**IWRM Action Planning Framework**

**Template 1: IWRM Action Plan outline**

**Template 2: Terms of Reference for Process Facilitation**

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October 2024, version 2.0

## Template 1: IWRM Action Plan outline

**[IWRM Action Plan]**

**COVER PAGE**

**[Timeline, e.g. 2026-2030]**

**[Country name]**

[Date of publication]

Add here Country shield and other identifiers as appropriate

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*[As appropriate, please include here the information on the anchor institutions and contact points relevant for the production of the IWRM Action Plan]*

**Acknowledgments**

*[Please list here the organisations that have endorsed the final version of the Action Plan.]*

*[Please mention here all the people you wish to thank personally for helping with or collaborating on the development of the IWRM Action Plan].*

The Support Programme aims to assist countries in identifying and overcoming their main water management challenges in the context of a changing climate, in order to accelerate progress towards water-related SDGs, and ultimately boost progress towards sustainable, climate-resilient development. The Support Programme assists governments in this process by using as an entry point SDG indicator 6.5.1, which evaluates the degree of IWRM implementation. This process is conducted 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) and the UNEP-DHI Centre on Water and Environment, in collaboration with UNDP Cap-Net, the Support Programme is a global effort to accelerate progress towards the water-related SDGs, in line with the UN System-Wide Strategy on Water and Sanitation, and the SDG 6 Global Acceleration Framework.

**Date of publication**

*[Please insert here a month and year of publication].*

***Important preliminary note***

*This outline is meant to facilitate the completion of your country’s IWRM Action Plan, as the key output of Stage 2 of the SDG 6 IWRM Support Programme. This document should guide and facilitate the acceleration of progress towards water- and climate-related targets in your country. The following outline is generic and designed to be customised according to the needs of each country, as well as the varying 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 could be covered. The text in italics under the outline headings provides guidance on the purpose and content of the different sections and should be deleted and replaced with the content of the Action Plan.*

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

1. **Executive Summary**

***Purpose***

*To briefly summarise the process to produce the Action Plan and its high-level contents and scope, including expected impacts.*

***Suggested content***

* *Background information on the length of the process and number of stakeholders involved*
* *High-level objective and specific objectives*
* *Funding amounts committed, as well as additional fundraising targets and strategies*
* *Priority actions*
* *Transition towards implementation: Overview of timeline including high-level milestones*

1. **Strategic context**

***Purpose***

*To describe the context within which the plan was developed and will be implemented. [Note that the Action Plan should not describe at length the state of water resources management in the country, as this information is available elsewhere. Instead, it should focus on the strategic context around key action opportunities required to accelerate sustainable and equitable water resources management to build climate resilience. The contents of sections 1 and 2 of template 6 should inform this section]*

***Suggested content***

* *Brief overview of the county’s status and progress in the context of the SDGs, Paris Agreement, Kunming-Montreal Global Biodiversity Framework, the Sendai Framework, and/or other relevant frameworks related (directly or indirectly) with water resources management and climate resilience, including a reference to SDG 6.5.1 monitoring results*
* *Relevant existing national policies, programmes and initiatives*
* *The country’s main water- and climate-related challenges and opportunities*
* *Relevant ongoing efforts aligned with overcoming the challenges mentioned above*
* *Existing funding frameworks anticipated to be utilised and context for additional resource mobilisation*

1. **Overarching goal and priority objectives**

***Purpose***

*To summarise the overall ambition of the plan, the overarching goal, and related high-level objectives it aims to address. The contents of section 3 of template 6 should inform this section.*

***Suggested content***

* *The main overarching goal of the Action Plan and priority objectives), the Plan’s funding amount, including how much is allocated towards its achievement and the additional fundraising target*
* *An aggregate summary of the priority actions contained in the Plan, including the rationale for their implementation*

1. **Overview of Actions**

***Purpose***

*To describe and contextualise the list of prioritised actions identified to meet the plan’s objectives[[1]](#footnote-2)*

***Suggested content***

* *A summary list of actions categorised by priority water- and climate-related challenge, including a tangible link to the relevant elements of SDG indicator 6.5.1 and other water-related targets*
* *Additional, more detailed information for each action*

*In table 1 below you will find an example of how a summary table of the actions could be structured. This can be adapted to meet the specific requirements of the Action Plan. The rows in the table below should be copied to fit the number of water- and climate-related challenges and actions identified.*

