Report of the High-level Committee on Programmes at its thirty-ninth session

I. Introduction

1. The thirty-ninth session of the High-level Committee on Programmes of the United Nations System Chief Executives Board for Coordination (CEB), which had been scheduled to be held on 6 and 7 April 2020 at the headquarters of the United Nations Educational, Scientific and Cultural Organization (UNESCO) in Paris, was cancelled due to the coronavirus disease (COVID-19) pandemic.

2. The meeting agenda had originally been structured to advance the Committee’s work in support of the decade of action and delivery for sustainable development, in line with the conclusions of CEB at its second regular session of 2019.

3. Despite the cancellation, the Chair of the Committee, Guy Ryder, Director General of the International Labour Organization, requested the Secretary of the Committee to support the respective lead entities in making progress on the individual work streams of the Committee and to provide an update to the Committee, which is effected through the present report.

4. The Chair further decided to defer the scoping discussion on the future work of the Committee until its fortieth session. In advance of the Committee meeting, the secretariat will seek input from members to inform an orientation paper that will serve as background to the discussion, highlighting possible future “pipeline issues” and opportunities to improve the Committee’s operating modalities.

II. Ethics of artificial intelligence

5. During the UNESCO General Conference in November 2019, member States had mandated the organization to support the process of elaborating a non-binding recommendation on the ethics of artificial intelligence, for possible adoption by UNESCO at its forty-first General Conference in 2021. In 2020, the focus is on preparing the preliminary text for the recommendation, with the assistance of an ad hoc expert group appointed by the Director General of UNESCO. The process requires extensive multi-stakeholder consultations at the national, regional and international levels to ensure that the text is as inclusive as possible.

6. The recommendation will outline recommended principles and policy actions addressed primarily to member States, as well as other stakeholders, such as the private sector and civil society. It will present an opportunity for member States to discuss and agree upon an initial non-exhaustive set of basic principles and recommended policy actions as ethical and human rights guard rails for the design,
development and deployment of artificial intelligence. It will also address the
cconcerns of developing countries, the good of present and future generations, the 2030
Agenda for Sustainable Development, gender and racial bias, inequalities between
and within countries, and “leaving no one behind”.

7. In keeping with its function as a think tank and a catalyst of ideas, the
Committee is providing a platform to develop, under UNESCO leadership, a joint
United Nations system input on possible principles and policy actions on the ethics
of artificial intelligence to inform the development of the recommendation. That work
stream complements and builds on recent efforts by CEB and the Committee to
strengthen system-wide policy and programmatic coordination and coherence to
address the social, economic and environmental implications of rapidly developing
technologies, in particular the United Nations system-wide strategic approach and
road map for supporting capacity development on artificial intelligence
(CEB/2019/1/Add.3), developed through an inter-agency task group of the Committee
led by the International Telecommunication Union.

8. To guide the Committee’s engagement on the new focus area, UNESCO
prepared a discussion paper on the ethics of artificial intelligence, which was
circulated electronically to members, who were in turn invited to provide written
feedback. The paper provided an introduction to the subject as well as context,
including how the exercise related to recent work by the Committee and CEB while
being firmly rooted in the mandate of the General Conference. It set up the
Committee’s deliberations on two types of possible principles: foundational (e.g.,
respect for human rights and fundamental freedoms, leaving no one behind and
environmental concerns) and functional. It further framed the discussion on possible
policy recommendations to include in the UNESCO standard-setting instrument,
specifically seeking the Committee’s views on what types of overarching policy
actions member States could consider, the need for risk-benefit assessment and other
suggestions related to ethical governance of artificial intelligence and possible policy
actions connected to specific thematic contexts. The paper concluded with a section
intended to stimulate members’ thinking about possible synergies and opportunities
for collaboration, in particular on strengthening capacities of member States to
address ethical issues related to artificial intelligence. The Committee was also
invited to consider creating an inter-agency working group on the ethics of artificial
intelligence to coordinate action across the United Nations system, enhance
knowledge-sharing and identify specific areas for joint cooperation. Detailed annexes
captured examples of past, ongoing and future initiatives and capacity-building
activities related to the ethical, legal and social implications of artificial intelligence
within the United Nations system that had been contributed by Committee members
in an earlier request for information, as well as the road map for the UNESCO
recommendation on the ethics of artificial intelligence.

9. The Committee also benefited from a thought piece entitled “Ethics of artificial
intelligence: where do we stand?”, contributed by the Young UN and Young UNESCO
networks. The paper provided youth perspectives to inform the Committee’s
deliberations and was developed through a crowdsourcing methodology utilizing data
from an online survey conducted among Young UN members and drawing on the
interdisciplinary Young UN task team on digital futures. The paper summarized and
analysed the survey findings and offered observations and questions for further
consideration by the Committee in several thematic contexts, including the ethical
implications of using artificial intelligence to combat COVID-19, among several others.

10. UNESCO is presently using the written comments received from Committee
members in response to the discussion paper on the ethics of artificial intelligence and
the Young UN-Young UNESCO contribution to prepare the draft document on possible
principles and policy actions on the ethics of artificial intelligence. A virtual Committee
discussion is expected to be held in the coming months (tentatively planned for June) to discuss and finalize the joint United Nations system input to the ad hoc expert group and to discuss next steps to coordinate action across the United Nations system, enhance knowledge-sharing and identify specific areas for joint cooperation. The Young UN-Young UNESCO thought piece will also be delivered to the expert group.

11. At the Committee’s fortieth session, UNESCO will update it on the intergovernmental process to develop the normative instrument. The Committee is also expected to discuss the specific areas for joint United Nations system cooperation identified in June to support the ethical application of artificial intelligence, including possible ways to incorporate the synergies within each organization and as part of their programmatic work with member States.

12. Complementing the Committee’s effort, UNESCO is also working to build synergies with the follow-up activities of the High-level Panel on Digital Cooperation of the Secretary-General in the field of artificial intelligence ethics. UNESCO is serving in a group of champions pursuing recommendation 3C, on artificial intelligence, of the Panel’s report entitled “The age of digital interdependence”, contributing specifically by identifying existing commonalities among more than 70 published sets of artificial intelligence ethics principles to distil a set of “universalized principles” to use as the ethical foundation for the group’s work going forward.

Conclusion

13. The Committee will hold a virtual intersessional meeting to finalize a United Nations system input to the ad hoc expert group in its preparation of a recommendation on the ethics of artificial intelligence, reflecting the expertise, inputs and suggestions contributed over the course of the Committee’s consultation process.

