



DRAFT

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1. Introduction

The purpose of this document is to provide guidelines for the establishment, renewal, implementation and monitoring of Flagship Initiatives (FIs) of the Intergovernmental Hydrological Programme (IHP). This **Guiding Principles for the establishment, renewal, reporting and evaluation of Flagship Initiatives constitutes the Framework for the** Flagship Initiatives within UNESCO Intergovernmental Hydrological Programme (IHP).

A “Flagship Initiative” is an IHP priority initiative and/or programme, which provides a fundamental contribution to the delivery of a specific phase of the IHP Programme. Following what happened in the past decades, it is expected that FIs will continue to play a crucial role in the implementation of IHP during the coming phases.

This document is divided into 5 chapters plus annexes.

Chapter 2 describes the institutional set-up and the governance of an initiative. In particular, it clarifies the role of the Advisory Board and of the key partners.

Chapter 3 provides information on the seven steps needed to plan new initiative and to renew existing ones. This starts with a gap analysis, followed by the development of the Logical Framework for the initiative, which includes Impact, Outcomes, Outputs and Key Activities. Special attention is devoted to the creation of a monitoring framework, with the design of indicators at outcome and output level (and activity level, when deemed necessary). The preparation of a strategy (which could have the form of a GANTT diagram if needed), which clearly assigns a time frame and a responsible entity to the key activities, is developed in Section 6, while Section 7 provides information on the budgetary aspects and financial sustainability of the initiative.

Chapter 4 is devoted to the creation of a branding and visibility of new or existing initiatives, with 5 sections describing the choice of the name, the dissemination of information and visibility in terms of online presence, participation/ organization to events.

Chapter 5 describes in detail the required reporting mechanism of Flagship Initiatives, which will require two main reporting processes (biennial and final reporting), with a narrative report and an indicator-based report. Finally, this chapter provides information on the need of a periodic risks assessment.

Chapter 6 presents the Guiding Principles for the establishment, reporting and evaluation of Flagship Initiatives. The chapter is divided into 2 sections: the first one describes the processes related to the establishment of new initiatives, while the second provides information of the renewal process of a existing initiative.

Annexes includes the templates needed to comply with the requirements set in the previous chapters. Templates are given in the annexes for the submission of new Flagship Initiative proposals, as well as for the submission to renew FIs from one IHP phase to the following one (Annex I), for reporting on their achievements (Annex II) and for their assessment – existing and new ones - by the IHP Intergovernmental Council (Annex III).

2. Institutional Setup and Governance

The purpose of this chapter is to provide information on the main actors that are involved in the institutional set-up and governance of a Flagship Initiative, i.e., the Secretariat of the Initiative, the Advisory Board and the Key Partners/Network Members.

2.1. Secretariat of the Flagship Initiatives

Each flagship initiative should have its own Secretariat that coordinates the planning, delivery and reporting of all the FIs activities. Historically, the Secretariat of some of the IHP Flagship Initiatives has been hosted by UNESCO-IHP. However, in order to ensure sustainability of the FI, and to increase ownership by its main partners, all new and renewed Flagship Initiatives will need to have their own dedicated Secretariat outside the IHP Secretariat. Ideally, one of the Members of the UNESCO Water Family should take the ownership of hosting the Secretariat of the Flagship Initiatives.

Key Principle. It is essential for any FI, whether new or renewed, to have a functional and active Secretariat. The while there is flexibility on the governance mechanisms of the Flagship Initiative Secretariat, it is recommended that a Secretary or Chairperson should be nominated.

2.2. The Advisory Board (Annex 1 - A.2.)

All Flagship Initiatives should have an Advisory Board. The Advisory Board should be composed of representatives from at least five relevant and committed partners. These representatives should primarily be from Category 2 Centres under the auspices of UNESCO, UNESCO Chairs and IHP National Committees and other 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 Advisory Board for an entire IHP phase or part of it (depending whether an initiative is approved in within a IHP phase). The IHP Secretariat, in coordination with the FI Secretariat, would act as facilitator of the Flagship initiative's Advisory Board. The Advisory Board should consider regional or thematic or sub-committees, if applicable.

The mandate of the Advisory Board should be defined in a set of Terms of Reference. The Terms of Reference must contain the projected functions and composition of the Advisory Board. The membership selection process for both the main Advisory Board and any regional or thematic or sub-committees, should be detailed in the Terms of Reference including an explanation of how any changes to Committees would be approved. The Governance Structure of the Flagship Initiative should be outlined in the Terms of Reference, including the roles of both the Flagship Initiative Secretariat and the Advisory Board.

In order to maintain coordination and commitment amongst partners, Advisory Board meetings should be held at least once a year. The Advisory Board meetings should review the progress made and the activities implemented (see monitoring Chapter below). If implementation has fallen behind schedule, mitigation measures this should be taken. The Advisory Board members should discuss the activities planned for the future period and ensure that each person/institution in charge will be able to carry them out accordingly.

