



**The International Water Association**

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# **IWA Mentorship Programme**

## **Operational Framework**

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This Operational Framework sets out how the IWA Mentorship Programme will be implemented, managed, and monitored.

**Version 1**  
**April 2026**

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# IWA Mentorship Programme

## Operational Framework

### 1. Introduction

#### 1.1. Strategic Rationale and Purpose of the Programme

The International Water Association (IWA) recognises the critical role of young professionals in shaping the future of the water sector and is committed to offering meaningful ways for Young Water Professionals (YWPs) to engage, develop, and contribute within the Association. This is reflected in the **IWA 2025-2030 Strategic Plan**, including Strategic Goal 1.5 (strengthening IWA’s offer to YWPs through networking, opportunities to contribute, and sustained participation) and Strategic Goal 4.4 (supporting the role of youth in innovation and creating spaces to exchange ideas and drive change).

This commitment is also reflected in the **IWA 2025-2030 Operational Plan**, through Activity N2, which calls for a structured mentorship initiative pairing young professionals with experienced leaders to support knowledge exchange and career development, with the intention to make it a permanent offering if well-received.

In addition, the suggestion of a formal, Association-wide mentorship programme has been raised in the past by both young and senior members multiple times. This Mentorship Programme, therefore, responds to a long-standing and clearly expressed demand, providing a structured and consistent mechanism to address this need while reinforcing IWA’s intergenerational value proposition.

The IWA Mentorship Programme will connect YWPs with senior and highly experienced and engaged IWA members to support skills development, career progression, and stronger engagement in IWA communities, programmes, and governance. As an association built *by members for members*, the programme builds on the idea of senior members contributing their time and experience to support the next generation.

This Operational Framework sets out how the programme will be implemented, managed, and monitored, providing practical guidance for the IWA Secretariat, mentors, mentees, and supporting bodies to ensure quality and consistency across programme cycles.

## 1.2. Scope and Intended Use

This document applies to all stakeholders involved in the Mentorship Programme. It covers programme design, governance, operational processes, participant guidelines, monitoring and learning arrangements, and supporting tools. It is intended for internal use and programme delivery.

## 2. Programme Overview

### 2.1. Programme Objectives and Expected Outcomes

The IWA Mentorship Programme is designed to create long-term value for both YWPs and senior IWA members by providing a structured space for learning, guidance, and exchange. The programme aims to:

- **Facilitate global, intergenerational collaboration**, by building professional relationships between YWPs and experienced members. This helps participants share different perspectives and learn from each other across regions, sectors, and career stages.
- **Support professional skills development for YWPs**, through regular mentoring conversations focused on practical development needs. This can include areas such as communication, leadership in teams, strategic thinking, and navigating challenges in the workplace.
- **Provide professional growth opportunities for mentors**, by giving senior members a structured role in mentoring, coaching, and supporting younger professionals. Mentors may also benefit from exposure to new ideas and perspectives, and from expanding their networks within IWA.
- **Foster deeper integration of YWPs into IWA structures**, by using mentorship as a pathway for deeper participation in IWA communities, programmes, events, publications, and governance. This helps create a stronger pipeline of future leaders within the Association.
- **Enhance member retention and engagement across generations**, by offering a meaningful way for senior members to contribute and for YWPs to receive support. Over time, this helps reinforce IWA as a professional home for members at different stages of their careers.

The expected outcomes of the programme are:

- (i) improved professional skills, confidence, and career readiness among YWPs;
- (ii) stronger mentoring, coaching, and leadership skills among mentors, alongside learning from intergenerational exchange; and
- (iii) wider networks and stronger links between YWPs and IWA communities and governance, supporting greater visibility and progression into leadership roles within IWA and the wider water sector.

## 2.2. Guiding Principles

The IWA Mentorship Programme is guided by:

- Inclusivity and equity across gender, geography, sector and background.
- Mutual learning and respect; confidentiality upheld via a signed Mentoring Agreement.
- Transparency in selection and matching; objective scoring and documented decisions retained by the Secretariat.
- Flexibility within a structured cadence: minimum by-monthly meetings; documented agendas and actions.
- Continuous improvement through regular feedback and adaptive management.