Table 1 Action planning summary table

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| # | Title of the Action | Brief description of the action | Expected results | Realisation time | Lead organisation | Estimated costs and committed source of funding | Link to water-related targets |
| 1 | [Please provide a short and communicative title for the action that would contribute to achieving the stated objective] | [Please provide a high-level summary of the action] | [Please describe the expected results of the action] | [Quarters, months or specific dates, as appropriate] | [Which organisation will be responsible for leading the implementation of this action, if already identified] | [Please highlight estimated costs and indicate how much of these are covered by existing commitments, and from which sources] | [Please mention the relevant question or section of the SDG 6.5.1 survey and/or other water-related targets, including other SDG targets, those under the Paris Climate Agreement, Convention for Biological Diversity, among others] |
| 1 | [Rows should be added as needed] |  |  |  |  |  |  |

1. **Cost of implementing the plan**

***Purpose***

*To specify the overall cost of implementing the Action Plan and the funding and additional resources needed. The contents of template 7 may be used for this purpose. The detailed cost estimations of each action may be included as an annex to this Action Plan.*

***Suggested content***

* *Total cost for the Plan, with a breakdown by year*
* *Cost per action, with a breakdown by year*
* *Sources of funding already committed from government and other relevant country stakeholders (with the distinction between confirmed and aspirational, and in-cash and in-kind)*

*In the IWRM Action Planning Framework, section 5.4, and in template 7, you will find an example and guidance on how a cost estimation exercise may be conducted. This example should be adapted to meet the specific conditions of each action.*

1. **Resource mobilisation strategy**

***Purpose***

*To specify how it is planned to overcome the funding gap identified in the previous section.*

***Suggested content***

* *High-level resource mobilisation needs and potential funding sources, both public and private*
* *Overall outline of resource mobilisation plan to attract the financial resources needed, either at the level of the individual actions and/or the overall Action Plan. This should include both a plan to secure domestic funding and finance, as well as accessing regional or global finance instruments/ODA/philanthropy (see Section 5.5 of the IWRM Action Planning Framework for more details).*

1. **Monitoring and evaluation framework**

***Purpose***

*To monitor progress and to present the results related to the priority actions, a monitoring framework should provide a basis to increase accountability among responsible actors. It is not expected that there should be a detailed Logical Framework for all actions available at the time when the Action Plan is established. However, the use of a simplified basic monitoring framework at the level of priority objectives is to be encouraged, which can be complemented over time with detailed Logical Frameworks for each action, as required.*

*Monitoring of the Action Plan could also be streamlined with the monitoring and reporting process for SDG 6.5.1 to avoid duplications.*

***Suggested content***

* *Suggested monitoring process and accountability mechanism(s) (including monitoring and reporting responsibilities for each action, stakeholders involved and details of how progress should be reported, potentially including targets and indicators)*
* *The timeline for revision of the Action Plan (possibly based on periodic reporting on SDG indicator 6.5.1)*
* *Responsible institutions for coordinating and ensuring follow-up and monitoring*

*Table 2 below provides a basic monitoring framework that may be adapted as needed.*

Table 2 Basic monitoring framework

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **#** | **Title of the action** | **Expected results** | **Indicators** | **Target(s)** | **Means of verification** | **Frequency of verification** |
| 1 | *[Please provide the title of the action]* | *[Please describe the expected result from the action]* | *[Please list the indicators measuring progress towards the result]* | *[Please define the target value of the indicator]* | *[Please provide information on how progress against the indicator will be measured]* | *[Please provide information on the frequency of measuring progress against the indicator]* |
| 2 |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |
| 4 | *[Rows should be added as needed]* |  |  |  |  |  |

1. **Risks and mitigation strategies**

***Purpose***

*To provide confidence in the plan’s feasibility and robustness and allow stakeholders to understand and plan for potential mitigation actions to face any significant risks, both related to the actions and to the financing structure for implementation of the Action Plan. This may be informed by Section 3 of the baseline analysis.*

***Suggested content***

* *Identification of the internal and external risks to the successful implementation of the plan, including their likelihood and potential impact*
* *Formulation of the mitigation measures to reduce high/medium level risks identified.*
* *Description of the contingency actions proposed should the identified risk occur*

*Table 3 below provides a basic risk mitigation framework that may be adapted as needed.*