2.3. Key partners and network members (Annex 1 - A.3.)

To be successful, a Flagship Initiative needs to be able to identify and retain interested and active network members, who will play a key role for the FI, albeit potentially with less involvement than the members of the Advisory Board. These are persons or organisations working on themes related to the FI's main area of interest, and who could contribute to and benefit from the Initiative by participating in workshops, training sessions and conferences and/or contribute to publications and

the content of workshops and/or training on specific themes. Network members can be included in the following categories:

- UN organizations;
- Universities and research institutes/centres;
- IHP UNESCO Category 2 centres;
- UNESCO Chairs;
- Representatives of the IHP National Committees;
- Networks of university departments;
- Governments (incl. governmental water institutions);
- Science Parks and Museums;
- Water experts;
- University departments;
- Water-related NGOs;
- Professional organization;
- International organisations;
- Intergovernmental organizations;
- Etc.

A contact list would help retain the network members, as they could be sent information on and/or invitations to the Initiative's activities. It will be the duty of the Initiative's Secretariat to maintain and update periodically the list of partners.

3. Implementation Planning

All FIs should develop implementation plans as part of their initial or renewal applications. These plans should be maintained over the course of an IHP Phase by the Flagship Initiative Secretariat and its Advisory Board.

The preparation of an implementation plan for a new initiative, or for the renewal of an existing one, starts by identifying knowledge gaps and needs, in order to provide expected results, outcomes and impact, which will contribute to those of a specific IHP Phase. This process 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



3.1. Identifying knowledge gaps, needs and potential added value (Annex 1 - B.1.)

Flagship Initiatives will only be created or renewed if, and only if, they can address a priority need that no other existing initiative and/or well-positioned institution/entity addresses.

When a stakeholder (IHP Member State, IHP Secretariat, IHP Bureau member, member of the UNESCO Water Family, etc) identifies a potential theme/priority area to be addressed by a new initiative, a review and mapping of stakeholders potentially addressing the same issues should be carried out.

Similarly, for existing Flagship Initiatives seeking renewal, the Advisory Board should seek to identify the other stakeholders working on the themes/priority areas covered and ensure that the 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.

The result of the stakeholder mapping should be included as part of all applications for new Flagship Initiative or renewal of existing ones (See Table 2 – Annex 1).

3.2. Developing the general objective(s) and intended impacts (Annex 1 - B.2.)

All Flagship Initiatives should identify their general objective(s). The objectives should address the knowledge gaps and needs identified through the actions outlined in Section 3.1. In developing their objectives, Flagship Initiatives should state the intended impacts of the Initiative in terms of the long-term benefits to society and/or knowledge benefits for the stakeholders. The causal link between the initiative's activities and the general objective/intended impact does not have to be direct (as 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.

As an integral part of the IHP, Flagship Initiatives should also be well aligned with the UNESCO-IHP mission to support Member States in accelerating implementation of water-related agendas through water science and education in cooperation with partners and other UN agencies active in the water sector. The objectives of Flagship Initiatives may evolve over time and it is important that they support the strategic priorities as defined for each IHP phase, which usually last 8 years.

The general objective(s) of all Flagship Initiative should therefore:

- a. Respond to identify (unmet) needs and have clear intended impacts;
- b. Align with the overall UNESCO-IHP mission
- c. Support the priorities of the current IHP phase.

3.3. Defining the Outcomes/specific objectives and Outputs/ Expected results of the Flagship Initiative (Annex 1 - B.3.)

The outcomes/specific objectives and the expected outputs/results of the Flaship Initiative should be drafted taking into consideration the specificity of the IHP Phase the initiative is contributing. In principle, crafting this part of the Logframe should be done using best practices of the Results Based Management.

3.4. Activity Planning (Annex 1 - B.4.)

Once the general objective(s), the specific objectives and the outputs have been defined, it is necessary to identify and plan the key activities to be implemented in order to achieve these objectives. The key activities are the tasks to be carried out by those involved in the Initiative in order to deliver the expected results and thereby achieve the objectives.

Key principle: All Flagship Initiatives are required to plan their implementation, possibly following the same schedule as the IHP Phases, over the specific periods of time within the ongoing IHP Phase, in order to improve the overall effectiveness of the initiative. In light of the length of IHP Phases (usually 8 years), and of the periodicity of UNESCO C/5, it is suggested to schedule activities with a biennial periodicity.

3.5. Performance indicators (Annex 1 - B.4.1.)

A careful selection of performance indicators will greatly facilitate the tracking of progress and performance of a given Flagship Initiative. One or several indicators should be defined for each of the specific objectives and outputs, possibly in conformity with the performance indicator of the priority areas of the ongoing IHP phase. They should describe the project's objectives in measurable terms (see key principle below) and specify the quantity of the activities to be implemented. The Advisory Board should meet at least once a year and indicators should be included in the 2-yearly reports to the IHP Council. Indicators at activity level could be used too.

