



United Nations  
Educational, Scientific and  
Cultural Organization



International  
Hydrological  
Programme

# Development of Guidelines For IHP Priority initiatives



## Guidelines Document

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## Acronyms

Acronym	Definition
FRIEND	Flow Regimes from International Experimental and Network Data
GRAPHIC	Groundwater Resources Assessment under the Pressures of Humanity and CC
G-WADI	Global Network on Water and Development Information in Arid Lands
HELP	Hydrology for the Environment, Life and Policy
IDI	International Drought Initiative
IFI	International Flood Initiative
IHP	International Hydrological Programme
IIWQ	International Initiative on Water Quality
INGO	International Non-Governmental Organisation
ISARM	International Shared Aquifer Resources Management
ISI	International Sediment Initiative
IWA	International Water Association
IWRM	Integrated Water Resources Management
MAR	Managing Aquifer Recharge
MM/YYYY	Month/Year
NGO	Non-Governmental Organisation
PCCP	From Potential Conflict to Cooperation Potential
PI	Priority Initiative
SMART	Specific, Measurable, Available, Relevant and Time-bound
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UWF	UNESCO Water Family
UWMP	Urban Water Management Programme
WHYMAP	Worldwide Hydrogeological Mapping and Assessment Programme

## A. Introduction

The International Hydrological Programme (IHP) is the UNESCO intergovernmental programme focusing on water research, water resources management, education and capacity-building. As a global-level science and education programme, IHP covers a wide spectrum of topics and also includes the management and implementation of priority initiatives.

The priority initiatives (PI) work on long-term cross-cutting themes related to hydrology issues. They are implemented through collaborative ventures and international partnerships on water-related issues. Their global aim is to enhance water resource management through science-based recommendations, education and capacity-building.

Their evaluation by Hydroconseil in 2018 highlighted that the 15 PI implemented have a diverse range of scopes, activities, structures, institutional set-ups, creation processes, monitoring frameworks and practices in terms of management and organization.

The evaluation findings indicated that, in some cases, the absence of a good institutional set-up can have a negative effect on partners' involvement and on the overall effectiveness of the PI. In addition, it showed that most PI are created with no clear design. This allows for great diversity in the initiatives, which can (if they have the necessary resources) adapt to needs and opportunities. However, the lack of clear objectives makes it impossible to monitor the initiatives' effectiveness. Consequently, it is also impossible to take decisions based on monitoring results to improve or end any priority initiative found to be ineffective.

The objectives of the present Guidelines are to ensure that the frameworks of IHP Priority Initiatives are well structured and harmonised, as set out in the recommendations produced by Hydroconseil in 2018 in the IHP PI Evaluation.

## B. Guidelines for Developing a Clear Framework for Priority Initiatives

The following Guidelines provide advice in order to develop a clear framework for priority initiatives. Following these guidelines will enable you to complete the framework document template in the annex.

### B.1. Ensuring the priority initiatives bring added value

#### B.1.1. Identifying knowledge gaps and needs

A new priority initiative should only be created if, and only if, it can address a priority need that no other well-positioned institution/entity addresses. Therefore, when a stakeholder (IHP member state, IHP secretariat or IHP Bureau member, etc.) identifies a potential theme to be addressed by a new initiative, he/she should ensure that the theme's issues are not already being covered elsewhere. A quick desk review and mapping of stakeholders potentially addressing the same issues should be carried out.

Once the knowledge gap and/or unaddressed needs have been verified, it will be necessary to ensure the newly created initiative brings added value.

#### B.1.2. Ensuring added value compared to other IHP activities and initiatives

Before creating a new initiative, the option of integrating the issues to be addressed into the scope of an existing IHP initiative or programme should be considered. Setting up a new initiative places an administrative and technical burden on the IHP secretariat. Including new issues in an existing initiative or programme would enable economies of scale. Therefore, a new initiative should only be created if it brings added value compared to other IHP activities. For example, any topic related to droughts should be included in the scope of G-WADI or IDI rather than being covered by a new initiative.

#### B.1.3. Ensuring added value compared to other stakeholders' activities

During the exercise to identify stakeholders working on related themes (see B.1.1.), if no stakeholders are already addressing the same issues, the new initiative should have an added value compared to other stakeholders' activities. Therefore, this step especially applies to existing initiatives.