III. Promoting innovation to enhance evidence-based support for sustainable development and the decade of action and delivery for sustainable development

14. At the thirty-eighth session of the High-level Committee on Programmes, the Committee of the Chief Statisticians of the United Nations System had presented a paper on innovating United Nations data and the contribution of such data to the 2030 Agenda and United Nations reform, which set out a proposal that would facilitate the United Nations data and statistical systems to better support and contribute to:
   (a) addressing the needs already identified by the High-level Committee on Programmes to improve the availability and timeliness of data and statistics;
   (b) supporting the decade of action and delivery for sustainable development and the reformed United Nations development system; and

15. The High-level Committee on Programmes, after reflecting on the paper and stressing the need for an overarching system-wide engagement on data innovation in support of the decade of action, had welcomed the proposal and requested the Committee of the Chief Statisticians of the United Nations System to prepare, in collaboration with interested members of the High-level Committee on Programmes,
a draft road map and system-wide approach for modernizing United Nations data to be considered at its thirty-ninth session.

16. In line with the Chair’s instructions to advance the work of the High-level Committee on Programmes in the absence of a physical meeting, following an extensive consultation process, the Committee was provided, for virtual approval on a non-objection basis, a final draft of the system-wide road map for innovating United Nations data and statistics, which contains a set of ambitious and aspirational targets, with the aim of innovating United Nations data and statistical outputs in relation to the two roles played by United Nations entities in this arena:

   (a) To support the development of national statistical systems, helping countries to produce fit-for-purpose data and statistics;

   (b) To provide authoritative regional and global data and statistics to support the international community in responding in a timely fashion to regional and emerging policy needs.

17. The road map, which covers data and statistics related to all three pillars of the United Nations, advances the vision of the Secretary-General of a whole-of-United Nations ecosystem that maximizes the value of data responsibly to make better decisions and deliver stronger support to those the Organization serves, as set out in the report entitled *Data Strategy of the Secretary-General for Action by Everyone, Everywhere: With Insight, Impact and Integrity*. The road map further contributes to the overall objectives of the Data Strategy, which in turn constitutes a framework that will support the road map as one of its priority initiatives. The two strategic plans converge around a vision that recognizes the power of data and stimulates the United Nations to embrace a more coherent and modern approach to data.

18. While identifying a number of internal and external challenges, the road map pursues three overarching goals under which detailed and targeted actions are proposed: (a) new and timely data solutions; (b) addressing emerging policy needs; and (c) coordinated and innovative support to Member States. In the road map, existing and needed resources are outlined, risks and opportunities are identified and United Nations focal points and timelines to implement respective actions are proposed. Moreover, in the road map, it is also recognized that accelerating and achieving the innovation aspired to requires a sustained system-wide effort by all stakeholders and the strong commitment of United Nations leaders. Taking forward its implementation in partnership with the focal points identified, the Committee of the Chief Statisticians of the United Nations System will serve as the main body to monitor and report on progress in implementing the road map.

19. Approving the final draft of the road map for onward submission to CEB for endorsement, members of the High-level Committee on Programmes, through their written feedback, expressed their readiness to contribute to the specific aspects and actions outlined in the document, building on existing efforts within United Nations entities, and support for its overall successful implementation, as appropriate.

20. A thorough consultative process had led to the final draft. The road map had been developed by the Committee of the Chief Statisticians of the United Nations System through an extensive preparation process. After the Committee of the Chief Statisticians had reached agreement on the draft, it was circulated for comments by email to the High-level Committee on Programmes and the High-level Committee on Management. Members welcomed the road map, expressing appreciation for the work of the Committee of the Chief Statisticians, and highlighted the comprehensive and ambitious nature of the road map, which would require the concerted efforts of the entire United Nations system and sufficient resources for its implementation. The Committee stressed the need to further strengthen the relevance of United Nations data to inform evidence-based policymaking, to support Member States in their capacity to collect and analyse
data to address existing Sustainable Development Goal data gaps and to adopt new and innovative data sources, including by strengthening the link between United Nations system statistics and geospatial information. Members further emphasized the importance of ensuring complementarity, alignment and synergies between existing and ongoing data innovation and coordination efforts within the United Nations system.

Conclusion

21. The Committee approved the draft system-wide road map for innovating United Nations data and statistics for onward submission to CEB for endorsement and provided views on opportunities to strengthen synergies between ongoing data innovation efforts.

IV. Strengthening the United Nations system’s impact and visibility on reducing inequalities and on Goal 10, in support of the decade of action and delivery for sustainable development

22. Following the adoption of the 2030 Agenda for Sustainable Development, the High-level Committee on Programmes had developed a shared United Nations system framework for action on equality and non-discrimination through a consultative process co-led by the Office of the United Nations High Commissioner for Human Rights (OHCHR) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). The framework, endorsed by CEB in November 2016, aims to facilitate a more coordinated and integrated United Nations system approach to combating inequalities and discrimination at the national and global levels in support of the pledge by Member States to leave no one behind.

23. Further to reviews of progress in 2018 and 2019, the High-level Committee on Programmes had concluded that targeted measures were needed to close gaps in the implementation of the shared framework. In October 2019, at its thirty-eighth session, the Committee had decided to reconstitute an inter-agency task team on inequalities to take forward six agreed action areas to overcome the challenges identified, with an emphasis on innovative means to enhance the United Nations system’s impact and visibility on Goal 10 (Reduce inequality within and among countries), including with a view to aligning with, informing and supporting the Secretary-General’s narrative on inequalities, including gender inequality, which is a key focus of the work of the United Nations and is at the core of the decade of action.

24. Having since proceeded to implement the Committee’s decisions, the co-leads, OHCHR and UN-Women, produced a progress report on the work of the Committee’s task team on inequalities for consideration by the Committee. The report conveyed that the newly constituted task team\(^1\) had held its first meeting on 19 February 2020

and had subsequently convened a virtual workshop on 20 March 2020, under the leadership of OHCHR and UN-Women, to discuss opportunities and challenges to strengthen United Nations visibility, coordination and impact on inequalities and to define activities to move the agenda forward.