Key principle: To ensure that 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 jeopardize the overview it is meant to provide.

Baseline and time-bound 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 example, if one training session per six-month period is scheduled, the targets should be as follows:

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

(Note: “Y” for year, “S” for semester).

When defining FIs targets (meaning the indicator values to be reached at the end of the eight-year period or part of a IHP phase), one could finally consider specific groups of beneficiaries that could include:

- Hydrologists and Hydraulic Engineers, other water professionals;
- Water practitioners;
- Future hydrology/water experts/practitioners: students;
- Policymakers;
- Implementing national institutions;
- Civil society (NGOs, associations);
- Communities;
- The general public.

3.6. Activity timeframe and responsibilities (Annex 1 - B.4.2.)

Once the list and timing for the activities has been prepared, responsibility for implementing these activities should be shared between the Advisory Board stakeholders. 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. A GANTT diagram could be used for this specific phase of the planning.

3.7. Budget (Annex 1 - B.4.3.)

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 (among others):

- Human resources for the flagship Initiative(coordination, preparing meetings, reporting, information sharing, etc.);
- Technical expertise;
- Publications;
- Meetings and trainings;
- Monitoring and reporting.

The timeline of the activities can be used to calculate the budget required for a given period of time.

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. Funding sources to be considered include:

- Financial commitment of Member States: Member States can directly financially participate in an initiative, especially if they have been very supportive of the Flagship Initiative creation. 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.
- Secretariat: The IHP Secretariat will provide limited in-kind support by allocating human and logistical resources to support activities' implementation, especially the coordination-related tasks.
- Fundraising / extra-budgetary projects: A Flagship Initiative can also receive funds from other sources through fundraising if the sources above are not sufficient. External sources may include development banks, national or multilateral donors, foundation, research institutes and/or the private sector.

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

Some stakeholders may also be interested in funding only a specific activity 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 activity only.

4. Branding and Visibility

Branding and visibility are key steps to ensure that the results and products of the Initiative are adequately disseminated. While not compulsory, it is strongly suggested that every flagship initiative maintains a communications strategy that addresses some of the points listed in this chapter.

4.1. The Name (Annex 1 - A.1.)

The name of the Flagship Initiative is very important for its visibility as it becomes used almost as a brand name for all outputs and outcomes delivered. A good practice for naming the FIs could involve using the visibility of IHP and adding the specific theme/priority area to its acronym.

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.

Once a name is found, it will be necessary to ensure that the name is not already registered as trademark. 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. When present, the use of UNESCO logo will follow UNESCO rules and regulations.

4.2. Outputs (Annex 1 - C.1.)

Initiative-related publications and other outputs provide a great opportunity to ensure their visibility. Outputs could include, among other things:

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

All outputs should include clear identification of the Flagship Initiatives contributions with prominent positioning of the logo and name. IHP Secretariat will provide advice on how the contribution of Flagship Initiatives should be acknowledged.

Efforts should be made to maximise the reach of Flagship Initiative outputs. For example, scientific articles should be published on scientific article databases, as well as in scientific journals. Training and workshop materials could be published on both the initiative website and on knowledge-sharing platforms. In order to reach a larger audience, all outputs should be provided to the IHP Secretariat for consideration of whether they should be publicised via the IHP website/communication channels.

4.3. Events (Annex 1 - C.2.)

Convening and actively participating in relevant events (for example giving presentations) can be a great lever for improving the visibility of FIs. In such cases, efforts should be made to maximise the awareness of the FI. For example, during the event the initiative should be mentioned by name,

participants should clearly state their affiliations with FIs and provide information about how others can get involved in it, and the name and logo of the initiative should be included in written documents and other outputs.

4.4. Online presence (Annex 1 - C.3.)

4.4.1. Websites

Nowadays, no public organisation can be properly visible without a presence on the internet and therefore, each initiative should maintain a website. The website should describe the initiative, its objectives and main partners. It is required to keep websites up-to-date. The website should share the key outputs of the initiative so that they are available to a wide audience.

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. Analytics of the access to the domain and inside the same are essential for reports.

4.4.2 Other visibility tools (Annex 1 - C.4.)

Social media can be used to share information on major events and/or key publications with a worldwide audience. FIs should discuss with the IHP Secretariat how to link any social media presence with other elements of the UNESCO Water Family in order to maximise the impact.

Similarly, 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 should possibly follow the implementation plan of the same FI.

5. Monitoring and Reporting

Monitoring and reporting is key for transparency and accountability, especially reporting to financial backers and to IHP bodies. Reports should be submitted on a regular basis to the IHP Governing Bodies (Council sessions), who have to collect information on key contributions of the existing and new initiatives to the achievement of IHP strategic priorities and outcomes. Coordination and monitoring of the initiative should not be overlooked when planning the activities. Reporting of the implementation of the FIs should be carried out according to the IHP Intergovernmental Council reporting mechanism.