At key milestones, the steering committee of an existing initiative should identify the other stakeholders working on the themes covered and ensure that the priority initiative continues to bring added value when compared to the activities of these other stakeholders. If it does not, the initiative could be closed down, and/or IHP could offer to become a partner in the other stakeholder's activities. For instance, IHP activities regarding the management of aquifer recharge could be undertaken as part of a partnership linked to the IAH-MAR instead of being the scope of the specific IHP initiative called MAR.

#### B.1.4. Ensuring alignment with UNESCO-IHP priorities

As part of a UNESCO IHP programme, the IHP priority initiatives should be aligned with IHP missions and priorities.

IHP focuses on the scientific, educational, cultural and capacity-building aspects of hydrology to improve water resource management. IHP activities are being conducted to achieve three strategic aims:

- Mobilise international development cooperation agencies to improve knowledge and innovation;
- Strengthen the science-policy interface to help decision-makers;
- Facilitate education and capacity development.

To fulfil these aims, IHP's work in the water sector is built on three pillars:

- Hydrological science for policy relevant advice;
- Education and capacity-building to meet growing sustainable development needs;
- Water resources assessment and management to achieve environmental sustainability.

IHP is planned and implemented in eight-year phases and covers themes that reflect the priorities decided by member states. The six themes of the current UNESCO IHP Phase VIII are:

- Theme 1: Water-related Disasters and Hydrological Change;
- Theme 2: Groundwater in a Changing Environment;
- Theme 3: Addressing Water Scarcity and Quality;
- Theme 4: Water and Human Settlements of the Future;
- Theme 5: Eco-hydrology, Engineering Harmony for a Sustainable World;
- Theme 6: Water Education – Key for Water Security.

An initiative should correspond to at least one of the IHP strategic aims and/or pillars and at least one of the themes of the current strategic phase. If this is the case, the PI can be considered as being aligned with the IHP priorities.

### **B.1.5. Ensuring the interest and commitment of member states**

A priority initiative should be created only if there is willingness and interest among member states. As an intergovernmental body, the planning, definition of priorities, and implementation supervision is decided by member states through the Intergovernmental Council. Therefore, to be created, the new PI should be voted by at least 50% of the member states. Furthermore, if interested, the member states can undertake to participate in the initiative by allocating the funding and/or experts and institutions required for the initiative to be effective.

## **B.2. Building up and retaining a network of partners**

### **B.2.1. Identifying relevant and committed partners**

IHP priority initiatives are mainly implemented through collaborative ventures and international partnerships, and so their capacity to produce effective outcomes relies in large part on their partners. It is therefore very important for PI to identify relevant and committed partners. As of 2018, the partners on the existing PI include:

- UN organisations;
- Other international organisations;
- University laboratories and centres, especially Category 2 centres and Water Chairs, which are both officially part of the UNESCO Water Family;
- Networks of university departments;
- Governments (governmental water experts).

Potential relevant and committed partners include organisations that have a major interest in the themes to be covered by the initiative, and are willing to be proactive and allocate some of their own resources to the initiative. Ideally, they should be willing to commit to being part of the initiative’s steering committee for a four-year period.

The mapping of stakeholders potentially addressing the same PI issues (see B.1.1.) should help identify potentially committed partners.

### B.2.2. Identifying and retaining network members

Network members play a less active role in the initiative. They are persons or organisations working on related themes, and who could benefit from the initiative by participating in workshops, training sessions and conferences, or by reading publications, and/or contribute to publications and the content of workshops and/or training on specific themes. Network members can include:

- Water experts;
- University departments;
- Water-related INGOs;
- Governments;
- International organisations.

The exercise to identify stakeholders potentially addressing the same PI issues (see B.1.1.) should help identify network members.

A contact list would help retain the network members, as they could be sent information on and/or invitations to the initiative’s activities.

## B.3. Developing a strategic and implementation framework

The strategic and implementation framework seeks to organise the initiative based on its objectives, and plan and guide the implementation of its activities to achieve the objectives and monitor progress during and after implementation. It is based on the project logical framework (logframe) model, which has been simplified in order to adapt to the diversity of the initiatives. It takes the form of a results chain:

Figure 1: Results chain



### B.3.1. Developing general and specific objectives

The general and specific objectives are the main goals of the initiative. They seek to address the identified needs.

