



SDG 6 IWRM Support Programme

IWRM Acceleration Package

Facilitators' Guide

April 2021

Purpose of this document

This document is part of an overall Acceleration Package for Stage 2 of the SDG 6 IWRM Support Programme. Please refer to document 2A. *Stage 2 Process Description*, for more details on Stage 2 and the resulting IWRM Action Plan, the main output of Stage 2. To contribute to this output, the Support Programme may hire a facilitator who will follow the process through to its successful completion. This document is intended to guide the activity of that facilitator, suggesting some techniques that may be used, to be customised according to the country's circumstances. This document may be an annex to the contract used for the hiring of the facilitator.

This document is supplemented by the Action Planning course offered on the Cap-Net Virtual Campus, which will be online in July 2021. To access the course, or for any support required on the Stage 2 process, please write to sdg6iwrmsp@gwp.org.

Suggested Terms of Reference for the process facilitator

Objective:

The output of Stage 2 is a stakeholder-endorsed and time-bound IWRM Action Plan owned by the relevant national anchor institution(s). The facilitator's role in this process is to assist, through the relevant GWP team, the anchor institution(s) and relevant stakeholders to co-design the IWRM Action Plan. To achieve that objective, the facilitator is to follow the Stage 2 process in full as described in the Acceleration Package. The relevant GWP team, be it a Regional Water Partnership (RWP), a Country Water Partnership (CWP), or a group of GWP partners, will designate a representative to supervise the activities of the facilitator.

Multi-stakeholder input in this process is to be organised in a series of consultations which can take various forms. These consultations aim to agree on a shared list of water-related challenges and a related list of priority actions to contribute to solving the challenges, which should be included in the draft IWRM Action Plan. As the Action Plan is finalised and endorsed by the government and relevant partners, the facilitator should oversee the follow-up with the anchor institution(s), the relevant GWP office, and other key stakeholders, until the successful termination of Stage 2.

What follows is a suggested set of deliverables, profile, timeline and list of detailed tasks for the facilitator at each step of Stage 2. This is a starting point which may be customised by each country according to its circumstances. Countries can, therefore, freely add to or take away from what follows to meet their needs.

Tentative timeline

There is no precise global timeframe set for the implementation of Stage 2 as this will be defined by needs and circumstances in each country. However, it is anticipated that Stage 2 may be completed over 6-9 months. An indicative timeline for this process can be found in document 2A *Stage 2 Process Description*. Please note that the facilitator may be hired for a shorter period than the overall duration of Stage 2. The total number of workdays depends on the context and the agreement with the RWP or CWP, but in the past facilitators have devoted between 30 and 60 workdays to deliver on their ToRs.

Deliverables

1. Draft design of the consultation process and list of stakeholders to be invited, including the proposed agenda of in-person or virtual consultations, means of capturing all suggested IWRM actions, a baseline document on the water-related challenges and framing of some possible solutions, and pre-reading materials to be sent to all participants.

2. The approved version of deliverable 1, taking into account the input of the task force.
3. A summary of the first consultation, including prioritised water-related challenges and all related suggestions from participants for potential IWRM actions.
4. Agenda for subsequent consultations and means of prioritising suggested actions.
5. A summary of the second consultation, including a summary of all prioritised IWRM actions.
6. A draft IWRM Action Plan, following the document 2D. *SDG 6 IWRM Action Plan Outline*. The Action Plan should be produced in the preferred language of the country. A brief executive summary in English should be produced.
7. A final IWRM Action Plan, attending to all comments made on the draft version.
8. A final deliverable with editable electronic versions of all the materials generated during the consultancy, following the instructions in document 2A. *Process Description*.

