



**Sustainable Water
Integrated Management (SWIM) -
Support Mechanism**



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Water is too precious to waste

**TRAINING OF GOVERNMENT OFFICIALS ON THE PREPARATION
OF WATER PLANS, ATHENS, 10-11 Sep. 2012**

**Formulation of plans of action for IWRM Strategies and
capacity needed for implementation**

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Introduction & Recap:

- The action plan is developed from the outcome of the strategy. However, there is an inseparable link that refers the plan back to strategy as further assessment and adjustment takes place
- Targets for each goal in the strategy form the core of any action plan as they describe specific and measurable activities, accomplishments or thresholds to be achieved by a given date.
- The targets serve to focus resources and guide the selection of options for action.
- Because targets imply concrete actions and behaviour changes by specific stakeholders, they should be the product of negotiation

Introduction & Recap:

- The IWRM plan is used to operationalise the strategy from one planning period to the next.
- Identification of action areas is the core of the formulation of IWRM plan.
- Actions would address a country's water challenges and gaps in ways that are economically efficient, socially equitable and environmentally sustainable

When Looking at Action Areas, do not Focus only on Water

- Often actions are needed in related sectors— eg. the reform of agricultural subsidies, land use regulations, food security policies, etc.
- This is why having a multi-sectoral strategy formulation team, with high level buy-in from other sectors, is crucial.

Mapping out a plan of action

- Once areas to target for change have been broadly identified, the challenge becomes to map out a more detailed plan for action. This involves examination of:
- What is feasible given the current political, economic and social context?
- The order of Change: What types of change should be prioritized? Do some changes need to happen first to make others possible?
- What are the relative costs & benefits between various change options?
- How do the changes work together as a mutually reinforcing package?

Considering the political, economic, and social context

- One of the most common pitfalls is coming up with “ivory tower” solutions—solutions that are technically sound but do not take into account the real world context in which they will have to be implemented. For example:
 - full-cost pricing of irrigation water when farmers are struggling to make a living.
 - Attempting to control groundwater withdrawal through licensing users when there is no capacity to shoulder the required administrative burden or prevent illegal abstraction.

Considering the political, economic, and social context

- In cases where it is outside the power of the strategy to create the necessary conditions for successful implementation of a particular action, one can still include such actions while acknowledging current realities, by incorporating “triggers” into the action plan (i.e when certain precondition is met)
 - Example: when *per-capita* income reaching a certain level—a particular action is launched (or “triggered”).

Some Ways of ensuring solutions succeed in practice

- Making sure that the formulation team includes people with a broad range of practical experience.
- Ensuring adequate stakeholder consultation and input.
- Striving for transparent decision-making processes.
- Being aware of and linking into existing policy formulation and budgeting processes.
- Keeping in mind the diverse, complex, and not always logical influences on human decision-making and behaviour.

Determining the order for change

- For reforms to succeed, certain preconditions often need to prevail → the order in which reforms takes place is important.
- Ex: irrigation management transfer to work in sub-Saharan Africa's small-scale schemes, governments first need to invest in raising the income-creation potential of small-scale irrigated farming by strengthening access to markets and credits, promoting high-value crops, and improving extension and technical support systems.

In determining the order for change

- Think in terms of short-, medium- and long-term objectives
 - Ask What changes need to come first to make other changes possible?

Looking at Relative Costs & Benefits

- After screening reform options for feasibility, the next step is to look at relative costs and benefits—in terms of economic efficiency, environmental sustainability and social equity

Creating a mutually reinforcing package of reforms

- Reforms need to be considered and designed as part of an action package for achieving particular strategy objectives. Often crucial steps such as capacity-building, raising awareness, and improving access to information are performed only superficially or skipped entirely.
- Ideally packages should consist of measures that complement and reinforce each other and work well with existing policies and institutions.
- Part of the reform process may be working to improve policy coherence.

Action Areas within an IWRM strategy

- Actions address the gaps in the IWRM framework
- They aim at reform of *policies, legislation and financing* frameworks, *institutional roles* and capacities, and enhanced *management instruments* required to deal with the priority water resources issues.
- Links to other *national plans and international processes* are additional important components.