The general objective equates to the intervention logic, which is the highest level of objectives. It constitutes the long-term vision for the initiative and states the long-term social and/or economic benefits to be provided by the initiative, and describes why the project is important for the beneficiaries and/or society. The causal link between the initiative and the general objective does not have to be direct (other factors may need to be in place to achieve the general objective, but the initiative’s aim should be to progress toward this objective).

The description of the general objective should begin with “To contribute to...”

The specific objective(s) equate to the initiative’s purpose(s). They state the expected outcomes, or direct effects, of the initiative. These are the benefits that the beneficiaries derive from the initiative. The purpose states why the project is needed by the beneficiaries. The combined specific objectives should contribute to the general objective.

The description of the specific objectives should begin with “Increased...” “Improved...” etc.

### B.3.2. Developing related activities and a timeline

Once the general and specific objectives have been agreed, it is necessary to identify and plan the activities to be implemented in order to achieve these objectives.

The activities are the tasks to be carried out by those involved in the project in order to deliver the expected results and thereby achieve the objectives.

The description of the activities generally begins with a verb.

The main activities of the existing PI include:

- Publicise knowledge documents;
- Organise workshops;
- Organise training sessions;
- Participate in conferences;
- Develop education materials;
- Lead research projects;
- Organise meetings.

As activity implementation is planned over a four-year period, the effectiveness of the initiative can be improved by identifying the six-month period(s) in which each activity should be implemented. Some activities may have to be implemented in every six-month period while others may be implemented only at the beginning or at the end of the four-year period.

Coordination and monitoring activities should not be overlooked when planning the activities.

### B.3.3. Developing monitoring indicators and time-bound targets

It is possible to get a good overview of PI progress and performance with just a few carefully selected indicators.

One or several monitoring indicators should be defined for each of the objectives and activities developed. They should describe the project’s objectives in measurable terms and specify the quantity of the activities to be implemented.

Indicators provide an effective tool for measuring progress and performance. An indicator illustrates a trend that tracks the measurable change in a system over time. Generally, an indicator focuses on a small, manageable set of information that gives a sense of the bigger picture. Therefore, this means there is no need to measure everything.

To ensure the indicators are useful, they should be SMART:

- **Specific** to the objective it is supposed to measure and substantial, i.e. it reflects an essential aspect of an objective in precise terms.
- **Measurable** either quantitatively or qualitatively, in a factual way. Each indicator should reflect facts rather than subjective impressions. It should have the same meaning for project supporters and informed sceptics.
- **Available** at an acceptable cost, based on obtainable data. Indicators should draw upon data that is readily available or that can be collected with reasonable extra effort as part of the project administration.



- **Relevant** to the information needs of managers and plausible, i. e. the changes recorded can be directly attributed to the project.
- **Time-bound** so we know when we can expect the objective/target to be achieved.

The number of the indicators should be reasonable as human resources will be required to measure and report on each one. Being burdened with an excessive number of indicators may result in the system failing to achieve the expected benefits or not working at all. A large number of indicators will congest the overview it is meant to provide.

Depending on the monitoring frequency (see B.6.1), biannual or annual targets should be set for each indicator. Their value should be incremental, the activities or results being added between the current and past periods. For instance, if one training session per six-month period is scheduled, the targets should be as follows:

**Table 1: Example targets**

Indicators	Y1		Y2		Y3		Y4		Final Target
	S1	S2	S1	S2	S1	S2	S1	S2	
Training sessions organised	1	2	3	4	5	6	7	8	8

### B.3.4. Sharing implementation responsibilities

Once the list and timing for the activities has been prepared, responsibility for implementing these activities should be shared between the steering committee stakeholders. This step therefore requires the organisation of a (first) steering committee meeting.

The activities do not have to be implemented by one stakeholder only, but identifying a stakeholder to be in charge of coordinating each activity should enhance effectiveness, facilitate monitoring and reporting, and foster accountability.