Facilitator's role in the preparatory work:

1. Liaise with the designated local GWP representative to understand the expected scope of the Stage 2 activities, potential ownership of the process, timeframe, suggested focus, methods to be employed, stakeholder composition, working language(s), and any other relevant topic.
2. Carry out an analysis of the full Stage 2 Acceleration Package¹, the Stage 2 questionnaire and concept note (previously prepared by the GWP entity), and the other relevant background documents, to identify the most pressing water-related challenges and some possible solutions. A list of basic pre-reading material can be found in document 2A. *Process Description*.
3. Complete the online course on IWRM Action Planning, showing proof of completion (please see key terminology above).
4. Sign a contract with the RWP or CWP to formalise the contractual arrangements.
5. In consultation with the anchor institution(s), the designated GWP representative and the task force, develop a baseline document for discussion at the workshop, a draft consultation process, including the venue(s) or platform and date(s) of consultation(s), a list of participants to be invited to take part in the process, taking into account criteria of sectoral and other forms of diversity,² and considering the available resources, current circumstances of the country and common engagement mechanisms (*deliverable 1*).
6. Based on feedback, adjust deliverable 1 until it is approved by the anchor institution(s), the relevant GWP representative and the task force (*deliverable 2*).
7. Ensure that the invitation and the pre-reading materials are sent to all participants sufficiently in advance to facilitate their effective participation in the process. The time between the invitation being sent out and the holding of the process may vary from country to country, but in general the invitation should be sent to participants two weeks before any event.
8. If needed and appropriate, individual consultations with key stakeholders and/or particular marginalised groups may be held outside formal consultations, to prepare appropriately for group conversations, aligning expectations and ensuring as level a playing field as possible.
9. Share deliverable 2 with the SDG 6 IWRM Support Programme, with the possibility of there being a first meeting with the global team to provide feedback on progress.

Facilitator's role in the consultation and co-construction

1. Prepare for, facilitate and follow-up on the consultations (as well as the task force meetings), under the lead of the anchor institution(s), and in coordination with the designated representative of GWP.

¹ See www.gwp.org/en/sdg6support/consultations/where-we-need-to-go/stage-2-activities/

² Using document 2C. *Guidelines for participation and inclusion*

2. Identify clear roles and responsibilities between participants and organisers, referring to the elements needed for the completion of the Action Plan as outlined in document 2D. *SDG 6 IWRM Action Plan Outline* (e.g. timeline, targets for each action, prospective funding sources, logical framework, etc.).
3. Ensure that all comments made during the consultations are duly noted. While notetaking may not be directly the facilitator's responsibility, the facilitator should ensure that this task is appropriately staffed, especially if there are several parallel conversations taking place. A recording of the conversation may be necessary for this purpose.
4. Produce summaries of each consultation, including all suggested IWRM actions from the first consultation (*deliverable 3*) and all prioritised actions from the second one (*deliverable 5*).
5. During consultations, keep track of time to ensure that the conversation results in relevant and useful conclusions, making sure that all participants' perspectives are heard and taken into account, and that agreement is reached on decisions and next steps, including roles, responsibilities, follow-up actions and agreed deadlines.
6. Based on the first consultation, propose and broker agreement on the precise means of prioritising actions to reach a consensual shortlist during subsequent consultation(s) (*deliverable 4*).
7. Produce and circulate the draft IWRM Action Plan and other key documents resulting from the consultations, both with the task force and the SDG 6 IWRM Support Programme (*deliverable 6*), with the possibility of a second meeting being held with the global team to review progress.
8. Finalise the IWRM Action Plan based on the feedback received and present it to the task force for formal approval (*deliverable 7*).
9. Request participants to fill in, and organise completion of, the evaluation forms (see Annex 4).

Facilitator's role in the formalisation

1. Facilitate the Stage 2 formalisation process in support of the task force, encouraging support and buy-in for the Action Plan.
2. Ensure clarity on follow-up actions with the task force.
3. Deliver a final package of all the materials generated during the consultancy to the designated representative of GWP (*deliverable 8*).

Profile of the facilitator

- The facilitator should be well versed in the political, socioeconomic and environmental context of the country in question.
- They should speak and write fluently the main language of the country in question and have an acceptable level of written and spoken English.
- Relevant advanced university degree in topics related to the scope of the consultancy
- Minimum 10 years' experience within or interfacing with water resources management, working at both a technical and governance level.
- Demonstrated experience in working within the framework of the SDGs.
- Solid experience in water-related programme development, strategic planning, objective setting within a logical framework and multi-stakeholder facilitation.
- If parts of the consultation process are to be held virtually, the facilitator should ideally have experience in facilitating online meetings and be familiar with best practices in this field. Among other things, they should be aware of appropriate platforms, software and strategies to maximise the effectiveness of virtual processes.

