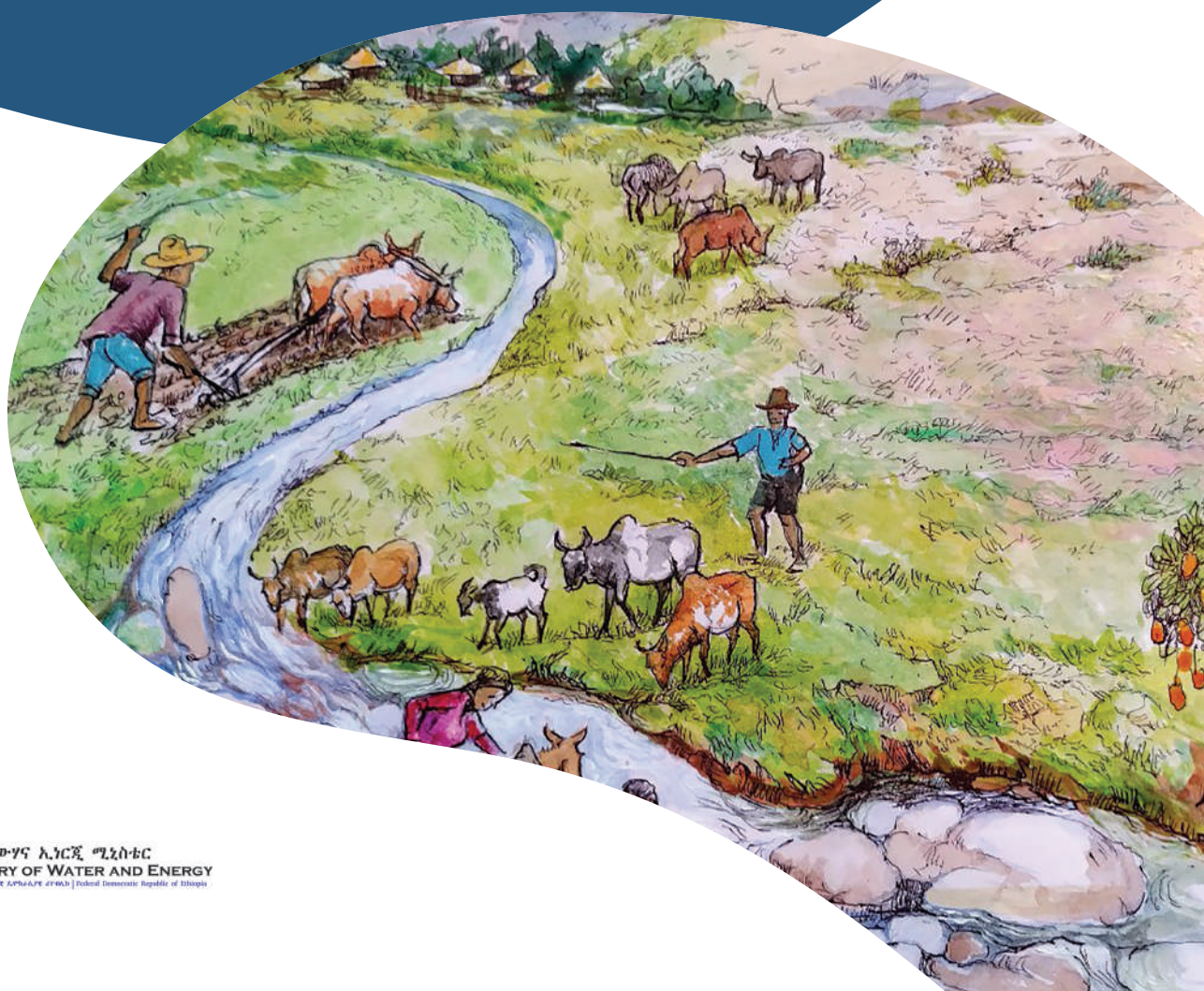




International Water
Management Institute

Guidelines for the Establishment and Management of Multi-stakeholder Platforms to Coordinate Integrated Water Resources Management in River Basins with a Focus on the Central Rift Valley Lakes Basin of Ethiopia

Mintesnot Kassa, Mamusha Lemma, Alemseged Tamiru Haile,
Wolde Mekuria, Andualem Gezahagn, Misganaw Asnakew and
Amare Hailelassie



ውሃና ኢነርጂ ሚኒስቴር
MINISTRY OF WATER AND ENERGY
ኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ጢያክስ | Federal Democratic Republic of Ethiopia

Guidelines for the Establishment and Management of Multi-stakeholder Platforms to Coordinate Integrated Water Resources Management in River Basins with a Focus on the Central Rift Valley Lakes Basin of Ethiopia

Mintesnot Kassa, Mamusha Lemma, Alemseged Tamiru Haile,
Wolde Mekuria, Andualem Gezahagn, Misganaw Asnakew and
Amare Hailelassie

The authors

Mintesnot Kassa is a private consultant in Development Communications based in Addis Ababa, Ethiopia.