## B.4. Ensuring financial capacity

### B.4.1. Identifying the requested budget

The inputs required to implement the activities, including coordination and monitoring activities, should be listed, and roughly translated into financial terms to determine the budget required.

The costs to be taken into account will probably include:

- Human resources for key coordinators;
- Logistical costs: meeting venues, meals for meeting participants, publication costs (editing and printing), and travel expenses for speakers at conferences, etc.

The timeline of the activities can be used to calculate the budget required for the 4-year period, as well as roughly for each six-month period.

### B.4.2. Identifying funding sources to combine UNESCO and non-UNESCO funds

Once the budget has been defined, it will be necessary to identify the funding sources through which to obtain the funding required. If the required resources cannot be found, the initiative will not be able to deliver its outputs and outcomes.

### **a) Financial commitment of member states**

Member states can directly financially participate in an initiative, especially if they have been pushing for the initiative to be created. If member states are really interested in an initiative, they should be prepared to contribute to its funding. Therefore, asking for a financial participation could be relevant when ensuring the commitment of member states (see B.1.5.).

### **b) Secretariat**

The IHP secretariat, which is in charge of coordinating and implementing the IHP activities, should also contribute. However, the financial capacity of the secretariat is limited. Therefore, the secretariat can instead allocate the human and logistical resources required to implement the activities, especially the coordination-related tasks.

### **c) Fundraising / extra-budgetary projects**

The PI can also receive funds from other sources through fundraising if the two sources above are not sufficient. External sources may include:

- Development banks/national or multilateral donors;
- Governments (maybe even outside the IHP member states);
- Foundations/charities/research institutes.

Donors may provide funds because the initiative covers themes in which they are interested. A presentation of the initiative and its strategic framework can help convince potential donors to contribute.

Some stakeholders may also be interested in funding a specific project within the scope of the initiative, such as a research project on a specific theme. In this case, the funding may be linked to an additional activity only. However, overhead costs of 8% can be negotiated and could be used for the initiative coordination activities.

## **B.5. Ensuring maximum visibility**

Visibility of the initiatives is key to enabling a wider audience to benefit from the initiative outputs and outcomes and foster greater impact, as well as to securing funds.

### **B.5.1. Naming/branding the initiative**

The name of the initiative is very important for its visibility as it becomes used almost as a brand name for all the outputs and outcomes delivered. In order to ensure visibility, the name of the initiative should:

- be relatively short and easy to pronounce;
- be relevant to the topics covered by the initiative;
- not be offensive or rude in any language;
- be specific enough to avoid misunderstandings or confusion with other organisations/concepts;
- be unique enough to be found easily on the internet;

If the name is longer than two words and the acronym is to be used (as for the existing initiatives), the acronym should not mean anything per se, especially if the meaning is misleading (e.g. FRIEND, HELP or GRAPHIC).

A good practice for naming the initiatives could involve using the visibility of IHP in the sector and adding the specific theme to its acronym. For instance, IFI (International Flood Initiative) could be renamed IHP-floods, and WHYMAP (Worldwide Hydrogeological Mapping and Assessment Programme) could be renamed IHP-maps.

Once a good name has been found, it will be necessary to ensure that the name is not already registered. It would perhaps be worthwhile registering the name to make sure that no other organisation is able to adopt it or prevent IHP from using it.

## **B.5.2. Visibility strategy**

There are a number of levers that can be used to maximise the visibility of the initiatives.

### ***a) Disseminating information***

Initiative-related publications provide a great opportunity to ensure their visibility. However, this will only be the case if the initiatives are quoted and can be easily identified on the outputs (name and logo on the first page), which was found not to be the case for several initiatives during the evaluation.

Publications can include:

- Scientific articles;
- Technical articles;
- Maps;
- Policy briefs;
- Infographics;
- Fact sheets;
- Newspaper articles;
- PowerPoint presentations for conferences and/or workshops;
- Training manuals;
- Education manuals;
- Etc.

These publications should be disseminated as widely as possible. Scientific articles should be published on scientific article databases such as researchgate, ScienceDirect or CAIRN (etc.), as well as in scientific journals such as the Journal of Hydrology, or Hydrological Sciences Journal (etc.). Training and workshop materials could be published on the initiative and IHP websites, as well as on knowledge-sharing platforms such as IWA publishing, pS-Eau (etc.) to reach a larger audience.