## 3. Programme Design

### 3.1. Mentorship Model

The programme is based on structured one-to-one mentoring relationships between mentors and mentees.

A common framework is provided, but pairs are encouraged to adapt how they work together, provided they follow the requirements in the Mentoring Agreement (Annex 1). The agreement sets out the objectives of the relationship, confidentiality, boundaries, meeting arrangements, and escalation pathways.

Mentorship will be delivered mainly online. In-person meetings may take place alongside major IWA events, where appropriate. The IWA Secretariat will not provide financial support for in-person interactions.

Each mentor–mentee pair is expected to keep: (i) an Engagement Plan (template provided in Annex 2), (ii) a Meeting Log (template provided in Annex 3), and (iii) Progress Summaries at mid-cycle and end-of-cycle, to support Secretariat monitoring and reporting. Standard templates will be provided to keep reporting light-touch.

### 3.2. Target Participants and Eligibility

This programme is designed as a **member-only** IWA offering.

Mentors are expected to be senior IWA members with substantial professional experience, including Fellows, Distinguished Fellows, Specialist Group leaders, Strategic Council members, Governing Member representatives, and other recognised leaders within the Association. Mentors must be able to commit to at least one meeting every two months and to basic reporting requirements during the mentorship cycle.

Mentees are drawn from the IWA YWP community, provided they are under 36 years of age at the end of their mentorship period and have not been selected to participate in other IWA YWP-targeted capacity development programmes, such as the IWA LeaP Leadership Programme and the IWA-Grundfos Fellowship. Mentees must commit to organising and preparing for meetings and following through on agreed actions. Where applicable, participation will require acknowledgement from the mentee's employer regarding the time commitment involved.

The programme will promote diversity across gender, geography, sector, and professional background. Each cohort will aim to be gender-balanced, with at least 50% of participants identifying as women and/or as genders other than male, and will aim to include at least 60% representation across four or more world regions, subject to the applicant pool.

Any potential conflict of interest must be declared and managed. Mentors should not be in a position to line-manage, supervise, or formally assess the mentee within their organisation.

### **3.3. Mentorship Tracks**

To accommodate the diverse interests and professional development goals of YWPs, the IWA Mentorship Programme offers three structured mentorship tracks:

- a. Professional Development:** Focuses on practical workplace skills such as communication, teamwork and leadership, stakeholder engagement, project management, and collaboration.
- b. Career & Industry Growth:** Supports career planning and understanding opportunities across the water sector (e.g. utilities, academia, private sector, NGOs, international organisations), including CV/profile development and networking.
- c. Leadership & Policy Guidance:** For YWPs aiming for leadership or policy roles, with mentoring on governance, regulation, strategic decision-making, and influencing change in the sector.

### **3.4. Programme Duration and Scale**

Each mentorship cycle will last 12 months. The programme will start with a pilot cohort in 2026, with around 10 mentor-mentee pairs, to test delivery and make improvements before expanding.

Any future increase in scale will depend on participant engagement and the Secretariat's capacity to coordinate and support the programme.

## 4. Governance and Management Arrangements

### 4.1. Roles and Responsibilities

- **IWA Secretariat:** Manages the programme, including recruitment, matching, onboarding, monitoring, and reporting.
- **IWA Mentorship Programme Advisory Committee:** Composed of three members of the IWA YWP Steering Committee and four senior IWA members holding leadership roles, including members of the Fellows and Distinguished Fellows Steering Committee, Strategic Council members, and Specialist Group leaders. It provides advisory support, outreach, and contributes to the continuous refinement of the programme.
- **Mentors:** Provide guidance and share professional experience to support the development of mentees throughout the mentorship cycle.
- **Mentees:** Take responsibility for their learning, engage actively, and work towards the goals agreed with their mentor.

