important to recognise these difficulties to ensure broad participation. More details on the means of virtual engagement can be found in document *2B Facilitators' Guide*.

With the objective of ensuring a broad, balanced and consensual set of water-related actions, it is suggested that the following stakeholders, from different sectors and levels, be considered as potential participants in this process:

- **Central government authorities:** representatives from the main ministry/ministries responsible for water resources, as well as those from other government authorities involved in or with an impact on water issues (e.g. agriculture/livestock, forestry, energy, environment, tourism, urban planning, sanitation, finance, climate change, risk management, health, etc.).
- **Basin, aquifer, protected area, and city level authorities:** local governments, protected area representatives and organisations with responsibility for water resources management or oversight at the river basin, lake basin, or aquifer level. This should also include representatives of relevant IWRM-related projects. The Stage 2 process should engage broad geographical perspectives within the country. Good communication with users at all levels is key to the success of the process.
- **Scientific and technological community:** academic institutions, universities, research institutions, think tanks, and other bodies with relevant information, studies, data and analyses on different aspects of water resources.
- **Civil society:** non-governmental organisations, community groups, water user associations, environmental organisations, and/or farmer organisations with a focus on water resources.
- **United Nations Country Representatives and entities in the country:** UN entities most relevant for sustainable development, the environment, social considerations and economic development: <https://unsdg.un.org/un-in-action/country-level>.
- **Those in charge of transboundary water issues:** Including representatives of official government bodies and/or coordination mechanisms that deal with transboundary aquifers or river basins.

- **GWP partners in your country:** GWP's partners represent a range of different stakeholders concerned with IWRM, from different sectors: <https://www.gwp.org/en/partner/existing-partners/Partner-Search/>
- **Cap-Net partners in your country:** water-focused capacity development networks and organisations: <http://www.cap-net.org/networks-partnerships/>
- **Financial/Donor community:** foundations, bilateral and multilateral cooperation bodies, regional and/or global development banks and other financiers with whom opportunities identified in this process for strengthening IWRM implementation may be aligned. It is important to include these stakeholders from the outset because of the need for external financing to implement the Action Plan.
- **Business and industry:** Companies with a significant environmental, social and economic footprint, which provide innovative water solutions and/or have a stated interest in water issues, be they from the beverage, food, mining, energy, paper, consumer products, tourism or other sectors.
- **National focal points for other water-related SDG targets and indicators:** government officials named as focal points for each of the SDG targets and indicators related to water (not just SDG 6). Contact details for SDG 6 focal points should be available through official government channels, may be obtained from the UN-Water International Monitoring Initiative website, or can be provided by GWPO.
- **Gender advocacy groups:** Dublin Principle 3<sup>1</sup> highlights that “Women play a central part in the provision, management and safeguarding of water.” Gender discrimination can limit women’s chances of accessing vital water resources. Limiting participation in water resources management based on gender can often result in unfair and self-perpetuating impacts on the lives of women and men. Limited participation may, in turn, lead to further forms of marginalization and reduce access to productive resources. Identifying and engaging gender-based organisations in IWRM can mean that opportunities and benefits of water-related interventions are equally available to both men and women.
- **Vulnerable groups, including indigenous peoples:** Institutions and organised groups representing the rights, interests and perspectives of vulnerable groups, as defined in the SDG 6.5.1 survey. It is particularly important to hear the voice of indigenous peoples, given that the land they traditionally occupy is estimated to contain most of the world’s remaining biodiversity. Here it is important to note that workshop(s) may need to accommodate languages other than the predominant national language.
- **Young people:** Engaging both youth<sup>2</sup> and young professionals<sup>3</sup> can increase the quality and relevance of water-related initiatives, policies and programmes, as they can provide innovative information, ideas and solutions. Youth organisations engaged in water or sustainable development can be a good starting point for identifying the best participants.



<sup>1</sup> See <https://www.gwp.org/contentassets/05190d0c938f47d1b254d6606ec6bb04/dublin-rio-principles.pdf>

<sup>2</sup> Different organisations have differing definitions of youth. GWP recognizes youth as young people aged 15-35, whereas the UN typically considers youth as being between the ages of 15 and 24.

<sup>3</sup> “Young professionals” refers to recent graduates under the age of 35 who have some work experience, according to the [GWP Youth Strategy](#).

Young people are not a homogenous group and can include a range of backgrounds such as researchers, civil society, indigenous tribes, entrepreneurs, and young water professionals.