### ***b) Participating in relevant conferences***

Conferences are attended by key sector stakeholders and experts. Participating in relevant conferences, especially when giving a presentation, can be a great lever for improving visibility. Again, such participation will only improve visibility of the initiative if the initiative is mentioned by name, if the speaker introduces themselves as representing the initiative, and if the name and logo of the initiative are included on every written document.

### ***c) Online presence***

Nowadays, no public organisation can be properly visible without a presence on the internet. It is highly recommended that each initiative has a website, or at least a webpage on the IHP or partner website.

The domain name should match the name of the initiative. It is very important that the initiative name is unique to ensure the website appears at the top of internet search results.

The website should describe the initiative, its objectives and main partners. If there is enough time available, information could be provided on ongoing activities. However, if the website is not updated frequently enough, outdated activity information may give the impression that the website itself is also outdated. The website should share the key outputs of the initiative so that they are available to a wide audience.

#### **d) Other visibility tools that can be used**

Social media, especially professional networks such as LinkedIn, but also Twitter, can be used to share information on major events and/or key publications with a worldwide audience.

Email newsletters can be useful for retaining network members, and for keeping them updated on the results achieved and on ongoing and forthcoming activities. These newsletters do not have to be very frequent.

### **B.5.3. Targeting the audience**

The PI can target several audiences depending on their general objective and their topic, including:

- Hydrology scientists;
- Hydrology experts;
- Water experts;
- Water practitioners;
- Future hydrology/water experts/practitioners: students;
- Policymakers;
- Implementing national institutions
- Civil society (NGOs, associations);
- The general public.

The key audiences of the initiative should be identified and targeted by relevant communication tools.

## **B.6. Monitoring progress**

### **B.6.1. Reporting on progress against indicators**

In order to measure the progress and performance of the initiative against the planned activities and expected results, the indicators developed should be regularly informed.

Information can be collected twice a year for activity indicators and annually for indicators relating to the objectives.

If the indicators have been carefully developed as set out in B.3.3, they should be relatively straightforward to assess.

Comparing the actual value of indicators against established targets provides an indication of whether the initiative's implementation is proceeding as planned.

### **B.6.2. Holding regular steering committee meetings**

In order to make sure all partners are on the same page and remain committed to reaching the initiative's objectives, steering committee meetings should be held at least once a year.

The steering committee meeting should be used to review the progress made and the activities implemented. If implementation has fallen behind schedule, measures to mitigate this should be taken. The steering committee members must also discuss the activities planned for the future period and ensure that each person/institution in charge will be able to carry them out accordingly.

### **B.6.3. Reporting on regular milestones**

Reporting is key for transparency and accountability, especially reporting to financial backers and to IHP bodies.

A short annual report, containing progress against the indicators only, should be prepared each year for the IHP Bureau.

Progress reports should be published and/or sent to the IHP Bureau and donors at least every two years. The milestones could correspond to the reporting period before the intergovernmental council meetings in order to be included in the preparatory documents. They should contain progress against the indicators, as well as expenditure against the planned budget, an analysis of the difficulties encountered and mitigation measures (to be) taken.

#### **B.6.4. Evaluating the initiative at the end of the strategic phase**

At the end of each strategic phase, initiative progress and the opportunities for continuing the initiative should be assessed.

In addition to the second progress report, the focal point and/or steering committee should seek to answer the following questions:

##### ***a) Final evaluation of the 4-year phase:***

Relevance:

- To what extent has the initiative contributed to IHP missions and objectives?
- To what extent has the initiative met current sector needs?

Effectiveness:

- To what extent has the initiative implemented the planned activities?
- To what extent has the initiative fulfilled its objectives?

Efficiency:

- To what extent has the initiative been able to secure the planned budget?
- To what extent has the initiative maximised the input/output relationship?

Impact:

- What are the main (expected and unexpected) impacts of the initiative?
- How many people have directly benefited from the initiative's activities? (especially workshops and training)

##### ***b) Recommendations for the next phase***

- To what extent are there still needs that the initiative could address?
- To what extent is the initiative aligned with the objectives/themes of the next strategic phase of IHP?
- Should the objectives of the initiative be reviewed?
- What activities are the most relevant, effective and efficient regarding the initiative's objectives?
- How can sufficient budget be secured?