### 4.2. Oversight and Reporting

The IWA Secretariat provides overall oversight, ensuring the programme remains aligned with IWA priorities and available resources. The Advisory Committee supports quality and learning during the pilot.

The Secretariat will produce a mid-cycle update and an end-of-cycle report, shared with the Advisory Committee, to inform improvements and any decision to scale up. Oversight and reporting arrangements will be reviewed after the pilot and adjusted based on experience, feedback, and capacity.

## 5. Operational Implementation

### 5.1. 2026-2027 Pilot Edition Implementation Plan and Timeline

**Table 1:** Expected implementation timeline for pilot edition (2026-2027).

TASK	START	END	DAYS
<b>Planning</b>			
Development and approval of Operational Framework	3-Feb-2026	22-Apr-2026	79
Development of ToR for Advisory Committee	9-Feb-2026	22-Apr-2026	73
Formation of Advisory Committee	23-Apr-2026	10-May-2026	18
Development and approval of call for applications and selection/matching criteria	23-Apr-2026	24-May-2026	32
Onboarding preparations	23-Apr-2026	24-May-2026	32
<b>Execution</b>			
Launch of Call for applications	24-May-2026	24-May-2026	1
Nomination period	24-May-2026	28-Jun-2026	36
Selection process	29-Jun-2026	26-Jul-2026	28
Announcement of selected names	27-Jul-2026	27-Jul-2026	1
Onboarding meeting	12-Aug-2026	12-Aug-2026	1
Mentorship cycle	12-Aug-2026	11-Aug-2027	365
Activity at the 2026 WWCE - TBC	4-Oct-2026	8-Oct-2026	5
<b>Closing</b>			
Closing meeting for feedback sharing	2-Aug-2027	2-Aug-2027	1
Collection of feedback and MEL reporting	12-Aug-2026	11-Aug-2027	365
Final report and recommendations for scale-up	5-Jul-2027	15-Aug-2027	42

## 5.2. Programme Setup and Recruitment

Programme information will be published on a dedicated webpage on the IWA website, with applications submitted through IWA Connect Plus. Recruitment will take place through a formal call for mentors and mentees.

Mentors will provide information on their background and experience and indicate their preferences (e.g. areas of interest, types of support they can offer). Mentees will describe their education and professional

experience, their mentorship goals, and the areas where they want guidance as well as their preferred Mentorship Track.

Targeted outreach will be used to encourage applications from different regions, genders, sectors, and professional backgrounds, engaging both senior IWA members and YWPs.

### **5.3. Selection and Matching Process**

Selection and matching will be led by the IWA Secretariat, with advisory input from the IWA Mentorship Programme Advisory Committee, as appropriate.

Applications will be assessed against clear selection criteria. Mentor-mentee pairs will be matched based on interests, development goals, mentorship track, professional background, geographic diversity, and time zones. The IWA Secretariat will confirm the final pairings. Paired mentors and mentees will have to confirm that there is no conflict of interest.

A simple assessment framework will be used to support a consistent and fair process. If applications exceed capacity, priority will be given to fit with programme objectives and mentor availability. Selection criteria will include, at minimum:

- Membership status and eligibility check (see section 3.2 for criteria).
- Considerations to support balanced representation, subject to the applicant pool.
- Conflict of interest screening;
- Relevant experience and capacity (for mentors) / clarity of goals (for mentees);
- Fit with the selected mentorship track and stated development goals;
- Motivation and commitment to periodic (minimum by-monthly) meetings and programme requirements;

Selection and matching decisions will be documented by the IWA Secretariat for internal record-keeping.

### **5.4. Onboarding and Orientation**

All selected participants will receive onboarding materials covering programme expectations, mentoring good practice, and a suggested engagement schedule.

An opening onboarding session will introduce the programme and cover:

- Programme's objectives, structure, and overall approach;
- Roles, responsibilities, and mutual expectations;

- Mentoring best practices and communication guidance;
- Introduction to tools, resources, and available support mechanisms.