Annex 1: Use of virtual consultations

Consultations may take place through several in-person and or virtual means. Technological advances have made it possible for people to collaborate on the same documents in real time. In this annex you will see various ways in which some or all working processes could be held online. You may use what follows as a source of ideas that can guide you in designing online stakeholder engagement processes.

Options for online interaction

The following online alternatives may be combined in the most appropriate way for your country.

- **Written inputs:** this may involve asking stakeholders to provide written contributions in addition to formal consultations. An email address or simple online form may be used to collect ideas from a larger number of participants.
- **Focus groups:** Smaller online stakeholder group workshops could be organised to discuss aspects of the process. This might be a short, focused session, or a series of sessions, aiming to consolidate understandings and move towards consensus, ideally using video software.
- **Semi-structured interpersonal consultations:** For more direct contact, interviews with a handful of key individuals may be facilitated to get a broader understanding of a country's opportunities and challenges.
- **Discussion fora:** Key matters may be put to consultation by a broader public, perhaps through a pre-registration process. This can allow a much deeper dive into key aspects that can foster a shared understanding between a larger number of participants.
- **Online polling:** As a possible complement to a deeper analysis by a smaller group of participants, quantitative and qualitative feedback from a larger group may be possible through online polling. This may be useful in particular for the prioritisation process.
- **Online consultation(s):** Online workshops or consultations can be organised to build on inputs provided through various mechanisms listed above. Online workshops or consultations may be divided up over consecutive days, if required, and should be shorter in duration than in-person workshops. If circumstances and national/local health guidelines permit, it may be possible for some individuals to participate in person, while others may participate online.

Possible online meeting platforms and tools

A brief list of some possible communication platforms and tools is provided below. Government departments and individuals are likely to have their preferred platforms, and there is no need to adopt new platforms if effective or known systems are already in place. For larger consultations, the involvement of facilitators specialising in the use of such tools might be beneficial.

- Two people or small groups: e.g. telephone, Skype, WhatsApp, Zoom, Facetime, etc.
- Online meetings/workshops (with or without video): e.g. MS Teams, WebEx, GoToMeeting, Skype for Business, Zoom, Google Hangouts or social media live streaming (e.g. Facebook, LinkedIn, or YouTube).
- Online polling: e.g. Survey Monkey, Google Forms, Kahoot or FormStack
- Discussion fora: e.g. Facebook, LinkedIn.

Considerations for stakeholder involvement in online consultations

There might be some limitations to be addressed if virtual means of communication are used for the purpose of Stage 2 consultations. In considering the best way to engage various types of stakeholders online, the following limitations might need to be addressed depending on a variety of factors:

- Access to stable Internet connections may be an obstacle.

- Many cultures are not comfortable with active participation in online platforms, especially when led by the government.
- The online environment may not build trust and shared understanding between different participants in the same way that an in-person workshop might.
- If not carefully planned, online consultations can generate unmanageable amounts of material.
- Written communication can be a barrier for some already marginalised groups.

Addressing possible limitations of online processes in advance can be beneficial to the process.

Annex 2: Basic agenda elements for consultations

The final agenda for each consultation will be country- and context-specific. However, focus should be placed on a process that will result in the achievement of overall consultation objectives. Some of the basic elements likely to be incorporated into the agenda for the first consultation include:

1. Welcome and purpose of the consultation
2. Introductions
3. Agreement on the agenda
4. Introduction to the SDGs, SDG 6, SDG target 6.5 and indicator 6.5.1
5. Presentation of baseline document and key materials
6. Introduction to the Action Plan outline, main points of note, and process for adoption as a national priority IWRM Action Plan
7. Discussion and prioritisation of key water-related challenges
8. Brainstorming on possible interventions, capturing all ideas
8. Agreement as far as possible on the above
9. Agreement on a process, including actions, roles and timing, for the adoption of the Action Plan

The agenda for the second workshop will be dependent on the process defined during the first workshop. It is, however, expected to focus on advancing the work accomplished by the task force following the first consultation, refine the prioritisation of interventions, review the presentation of the draft Action Plan, and discuss next steps.