## C. Priority Initiative Creation Process

In line with the above guidelines, the process of creating a new priority initiative should follow the steps indicated below. If some of these steps, identified with the ➔ symbol, have no positive outcome, creation of the PI should be reconsidered.

1. *Identifying knowledge gaps and needs ➔*
2. *Ensuring the interest and commitment of member states ➔*
3. *Ensuring the added value of a newly created IHP initiative, making sure the themes are not already covered and will not be covered unless the initiative is created ➔*
4. *Ensuring alignment with UNESCO and IHP priorities*
5. *Identifying relevant and committed partners ➔*
6. *Developing general and specific objectives*
7. *Developing related activities and a timeline*
8. *Sharing implementation responsibilities*
9. *Naming/branding the initiative*
10. *Identifying the audience*
11. *Identifying the network members*
12. *Developing the visibility strategy*
13. *Identifying the requested budget*
14. *Ensuring the financial commitment of member states, the secretariat and fundraising ➔*
15. *Developing monitoring indicators*
16. *Completing the framework document (based on information already developed)*
17. *Obtaining a decision from the Bureau and/or the Council ➔*
18. *Officially launching the initiative and holding the first (or second) steering committee meeting*

## D. Content of the Framework Document

The framework document should contain key information for planning, implementing and monitoring the priority initiatives' activities. It requires no more information than the information set out in the Guidelines.

It is therefore a tool to help the people in charge of each initiative to structure its set-up.

It should not be considered a restrictive document as its content can be updated to reflect the reality of the initiative; however, all the sections should be filled in to ensure the initiative is properly structured.

The template is available in Annex 1.

### D.1. Institutional Set-Up

**a) *Objective: identify the stakeholders involved in the priority initiative***

**b) *Related Guidelines:***

B.2.1 Identifying relevant and committed partners

B.3.4 Sharing implementation responsibilities

**c) *Content:***

The name and contact details of:

- The focal point at the IHP secretariat;
- Key partner organisations and focal points;
- The steering committee members.

### D.2. Strategic Framework

**a) *Objective: define the priority initiative objectives and the rationale behind them***

**b) *Related Guidelines:***

B.3.1 Developing general and specific objectives

B.1.1 Identifying knowledge gaps and needs

B.1.4 Ensuring alignment with UNESCO-IHP priorities

**c) *Content:***

- **Objectives**

**General objective:** The main impact to which the initiative should contribute.

**Specific objectives:** Between 1 and 4 expected outcomes or direct effects of the initiative, the combination of which should help achieve the general objective.

- **Rationale behind the objectives:**

**Identified (unmet) needs:** Sector needs to which the initiative should respond.

**Alignment with UNESCO-IHP priorities:** list of IHP missions and strategic phase themes with which the initiative is aligned.

- **Strategic framework**
  - **Statements:** wording of objectives, expected results and activities;
  - **Objectively Verifiable Indicators:** wording of the indicators related to the objectives, expected results and activities;
  - **Targets:** indicator values to be reached at the end of the four-year period.

## D.3. Implementation and Budget Framework

a) ***Objective:*** *Plan implementation of the initiative activities and secure the necessary resources*

b) ***Related Guidelines:***

B.3.2 Developing related activities and a timeline

B.3.4 Sharing implementation responsibilities

B.4.1 Identifying the requested budget

B.4.2 Identifying funding sources

c) ***Content:***

**Activities:** Wording of the activities already listed in the strategic framework (with the same numbering), without the objectives.

**Responsibilities:** Key partner in charge of each activity.

**Planned required budget:** Amount of money required to implement each activity.

**Funding source:** Origin of the funds to be secured to implement each activity, depending on the commitments of the financial backers.