Action Areas within an IWRM strategy (Cont'd 1)

- Enabling Environment
 - Policies
 - Legislative framework.
 - Financing and incentive structures
- Institutional Roles
 - Creating an organizational framework - forms and functions.
 - Institutional capacity building - developing human resources

Action Areas within an IWRM strategy (Cont'd 2)

Action Areas

- Management Instruments
 - Water resources assessment - understanding resources and needs
 - Planning
 - Demand management
 - Social change instruments
 - Conflict resolution
 - Regulatory instruments
 - Economic instruments
 - Information management and exchange - improving knowledge for better water management.

Sample Action Plan

ACTION PLAN FOR INTEGRATED WATER RESOURCES MANAGEMENT IN BURKINA FASO

Fields of Action

- Enabling environment
- Water resources information system Management procedures
- Research-Development
- Human resources
- Information, communication, sensitization
- Institutional framework
- Emergency measures

[LINK TO SAMPLE ACTION PLAN](#)

Elements of the Action Plan

- Field of Action
- Justification
- Expected results (Result 1, 2, 3)
- Actions corresponding to each result
- Cost

Other Possible Fields in the Action Plan

- Supervising Authority
- Responsibility
- Base line & Target Indicators

Capacity Building (CB)

- IWRM implementation will entail important changes such as:
 - Appearance of new management functions .
 - Shifting of existing functions at the central level towards other levels through devolution and decentralization.
 - The need for new laws, policies, regulations, standards, etc
- All this will be expressed by the emergence of development needs of competence (engineers and technicians, lawyers, economists, communication and social sciences experts, ...) from the staff at all the levels.
- This context requires to elaborate and implement realistic actions to develop and reinforce human resources.
- Building capacity for implementation is a continuous process, to put up with demands for new knowledge and competencies help understand new directions, build commitment & develop appropriate responses to resource management challenges.

Capacity Building (CB)

- CB should not be limited to government water management agencies
- It should include regulatory bodies, knowledge institutes, relevant private sector entities, and non-governmental, community-based organizations, and individual stakeholders who wish to participate.

Capacity Building needs are likely to include

- Technical expertise in management areas, including
 - monitoring and evaluation;
 - engineering and applied science, incl. hydrology and ecology;
 - social sciences, especially economics,
 - political science, law and public administration.
- Modelling and analysis of data, and developing and maintaining databases.
- Conflict resolution, negotiation skills,
- Trans-boundary cooperation and planning,
- mobilizing financial resources.
- short-term training to serve as refresher training for water managers, decision makers and politicians, promoting staff exchange & experience

Capacity Building needs are likely to include

- policy and planning capabilities
- skills in risk assessment,
- environmental, social and economic assessments
- competencies in demand management and in use of prices and value for efficiency in use and equity in access
- Establish human resources development and capacity building tailored to the water resources and institutional issues
- Upgrading the skills and understanding of decision-makers, water managers and professionals in all sectors,

To be effective, CB should be accompanied by institutional strengthening

Examples of institutional strengthening include

- ensuring each institution has a clear mission, strategy and workplan;
- orienting the recruitment of staff to the needs of the institution;
- Ensuring that institutions have an operating budget in-line with their mission and strategy.
- Offering salaries/opportunities attractive enough to retain capacity within the country and prevent the “brain drain”.

Assessment of IWRM PLAN Priority Actions

- Are the actions relevant to the goals & targets & feasible in the light of the diagnosis, the targets, their estimated costs, available resources, institutional capacities & effectiveness of past policies?
- Is there adequate & credible financing plan & is it amenable to adjustment responding to variable financing flows.
- To what extent do actions address key policy, institutional and management constraints to sustainable WRM?
- Do the actions address or encompass water as an economic as well as a social good, downstream responsibilities, the various forms and interdependent nature of the resource and the competing water uses in basins?

Build commitment to actions

- Ensure adoption at the highest political level
- An IWRM plan will typically suggest actions that go well beyond the responsibility of a particular ministry or department, and it may propose changes of central government institutions.
- It is essential therefore, that the plan is adopted at the level where inter-ministerial co-ordination takes place, and ultimately – as in the case of national water legislation – with the Parliament

Stakeholder acceptance

- Dialogue and acceptance by stakeholders for the IWRM planning process is crucial.
- Actions should be seen to lead to real improvements for people
- Incorporate into the management strategies and plans political feasibility, ideology and cultural aspects.

Identify financing

There are important linkages between implementation of the water resources management strategy and plan and the government's annual budget cycle. Thus it is important that water resources management become institutionalised in domestic budget preparation and policy and programme formulation practices.

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Thank you
for your attention

Merci pour
votre attention



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