Following this session, participants will sign the Mentoring Agreement (Annex 1) and develop their individual Engagement Plans (template provided in Annex 2), including meeting frequency, individual goals, and expected outcomes.

### **5.5. Mentorship Implementation Phase**

The mentorship phase will run for 12 months. Mentor-mentee pairs will meet regularly in line with their Engagement Plans. Mentees will lead on their development goals, and mentors will provide guidance aligned with the selected track.

Pairs will provide periodic progress updates to the IWA Secretariat, in line with the Monitoring, Evaluation, and Learning arrangements detailed in Section 7. Any issues related to behaviour or participation will be handled through the escalation pathway established in Section 6.3.

## **6. Guidelines for Participants**

### **6.1. Expectations of Mentors**

Mentors are expected to:

- Build a professional relationship based on respect and confidentiality.
- Commit time to the mentoring relationship and keep meetings regular.
- Come prepared and keep discussions focused on the mentee's needs.
- Help the mentee define and prioritise clear goals.
- Use a coaching approach that encourages reflection and independent thinking.
- Offer introductions and networking support when relevant and feasible.
- Share experience and practical advice linked to the mentee's goals.
- Act as a sounding board for challenges and decisions.
- Support career development, including guidance on options and next steps.
- Provide honest and constructive feedback.

## 6.2. Expectations of Mentees

Mentees are expected to:

- Take responsibility for the relationship and stay engaged throughout the cycle.
- Treat the mentoring relationship with professionalism and confidentiality.
- Organise meetings and prepare discussion points in advance.
- Set realistic goals and be clear about what support they want.
- Commit time to meetings and follow-up actions.
- Take responsibility for their own learning and progress.
- Follow through on agreed actions or raise issues early if changes are needed.
- Be open to feedback and use it to improve.
- Apply learning and guidance to their work and career decisions.

## 6.3. Code of Conduct and Safeguarding

All participants must follow IWA's values, policies, and codes of conduct and act with professionalism and respect throughout the mentoring relationship.

The programme has zero tolerance for sexual or moral harassment, discrimination, or other inappropriate behaviour. Guidance and resources will be provided to clarify expected conduct and to help participants recognise and respond to concerns.

Safeguarding will be addressed during onboarding through a briefing for all participants, including information on available support and reporting channels. Mentors and mentees are expected to be mindful of power dynamics, communicate in an inclusive way, and ensure participation is respectful and fair.

If participation or behavioural issues arise, the following escalation pathway will apply:

- a. Direct discussion within the pair:** The mentor and mentee should raise the issue promptly and agree on corrective actions (e.g. adjusting meeting frequency, clarifying expectations, addressing communication problems).
- b. Secretariat support:** If the issue is not resolved, either party may contact the IWA Secretariat for confidential support. The Secretariat may facilitate a discussion, clarify programme requirements, and agree next steps with both parties.

- c. Corrective action or change of arrangement:** Depending on the situation, actions may include revised engagement expectations, re-matching, or an agreed early closure of the mentoring relationship.
- d. Safeguarding concerns:** Any allegation or concern related to harassment, discrimination, or other serious misconduct will be handled immediately in line with IWA policies and reporting mechanisms, and will result in immediate suspension from the programme while the matter is addressed through the appropriate channels.

As the programme evolves, collaboration with the IWA Women’s Leadership Network may be explored to strengthen gender-sensitive approaches, support inclusive participation, and address barriers affecting women and other underrepresented groups in the water sector.

Confidentiality will be respected where possible. However, concerns involving safeguarding or serious misconduct will require escalation in line with IWA policies.

## **7. Monitoring, Evaluation, and Learning**

### **7.1. Purpose**

Monitoring, Evaluation, and Learning (MEL) for the IWA Mentorship Programme is used to check progress against the programme objectives, understand participant experiences, and identify improvements for future cycles. As this is a pilot, the focus is on learning and practical adjustments, rather than a formal evaluation.