25. The progress report contained a summary of the virtual workshop, in which 32 individuals from 18 United Nations system entities participated. While the workshop focused on the follow-up to the action areas agreed by the Committee, it also provided an opportunity to brainstorm on additional actionable steps for the implementation of the shared framework and to ensure that Goal 10 did not remain an “orphan Goal” in the United Nations system. During the first part of the workshop, participants discussed obstacles to implementing the inequalities agenda, such as political barriers, data challenges and implementation difficulties. The second session focused on identifying concrete actions to address those obstacles, while the last session outlined some of the next steps for the task team. It was noted that rising inequalities remained a defining challenge of the present era, particularly in the unprecedented crisis of the COVID-19 pandemic, which provided a compelling backdrop for the initiative and would help shape some of its most immediate outputs. In that context, the co-leads emphasized the imperative to integrate a focus on inequalities, including gender inequality, in the United Nations response to COVID-19 and in the work of the United Nations to support the 2030 Agenda and the decade of action.

26. The list of activities and follow-up actions to strengthen the United Nations system’s leadership, coordination and impact on reducing inequalities and on Goal 10, as agreed at the workshop, was captured in the progress report, for review by the Committee. The list was organized under four outputs: establishing the inequalities task team and developing a shared workplan and ways of working; conducting joint analysis and advocacy; strengthening knowledge collection and management; and delivering joint actions at the country level. The activities were divided into a set of shorter-term activities, along an 18-month timeline (February 2020 to July 2021), and a set of longer-term activities, which would require further scoping for feasibility, including to identify resources. Task team members committed to contribute to chosen activities.

27. At the time of writing, members of the Committee were reviewing the progress report prepared by the co-leads. Any feedback received will be communicated to the task team and incorporated, as needed, in the table guiding its activities. Members of the task team will then be expected to move forward with the activities according to the timeline. It is anticipated that the co-leads will provide an update to the Committee at its fortieth session.

Conclusion

28. The co-leads of the task team on inequalities, OHCHR and UN-Women, will update the Committee on progress made at its fortieth session.

V. UN-Water update: contribution to the decade of action and delivery for sustainable development

29. Further to the regular update provided by UN-Water, a subsidiary mechanism of the Committee, to the Committee at its thirty-eighth session in October 2019, and informed by the reflections by CEB in November 2019 on the decade of action and delivery for sustainable development, UN-Water had decided to develop a global acceleration framework for Goal 6 (Ensure availability and sustainable management of water and sanitation for all), which is expected to serve as a direct contribution to the decade of action to deliver progress on Goal 6 and across the 2030 Agenda.
UN-Water had endorsed the draft framework prepared by its Expert Group on the 2030 Agenda for Sustainable Development prior to its submission to the Committee.

30. The draft framework, as presented in the value proposition paper prepared by UN-Water, was duly circulated to the Committee with a request to provide any feedback electronically to guide its finalization. The approved framework (see annex) presents a collective way forward to address water and sanitation challenges over the next 10-year period with the necessary focus, urgency and coherence, including through strengthened delivery in countries, mobilization of increased political will and an overall renewed commitment from all parts of society. It is expected to accelerate progress in implementation of the 2030 Agenda, deliver fast results in countries at an increased scale and catalyse broad stakeholder action as part of the decade of action.

31. The framework builds on ongoing processes, including the International Decade for Action, “Water for Sustainable Development” 2018–2028, as well as the global call to action of the Secretary-General for water, sanitation and hygiene at all health-care facilities and the Agenda for Humanity. It will utilize the high-level events in 2021 and 2023, combined with strengthened system-wide collaboration at the country level, to accelerate and showcase progress on Goal 6 and ultimately across the 2030 Agenda.

32. The official launch of the Goal 6 global acceleration framework is planned to take place at the high-level political forum on sustainable development in July 2020. It will include a formal side event at the high-level political forum and the strengthening of the Goal 6 component of the Sustainable Development Goal acceleration actions in the Sustainable Development Knowledge Platform.

Conclusion

33. The Committee welcomed and took note of the Goal 6 global acceleration framework and expressed support for its further development and implementation through UN-Water.

VI. Predictive analytics update

34. At its thirty-eighth session, the Committee had supported initiating an inter-agency and inter-pillar pilot predictive analytics exercise, with the aim of using data, statistical algorithms and machine learning techniques to identify the likelihood of future outcomes based on historical data. Subsequently, the concept of predictive analytics had been presented to CEB at its second regular session of 2019 within the context of the Board’s deliberations on the decade of action and delivery for sustainable development, and the Committee’s decision to hold the pilot exercise had been endorsed.

35. The goal of the pilot predictive analytics project, launched in February 2020 under the leadership of Office of the United Nations High Commissioner for Refugees (UNHCR), is to respond to the United Nations system’s shared and urgent challenge to tackle the interconnectedness of displacement, climate risks, food insecurity, increased violence and threats to livelihoods in the Sahel region, and to address the

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2 The acceleration framework will also support implementation of other global commitments, such as the Sendai Framework for Disaster Risk Reduction 2015–2030 and the Paris Agreement.

3 A one-day high-level meeting to promote the implementation of the water-related goals and targets of the 2030 Agenda, to be convened by the President of the General Assembly and to be held in New York in 2021, and the United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development”, 2018–2028, to be held in New York, from 22 to 24 March 2023.
need for a coordinated overarching system-wide engagement on data innovation in support of the decade of action.

36. UNHCR provided an update indicating that more than 20 United Nations system entities had engaged in the project thus far, with 18 of them completing an online survey designed to identify key priorities, challenges and questions to inform the predictive analytics model based on the needs of the entities operating in the field. Survey respondents expressed their interest in addressing the effects of climate change and in understanding drivers and structural factors that affect peace and security in the region as well as the drivers and patterns of displacement and migration. Entities also stressed the importance of improving evidence-based policymaking and enhancing the protection and human rights of vulnerable populations. Similarly, the development of humanitarian early warning systems and improved support to country and field humanitarian operations were highlighted as important priorities.

37. In addition, the project has started mapping international, regional and national stakeholders to identify possible future partnerships, and it has established a data repository to pool data sets relevant to the Sahel region. With the initial phase nearing its completion, the pilot initiative will next proceed with developing the predictive analytics model and with collecting and analysing relevant data in May, June and July 2020.

Conclusion

38. UNHCR will report to the Committee on progress achieved through the predictive analytics pilot at its fortieth session.

VII. High-level Committee on Programmes foresight network update

39. At its thirty-eighth session, the Committee had welcomed the creation of its strategic foresight network, led and coordinated by UNESCO, with a view to carrying the Committee’s foresight engagement forward. The network was formed to provide an open and informal platform among interested Committee members to promote foresight capacities across the system; foster cross-agency and system-wide collaboration, mutual learning and synergies; and provide future-aware analyses and perspectives to inform, enrich and “future-proof” the Committee’s work.