Table 3 Basic risk mitigation outline

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Risk identified**  ***(Delete examples)*** | **Possible implications of the risk** | **Likelihood (high-medium-low)** | **Estimated impact of risk (high-medium-low)** | **Mitigation strategy** |
| *Example: Loss of funding source* | *Example: Halt of the ‘action/project name’* |  | *Example: Medium* |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| *[Rows should be added as needed]* |  |  |  |  |

1. **Roles and responsibilities**

***Purpose***

*To formalise institutional tasks and commitments and increase accountability for overall plan implementation.*

***Suggested content***

* *List of the institutions responsible for plan implementation, including:*
  + *ultimate responsibility (owner of the plan)*
  + *responsible organisations for different actions (including monitoring)*
  + *invitation to other stakeholders to contribute to specific areas that may require further support*
* *Coordination mechanisms among different actors*

1. **Timeline**

***Purpose***

*To ensure that the plan is time-bound and prioritised.*

***Suggested content***

* *The high-level timeline including key milestones during the implementation period*
* *The shorter-term roadmap to kick-start implementation (for example, for the first year)*

*Annexes to the Action Plan may be included as required, such as detailed cost estimates per action, the longlist of potential actions that were not included in the final Action Plan, and others.*

## Template 2: Terms of Reference for Process Facilitator

***(to be customised as required)***

Objective

The output of Stage 2 is a stakeholder-endorsed and time-bound **IWRM Action Plan**, endorsed by the relevant national anchor institution(s). The facilitator’s role in this process is to assist, with the relevant GWP team, the anchor institution(s) and relevant stakeholders to co-design that Action Plan. To achieve that objective, the facilitator should follow the Stage 2 process, using Section 2 of the IWRM Action Planning Frameworkas a basis. 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 facilitator's activities.

Stakeholder input in this process is facilitated through a series of consultations that may take various forms. These consultations aim to agree on a shared list of water- and climate-related challenges and a related list of priority actions to contribute to solving these challenges, to be included in the Action Plan. As the Action Plan is 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 Stage 2 has been successfully concluded.

What follows is a suggested set of deliverables, profile, timeline, and list of tasks for the facilitator at each step of Stage 2. These Terms of Reference (ToRs) are a starting point that each country may freely customise and adjust according to its circumstances.

Tentative timeline

There is no precise global timeframe set for implementing 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 a period of 9-12 months (although more time may be required in some cases for the formalisation phase, which may be out of the hands of those directly involved in the Stage 2 process). An indicative timeline for this process can be found in Section 2 of the IWRM Action Planning Framework. Please note that the facilitator may potentially 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. In the past, facilitators have devoted between 30 and 60 working days to deliver their Terms of References.

Deliverables

1. A draft baseline analysis (preferably in PowerPoint format, using Template 5) summarising the main challenges (and preliminary identification of potential solutions), in line with the contents of Section 2 of the IWRM Action Planning Framework. The baseline analysis should also contain a detailed definition of the consultation process, including the proposed agenda of in-person or virtual consultations, means of capturing all suggested potential actions, and a draft list of stakeholders to be invited. This baseline analysis should be finalised considering the input of the task force and the anchor institution(s).
2. A summary of the first consultation, including prioritised water- and climate-related challenges and all potential actions suggested by participants.
3. Updated agenda for the second (and, if needed, third) consultation(s), considering the input from the first consultation.
4. A summary of the second (and, if needed, third) consultation(s), including a summary of all prioritised actions.
5. A high-level cost estimation of potential actions, as input for the prioritisation process, using Template 7.
6. A draft IWRM Action Plan, following Template 1. The Action Plan should be produced in the preferred language of the country. If the language of the country is not English, 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 Section 2 of the IWRM Action Planning Framework.

Facilitator’s role in the preparation phase

1. Review in detail the documents in the IWRM Action Planning Framework and complete the [online course](https://cap-net.org/sdg651/) on Action Planning, showing proof of completion.
2. Propose a draft baseline analysis for discussion at the consultation (using Template 2). The draft baseline analysis should identify the most pressing water- and climate-related challenges and potential responses, propose a consultation process, including a timeline, suggested focus, methods to be employed, a draft agenda for the consultation(s) (see Template 3), working language(s), the venue(s) or platform and date(s) of consultation(s), and a list of participants to be invited to take part in the process, taking into account criteria of sectoral, gender, age and other forms of diversity,[[2]](#footnote-3) and considering the available resources, current circumstances of the country and common engagement mechanisms *(****deliverable 1****)*.
3. Ensure that the invitation and the pre-reading materials (including the baseline analysis) 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, may be approximately two weeks before any event.
4. If needed and appropriate, individual consultations with key stakeholders and/or particularly marginalised groups may be held outside formal consultations to prepare appropriately for group conversations, align expectations and ensure as level a playing field as possible.
5. Share ***deliverable 1*** with the [SDG 6 IWRM Support Programme team](mailto:sdg6iwrmsp@gwp.org), with the request for a first meeting to be held with the global team to provide feedback on progress.