### **7.2. Monitoring Framework**

Monitoring will track delivery, engagement, and early results for both mentors and mentees. **Table 2** lists key areas for monitoring and suggested KPIs (pilot targets, subject to validation). This monitoring framework will be reviewed after the pilot phase, considering lessons learned and resource availability.

### **7.3. Data Collection and Reporting**

Feedback will be collected through simple methods to keep the process manageable while still generating useful input. This will include:

- A mid-cycle check-in with mentors and mentees to review progress and address challenges;
- An end-of-cycle feedback and reflection to capture outcomes, value, and suggestions;
- Optional short reflections or testimonials to illustrate results.

Feedback will be gathered from both mentors and mentees to ensure a balanced view.

The IWA Secretariat will prepare an end-of-cycle summary covering key results, lessons learned, and recommended improvements, including implications for scaling and resourcing.

**Table 2:** Key monitoring areas and suggested KPIs for the pilot phase.

Area of evaluation	KPI (pilot target, subject to validation)	How measured
Participation and completion	Completion rate: ≥80% of pairs complete the cycle and submit (i) Engagement Plan, (ii) Meeting Log, (iii) mid-cycle and end-of-cycle Progress Summaries.	Secretariat records
Frequency and consistency of mentoring interactions	Meeting delivery: ≥80% of pairs hold at least 8 meetings, recorded in the Meeting Log.	Meeting log
Progress towards individual learning goals (mentees)	YWP progress: ≥70% of mentees report achieving at least 2 learning objectives.	End-of-cycle survey (optional mentor comment)
Mentor development	Mentor capability: ≥75% of mentors report improved mentoring/coaching skills.	End-of-cycle survey
YWP engagement in IWA activities	IWA engagement: ≥50% of mentees contribute to IWA activities (e.g., Specialist Groups, events, publications) during the cycle or within 6 months after.	Self-report (end-of-cycle) and spot-check against available records where feasible
Member retention	Retention: ≥85% of mentees and ≥80% of mentors renew IWA membership for the next cycle.	Membership records

#### 7.4. Use of Findings

MEL findings will be used to:

- Improve matching, onboarding, guidance, and support tools;
- Adjust delivery arrangements where needed;
- Inform decisions on whether and how to scale the programme.

Key findings will be shared with the IWA Mentorship Programme Advisory Committee and used by the IWA Secretariat to refine future cycles. The MEL approach will also be reviewed after the pilot to ensure it remains proportionate and useful.

## 8. Risk Management

An indicative risk register is provided in **Table 3** to support the pilot phase, highlighting key risks, mitigation measures, and ownership for monitoring and response. The risks, ratings, mitigation measures, ownership, and any related assumptions set out in the table will be reviewed after the pilot phase, taking into account lessons learned, participant feedback, and resource availability, and adjusted as needed.

**Table 3:** Risk register for pilot phase.

Risk	Likelihood	Impact	Mitigation	Owner
Low mentor engagement	Medium	High	Clear expectations at onboarding; mid-cycle check-in; reminder follow-ups; simple recognition (e.g. certificate/acknowledgement)	Secretariat
Low mentee engagement	Medium	High	Clear expectations; mentee onboarding on preparation and follow-up; early check-in if meetings lapse	Secretariat
Mismatch of pairs	Medium	Medium	Matching criteria and review; early check-in; re-matching option where needed	Secretariat
Resource constraints	Medium	High	Limit cohort size; standard templates; phased scaling; targeted support from Advisory Committee	Secretariat
Behavioural or safeguarding issues	Low	High	Code of conduct; safeguarding briefing; escalation pathway; prompt intervention	Secretariat
Geographical / time zone and scheduling barriers	Medium	Medium	Virtual-first approach; flexible scheduling guidance; agreed meeting cadence in Engagement Plan; Secretariat support if scheduling breaks down	Secretariat / Mentors / Mentees

## **Annex 1: Mentoring Agreement**

### **Mentorship Engagement Agreement (2026-2027 – Pilot Edition)**

#### **1. Purpose and Scope of this Agreement**

This Agreement sets the minimum requirements for participation in the IWA Mentorship Programme and establishes shared expectations regarding professional conduct, confidentiality, safeguarding, escalation, and data use. It applies for the full mentorship cycle unless ended earlier under the arrangements in this Agreement.