40. UNESCO provided the Committee with a written update on the efforts through the network to advance the capacity to “use the future” across the United Nations system. Through a series of bilateral engagements between UNESCO and network focal points, several strategic foresight and future-thinking activities have been initiated at headquarters and in the field and, as coordinator, UNESCO has been able to leverage many existing institutional relationships established through its work on futures literacy. In an effort to further system-wide engagement on foresight, opportunities for mobilizing the network to support select joint endeavours, including futures exercises, and integrating futures approaches within planning and strategy processes were being developed. To that end, the network held a virtual meeting to kick-start its activities, and an online collaborative workspace for focal points to support knowledge-sharing and joint planning was established. Consideration has also been given to how the network might contribute to the Committee’s future work, including in the lead-up to the Committee’s fall session, and the possibility of organizing a virtual futures literacy laboratory on a topic of relevance.
Conclusion

41. UNESCO will provide an update on the activities of the foresight network to the Committee at its fortieth session.

VIII. Dates and location of the fortieth session of the Committee

42. The Secretary of the Committee informed members in writing that the Committee’s fortieth session would be held on 1 and 2 October 2020 at the Greentree Estate in Manhasset, New York, United States of America.
Annex

Sustainable Development Goal 6 Global Acceleration Framework prepared by UN-Water

Our world as we know it and the future we want are at risk. Despite considerable efforts these past four years, we are not on track to achieve the Sustainable Development Goals by 2030. We must dramatically step up the pace of implementation as we enter a decisive decade for people and the planet. We must connect the dots across all that we do – as individuals, civic groups, corporations, municipalities and Member States of the United Nations – and truly embrace the principles of inclusion and sustainability.

António Guterres
Secretary-General of the United Nations

I. Purpose

1. The Sustainable Development Goal 6 Global Acceleration Framework aims to deliver fast results in countries at an increased scale as part of the decade of action and delivery for sustainable development. With the objective of catalysing and supporting broad stakeholder action, the multilateral system and its partners will dramatically improve their support to countries for Goal 6 on water and sanitation through swift and well-coordinated responses to country requests, coordinated action under five accelerator themes to unlock bottlenecks and strengthened accountability.

II. Commitment

2. United Nations entities, coordinating through UN-Water, are committing to the Goal 6 Global Acceleration Framework to unify the international community for sustainable water and sanitation for all. The Framework will assist countries in raising their ambition to rapidly accelerate towards national targets for Goal 6 and, in doing so, contribute to progress across the 2030 Agenda: poverty reduction, food security, health, gender equality, peace, sustainability and climate resilience of communities, ecosystems and production systems.

3. The Global Acceleration Framework forms part of the decade of action and delivery for sustainable development and contributes to realizing the human rights to water and sanitation. It builds on ongoing processes, including awareness-raising through the International Decade for Action, “Water for Sustainable Development” 2018–2028, as well as the global call to action of the Secretary-General for water,

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2 The decade of action and delivery for sustainable development was launched by Heads of State and Government at the Sustainable Development Goals Summit, held in September 2019, in order to step up progress towards achieving the Sustainable Development Goals and put the world on track to realize their targets by 2030. More information is available in the political declaration of the Sustainable Development Goals Summit, as contained in the annex to General Assembly resolution 74/4.
3 The present paper was developed by UN-Water, which coordinates the work of the United Nations on water and sanitation and aims to galvanize action across its over 30 (United Nations) members and many other international partners.
sanitation and hygiene in all health-care facilities and the Agenda for Humanity.\textsuperscript{4} The Framework will utilize the high-level events in 2021 and 2023,\textsuperscript{5} combined with strengthened system-wide collaboration at the country level, to accelerate and showcase progress on Goal 6 and, ultimately, across the 2030 Agenda.

III. The problem

4. Goal 6 – ensure availability and sustainable management of water and sanitation for all – is alarmingly off track.\textsuperscript{6} At the current rate of progress, the world will not reach the Goal 6 targets by 2030. Rates of progress dating back to 2000 show we have achieved, on average, 1 per cent annual progress on access to basic water supply and sanitation, while at least 3 per cent annual increases are needed to ensure everyone has just basic services by 2030. This estimate does not include the aspects related to safely managed services included under Goal 6, which are necessary for delivering significant improvements in health as part of the Global Acceleration Framework.

5. The Goal 6 targets also go beyond basic services – targets on water scarcity, water pollution, biodiversity and ecosystem protection, disaster risk reduction and water management that reflect the ever-growing global pressures on our most precious and finite resource are also off track. Water scarcity is already affecting more than 40 per cent of the global population and is projected to rise.

6. The water crisis is getting worse and, put simply, there are twin threats:

(a) Water demand and withdrawals are increasing owing to population growth, socioeconomic development, urbanization and land-use change, inefficient use in water-using sectors and changing consumption patterns;

(b) Water sources and associated ecosystems are degrading because of unsustainable use, increased pollution and climate change, while an increasing frequency and severity of floods and droughts poses additional threats.

7. Water is required to deliver almost all other Goals; the lack of progress on Goal 6 is undermining global health, prosperity, women’s empowerment and gender equality, education and food security and is disturbing our ecosystems, compromising the entire 2030 Agenda, as well as the achievement of the Paris Agreement and the post-2020 global biodiversity framework. Sustainable water management, and the delivery of water supply and sanitation services, underpins wider efforts to end hunger and poverty, advance sustainable development and sustain peace and stability. Humanitarian crises that require water and sanitation responses are more frequent, affecting more people and lasting longer. The lack of safe water and sanitation negatively affects nutrition, particularly that of children, affecting their physical and cognitive growth.

8. There are several bottlenecks impeding greater progress. Policy and institutional fragmentation between levels, actors and sectors means that decisions taken in other sectors (e.g., agriculture, energy, health and environment) often do not consider the associated impacts on water availability and water quality, and that issues do not

\textsuperscript{4} The Acceleration Framework will also support implementation of other global commitments, such as the Sendai Framework for Disaster Risk Reduction 2015–2030 and the Paris Agreement.

\textsuperscript{5} A one-day high-level meeting to promote the implementation of the water-related goals and targets of the 2030 Agenda, to be convened by the President of the General Assembly and to be held in New York in 2021, and the United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development”, 2018–2028, to be held in New York, from 22 to 24 March 2023.

receive the necessary political attention. Funding gaps and fragmentation lead to lags in progress across levels, while data and information too often are not available or not shared between sectors and across borders to effectively inform decision-making. Meanwhile, gaps in institutional and human capacity, especially at the level of local governments and water and sanitation providers, slow implementation of Goal 6, as do outdated infrastructure and governance models.