Facilitator’s role in the consultation and co-development phase

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.
2. Identify clear roles and responsibilities between participants and organisers, referring to the elements needed to complete the IWRM Action Plan as outlined in Template 1(e.g. timeline, funding amounts and targets for each action, prospective funding sources, monitoring framework, etc.).
3. Ensure that all comments made during the consultations are duly reflected. While notetaking may not be directly the facilitator’s responsibility, the facilitator should ensure that this task is appropriately completed, especially if several parallel conversations occur. A recording of the conversation may be useful for this purpose.
4. Produce summaries of each subsequent consultation, including all suggested challenges and potential actions from the first consultation *(****deliverable 2****)* and all prioritised actions from the second and/or third one (***deliverable 4****)*.
5. During consultations, keep track of time to ensure that the conversations result in relevant and valuable conclusions, ensuring that all participants’ perspectives are heard and taken into account, and that agreement is reached on clear decisions and next steps, including roles, responsibilities, follow-up actions and agreed deadlines.
6. Based on the first consultation, propose and broker an agreement on the precise means of prioritising actions to reach a consensual shortlist during subsequent consultation(s) and update the agenda for the second (and, if needed, third) consultation(s) *(****deliverable 3****).*
7. Conduct a high-level cost estimation of the potential actions identified during the first consultation, in order to facilitate subsequent prioritisation. This cost estimation exercise should be submitted to and validated by the task force before proceeding (***deliverable 5***).
8. Conduct the prioritisation and refinement of potential actions, potentially in line with the second stakeholder consultation, using those actions and other elements as input for the draft IWRM Action Plan.
9. Produce and circulate the draft IWRM Action Plan and other key documents resulting from the consultations, in close collaboration with the task force and the SDG 6 IWRM Support Programme *(****deliverable 6****)*, with a meeting to be held with the global team of the SDG 6 IWRM Support Programme to review progress.
10. Finalise the IWRM Action Plan based on the feedback received and present it to the task force for formal approval *(****deliverable 7****)*.
11. Request participants to fill in, and organise the completion of, the evaluation forms (see Annex 3).

Facilitator’s role in the formalisation phase

1. Facilitate the Stage 2 formalisation process in support of the task force, encouraging buy-in for the Action Plan.
2. Ensure clarity on follow-up actions with the task force, including responsible parties for each action and potential resource-sharing and resource mobilisation arrangements, as well as the operationalisation of the monitoring process and framework, and actions aiming to promote the IWRM Action Plan.
3. Deliver a final package of all the materials generated during the consultancy to the designated representative of GWP and the SDG 6 IWRM Support Programme *(****deliverable 8****)*.

Profile of the facilitator

* The facilitator should be well versed in the political, socioeconomic, and environmental context of the country in question.
* Ensuring political sensitivity and procedural fairness are key aspects of the facilitator’s profile.
* She/he should speak and write fluently the country’s main language 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 and climate resilience, 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, action planning, objective setting and multi-stakeholder facilitation.

If parts of the consultation process are to be held virtually, the facilitator should ideally have experience 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.

## Template 3: Invitation to and agenda for the first consultation meeting

*Parts in italics are intended for guidance only and should be deleted when completing the template.*

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

**First consultation on the development of an IWRM Action Plan**

Date and Venue

**1. Background**

Within the context of the *National Strategy* [Specify Name], the Government of [name of the country], through [name of the lead organisation] is organising a consultation on the development of an IWRM Action Plan, within the context of the Sustainable Development Goals (SDGs). This activity is assisted by the [SDG 6 IWRM Support Programme,](https://www.gwp.org/en/sdg6support/) which is designed to assist countries in achieving a focused and coordinated approach to the achievement of SDG target 6.5 (implement IWRM at all levels by 2030) as measured through indicator 6.5.1, as a means of achieving other water- and climate-related targets. The overall objective of the Support Programme is to advance IWRM by fostering the water-related improvements that will result in a tangible and sustainable impact in the country’s water- and climate-related challenges. 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) on the current status of IWRM in [Name of country] through the SDG 6.5.1 survey, as reported to UN-Water. The results of this consultation 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 to achieve its water-related targets.