5.1. Reporting on regular milestones (Annex 2 - 2.1.)

All Flagship Initiative are expected to provide the following reports:

- **Progress reports**, containing progress against the indicators, should be presented to the IHP Council every two years. This milestone could correspond to the reporting period before the IHP Intergovernmental Council meetings in order to be included in the preparatory documents.
- A **final report** should be presented at the end of the IHP Phase for consideration by the IHP Intergovernmental Council who should deliberate about their achievements and possible continuation or closure during the successive Phase of the programme. Such report should describe the progress against the indicators, expenditure against planned budget, the visibility reached, an analysis of difficulties and mitigation measures, as well as answers to evaluation questions and recommendations for the next IHP phase, if renewal is being sought.

The Template given in Annex II will guide stakeholders in preparing reports.

In addition to the above, periodic informal reporting to the IHP secretariat is encouraged, by, for example, sharing the minutes of the annual meeting of the Advisory Board.

5.2. Narrative reporting (Annex 2 - 2.2.)

In general, all progress and final report should have a narrative part and a part related to the monitoring of indicators. The narrative part of a report should include a summary of the main achievements during the considered period of time. In particular, it should detail contributions to UNESCO priorities and the IHP's current Phase. Wider contributions, for example, to the implementation of international development priorities of Member States or other intergovernmental organisations should also be outlined.

The narrative reports should also provide an update on the visibility of the Flagship Initiative, by including details on:

- The dissemination of outputs (for example, specifying number of publications produced and distributed, the target audience, etc.);
- Participation of representatives of the Flagship Initiative at events (including the location, purpose, audience, etc.);
- The Flagship Initiative webpage (including its location, number of views, statistics on users, etc.);
- The other visibility tools deployed (for example, social media activity and audience statistics).

5.3. Reporting on progress against indicators (Annex 2 - 2.3.)

In order to measure the progress and performance of the Initiative, the indicators described in section 3.5 should be regularly updated and included in progress and final reports. Information should be collected on a regular basis for activity indicators (if available), output indicators, while this

could be done annually or bi-annually for indicators relating to the outcomes. Comparing the actual value of indicators against established targets provides an indication of whether the initiative's implementation is proceeding as planned.

5.4. Risks assessment and mitigation (Annex 2 - 2.4.)

It is recognised that the alignment of Flagship Initiative planning with the 8-year cycle of IHP Phases means that Flagship Initiative the implementation of an initiative may not proceed 100% as planned. The reason why some activities could not be implemented as planned should be analysed by Flagship Initiative Secretariats and Advisory Committees/Boards. Corrective measures should be implemented and/or activities re-planned taking into consideration risks that could not be anticipated at the initial submission of the proposal. Details of such changes to FIs should be included in progress and final reports.

6. Applications for new Flagships Initiatives and renewal of existing Flagship Initiatives

Application for establishment of new initiatives or for the renewal of existing ones should be submitted by IHP National Committees (UNESCO Member states).

Applications should be submitted to the IHP Secretariat and examined by the IHP Bureau before the final consideration and a decision on approval by the IHP Intergovernmental Council. Where FIs are approved, this will be for the period up to the end of the current IHP Phase and FIs will need to apply for renewal if they wish to continue into the next Phase.

All applications for new FIs or renewal of existing FIs should be made using the template provided in Annex I. This template has been structured in such a way that it would facilitate the collection of the necessary elements for a proper assessment.

Flaship Initiative

6.1. Applications for new Flagship Initiatives (Annex 3 - 3.1.)

A new Flagship Initiative will only be created if there is willingness and interest among IHP Member States and financial resources are in place to ensure its sustainability and implementation over a given period of time. The planning, definition of priorities, and implementation supervision of the IHP Programme and its Flagship Initiatives are decided by Member States through the IHP Intergovernmental Council. Therefore, to be created, a new Flagship Initiative should be supported by the majority of the members of the IHP Intergovernmental Council. In a more proactive perspective, interested member states could be invited to participate in the initiative by allocating the funding and/or experts and institutions required for the Flagship Initiative to be effective.

The option of integrating the issues to be addressed into the scope of an existing IHP Flagship Initiative or programme should also 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.

When reviewing applications for new FIs, the IHP Bureau and Council will consider its compliance with the principles outlined in this Framework with a particular focus on three main aspects:

- 6.1.1. **Its relevance:** to what extent the proposed Flagship Initiative intends to contribute to UNESCO priorities, the achievement of internationally agreed development frameworks and, in particular, and IHP Priority Areas for a specific IHP phase?
- 6.1.2. **Its effectiveness/efficiency:** to what extent is the Flagship Initiative well-structured and equipped to fulfil its general and specific objectives, and to be as impactful as expected?
- 6.1.3. **Its visibility:** what are the main (expected and unexpected) impacts of the initiative, in terms of beneficiaries (of research, training and capacity building efforts, meetings) as well as audience of outreach efforts?