IV. Solutions

9. The water and sanitation crisis can be solved. Various countries have proved that dramatic gains can be achieved in just a few years.\(^7\) Actions to accelerate progress towards the Goal 6 targets can yield immediate benefits to the most vulnerable and deliver cost savings and economic opportunities in other sectors. For example, in rural areas, for every $1 invested in basic drinking water, an average of nearly $7 is returned in saved medical costs and increased productivity.\(^8\) Moreover, some of the solutions are inexpensive, effective and can be rapidly deployed.

10. Rapid and more integrated action is now needed. As identified in the Sustainable Development Goal 6 Synthesis Report on Water and Sanitation 2018, that requires increased political will, scaling up of existing technologies and partnerships and development of capacities in countries, as well as optimization and mobilization of financial resources. Ultimately, the acceleration of Goal 6 implementation supports many, if not all, other Goals, such as those on health, education, food, gender equality, energy and climate change, owing to its interlinkages with other goals, which create numerous co-benefits.\(^9\)

11. As identified in the Global Sustainable Development Report 2019: The Future is Now – Science for Achieving Sustainable Development, scientific evidence is a prerequisite for designing and implementing transformations to sustainable development.\(^10\) Member States must work with the scientific community (e.g., research consortia, universities and centres) to accurately assess water externalities – in particular those that affect the global environmental commons – and change patterns of use through pricing, transfers, regulation and other instruments; to enhance the current levels of access to knowledge and disaggregated data, as well as scientific capacity and good-quality higher education, in low- and middle-income countries and countries in special development situations; and to invite universities, policymakers and research funders to scale up research, guided by the 2030 Agenda, in sustainability science and other disciplines, with simultaneous strengthening of the science-policy-society interface.

12. Information and communications technologies (ICTs) are a key accelerator and strategic enabler for the sustainable management of water and for driving progress towards Goal 6. Innovative ICT solutions can improve accessibility to clean water, provide the necessary tools to assess and monitor water resources and meet the growing water demands from around the world. There are four major areas in water management in which ICTs can make marked progress: mapping of water resources and weather forecasting; setting up early warning systems to manage water risks and

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\(^7\) Examples of rapid improvement include massive investment by India in sanitation, driven by political will at the highest level, and the elimination of open defecation by Thailand.

\(^8\) Guy Hutton, “Water and sanitation assessment paper: benefits and costs of the water and sanitation targets for the post-2015 development agenda” (Copenhagen Consensus Center, 2015).


\(^10\) In the report, the Secretary-General stresses that “science is our great ally in the efforts to achieve the Goals”.
demands; improving water distribution networks; and monitoring irrigation in agriculture and landscaping.\textsuperscript{11}

V. What is new? The Goal 6 Global Acceleration Framework’s additionality

13. The Goal 6 Global Acceleration Framework is driven by country demand and will align the international community to strengthen country planning, implementation and mutual accountability, with a focus on unlocking observable bottlenecks. By mobilizing action across Governments, civil society, the private sector and the United Nations system, the Framework will improve the collective delivery on Goal 6 in countries and align approaches across sectors and actors. As such, the Framework aims to unify existing strategies and initiatives, such as the International Decade for Action, “Water for Sustainable Development” 2018–2028, towards a common purpose, to accelerate progress on Goal 6 by collectively:

(a) **Engaging.** Provide a coordinated response to country needs aimed at mobilizing all stakeholders: individually and collectively, locally, nationally, regionally and globally, enabling the participation of different groups of people, including women, girls, youth, migrants, and rural and urban populations;

(b) **Aligning.** Reduce fragmentation by aligning operational and financial strategies, policies, and approaches in support of countries;

(c) **Accounting.** Create a Goal 6 action platform and an annual high-level and multi-stakeholder moment to share progress on water- and sanitation-related issues.

14. At its core, the Framework will support accelerated country progress on Goal 6 involving five key accelerators:

(a) **Financing.** Optimize financing for water and sanitation, particularly for countries and communities with limited access to financial resources;

(b) **Data and information.** Build trust through data generation, validation, standardization and information exchange for decision-making and accountability;

(c) **Capacity development.** Focus on inclusive human and institutional capacities at all levels to deliver Goal 6;

(d) **Innovation.** Leverage and scale up innovative practices and technologies, including technologies that are accessible for rural areas and marginalized communities;

(e) **Governance.** Make Goal 6 everyone’s business through cross-sector and transboundary collaboration, clear roles, stakeholder involvement and effective and inclusive institutions.

VI. Guiding principles

15. A set of cross-cutting fundamental principles underpins all aspects of the Goal 6 Global Acceleration Framework:

(a) **Prioritizing the vulnerable.** It is critical to reach the billions who are currently without basic services, who already suffer from water scarcity, disasters and/or crises and pollution, and those left behind deserve immediate prioritization, especially those who have been forcibly displaced and others living in fragile countries, rural areas and disadvantaged peri-urban communities;

(b) **Inclusivity.** Exclusion and horizontal inequalities among groups and geographical areas can increase the risk of violent conflicts and need to be addressed. Inclusive management of water resources, bringing various groups together, can contribute to resilience and peaceful societies. Dialogue and grievance mechanisms and participatory planning tools at community and municipal levels can enhance trust in and the legitimacy of Governments;

(c) **Conflict sensitivity.** Water can be a source of conflict. All activities need to be conflict-sensitive and risk-informed, informed by a conflict and risk analysis;

(d) **Unleashing the potential of women and girls and young people and reaching gender equality.** Effective planning and implementation and monitoring of water and sanitation depends on all-of-society engagement, especially the involvement of women and girls and young people and the integration of gender equality considerations. Tap into opportunities, such as engaging women to build skills for the maintenance of water provision systems with water operators;
(e) **Planning for resilience and sustainability.** Adaptability is essential in a rapidly transforming world. Climate change, population growth, migration, urbanization and deforestation all impact water ecosystems and the water resources they supply, in terms of both quantity and quality. Tapping into the potential of new best practices, such as climate-resilient approaches and nature-based solutions, as well as their improved promotion and increased implementation, is critical for ensuring effective water management and enhancing action on adaptation. The Framework will contribute to strengthening linkages between environmental, development and humanitarian approaches to contribute to Sustainable Development Goal gains and sustaining peace in fragile and conflict-affected contexts;

(f) **Scientific evidence as a prerequisite.** Science is a must for designing and implementing transformations to sustainable development. Given the urgency to act, the 2030 Agenda can serve as a shared compass to rapidly mobilize and harness the extensive knowledge available. Many low- and middle-income countries need to design and pursue development that breaks the path of Western-style dependence on economic growth at a cost to the environment.