This mentoring relationship is intended to support professional development through guidance, reflection, and practical discussion. It is not intended to provide employment decisions, formal supervision, performance appraisal, procurement or funding decisions, or professional services (e.g., legal, medical, or financial advice).

Participants commit to the programme’s minimum engagement standard as follows.

- At least one structured meeting every 2 months.
- A maintained Engagement Plan and Meeting Log.
- Mid-cycle (Month 6) and end-cycle (Month 12) reflections/surveys.

Participants may raise concerns related to the quality of engagement, responsiveness, professionalism, or adherence to the programme’s minimum requirements. Where a mentor or mentee does not feel comfortable raising such concerns directly with the other party, these may be shared confidentially with the IWA Secretariat in line with the escalation pathway outlined in this Agreement.

#### **2. Confidentiality and Boundaries**

Both mentor and mentee agree to treat discussions and shared information as confidential and not to share it outside the mentoring relationship without permission.

Participants are expected to maintain appropriate professional boundaries, including respectful communication, appropriate behaviour, and awareness of power dynamics. Either party may pause, redirect, or stop a discussion that feels inappropriate or outside the scope of mentoring.

Confidentiality will be respected where possible; however, it may not be maintained where there are safeguarding concerns or serious misconduct, or where disclosure is required under applicable policies or legal obligations.

### **3. Code of Conduct and Safeguarding**

All participants must follow IWA's values, policies, and codes of conduct and act with professionalism and respect throughout the mentoring relationship.

The programme has zero tolerance for sexual or moral harassment, discrimination, or other inappropriate behaviour. Guidance and resources will be provided to clarify expected conduct and to help participants recognise and respond to concerns.

Safeguarding is addressed during onboarding through a briefing for all participants, including information on available support and reporting channels. Mentors and mentees are expected to be mindful of power dynamics, communicate in an inclusive way, and ensure participation is respectful and fair.

### **4. Escalation Pathway**

If participation or behavioural issues arise, the following escalation pathway will apply:

- a. Direct discussion within the pair: The mentor and mentee should raise the issue promptly and agree on corrective actions (e.g. adjusting meeting frequency, clarifying expectations, addressing communication problems).
- b. Secretariat support: If the issue is not resolved, either party may contact the IWA Secretariat for confidential support. The Secretariat may facilitate a discussion, clarify programme requirements, and agree next steps with both parties.
- c. Corrective action or change of arrangement: Depending on the situation, actions may include revised engagement expectations, re-matching, or an agreed early closure of the mentoring relationship.
- d. Safeguarding concerns: Any allegation or concern related to harassment, discrimination, or other serious misconduct will be handled immediately in line with IWA policies and reporting mechanisms, and will result in immediate suspension from the programme while the matter is addressed through the appropriate channels.

Mentors and mentees may express concerns related to the engagement, conduct, or participation of the other party either directly within the mentoring pair or confidentially through the IWA Secretariat, without fear of negative consequences or retaliation.

Secretariat contact point for confidential issue management:

Name/role: \_\_\_\_\_

Email address: \_\_\_\_\_

## 5. Conflicts of Interest

Any actual or potential conflict of interest must be declared and managed. Mentors should not be in a position to line-manage, supervise, or formally assess the mentee within their organisation.

Mentor and mentee confirm there is no supervisory/reporting relationship and disclose any organisational overlaps that may affect impartiality.