GWP Youth Engagement Strategy



GWP Gender Strategy



## *SDG 6 IWRM Support Programme*

# IWRM Acceleration Package

## IWRM Action Plan Outline

April 2021

## Important preliminary note

*This outline is meant to facilitate the completion of the IWRM Action Plan for your country, as the key output of Stage 2 of the SDG 6 IWRM Support Programme. This document, part of the Stage 2 Acceleration Package, should guide and facilitate the acceleration of IWRM implementation in your country. The outline is generic and designed to be customised according to the needs of each country as well as the varying national contexts and frameworks within which the work is being embedded. While acknowledging that there is no one-size-fits-all structure, the outline suggests standard sections that should be covered within this plan. The text in italics currently included under the outline headings provides guidance on the purpose and content of the different sections and should be deleted during completion and replaced with the content of the Action Plan. As far as possible, the separate templates should provide inputs for the content of this plan, and have been formatted to facilitate copying and pasting into this document.*

*The Action Plan, once approved by the anchor institution(s), should be shared with the SDG 6 IWRM Support Programme, who will promote it on its website, <https://www.gwp.org/en/sdg6support/>.*

## 0. Cover page

*The first page of the IWRM Action Plan should be a cover page, including the title of the Action Plan, the country, the date of publication, and showing the shield, flag or emblem of the country, among other virtual elements appropriate for such a cover page. On the inside cover, more details about the lead institutions, points of contact, and so on, may be included.*

## 1. Executive Summary

### **Purpose**

*To summarise the contents of the document, highlight some priority areas, and provide the reader with an introduction to the overall scope of the Action Plan.*

### **Suggested content**

- *Overview of the process*
- *Overview of the planned goals and outcomes*
- *Overview of timeline and next steps*

## 2. Strategic context

### **Purpose**

*To describe the context within which the plan was developed and will be implemented. [Note that the plan should not describe the state of water resources or management in the country, as this information is available in abundance elsewhere. Instead, it is framed around key action areas required to accelerate sustainable and equitable water resources management, including the current and desired status of SDG indicator 6.5.1.]*

### **Suggested content**

- *Overview of the SDG landscape in the country connected (directly or indirectly) with water resources management*
- *Related policies, programmes and initiatives*
- *Findings from the SDG 6.5.1 survey listed by IWRM dimension*
- *Relationship to other water-related SDG targets*
- *Relevant government institutions and stakeholders involved with IWRM*
- *Relevant government or multi-stakeholder planning objectives aligned with, or supportive of, IWRM*
- *Existing funding frameworks anticipated to be utilised*

## 3. Overarching goal and priority objectives

### **Purpose**

*To summarise the overall ambition of the plan as well as the overarching goal and related high-level objectives it is aiming to address.*

### **Suggested content**

- *Main goal of the plan (i.e. to support the accelerated implementation of IWRM as a means of advancing progress on priority issues that intersect with related SDG targets and broader water-related goals)*
- *List of priority objectives to be reached, including the rationale and link to SDGs (target 6.5 on IWRM as well as other SDG 6 targets and broader water-related goals)*

## 4. Overview of actions

### Purpose

To describe and contextualise the full list of actions identified to meet the plan's objectives

### Suggested content

- Detailed list of actions categorised by priority issue, including a tangible link to the relevant elements of SDG indicator 6.5.1

Below is an example of how a summary table of key IWRM Actions could be structured. This can be adapted to meet the specific requirements of the Action Plan under development. In addition, Annex 1 of this document contains a suggested data sheet for a more elaborate description of each of the identified actions. The rows in the table below should be copied to fit the number of objectives and actions identified.

#	Necessary actions or processes	Expected outputs	Realization Time	Lead organization to ensure action takes place	Source of financing	Water-related aspects targeted (e.g. link to SDG indicator 6.5.1 elements and other water-related targets)	Contact person
<b>[Priority objective 1, from section 3]</b>							
1.1	[Please provide a communicative title for the action or process that would contribute to achieving the stated objective]	[Please describe the outputs that would lead to the achievement of the action]	[Months or specific dates, as appropriate]	[National ministry, agency or other lead stakeholder]	[If identified]	[Please mention the question or section of the SDG 6.5.1 survey and/or other water-related targets]	[Name, email]
1.2	[Rows should be added as needed]						

## 5. Budget

### **Purpose**

To specify the overall cost of implementing the Action Plan and the anticipated and required sources of funding (if appropriate). The high-level summary of template 1 on the budget for IWRM interventions can be used for this section.

### **Suggested content**

- Cost per priority objective, if possible with a breakdown by year
- Sources of funding (with distinction between confirmed and aspirational)
- If additional funding is required, the fundraising plan or intentions should be mentioned

## 6. Results framework, Monitoring and Evaluation

### **Purpose**

To present the results related to the priority actions, the logical framework and theory (or theories) of change around the actions, and provide a basis to monitor implementation and increase accountability among responsible actors. There may be a logical framework for each action, for groups of related actions, or a single theory of change and logframe for the entire Action Plan, depending on how closely related the actions are thematically and geographically. The high-level summary of template 2 on the results framework can be used for this section.

### **Suggested content**

- Logical outline of how planned activities and outputs will lead to the achievement of the Action Plan's overarching goal and priority objectives
- Set of indicators, targets and means of verification
- Timeline for revision (possibly based on periodic reporting on SDG indicator 6.5.1)

## 7. Risks and mitigation strategies

### **Purpose**

To provide confidence in the plan's feasibility and robustness. The high-level summary of template 3 on risk monitoring and management can be used for this section.