**VII. Goal 6 Global Acceleration Framework action pillars**

**A. Engage with countries better, including with communities and people**

16. The Goal 6 Global Acceleration Framework action pillars (see figure 1) – engage, align, accelerate and account – represent the broad entry points for coordinated action.

17. Specific actions include:

   (a) **Respond efficiently and effectively to country and regional requests.** Leverage United Nations convening power to connect available expertise to the country and regional levels. Scale up support to countries from the entities within the United Nations system and other multi-stakeholder partners, including in response to country requests channelled through regional coordination mechanisms and United Nations resident coordinators to UN-Water;¹²

   (b) **Unify external backing around Government-led plans.** Sustained progress on Goal 6 ultimately rests on Governments being meaningfully and efficiently supported by providing coherent and aligned technical assistance and resources, often within the context of a joint sector review for water and sanitation;

   (c) **Engage with local authorities, civil society, communities and people, particularly excluded groups and geographical areas.** We need to keep a people-centred approach, leave no one behind and focus on those furthest behind first, including excluded communities and groups. Local authorities are key in delivering Goal 6, and they are the interface for most people. The Framework will take a community-centric approach, building on the collective ability of the United Nations to channel the voices of communities;

   (d) **Build and empower a multi-stakeholder movement.** Through advocacy, good communication, direct support and leading by example, it is envisaged that the

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¹² UN-Water, working in close collaboration with the Development Coordination Office, has shared an offer with United Nations country teams and resident coordinators to access UN-Water expertise, with the intention of strengthening the implementation of the United Nations reform. The offer is being piloted in 2020.
United Nations system will catalyse broad stakeholder action, individually and collectively, locally and globally, to address the water and sanitation crisis;

(e) **Fine-tune existing international frameworks.** In addition to dedicated institutional, analytical and operational frameworks, they will facilitate effective implementation and achievement of fundamental goals, such as the reduction of poverty and gender inequality;

(f) **Establish and scale up powerful partnerships at the global, regional and river, lake and aquifer basin scales.** Partnerships will aim to generate and sustain political will, to mobilize public and private entities across different sectors for cooperation, foster innovation and reform, prevent conflicts and promote effective, sustainable and peaceful management of water resources.

### B. Align operations and financing in support of countries

18. Specific actions include:

(a) **Adapt our way of working to become more effective and efficient.** Entities within the United Nations system and multi-stakeholder partners will continue to improve their way of working and coordinate action to pursue efficiencies in response to demands from countries and partners. Given the interdependence of the Sustainable Development Goals, with the attainment of one being critical for the attainment of another, increased alignment will improve efficiency and effectiveness by harnessing synergies between different Goals;

(b) **Commit to sustainability by supporting whole systems approaches.** Water and sanitation services and resource management require holistic improvements to institutions, planning, financing, implementation and oversight, all supported by competent human resources. In that context, the Framework will reduce policy and institutional fragmentation between levels, actors and sectors, including harmonization of the mandates of institutions;

(c) **Raise the ambition.** Strong political will and commitment at the highest level, at national, subnational and local levels, is required. Collectively call on decision makers at the highest levels to raise the ambition for inclusive and sustainable water and sanitation solutions in order to support national development priorities, in turn promoting action within national, regional and global policies that cascade down to the subnational and local levels. That includes scaling up support and action from all relevant actors and stakeholders, including in fragile and conflict-affected settings.

### C. Accelerate progress in countries through joint action involving five key accelerators

19. Entities within the United Nations system and multi-stakeholder partners will dramatically improve their support to countries by acting together to accelerate country progress involving the five key accelerators listed below, which are focused on unlocking bottlenecks (see figure 2).

1. **Financing: optimize financing for water and sanitation**

20. Funding gaps impede progress, while existing funding from different sources is often uncoordinated among donors or sometimes even counterproductive. However, the cost of inaction is often much higher. Improved targeting, better utilization of existing resources, including harnessing of synergies between different Goals, and
mobilization of additional domestic and international funding for the water sector, including in rural and vulnerable areas, together with innovative financing, including blended finance and smart water and sanitation investments, is required to catalyse efficient service delivery and implementation. In addition, adequate funding allocations for the identification, implementation and monitoring of policies and actions towards an inclusive water governance should be ensured.

What success would look like

21. Costed plans related to delivery of Goal 6 are fully funded.

2. Data and information: build trust through data generation, validation, standardization and information exchange, enhanced cooperation, decision-making and accountability

22. Step changes are needed at all levels to generate data and optimize monitoring and assessment, to deepen disaggregation and analysis, especially for vulnerable, marginalized and disadvantaged groups. Sharing information transparently within and between sectors and across borders is essential to effectively inform decision-making processes, including by drawing on coherent data and information systems, innovation and multi-stakeholder engagement and through policy advice and technical assistance. Innovative approaches and tools have great potential to support water monitoring and data assessments.

What success would look like

23. Appropriate information on Goal 6 indicators and interrelated environmental processes is shared through easily accessible mechanisms and used to inform decision-making, including in sectors that affect water resources. Water monitoring data are generated using innovative tools, such as remote sensing. Information-sharing is organized on the basis of open access.

3. Capacity development: focus on human capacity to deliver Goal 6

24. Previous output-based approaches have not paid sufficient attention to education, training and attracting and retaining the skilled workforce needed to deliver water- and sanitation-related services. Capacity development, monitoring and evaluation are essential for improving service levels, operating and maintaining technology, increasing job creation in the water sector and monitoring performance, including at the community level. Water education is necessary at all levels, as most of the decisions affecting water resources are made by stakeholders that lacked opportunities to develop a holistic understanding of the issues at stake. Capacity development is required in engineering, scientific and technical disciplines, and also across all areas related to water and sanitation, including in policy, law, governance, finance, information technology, environment, gender, stakeholder participation and management. That includes strengthening the capacity of local governments and water and sanitation providers in water and sanitation service delivery.