Annex 3: Template for a Consultation Concept Note

[The concept note should include the logos of the convening organizations]

Consultation on the development of an SDG IWRM Action Plan

Date and Venue

1. Background

Within the context of the National Strategy [Specify Name], the Government of [specify the name of the country], through [specify the name of the lead organisation] is organizing a consultation on the development of an Integrated Water Resources Management (IWRM) Action Plan, within the context of the Sustainable Development Goals. This activity is assisted by the SDG 6 IWRM Support Programme, which is designed to assist countries in achieving a focused and coordinated approach to the monitoring and implementation of SDG Target 6.5 (implement IWRM at all levels by 2030) as measured through indicator 6.5.1. The overall objective of the Support Programme is the advancement of IWRM as a means of fostering the water-related improvements that will result in tangible and sustainable impact on the ground. Such impact manifests itself through progress towards the other SDG 6 targets and broader water-related goals.

This consultation is a follow-up of the national consultation carried out on (date)(date)(date) on the current status of IWRM in [Name of country] through a questionnaire of 33 parameters discussed, evaluated and reported to UN Water. The results of this consultation carried out worldwide can be found in the following document: link, and at the national level Link, and show the main challenges [Name of country] is facing in terms of IWRM.

2. Objectives of the consultation

The main objective of the consultation is to identify and formulate priority actions that serve as appropriate responses to water resources management challenges, based on sector needs, national priorities, institutional and financial capacity, as well as on the survey results mentioned above.

In order to optimize ownership of the responses formulated during the consultation, a blend of partners representing national government agencies linked to water management, civil society, universities, non-governmental organizations, the private sector and the donor community are invited to participate in defining the parameters and content of a first draft Action Plan.

The specific objectives of the consultation are:

1. To reach broad agreement on the process to be followed
2. To discuss and prioritise key water-related challenges
3. To brainstorm on possible interventions in response to the water-related challenges
4. To agree on next steps, roles and timing

3. Tentative agenda

[see Annex 2 above]

Annex 4: Suggested consultation evaluation forms

Target audience 1: Organizers

1. How well did the consultation(s) meet its/their objectives? -- Very much so/satisfactorily/partly/not much/not at all
2. How would you rate the support provided by GWP during the process? – scale 1 to 5 and N/A
3. How helpful was the guidance provided through the acceleration package? – scale 1 to 5 and N/A
4. How helpful was the Action Planning training? – scale 1 to 5 and N/A
5. How would you rate the overall participation during the consultations? – scale 1 to 5 and N/A
6. How well were the opinions of stakeholders integrated into the final Action Plan and related reports? – scale 1 to 5 and N/A
7. What worked well in the process of consultation that should be replicated in the future? Open text
8. How could GWP improve in supporting future IWRM Action Planning such as this one? Open text
8. What was/were the main follow-up(s) to the consultation? Open text
9. Please let us know if you have any other comments or thoughts about the process. Open text

Target audience 2: Participants

1. How well did the consultation(s) meet its/their objectives? -- Very much so/satisfactorily/partly/not much/not at all
2. Did you feel that the consultation process was well organized? – Very much so/satisfactorily/partly/not much/not at all
3. To what extent did you feel that your opinions were taken into consideration within the group? – Very much so/satisfactorily/partly/not much/not at all
4. To what extent are your opinions reflected in the final IWRM Action Plan? – Very much so/satisfactorily/partly/not much/not at all
5. To what extent, from your perspective, will the final product of the consultation accelerate IWRM implementation nationally? – Very much so/satisfactorily/partly/not much/not at all
6. How could GWP improve in supporting future endeavours such as this one? Open text
7. Are you aware of any specific follow-up(s) to the consultations? If yes, were you engaged in it/them? Open text
8. Please let us know if you have any other comments or thoughts about the process. Open text