**Timeline:** Six month period(s) in which each activity should be implemented.

## D.4. Monitoring Framework

a) ***Objective:*** *Identify the monitoring milestones and prepare a simple monitoring tool.*

b) ***Related Guidelines:***

B.3.3 Developing monitoring indicators

B.6.3 Reporting on regular milestones

c) ***Content:***

- **Reporting milestones:**

**Report:** Name of the report.

**Audience:** Persons/bodies that will read the report.

**Scope:** Key content of the report.



**Planned date:** Planned issue date of the report.

- **Short reporting table:**

**Indicators:** List of indicators in the strategic framework.

**Target year 1, 2, 3, 4:** Targets for each year (incremental).

**Value year N:** Value of the indicator for the current year.

**Comments:** Additional information to explain delays or potential risks.

## D.5. Conditions under which the PI should be closed down

- a) **Objective:** *Ensure that the priority initiative is continued only if sufficiently useful and effective.*

- b) **Related Guidelines:**

B.6.4 Evaluating the initiative at the end of the strategic phase

- c) **Content:**

**Fulfilment closure:** Outcomes that, if fulfilled, would lead to the close-out of the initiative.

**Minimum effectiveness:** Indicator values at the end of the timeline under which the initiative would be considered as being insufficiently effective and thus would be closed down.

**Milestones for a vote by member states:** Indication of the fact that the member states will be asked to vote on whether or not to continue the initiative.



<b>Ensuring maximum visibility</b>														
Naming/branding the initiative	x	x		x	x	<b>X</b>			x	x				
Visibility strategy	x	x	x	x	x	<b>X</b>	<b>X</b>	<b>X</b>	x	x	x	x	x	<b>X</b>
Targeting the audience	x	x	x	x	x	x	<b>X</b>	<b>X</b>	x	x	x	x	x	<b>x</b>
<b>Monitoring progress</b>														
Reporting on progress against indicators	x	x	x	x	x	x	x	<b>X</b>	x	x	x	x	x	x
Holding regular steering committee meetings	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Reporting on regular milestones	x	<b>X</b>	x	x	x	x	x	x	x	x	x	x	x	x
Evaluating the initiative at the end of the strategic phase	x	x	x	x	x	x	x	x	x	x	x	x	x	x



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International  
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## F. Annexes

## Annex 1. Framework Documents Template

IHP priority initiative: *name*

### F.1. Institutional Set-Up

F.1.1. IHP secretariat focal point: *name and contact details*

F.1.2. Key partners:

Name of organisation (location)	Role in the initiative	Focal point name and contact details

F.1.3. Steering committee members:

Name	Contact Details	Organisation

### F.2. Strategic Framework

F.2.1. General objective:

### F.2.2. Specific objectives:

a) **O1:**

b) **O2:**

c) **O3:**

### F.2.3. Rationale behind the objectives:

a) *Identified knowledge gaps and (unmet) needs*

b) *Alignment with UNESCO and IHP priorities*

### F.2.4. Strategic framework

No.	Statements	Objectively Verifiable Indicators	Final Targets
<i>General objective</i>			
O1	<i>Specific objective 1</i>		
R1.1	<i>Result area 1 for O1</i>		
A1.1.1	<i>Activity 1 for O1 and R1.1</i>		
A1.1.2	<i>Activity 2 for O1 and R1.1</i>		
R1.2.	<i>Result area 2 for O1</i>		
O2	<i>Specific objective 2</i>		
R2.1	<i>Result area 1 for O2</i>		

### F.3. Implementation and budget framework

No.	Activities	Responsibilities	Planned required budget	Funding source	Timeline															
					Year 1				Year 2				Year 3				Year 4			
A1.1.1					■	■														
A1.1.2					■	■	■													
A1.2.1																		■		
A2.1.1																				
<b>Total budget</b>																				





N°	Indicators	Target year				Value year N	Comments
		1	2	3	4		

## F.5. Conditions under which the Initiative should be closed down

### F.5.1. Fulfilment closure

### F.5.2. Minimum effectiveness

### F.5.3. Milestones for a vote by Member States

At the beginning of each IHP phase, the Council Member States will be asked to decide which initiatives should be implemented during the next four year period based on clear objectives, the budget required and the monitoring information available for the previous phase.

## Annex 2. Bibliography

[http://eeas.europa.eu/archives/delegations/fiji/press\\_corner/all\\_news/news/2015/20150420\\_01\\_en.pdf](http://eeas.europa.eu/archives/delegations/fiji/press_corner/all_news/news/2015/20150420_01_en.pdf)

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