6.2. Applications for renewal of an existing Flagship Initiative (Annex 3 - 3.2.)

At the end of each IHP Phase, the progress of the Initiatives and the opportunities for continuing the initiative will be assessed (see Section 5). When there is an interested to renew an initiative, an IHP National Committee should submit an application to the IHP Secretariat. At the beginning of each IHP Phase, the IHP Council will then decide which initiatives should be implemented during the next

eight-year period based on the plans outlined in applications and the monitoring information available from the previous phase.

It is not expected that all FIs necessarily seek renewal at the end of an IHP Phase and the closure of an initiative is not to be seen as the expression of a failure. A decision by a Flagship Initiative Advisory Board not to seek renewal or by the IHP Council not to approve renewal, could in fact be taken in consideration of the fact that most of the outcomes which were expected to be delivered and the targets which were planned to be attained have effectively been delivered/attained. In the opposite case, a closure should be considered in function of indicator values at the end of the timeline under which the initiative should be considered as being insufficiently effective.

When reviewing applications for renewal of existing FIs, the IHP Bureau and Council will consider its compliance with the principles outlined in this Framework with a particular focus on four main aspects:

- 6.2.1. **Its relevance**: to what extent the proposed Flagship Initiative will contribute to UNESCO priorities, of the achievement internationally agreed development frameworks, in particular, IHP new phase Priority Areas and their related planned outcomes?
- 6.2.2. **Its effectiveness/efficiency**: to what extent the Flagship Initiative is well structured and equipped to fulfil its general and specific objectives, and to be as impactful as expected?
- 6.2.3. **Its visibility**: what are the main (expected and unexpected) impacts of the initiative, in terms of expected beneficiaries (of research, training and capacity building efforts, meetings) as well as audience of outreach efforts?
- 6.2.4. **Its results/achievements so far**: what have been the main achievements of the Flagship Initiative during the previous IHP Phase in terms of its contribution to UNESCO priorities and to international development framework? What have been the main outcomes of its activities towards reaching the final targets? What have been the impacts in terms of outreach beneficiaries and audiences?

In elaborating their recommendations for the continuation of an existing initiative, the IHP Bureau and Council should consider in particular the following questions:

- To what extent is the initiative aligned with the objectives/themes/priority areas of the new strategic phase of IHP?
- How much should the objectives of the initiative be reviewed/adapted to the new phase?
- What activities are the most relevant, effective and efficient regarding the initiative's objectives?
- How can sufficient budget be secured?

7. Annexes

Check list table showing annexes for the two different types of submissions accepted by IHP Secretariat. All new Flagship Initiative must be approved by the Council after consideration by the Secretariat and Bureau.

	New Flagship Initiative proposals.	Submission to renew a Flagship Initiative from one IHP phase to the following one.
Annex 1- A.1a	x	-
Annex 1 – A.1b	-	x
Annex 1 – A.2.	x	x
Annex 1 – A.3.	x	x
Annex 1- B.1.1.	x	x
Annex 1 – B.1.2.	x	x
Annex 1 – B.1.3.	x	x
Annex 1 – B.1.4.	x	x
Annex 1 – B.1.5.	x	x
Annex 1 – B.2.	x	x
Annex 1 – B.3.	x	x
Annex 1 – B.4.1.	x	x
Annex 1 – B.4.2.	x	x
Annex 1 – B.4.3.	x	x
Annex 1 – B.5.	x	x
Annex 1 – C.1.	x	x
Annex 1 – C.2.	x	x
Annex 1 – C.3.	x	x
Annex 1 – C.4.	x	x
Annex 2 – 2.1.	x	x
Annex 2 – 2.1.	x	x
Annex 2 – 2.2.	-	x
Annex 2 – 2.3.	-	x
Annex 2 – 2.4.	-	x
Annex 3 – 3.1.	x	-
Annex 3 – 3.2.	-	x

Annexes are structured to guide the proponents to fill-in all the data required. Some tips are provided next to an image like this:



7.1. Annex 1 – Template for the presentation of new Flagship Initiative proposals, as well as for the submission to renew a Flagship Initiative from one IHP phase to the following one.

The Template given in Annex I for the submission of new Flagship Initiative proposals is divided in 3 main parts:

- A. Institutional Set-up
- B. Strategic Framework and Implementation Strategy
- C. Visibility

Instructions and suggestions for a proper compilation of the needed information are given in the coming lines, following the above structure of proposals in 3 main parts.