What success would look like

25. Skilled staff enhance sustainable implementation of Goal 6.

4. Innovation: leverage all forms of innovation to accelerate Goal 6, including innovative finance and considering interlinkages with other goals

26. If we are to reach the transformative progress needed to meet Goal 6, business-as-usual is no longer an option. Innovation in science, ICTs, emerging technologies, ways of working, governance and business models can significantly improve water
resources and sanitation development and management in rural and remote locations and in a world with deep uncertainties, in particular in the context of climate change. Sharing and disseminating research and innovation will provide an enabling environment for sustainable solutions to water and sanitation and will support national action on the implementation of Goal 6. Focusing on scaling up best practices and relevant innovations to countries, regions and globally, and enhancing knowledge creation, learning and partnerships that enable innovative methods, accessible and disruptive technologies and sidelined ecological and traditional approaches will accelerate progress on water and sanitation and benefit those left behind. International standards should be leveraged to implement ICT solutions for sustainable water management and accelerate actions on Goal 6. United Nations entities have developed international standards that identify the standardization need for smart water management, set the requirement for water sensing and early warning systems and more, and they can also provide valuable guidance on leveraging disruptive technologies for smart water management.

What success would look like

27. Innovative practices and technologies for water and sanitation are leveraged at the country level.

5. Governance: make Goal 6 everyone’s business though clear roles and strong institutions

28. Action on Goal 6 also depends on commitments and action in other dimensions, including health, education, agriculture, social development, environment, energy, gender and climate. Currently, roles and responsibilities are fragmented and unclear, with significant gaps and overlaps in mandates at all levels. Efficient and accelerated action on Goal 6 requires all relevant actors to clarify and take ownership of their context-specific roles, recognize interlinkages, forge cooperation, build on complementarities and ensure effective institutions, policy frameworks and enabling environments, including promotion of integrated water and sanitation solutions. Coordinated efforts for a wide application of a nexus approach is needed in order to maximize synergies and minimize trade-offs across and within sectors. The Goal 6 Global Acceleration Framework will urgently raise the visibility and ambition of water in sectors that affect Goal 6, acknowledging that inclusive progress on water is fundamental to success in those sectors, while highlighting the cross-cutting role of the social, economic and environmental dimensions. That requires Member States to work with the scientific community (e.g., research consortiums, universities, centres) to accurately assess their needs – in particular those that affect the global environmental commons – and change patterns of use, and to enhance the current levels of access to knowledge and disaggregated data, as well as scientific capacity and good quality of higher education, in low- and middle-income countries and countries in special development situations.

What success would look like

29. Efficient mandates for delivery of Goal 6 in all sectors are established, institutions are strengthened to deliver and intersectoral coordination mechanisms operate effectively.

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13 For example, see ITU, “Standardization gap analysis for smart water management” (L Suppl. 14: ITU-T L.1500).

D. Account

30. The Goal 6 Global Acceleration Framework promotes shared accountability among all actors and to the people by reviewing progress and learning together. The principal measure of success under the Goal 6 Global Acceleration Framework is the achievement of the Goal 6 targets and, ultimately, the achievement of the broader Sustainable Development Goals framework. Progress towards the Goal 6 targets is regularly reviewed by the UN-Water Integrated Monitoring Initiative for Goal 6. By 2023, the midpoint of the 2030 Agenda for Sustainable Development, the Global Acceleration Framework will have brought about three major changes in ways of working:

(a) Better coordination among the United Nations entities in their diverse global, regional, transboundary and in-country support to countries;

(b) Streamlined support to countries as a result of better aligned operational and financial policies and approaches;

(c) A purpose-driven collaboration among all stakeholders that is integrated into their organizational cultures, encompassing leadership at the global, regional and country levels.

31. The Framework will apply the following accountability measures:

(a) Nimble evidence-based implementation. A planning and delivery culture that breaks ingrained modes of working across actors, uses the latest evidence on what works, learns quickly from failure and adapts to changing realities;

(b) A Goal 6 action platform. The Global Acceleration Framework will bring awareness, localization and activation through actions from all people, organizations (including the United Nations) and countries. The platform will be fully integrated with the decade of action online resources and will also connect to the existing global campaigns for World Water Day, World Toilet Day and the International Decade for...
Action, “Water for Sustainable Development” 2018–2028, all of which have strong buy-in from youth organizations globally. UN-Water meetings will be used to discuss and follow up on commitments and to identify bottlenecks;

(c) A high-level and multi-stakeholder moment. A moment to discuss water- and sanitation-related issues will be introduced on the margins of the high-level political forum on sustainable development or the Sustainable Development Goals Action Forum. Such a moment will bring all actors together, review progress, reflect, learn, and trigger increased and better directed action.

32. Overall coordination of the Goal 6 Global Acceleration Framework will be by UN-Water, through heads of agency commitment.

VIII. Examples of purpose-driven application of the Global Acceleration Framework for each Goal 6 target

<table>
<thead>
<tr>
<th>Goal 6 target</th>
<th>Examples of purpose-driven coordinated action per key accelerator</th>
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6.1 Accelerator: Governance

Example: Manage water quality by preventing pollution from unsafe sanitation (6.2), wastewater discharges (6.3) and agricultural runoff (6.4) and restoring natural systems that improve water quality (6.6).

Example: Promote integrated water and sanitation solutions. There is a need to develop a spatial approach that goes beyond municipal boundaries and considers effective management of infrastructure systems, with a focus on integrated urban and territorial planning, proper land use management and legislation. It should include urban agglomerations and rural areas, and especially peri-urban areas that are not attached to a traditional trunk infrastructure of municipalities. Also essential are strong coordination mechanisms between national Governments and local governments in water and sanitation infrastructure planning and development.

Example: Manage water availability and water quality through:

(a) A scientific basis for sound water management practice through analysis of (primarily stable) water isotopes;

(b) Water pollution vulnerability maps, to guide conservation efforts.

Accelerator: Capacity development

Example: Strengthen the capacity of local governments and water and sanitation providers in water and sanitation service delivery. Many developing countries have devolved responsibility for water and sanitation services to local governments. To take on the responsibility, local governments and water and sanitation providers need to strengthen their capacity and institutional arrangements in planning, financing, implementation, monitoring and support of water service providers, which should include negotiating capacity to establish partnerships that mobilize investment for water and sanitation infrastructure.

Accelerator: Innovation

Example: Reduce water loss and non-revenue water. By scaling up innovative solutions that reduce and prevent water waste and optimize usage through decent job creation, entrepreneurship, creativity and innovation (8.3, proportion of informal employment in non-agriculture employment, by sex).