Mamusha Lemma is a Research Officer in Gender and Capacity Development at the International Livestock Research Institute (ILRI), Addis Ababa, Ethiopia.

Alemseged Tamiru Haile is a Senior Researcher in Hydrology at the International Water Management Institute (IWMI), Addis Ababa, Ethiopia.

Wolde Mekuria is a Senior Researcher in Environment and Development at IWMI, Addis Ababa, Ethiopia.

Andualem Gezahagn is the Head of the Central Rift Valley Basin Office of the Ministry of Water and Energy in Batu/Ziway, Ethiopia.

Misganaw Asnakew is a Program Coordinator at Farm Africa, based in Addis Ababa, Ethiopia. He is responsible for coordination of the Nature-based Solutions for Sustainable and Inclusive Development (NSSID) program.

Amare Haileslassie is a Principal Researcher in Agricultural Water Management and Environment at IWMI, Addis Ababa, Ethiopia.

Citation

Kassa, M.; Lemma, M.; Haile, A. T.; Mekuria, W.; Gezahagn, A.; Asnakew, M.; Haileslassie, A. 2024. *Guidelines for the establishment and management of multi-stakeholder platforms to coordinate integrated water resources management in river basins with a focus on the Central Rift Valley Lakes Basin of Ethiopia*. Colombo, Sri Lanka: International Water Management Institute (IWMI). 39p. doi: <https://doi.org/10.5337/2024.207>

Illustrations: Ayele Assefa

Copyright © 2024 by IWMI. All rights reserved. IWMI encourages the use of its material provided that the organization is acknowledged and kept informed in all such instances.

Disclaimer

This publication has been prepared with care. Responsibility for the opinions expressed, and any errors in the text lies with the authors and not the institutions involved. The boundaries and names shown and the designations used on maps do not imply official endorsement or acceptance by IWMI, CGIAR, our partner institutions, or donors.

Acknowledgements

The authors are grateful to Dr. Abrha Adugna, Minister of Water and Energy of the Federal Democratic Republic of Ethiopia, for supporting and coordinating the establishment and management of multi-stakeholder platforms to coordinate Integrated Water Resources Management (IWRM) activities in the Central Rift Valley Lakes Basin of Ethiopia.

The authors also thank Matthew McCartney (Research Group Leader - Sustainable Water Infrastructure and Ecosystems, International Water Management Institute [IWMI], Colombo, Sri Lanka) for his editorial comments on the draft version of this publication.

Project

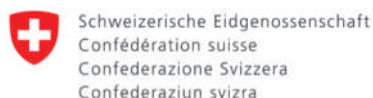


These guidelines were prepared through collaborative efforts between the Nature-based Solutions for Sustainable and Inclusive Development (NSSID) program financed by the Swedish International Development Cooperation Agency (Sida); the Safeguarding Sahelian Wetlands for Food Security (SaWeL) program financed by the Swiss Agency for Development and Cooperation (SDC); and the Water Security and Sustainable Development Hub funded by UK Research and Innovation's Global Challenges Research Fund (grant number: ES/S008179/1).

Donors



Swedish International Development Cooperation Agency (Sida)



Swiss Agency for Development
and Cooperation SDC

Swiss Agency for Development and Cooperation (SDC)



UK Research and Innovation Global Challenges Research Fund



INITIATIVE ON
Diversification in East
and Southern Africa

This work was carried out under the CGIAR Initiative on Diversification in East and Southern Africa, which is grateful for the support of CGIAR Trust Fund contributors (www.cgiar.org/funders).