7.1.1. Part A: Institutional Set-up of the Flagship Initiative

For the submission of new Flagship Initiative proposals please indicate the name of the Flagship Initiative, while for the re-submission please indicate the name that was used and the name of the Flagship Initiative for the coming years (could be the same):



Choose a name that is:

- **Relatively short and easy to pronounce;**
- **Relevant to the topics covered by the initiative;**
- **Not offensive or rude in any language;**
- **Specific enough to avoid misunderstandings or confusion with other organisations/concepts;**
- **Unique enough to be found easily on the internet.**

A.1a. Name: _____

A.1b. Old Name: _____ (only for those to renew).

A.2. The Advisory Board members.



Please indicate in the table 1 – Annex 1 of the Template the partners who have formally agreed to be part of the Advisory Board (Terms of Reference of the Advisory Board and copies of letters confirming this commitment should be annexed to the Template).

Table 1 – Annex 1. The Advisory Board members

Name	Contact Details	Organization

(Note: if additional boxes are needed, add as many as you need)

A.3. Key Partners.



Please indicate in the table 2 – Annex 1 of the Template the partners you recommend to be part of a network associated to the Flagship Initiative (copies of letters confirming their interest into the Flagship Initiative should be annexed to the Template).

Table 2 – Annex 1. Key partners

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

(Note: if additional boxes are needed, add as many as you need)

7.1.2. Part B: The Strategic and Implementation Framework

B.1. Identifying knowledge gaps, needs and the added value of the FI

B.1.1. A desk review to find other well-positioned institution/entity that addresses the same priority needs of the flagship Initiative proposed, has been done? (mark only one option) Yes: _____
No: _____

B.1.2. If the response to the question B.1.1. is “yes”, then fill-in the following Table 3 – Annex 1:

Table 3 – Annex 1. Institutions/Entities mapping

Priority needs to be addressed by the flagship Initiative proposed	Write the name of the well-positioned institution/entity found in the desk review.	Explain contribution and synergies within the flagship Initiative and the well-positioned institution/entity

(Note: if additional boxes are needed, add as many as you need)

B.1.3. Has a mapping of stakeholders working on the themes covered been done? (mark only one option) Yes: _____ No: _____

B.1.4. If the response to the question B.1.3. is “yes”, then fill-in the following Table 4 – Annex 1:

Table 4 – Annex 1. Stakeholders mapping

Name of stakeholder working on the themes covered	Is there a partnership opportunity? Yes or No	Explain (50 words max).

(Note: if additional boxes are needed, add as many as you need)

B.1.5. Added value compared to other IHP activities



A new Flagship Initiative will only be created if it brings added value compared to other IHP activities, and these aspects should also be explained at point B.1.5 – Annex 1 of the Template.

Explain the added value of the proposed Flagship Initiative compared to other IHP activities (300 words max):

B.2. Developing the general objective and intended impacts of the Flagship Initiative



The description of the general objective should begin with “To contribute to...” and should highlight the change the initiative will generate in the benefit of the society and of particular beneficiary groups.



While describing the general objective of a Flagship Initiative, the proposer will highlight briefly the UNESCO priorities and water-related agendas to which the initiative will contribute, and describe more in detail its alignment with IHP mission and priorities, referring specifically to the ongoing phase of IHP’s Priority Areas to which it will contribute.

General Objective: _____

B.3. Defining the Outcomes/specific objectives and Outputs/Expected results of the Flagship Initiative



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



While describing the specific objectives of a Flagship Initiative, the proposer will highlight the IHP outcomes to which the initiative will contribute, confirming its alignment with IHP priorities.

Specific objective 1 (O1): _____

Specific objective 2 (O2): _____

Specific objective 3 (O3): _____

Specific objective 4 (O4): _____

(Note: specify between 1 and 4 expected outcomes of the initiative, the combination of which should help achieve the general objective. Also, please clearly link the Outcomes and Outputs with the those of the specific IHP phase the Initiative is contributing to)

B.4. Implementation Framework



Follow the proposed “results chain” (Figure 1) at the beginning of section 4 to indicate in table 5 – Annex 1 of the Template the activities. The description of the activities generally begins with a verb. The following could be considered (not exhaustive):

- ***Publicize knowledge documents;***
- ***Organize and/or participate in scientific exchanges (conferences and workshops);***
- ***Organize training sessions;***
- ***Develop education materials;***
- ***Lead research projects;***
- ***Organize meetings;***
- ***Coordinate a network.***

B.4.1. Monitoring indicators and time-bound targets



Include the proposed indicators and targets in Table 5 – Annex 1 of the Template, that will help track the measurable changes in a system over time.

Table 5 – Annex 1. Strategic Framework

No.	Specific Objectives, Results and activities	Title	Objectively Verifiable Indicators	Final targets
General Objective:				
O1	Specific Objective 1:			
R1.1	Result 1 for O1:			
A1.1.1	Activity 1 for O1 and R1.1:			
A1.1.2	Activity 2 for O1 and R1.1:			
R1.2.	Result 2 for O1:			
O2	Specific Objective 2:			
R2.1	Result 1 for O2:			

(Note: If additional boxes are needed, add as many as you need, following the same sequence)

B.4.2. Activity timeframe and responsibilities



Include the proposed responsible stakeholders in Table 2 – Annex 1 (at point A.3) of the Template.

