



Info-package 6 Authorities and Policy Makers

Fact Sheet 6.4 – Strategic planning for the use of reclaimed water in agricultural irrigation (the planning process to develop SUWANU EUROPE action plans: facts and figures)



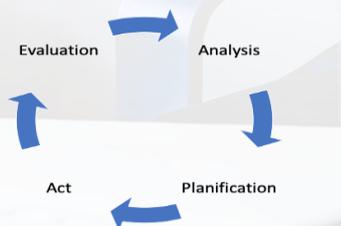
SUWANU EUROPE is a H2020 project aimed at promoting the effective exchange of knowledge, experience and skills among practitioners and relevant actors on the use of reclaimed water for agricultural irrigation. This is the fourth of the five Fact-sheet Series included in Info-package 6 that is addressed to authorities and policy makers to describe how strategic planning has been used to develop General and Regional Action Plans for the use of reclaimed water in agricultural irrigation.

1. Introduction:

The strategic plan strategy describes how the ends (goals) will be achieved by the means (resources) This fact-sheet, explains how SUWANU EUROPE consortium conducted their strategy for a General and Regional Action Plans to promote the use of reclaimed water in agricultural irrigation.

2. Methodological approach:

The methodological approach selected was the Logical Framework Approach (LFA), which provides tools for supporting objective-oriented planning and management (European Integration Office, 2011). LFA consists of two phases: firstly 'analysis' consisting in gathering, revising and the systematization of the information available about the issue. Secondly, planning, where all this knowledge is used to design an operational plan to be implemented.



The general objective is defined as *“to increase the use of reclaimed water in agriculture, resulting in a more resilient agricultural sector to cope with water scarcity and climate change effects.”*

3. Analysis stage:

Once the objective is defined, the analysis phase provides a state of the art of the reclaimed water use in agricultural irrigation to better understand the circumstances, the current implementation degree and

the replicability potential for water reuse solutions. The state of art will provide a multi-actor approach including the expertise and experiences of actors involved in the process of implementing reclaimed water.

The information should face the actual infrastructure situation, institutions involved, supply-demand and socioeconomic characteristics including future plans, e.g. new research. SUWANU-EUROPE project has used different methodologies: SWOT, PEST, AKIS and AHP.

SWOT analysis

- Strengths, Weaknesses, Opportunities and Threats analysis
- Analysis tool used in strategic management
- Provides an identification of aspects influencing positively or negatively the development of the object under study

PEST analysis

- Political, Economical, Social and Technological analysis
- Describes a framework of macro-environmental factors used in the environmental scanning component of strategic management
- Complement SWOT analysis providing a contextual vision

AKIS

- Agricultural Knowledge and Information System
- Links people and institutions to promote mutual learning
- Allows the propose and development of practical ideas, supports innovation, knowledge transfer and information exchange

AHP

- Analytical Hierarchical Method
- Structured technique for organizing and analyzing complex decisions
- Individual experts' experiences are utilized to estimate the relative magnitudes of factors through pair-wise comparisons

Once the key factors influencing the foster of reclaimed water in agricultural irrigation are identified, we need to evaluate its relevance. Identification of factor relevance identification is critical to prioritize attention. Therefore, we conducted a survey among key actors identified in the project with the aim to evaluate which aspects of the different categories from SWOT analysis were more relevant. The results were presented using a spider diagram (see [SUWANU D2.1](#)).

4. Planning stage:

With the information produced in the analysis the planning consists of the translation of the strategy into an empirical plan that can be implemented by the public authorities and the stakeholders involved. An action plan must include every single step required to achieve its goal and consider the resources and timeframe needed to have a successful implementation. The goal and its specific objectives have been selected; however a Plan might require rephrasing each of them to express very clearly an expected outcome.

The development of an Action Plan can be understood as a pyramid, where the goal is located at the pick and refers to a mid to long term vision. The specific objectives are a high-level achievement that expresses the project's direct impact and can be more than one.



The results are all the outputs required for achieving the specific objective, thus there can be various for each objective. Finally the lowest level of the pyramid is formed by every single action that has to be taken in order to accomplish a result. To evaluate if an Action Plan is coherently design it is useful to read it from the bottom up of the pyramid, to see if the fulfilment of every level will allow the achievement of the next.

The table below shows an Action Plan outline and presents some of the worked done in SuWaNu's General Action Plan.

5. Evaluation

The evaluation is the final step of strategic planning. Its aim is to determine the real application of the objectives established in the previous steps. Different methodologies can be followed for this purpose, key performance indicators or objective matrix are some examples.

Level	Objective hierarchy	Purpose	How to express it	SUWANU EUROPE (Example)
1	Goal	The main goal of the Project, regarding the "longer vision" of the topic.	Written as a clear statement	To increase the use of reclaimed water in agriculture, resulting in a more resilient agricultural sector to cope with water scarcity and climate change effects
2	Specific objective	What we want to achieve, the intended effect of the project.	Written to express the future situation.	6. The communities involved accept the agricultural products irrigated with reclaimed water
3	Results	Expresses what we need to do in order to achieve each specific objective.	Written like tangible results.	6.1 The regional public opinion is aware of the benefits of water reuse to face water scarcity and protect the environment
4	Steps to implementation	How we carry out the project. Actions needed to achieve the results.	Written in the present tense with an active verb.	6.1.1. Develop awareness campaigns directed to local schools and universities. 6.1.2. Promote educational workshops for civil society (NGOs, consumer organizations, neighbourhood associations, etc.). 6.1.3. Create digital formative contents to disseminate on the internet and social media. 6.1.4. Build alliances with stakeholders to unify the efforts towards an environmentally aware local society.

The most common evaluation tool is the use of indicators, that inform about the project's progress in comparison with the objective established before. They measure the project's impacts and outcomes during and after the project is developed. Indicators also help to reduce the time employed in the development of the report, making easier the information gathering process. In the case of SUWANU-EUROPE, we developed specific "indicators for successful implementation of SUWANU Action Plans" (see [SUWANU D2.7](#)).

Reference/further readings

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