**2. Objectives of the consultation**

The main objective of the consultation is to identify the country’s main water- and climate-related challenges, based on national priorities, institutional and financial capacity, as well as on the survey results mentioned above, as well as formulating potential action responses to these challenges. These potential actions will go through a process to refine them and prioritise among them, and the final set of actions will be included in the IWRM Action Plan, as a portfolio for the country to both invest in and attract additional financial support for over the coming years.

In order to optimise ownership of the challenges identified during the consultation and the potential actions, a blend of partners representing national government agencies, civil society, universities, non-governmental organisations, the private sector and the donor community are invited to participate in the consultation.

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- and climate-related challenges
3. To brainstorm on possible actions in response to the water-related challenges
4. To agree on the next steps, roles and timing

**3. Tentative agenda**

*The final agenda for each consultation will be context-specific. However, the focus should be placed on a process that will generate progress towards overall Stage 2 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. Presentation of baseline analysis and key materials
5. Introduction to the SDG 6 IWRM Support Programme, presentation of the Action Plan outline, main points of note, and process for adoption of a national IWRM Action Plan
6. Discussion and prioritisation of key water- and climate-related challenges
7. Brainstorming on possible actions, capturing all ideas
8. Agreement as far as possible on the above

*The agenda for the second, and, if needed, third consultation(s) will be dependent on the process defined. 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 the next steps.*

## Template 4: Suggested consultation evaluation forms

*This form may be customised as needed by the facilitator, in consultation with the designated GWP representative. The survey for target audience 1 is suggested to be used at the end of the Stage 2 process, whereas the survey for target audience 2 may be repeated after every consultation. The forms are also available in digital format via the links: Form for* [*Participants*](https://forms.office.com/Pages/DesignPageV2.aspx?subpage=design&FormId=gvHjY9PcaUCaUGg4UvhdfGJ38fwaDaNDnDA4FmjHxi1UQVlWNThDSllGNU9LUVlOVVFDVkRPV1pROC4u&Token=e9671a27944e4523ae12adf78a81d61c)*, Form for* [*Organizers*](https://forms.office.com/Pages/DesignPageV2.aspx?subpage=design&FormId=gvHjY9PcaUCaUGg4UvhdfGJ38fwaDaNDnDA4FmjHxi1URFI0VllPOU02RUswSTNXTlhEWUNTUVJSRS4u&Token=01d006334d134a398dab13976aef3566)*.*

**Target audience 1: Organisers**

1. How well did the consultations meet their objectives? - *scale of 1 to 5, 5 being highest* *and N/A*
2. How would you rate the support provided by the SDG 6 IWRM Support Programme during the process? – *scale of 1 to 5, 5 being highest* *and N/A*
3. How helpful was the guidance provided through the IWRM Action Planning Framework? – *scale of 1 to 5, 5 being highest* *and N/A*
4. How helpful was the Action Planning training? – *scale of 1 to 5, 5 being highest* *and N/A*
5. How would you rate the overall level of participation of different stakeholders during the consultations? – *scale of 1 to 5, 5 being highest* *and N/A*
6. How well were the opinions of stakeholders integrated into the final Action Plan? – *scale of 1 to 5, 5 being highest* *and N/A*
7. What worked well in the process of consultation that should be replicated in the future? *Open text*
8. How could the SDG 6 IWRM Support Programme improve in assisting future Action Planning such as this one? *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 meet its objectives? -- *scale of 1 to 5, 5 being highest* *and N/A*
2. Did you feel that the consultation process was well organised? – *scale of 1 to 5, 5 being highest* *and N/A*
3. To what extent did you feel that your opinions were taken into account in the consultation? – *scale of 1 to 5, 5 being highest* *and N/A*
4. To what extent, from your perspective, will the final product of the consultation accelerate IWRM implementation nationally? – *scale of 1 to 5, 5 being highest* *and N/A*
5. How could the SDG 6 IWRM Support Programme improve in assisting future processes such as this one? *Open text*
6. Please let us know if you have any other comments or thoughts about the process. *Open text*

1. Noting that the actions included in the initial long list but not in the final shortlist might be included as an annex to the Action Plan, for future reference [↑](#footnote-ref-2)
2. Using Section 4 of the IWRM Action Planning Framework. [↑](#footnote-ref-3)