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15 More detailed examples of concrete actions and commitments under the Goal 6 Global Acceleration Framework are currently being developed.
Example: Space technologies and space-based solutions can benefit water management overall and can facilitate improved water use and water resource sharing internationally. A large number of space-borne platforms address water-related issues. Space-derived data are used extensively in water management. Space technology and applications, sometimes combined with non-space technologies, play an important role in addressing many water-related issues, including the observation and study of surface water bodies, (coastal) aquifers, global water cycles and unusual climate patterns, the mapping of watercourses, wetlands, aquatic weed and algal blooms, as well as water quality monitoring according to various relevant variables, the rehabilitation of water systems, the monitoring of glaciers, the estimation of snowmelt run-offs, the planning and management of reservoirs and irrigation projects, the monitoring and mitigation of the effects of floods, droughts and cyclones, the management of conventional and non-conventional water resources, including fossil groundwater, the reuse of agricultural drainage water, precision agriculture, the desalination of sea and brackish water, the reuse of municipal wastewater, precipitation mapping and estimates in near-real time and real time, the harvesting of rain, and reserve water resources, groundwater detection, protection of riparian States in accordance with international agreements and treaties, and the improvement of the timeliness and accuracy of forecasts. They can assist in related disaster management and crisis response activities, as well.

6.2 Accelerator: Finance

Example: Target limited public finance (6.a) to sanitation service for the poorest and mobilize market solutions to reach whole communities with safe services along the whole sanitation chain (6.3.1) to improve health (3.9) and prevent pollution (6.3.2).

Example: Promote public-private-people partnerships as a new water and sanitation infrastructure financing model. Such partnerships will encourage people’s participation in such issues as land acquisition, investment in individual shares and in-kind contributions for water and sanitation infrastructure. Ministries of water in over 50 countries have established national sanitation and hygiene improvement programmes using community-led total sanitation, a methodology for sensitizing people to the links between sanitation and health that has empowered hundreds of millions of people to stop the practice of open defecation, invest their own resources in improved sanitation and adopt safe hygiene practices.

Accelerator: Capacity development

Example: Build back better from pandemics, such as COVID-19, through job programmes for water and sanitation, as a form of recovering from the economic impact of the pandemics.

6.3 Accelerator: Innovation

Example: Leverage innovation in wastewater treatment and safe use to improve water and nutrient availability for agriculture (6.4), reduce ambient water pollution (6.3.2) and support cost recovery for water, sanitation and hygiene services (6.1, 6.2, 6.3.1).

Accelerator: Data

Example: Water quality and its social, economic and ecological implications are known. Local, national and regional water quality monitoring networks provide stakeholders at all levels with necessary decision support.

Example: Radiation treatment of wastewater for removal of organic pollutants, including dyes and endocrine disruptors.

Example: Machine learning for a global water quality data set using all spectrums of Earth observation data.
Goal 6 target Examples of purpose-driven coordinated action per key accelerator

6.4 **Accelerator: Data**

*Example:* Remote sensing for water productivity. Agriculture is a key water user. Careful monitoring of water productivity in agriculture and exploring opportunities to increase it are required.

*Example:* Fit-for-purpose water monitoring system. Fit-for-purpose hydrological monitoring systems allow the assessment of what is available to manage distribution and demand.

**Accelerator: Innovation**

*Example:* In situ data for the verification of remote sensing data. The training and testing of machine learning models can facilitate and improve the verification process, which is essential in the use of remote sensing data. Other examples include water cycle databases and pollution vulnerability mapping.

6.5 **Accelerator: Governance**

*Example:* Prioritize adaptation and resilience. Adaptability is essential in a rapidly transforming world. Climate change, population growth, migration, forced displacement and urbanization all affect water resources both in terms of quantity and quality. Improve cooperation across borders and sectors (6.5 and Goals 16 and 17). Strengthen linkages between development and humanitarian approaches to contribute to Sustainable Development Goal gains and sustaining peace in fragile and conflict-affected contexts. It may include green works for water and soil restoration and conservation, especially at the community level, for climate change adaptation and local resource-based approaches in water works. In addition, a comprehensive policy framework for resilience is International Labour Organization recommendation No. 205 on employment and decent work for peace and resilience.

*Example:* Open information for water management. An understanding of the national landscape is essential when it comes to concrete actions. To better coordinate the multi-stakeholder cooperation within countries, innovative uses of technology for water management, initiatives for open data (portals), focal points for water data collection, ministries, thematic focus and specialization in the country and experts could be shared on a voluntary basis and can inspire others, as well as fostering the knowledge exchange.

**Accelerator: Finance**

*Example:* Target finance and investment priorities towards cooperative projects that establish mutual benefits to facilitate and support transboundary water cooperation within the integrated water resources management framework.

6.6 **Accelerator: Finance**

*Example:* Invest in rehabilitation of wetlands and ecohydrology approaches to restore ecosystem services that provide retention and treatment of polluted water (6.2, 6.3) for productive use in drinking water supply (6.1) and agriculture (6.4).

6.a **Accelerator: Finance**

*Example:* Tap into innovative financing, including financing models for crowding in the private sector: public-private partnerships, guarantees, insurance, equity grants, tenor extensions, pooled financing, project preparation funds, hedging instruments, microfinance, credit ratings, tapping into pension funds and insurance companies, green bonds and technology transfer.
<table>
<thead>
<tr>
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<th>Examples of purpose-driven coordinated action per key accelerator</th>
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<tbody>
<tr>
<td>Example: Promote smart water and sanitation investments. Focus on financing the right type of water and sanitation infrastructure investments. Cash-strapped local governments, for example, should invest first in less expensive retrofitting of existing systems while at the same time improving the collection of municipal taxes that, in the longer term, will generate a viable revenue stream that they can use to refinance loans and debt instruments for future investments in new, more expensive infrastructure.</td>
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<tr>
<td><strong>Accelerator: Capacity development</strong></td>
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<tr>
<td>Example: Operational technical capability to exchange information and create trust through joint trainings, monitoring and assessments.</td>
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<td>6.b</td>
<td><strong>Accelerator: Capacity development</strong></td>
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<tr>
<td>Example: Strengthen civil society engagement, especially women’s networks, young people and indigenous and tribal peoples, in water management. Embrace transparency and accountability through the use of ICTs, open competition, citizen oversight and the improved flow of information.</td>
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<tr>
<td><strong>Accelerator: Governance</strong></td>
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<tr>
<td>Example: Automated exchange of capacity-building and training material, with interoperability between the portals.</td>
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