## 6. Data Use and Consent

To support programme monitoring, reporting, and improvement, the IWA Secretariat may collect and use the following information:

- Confirmation that mentoring engagement is taking place (e.g., brief progress updates and end-of-cycle feedback);
- Aggregated outputs for internal reporting (e.g., completion, engagement, and learning);
- Optional qualitative reflections or testimonials (only with explicit consent).
- Photographs and Media: IWA may request or capture photographs/screenshots of participants during programme activities (e.g., onboarding sessions, events) for use in internal and external communications, including promotional materials, social media, and reports.

Data protection:

- Purpose limitation: data used solely for programme delivery and MEL; external reporting is aggregated/anonymised unless you expressly consent to attribution.
- Access: restricted to designated Secretariat staff; Advisory Committee and other IWA governance bodies receives aggregated insights only.
- Rights: participants may request access/correction/deletion unless data are required for safeguarding/legal reasons.
- Security: records stored on IWA systems; avoid storing documents on personal devices where possible.

Consent:

- I consent to the use of my anonymised feedback in internal programme reporting.
- I consent to being quoted by name in external communications.
- I consent to the use of my photograph in IWA promotional materials, promotional materials, social media, and reports.

## 7. Agreement and Signatures

By signing, the mentor and mentee confirm that they have read and understood this Agreement, agree to follow the Engagement Plan attached, and commit to the standards and processes set out above.

Electronic signatures are accepted. This Agreement remains valid for the full mentorship cycle unless terminated earlier under the arrangements above (including escalation/safeguarding).

Mentor name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Mentee name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

## Annex 2: Engagement Plan Template

Section	Details
Mentor name & contact	Name: Email/phone: Organisation: Time zone:
Mentee name & contact	Name: Email/phone: Organisation: Time zone:
Programme track	<input type="checkbox"/> Professional Development <input type="checkbox"/> Career & Industry Growth <input type="checkbox"/> Leadership & Policy Guidance
Communication method(s) <sup>1</sup>	Primary: Back-up:
Meeting frequency & duration <sup>2</sup>	Frequency and duration: Preferred day/time window: Expected time for responses:
Agreed goals (3 to 5 maximum)	1. 2. 3. 4. 5.
Key focus areas <sup>3</sup>	1. 2. 3.

<sup>1</sup> E.g., Zoom, Teams, IWA Connect Plus, email. Avoid personal messaging apps unless mutually agreed and documented

<sup>2</sup> Minimum meeting frequency: 1 hour every 2 months; recommended meeting frequency: 1 hour every 4 to 6 weeks. In-person meetings are optional and will not be funded by IWA. In case they happen, public/office settings are recommended.

<sup>3</sup> Out-of-scope topics include hiring/promotion decisions, internal HR matters, and sharing non-public employer data.

Section	Details
Resources & support needed <sup>4</sup>	1. 2. 3.
Engagement schedule <sup>5</sup>	
Midpoint review date	DD / MM / YYYY
Final review date	DD / MM / YYYY
Notes / agreements	

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<sup>4</sup> E.g., readings, introductions, CV feedback, interview practice.

<sup>5</sup> Mentoring period: 12 months. Suggested schedule:

Month 1 – Kick-off: introductions; share backgrounds and goals; confirm ways of working.

Months 2 to 5 – Exploration & skill building: focus areas; resources/opportunities; review actions.

Month 6 – Midpoint check-in: review progress; adjust plan if needed.

Months 7 to 11 – Application & reflection: apply learning; discuss challenges/successes; networking/collaboration.

Month 12 – Closing & next steps: reflect on achievements; share feedback; agree on any informal follow-up.

## Annex 3: Meeting Log Template

Mentor: \_\_\_\_\_ Mentee: \_\_\_\_\_

Programme Track: \_\_\_\_\_

Mentorship Cycle: \_\_\_\_\_

Meeting #	Date	Agenda (key topics)	Action Item	Owner	Deadline	Key Insight or Skill Gained	Next Meeting Focus	Issues Flag (Y/N)
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Resources Shared (links or files): \_\_\_\_\_

Additional Notes / Support Needed: \_\_\_\_\_

Progress Summary (optional): \_\_\_\_\_