### **Suggested content**

- Identification of the internal risks and external threats to successful implementation of the plan
- Description of the contingency actions proposed in the event of risk materialisation

## 8. Roles and responsibilities

### **Purpose**

To formalise institutional tasks and commitments and increase accountability for overall plan implementation. The high-level summary of template 4 on roles and responsibilities can be used for this section.

### **Suggested content**

- List of the mandated institutions and other stakeholders responsible for plan implementation including:
  - ultimate responsibility (owner of the plan)
  - responsible organisations for different tasks/actions (including monitoring)
- Coordination mechanisms among different actors
- Means of accountability for overall implementation

## 9. Timeline and next steps

### **Purpose**

*To ensure that the plan is time-bound and prioritised. The high-level summary of template 5 on the timeline can be used for this section.*

### **Suggested content**

- *Detailed timeline including key milestones during the implementation period*
- *Immediate next steps to kick-start implementation*

## Annex 1: Action data sheets

There should be one more elaborate description per identified action e.g. one for 1.1, one for 1.2 and so on. Each description should ideally be no more than 1.5 pages in length. However, this is open to adjustment, based on the format of the Action Plan. Complementary concept notes or additional information on each priority action may also be included. Examples of existing action data sheets can be viewed in the [IWRM Action Searcher](#).

<b>[Priority objective 1]:</b>
<b>Action 1.1:</b> [Copy from summary table above]
<b>Expected outputs:</b> [Copy from summary table above]
<b>Rationale:</b> [The main reasons or justification for taking action]
<b>Approach:</b> [How the objective will be achieved]
<b>Realization time:</b> [Copy from summary table above]
<b>Lead organization to ensure action takes place:</b> [Which organisation will be responsible for leading the implementation of this action, if already identified. What commitments has that organisation made]
<b>Key supporting organizations:</b> [Other organizations, with brief mention of roles]
<b>Water-related aspects targeted (e.g. link to SDG indicator 6.5.1 elements and other water-related targets):</b> [Copy from summary table above]
<b>Short description of the basic theory of change around the action:</b>
<b>Level of action</b> [national, sub-national or transboundary]
<b>Other related targets that this action will contribute to/coordinate with</b> [Mention other SDG targets, aspects of the Paris Climate Agreement, Convention for Biological Diversity, and/or other planning frameworks that this action will help to achieve]
<b>Necessary resources:</b> Estimated number of person-months (time): ____ person-months Total estimated budget needed: USD_____ Planned contribution from [the national budget]: USD_____ Planned contribution from [other sources]: USD_____
<b>Key contact for action:</b> [Name, Surname, Title, Organisation, Email, Phone number]

## Annex 2: Template for Executive Summary of IWRM Action Plan

### Background Information on the Process and Stakeholders Involved

- Briefly explain the **context** in which the plan was developed, highlighting the relevance of the plan in achieving SDG 6 targets within the country, and mentioning relevant frameworks that it aligns with.
- Mention the **stakeholders** involved in the task force, the size of the consultation group, and other consultation mechanisms employed.
- Briefly highlight the **process** followed to prioritise the shortlist of actions from the longlist of possible actions raised.

### Priority actions identified

- Outline the priority issues that the country is aiming to address through the IWRM Action Plan.
- List the key actions to address including the rationale and link to the SDGs (target 6.5 on IWRM as well as other SDG 6 targets and broader water-related goals). The actions should be either described in a narrative context, or presented in a tabular format.

### Transition towards implementation

- Highlight the means through which the country plans to implement the IWRM Action Plan, including roles and responsibilities.
- A high-level budget requirement should ideally be mentioned, including likely funding sources.

## Annex 3: Process summary

*In this annex you should look to describe the planning and consultation process that took place, and highlight the main milestones and consultation points, including the number, dates and details of consultations, number of stakeholders engaged, consultation mechanisms employed, and so on.*

### **Suggested content**

- *Specification of the key steps, decisions and timeline of the process, e.g.:*
  - *the completion of the IWRM baseline (SDG indicator 6.5.1)*
  - *consultation workshops*
  - *task force meetings and key decisions*
  - *other key national SDG milestones and/or events*
- *Stakeholder inclusion description*
  - *who were the stakeholders involved?*
  - *how were stakeholders involved in the process?*
- *Recommended way forward for the IWRM Action Plan*
  - *what steps should be taken to implement the plan?*
  - *key follow-up decisions to be taken*
- *Lessons learned through the process*

## Annex 4: Participants' List

Please fill in the relevant information below. With regards to the type of actor, choose the most appropriate from the following options:

- National Government/Agency
- Local Government
- International Organisation
- NGO
- Academia
- Private Sector
- Civil Society/Other

With regards to gender, please choose among the following options:

- Male
- Female
- Other

Number	Name and Surname	Organisation	Designation/ Position	Email	Type of Actor	Gender
1						
2						
3						
4						
5						
6						
7						
8						
9						
...						

## **Annex 5: Agenda**

*[Please insert here the agendas for the consultations]*

## **Annex 6: Photos**

*[Please include any photos from the consultations here, or email them as attachments to [sdg6iwrmsp@qwp.org](mailto:sdg6iwrmsp@qwp.org). People in these pictures should have at least consented verbally to being pictured.]*