



SDG 6 IWRM Support Programme

IWRM Acceleration Package

2.B Facilitators' Guide

October 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, which is the main output of Stage 2. To contribute to this output, the Support Programme may hire a facilitator who will follow the process to its successful completion¹. 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 annexe to the contract used to hire the facilitator.

This document is supplemented by the Action Planning course offered on the Cap-Net Virtual Campus, which will be online by the end of 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 endorsed by the relevant national anchor institution(s). The facilitator's role in this process is to assist, with the relevant GWP team, the anchor institution(s) and relevant stakeholders to co-design the IWRM Action Plan. To achieve this objective, the facilitator should follow the Stage 2 process as described in document 2A. *Stage 2 Process Description*. 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 facilitator's activities.

Multi-stakeholder input in this process is organised in a series of consultations that 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 conclusion 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 that each country may customise 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 implementing 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 potentially 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. In the past, facilitators have devoted between 30 and 60 work days to deliver their Terms of References (ToRs).

¹ Other additional consultants may also be necessary to achieve the desired results of Stage 2, working in collaboration with the facilitator.

Deliverables

1. Draft a detailed definition of the consultation process, including the proposed agenda of in-person or virtual consultations, means of capturing all suggested IWRM actions, and draft a list of stakeholders to be invited. Finalise the versions taking into account the input of the task force and the anchor institution(s).
2. Draft a baseline document summarising the main challenges (and preliminary identification of opportunities) related to enhancing IWRM, based on the input mentioned in document 2A. *Stage 2 Process Description*. The optional *Template Baseline Action Rationale Document (BARD)* may be used for this purpose. Finalise the versions taking into account the input of the task force and the anchor institution(s).
3. A summary of the first consultation, including prioritised water-related challenges and all related suggestions from participants for potential IWRM actions.
4. Updated agenda for subsequent consultations, taking into account the input from the first consultation.
5. A summary of the second consultation, including a summary of all prioritised IWRM actions.
6. A draft IWRM Action Plan, following the document 2E. *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. *Stage 2 Process Description*.

Facilitator's role in the *preparation* sub-stage:

1. Review in detail the guidance provided in the Acceleration Package and complete the online course on IWRM Action Planning, showing proof of completion (please see 2A. *Stage 2 Process Description* for more information on the course)
2. Liaise with the designated GWP representative to contribute to the detailed definition of the consultation process, including potential ownership of the process, timeframe, suggested focus, methods to be employed, stakeholder composition, a draft agenda for the consultation(s) (see Annexe 1 for a template), working language(s), 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, gender, age and other forms of diversity,² and considering the available resources, current circumstances of the country and common engagement mechanisms and any other relevant topic (*deliverable 1*).
3. Draft a baseline document for discussion at the workshop, identifying the most pressing water-related challenges and possible solutions (*deliverable 2*). A list of primary pre-reading material can be found in document 2A. *Stage 2 Process Description*.
4. Ensure that the invitation and the pre-reading materials (including the baseline document) 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. However, in general, the invitation should be sent to participants no later than two weeks before any event.
5. If needed and appropriate, individual consultations with key stakeholders and/or particularly marginalised groups may be held outside formal consultations to prepare appropriately for group conversations, align expectations and ensure as level a playing field as possible.

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

6. Share *deliverable 2* with the SDG 6 IWRM Support Programme, with the possibility of a first meeting being held with the global team to provide feedback on progress.

Facilitator's role in the *consultation and co-development* sub-stage

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.
2. Identify clear roles and responsibilities between participants and organisers, referring to the elements needed to complete the Action Plan as outlined in document 2E. *SDG 6 IWRM Action Plan Outline* (e.g. timeline, targets for each action, prospective funding sources, monitoring 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 completed, especially if several parallel conversations occur. 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 conversations results in relevant and valuable conclusions, ensuring that all participants' perspectives are heard and taken into account, and that agreement is reached on clear decisions and next steps, including roles, responsibilities, follow-up actions and agreed deadlines.
6. Based on the first consultation, propose and broker an agreement on the precise means of prioritising actions to reach a consensual shortlist during subsequent consultation(s) and update the agenda for the second consultation (*deliverable 4*).
7. Produce and circulate the draft IWRM Action Plan and other key documents resulting from the consultations, in close collaboration with the task force and the SDG 6 IWRM Support Programme (*deliverable 6*), with the possibility of a meeting being held with the global team of the SDG 6 IWRM Support Programme 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 the completion of, the evaluation forms (see Annexe 2).

Facilitator's role in the *formalisation* sub-stage

1. Facilitate the Stage 2 formalisation process in support of the task force, encouraging 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 country's main language 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 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.

Annexe 1: Template for the first Consultation Process definition and Agenda

Parts in italics are intended for guidance only and should be deleted after completing the template.

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

First 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 organising a consultation on the development of an Integrated Water Resources Management (IWRM) Action Plan, within the context of the Sustainable Development Goals (SDGs). 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 to foster the water-related improvements that will result in a 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)** on the current status of IWRM in [Name of the country] through a 33-question survey discussed, evaluated and reported to UN-Water. The results of this consultation can be found in the following document: link, and at the national level Link, and show the main challenges [Name of the 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. These actions should constitute an investment portfolio for the country to both invest in and attract additional financial support for the coming years.

In order to optimise ownership of the responses formulated during the consultation, a blend of partners representing national government agencies, civil society, universities, non-governmental organisations, 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 the next steps, roles and timing

3. Tentative agenda

The final agenda for each consultation will be country- and context-specific. However, the focus should be placed on a process that will generate progress towards overall Stage 2 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 IWRM 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 the next steps.

Annexe 2: Suggested consultation evaluation forms

This form may be customised as needed by the facilitator, in consultation with the designated GWP representative. The survey for target audience 1 is suggested to be used at the end of the Stage 2 process, whereas the survey for target audience 2 may be repeated after every consultation.

Target audience 1: Organisers

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 meet its objectives? -- scale 1 to 5, 5 being highest
2. Did you feel that the consultation process was well organised? – scale 1 to 5, 5 being highest
3. To what extent did you feel that your opinions were taken into account in the consultation? – scale 1 to 5, 5 being highest
5. To what extent are your opinions reflected in the final IWRM Action Plan? – scale 1 to 5, 5 being highest To what extent, from your perspective, will the final product of the consultation accelerate IWRM implementation nationally? – scale 1 to 5, 5 being highest
6. How could GWP and the SDG 6 IWRM Support Programme improve in supporting future processes such as this one? Open text
8. Please let us know if you have any other comments or thoughts about the process. Open text