Table 6 – Annex 1. Implementation framework

No.	Activities	Responsibilities	Timeline							
			Year 1		Year 2		Year 3		Year 4	
A1.1.1										
A1.1.2										
A1.2.1										
A2.1.1.										

B.4.3. Budget

Please attach supporting documents for each type of financing, for example, exchange of letters.



Include the needed budget and related possible sources of funding/support in the Table 7 – Annex 1, at point B.4.3. of the Template.

Table 7 – Annex 1. Total project budget – full details – categories of expenditure, etc.

Budget Line Items	Total Cost Cash (USD)	Total Cost In-Kind (USD)
<i>Professional Fees</i>		
<i>Travel Expenses</i>		
<i>Professional and academic visits</i>		
<i>Research Courses and events</i>		
<i>Communication Costs</i>		
<i>Conference and event facilities</i>		
<i>Printing and reproduction</i>		
TOTAL		

(Note: if additional boxes are needed, add as many as you need. Words in *Italic* in the table are references, you can edit them as needed).

B. 5. IHP secretariat focal point.

Name of IHP secretariat focal point: _____

Contact details of Focal Point: _____

7.1.3. Part C: Visibility

C.1. Dissemination of information



Indicate in Table 8 – Annex 1 the kind of publications the Initiative intends to disseminate and, if possible, the frequency, number of copies, the specific targets to be reached and the renowned channels to be used.

Table 8 – Annex 1. Database of publications.

Kind of publication	Frequency (optional)	Number of copies (Optional)	Specific target	Renowned channels

C.2. Participation in events



Indicate in Table 9 – Annex 1 the events in which the Flagship Initiative could be represented, and by whom (members of the Advisory Board, key partners, etc.).

Table 9 – Annex 1. Forecast of events.

Type of event that Flagship Initiative could be	Representation by			
	Members of the	Key partners	Network	Other

represented	Advisory Board		members	

(Note: if additional boxes are needed, add as many as you need. Write the name of the event and the name of the representative institution or person)

C.3. Online presence



Describe in Table 10 – Annex 1 of the Template the plans for assuring the FI’s presence on the internet, and the domain name whether available.

Table 10 – Annex 10. Webpage information

Domain	Webpage embedded at UNESCO webpage (yes/no)	Webpage embedded at IHP partner webpage (yes/no)
<i>Example: www.whymap.org</i>	No	No
<i>Example: https://en.unesco.org/internationalinitiativeonwaterquality</i>	Yes	No

(Note: Words in *Italic* in the table are examples, you can delete them as needed).

C.4. Other visibility tools



Describe in Table 11 – Annex 1 of the Template the plans for dissemination and information efforts through other visibility tools (social networks, e-mail newsletters, etc.).

Table 11 – Annex 1. Visibility tool database.

Outreach platform	Target (key audience)

(Note: if additional boxes are needed, add as many as you need. Write the name of the platform (i.e. linkedin -if possible provide a link-, newsletter, etc and the Flagship Initiative’s target audience such as: Hydrology scientists; Hydrology experts; Water experts; Water practitioners; Future hydrology/water experts/practitioners “students”; Policymakers; Implementing national institutions; Civil society (NGOs, associations); Communities; The general public).

7.2. Annex 2 – Template for reporting on achievements at various milestones.

2.1 Reporting on regular milestones

Table 1 – Annex 2. Reporting guide

Report name	Submission	Scope
Progress reports	1. IHP Secretariat, 2. IHP Council,	Progress against the indicators, analysis of difficulties and

	3. Donors.	mitigation measures
final report (including progress report + evaluation & recommendations)	1. IHP Secretariat, 2. IHP Bureau, 3. IHP Council, 4. Donors, 5. UNESCO WATER FAMILY.	Progress against the indicators, expenditure against planned budget, analysis of difficulties and mitigation measures, answers to evaluation questions and recommendations for next phase

Will the reports be developed as they appear on the table 1 – Annex 2? (mark only one option)
Yes: _____ No: _____

2.2. The narrative report



Summarize at point 2.2. of the Template the main achievements of the Flagship Initiative during the period covered by this report. Refer in particular to UNESCO Priorities, SDG's and IHP Priority Areas to which you have contributed.

Write a narrative report (1500 words max): _____

2.3. Reporting on progress against indicators



Report on main achievements (or the opposite, reasons for not meeting the target), activity per activity, in Table 2 – Annex 2 of the Template.

Table 2 – Annex 2. Progress report

Nº	Indicators*	Target year				Value of indicator for the current year	Comments
		1	2	3	4		

(Note: *use the same indicators and numbering of Table 5 - Annex 1).

2.4. Analyzing risks, challenges and their mitigation



Indicate in Table 3 – Annex 2 of the Template only the activities for which an important (above 50%) deviation occurred, and the proposed mitigation measures and/or revised targets for those activities.

Table 3 – Annex 2. Risk and challenges assessment

Nº	Activity jeopardized	Actual target	proposed mitigation measures	revised targets

7.3. Annex 3 – Template for the assessment of existing and new FIs by the IHP Intergovernmental Council.

3.1. Evaluating a new Flagship Initiative proposal

The proposal for the establishment of a new initiative or for the continuation of an existing one under a new IHP Phase will be initially reviewed by the IHP Secretariat. The IHP councils assessment will be submitted to the Bureau and the Council, that will eventually take a decision.

- a. **Its relevance:** to what extent the proposed Flagship Initiative intends to contribute to UNESCO priorities, the achievement of SDG's and, in particular, IHP Priority Areas and their related planned outcomes?



To compile this part of the check-list, refer in particular to the second part (part B) of the Template for proposals (see Annex I) dedicated to the Strategic and Implementation farmework (identification of UNESCO priorities, SDG's and IHP Priority Areas to which the initiative is expected to contribute).

Relevance (450 words max): _____

- b. **Its effectiveness/efficiency:** to what extent is the Flagship Initiative well-structured and equipped to fulfil its general and specific objectives, and to be as impactful as expected?



To compile this part of the check-list, refer in particular to the first part (part A) of the Template for proposals (see Annex I) dedicated to the institutional set-up (engagement of partners and networks, strong leadership and coordination structure, support from Member States, etc.) and to the second part (part B) of the Template dedicated to the Strategic and Implementation farmework (Specific Objectives, Implementation Framework, Activity Timeline and Budget).

Effectiveness/efficiency (450 words max): _____

- c. **Its visibility:** what are the main (expected and unexpected) impacts of the initiative, in terms of beneficiaries (of research, training and capacity building efforts, meetings) as well as audience of outreach efforts?



To compile this part of the check-list, refer in particular to the first part (part A) of the Template for proposals (see Annex I) dedicated to the Strategic and Implementation farmework (see in particular the definition of targets) as well as the third part (part C) of the Template dedicated to the visibility of the initiative.

Visibility (450 words max): _____

3.2. Evaluating the achievements of an existing Flagship Initiative

- a. **Its relevance:** to what extent the proposed Flagship Initiative will contribute to UNESCO priorities, the achievement of SDG's and, in particular, IHP new phase Priority Areas and their related planned outcomes?



To compile this part of the check-list, refer in particular to the second part (part B) of the Template for proposals (see Annex I) dedicated to the Strategic and Implementation farmework (identification of UNESCO priorities, SDG's and IHP new phase Priority Areas to which the initiative is expected to contribute).

Relevance (450 words max): _____

- b. **Its effectiveness/efficiency:** to what extent the Flagship Initiative is well structured and equipped to fulfil its general and specific objectives, and to be as impactful as expected?



To compile this part of the check-list, refer in particular to the first part (part A) of the Template for proposals (see Annex I) dedicated to the institutional set-up (engagement of partners and networks, strong leadership and coordination structure, support from Member States, etc.) and to the second part (part B) of the Template dedicated to the Strategic and Implementation farmework (Specific Objectives, Implementation Framework, Activity Timeline and Budget).

Effectiveness/efficiency (450 words max): _____

- c. **Its visibility:** what are the main (expected and unexpected) impacts of the initiative, in terms of expected beneficiaries (of research, training and capacity building efforts, meetings) as well as audience of outreach efforts?



To compile this part of the check-list, refer in particular to the first part (part A) of the Template for proposals (see Annex I) dedicated to the Strategic and Implementation farmework (see in particular the definition of targets) as well as the third part (part C) of the Template dedicated to the visibility of the initiative.

Visibility (450 words max): _____

- d. **Its results/achievements so far:** what have been the main achievements of the Flagship Initiative during the previous IHP Phase in terms of its contribution to UNESCO priorities, SDG's and IHP-IX Priority Areas. What have been the main outcomes of its activities towards reaching the final targets? What have been the impacts in terms of outreached beneficiaries and audiences?



To compile this part of the check-list, refer in particular to the reporting Template:

- *The narrative reporting part for what concerns the alignment*

of the initiative with UNESCO priorities, SDG's achievement and IHP-IX Priority Areas;

- *The visibility part for what concerns impacted beneficiaries, audiences reached by various means (publications, events, website, social medias, etc.);*
- *Table 2 – Annex 2 for what concerns the attained targets against the proposed indicators;*
- *Table 3 – Annex 2 for what concerns the risks and challenges that have been addressed.*

Results/achievements (450 words max): _____