Contents

| | |
|--------------------------------------------------------------------------------------------------------|-----|
| Acronyms and Abbreviations | vi |
| Summary | vii |
| 1. Background and Context | 1 |
| 2. Initiation and Establishment of MSPs for Basin Management | 3 |
| 2.1. Initiation of MSPs | 5 |
| 2.2. Establishment of MSPs for Integrated Basin Management | 13 |
| 3. Management and Governance of MSPs for Basin Management | 15 |
| 3.1. Communication in MSP Processes | 15 |
| 3.2. Stakeholder Coordination and Engagement at Different Levels | 16 |
| 3.3. Facilitation of MSP Processes for Integrated Land and Water Resources Management ... | 16 |
| 3.4. Monitoring, Evaluation, Accountability, and Learning in MSP Processes | 17 |
| 3.5. Gender and Capacity Development in MSP Processes for Basin Management | 19 |
| 3.5.1. Gender Issues in Water Resources Management | 19 |
| 3.5.2. Capacity Development in MSP Processes | 20 |
| 4. Sustainability of MSPs for Integrated Basin Management | 21 |
| 4.1. Institutionalization and Sustainability of MSP Processes | 21 |
| 4.2. Driving Factors for the Success of MSPs in Coordinating Basin Water Resources Management | 22 |
| Summary: Putting it Together | 23 |
| References | 24 |
| Further Reading | 25 |
| Annex 1. Assessment of Existing MSPs in Integrated Basin Management | 26 |
| Annex 2. MSP Meeting Planner. | 27 |
| Annex 3. Facilitation Tips for MSP Meetings. | 29 |
| Annex 4. Documentation Tips for MSP Meetings | 30 |
| Annex 5. Monitoring and Evaluation of MSPs in Basin Management. | 31 |

Acronyms and Abbreviations

| | |
|-------|------------------------------------------------------------------|
| CRV | Central Rift Valley |
| ERVLB | Ethiopian Rift Valley Lakes Basin |
| IWRM | Integrated Water Resources Management |
| MEAL | Monitoring, Evaluation, Accountability and Learning |
| MoA | Ministry of Agriculture |
| MoH | Ministry of Health |
| MoWE | Ministry of Water and Energy |
| MSP | Multi-stakeholder platform |
| NGO | Nongovernmental organization |
| NSSID | Nature-based Solutions for Sustainable and Inclusive Development |

Summary

Water resources policy in Ethiopia emphasizes the significance of integrated water resources management (IWRM) in river basins. The Ministry of Water and Energy (MoWE) with its different directorates is vested with the responsibility of coordinating water resource management across basins. As part of executing this mandate, MoWE initiated the preparation of guidelines for establishment and management of multi-stakeholder platforms (MSPs) to coordinate IWRM in various basins.

The guidelines presented in this publication focus on coordinating and managing water resources in the Central Rift Valley Lakes Basin within the Ethiopian Rift Valley Lakes Basin. This basin faces numerous water-related challenges such as increasing water demand, pollution, ecosystem degradation, climate change impacts, and conflicting water-use practices. These guidelines are aimed at defining a framework outlining the purpose, scope, and scale of MSPs as well as the key roles to be played by the governance bodies involved.

While facilitating collaboration and partnership among the stakeholders involved in basin water resources management, these guidelines explicitly emphasize inclusion of women and marginalized groups. They highlight the essential elements required for effective management and governance of MSPs and underline the need for facilitation, trust-building, planning, goal-setting, effective communication, and a commitment to participatory decision-making. Ultimately, MoWE bears the responsibility of making the final decisions.

Collaborative dialogue and inclusive decision-making processes are vital for sustainable water management. Integrated planning, data collection, monitoring, and evaluation are important for taking well-informed decisions. Therefore, our guidelines recommend capacity-building initiatives and knowledge-exchange platforms to enhance the effectiveness of MSPs. Additionally, strategies and mechanisms for securing the financial resources needed to implement IWRM plans and activities are emphasized.

As effective communication plays a vital role in MSP processes, there is a need to define objectives, identify stakeholders, select communication channels, establish communication protocols, build relationships and trust, and develop outreach materials.

Gender issues in water resources management, particularly access to water and control and ownership, are highlighted in these guidelines. Capacity-building activities are recommended to enhance the knowledge and skills of the stakeholders involved in the MSPs.

Lastly, the guidelines stress the importance of monitoring and evaluating the MSPs involved in basin management. Such evaluations involve measuring stakeholder engagement, policy alignment, knowledge sharing, and collaboration and partnerships.

These guidelines can be used by basin and sub-basin coordination experts and officials to establish and manage MSPs in the Central Rift Valley as well as beyond.

1. Background and Context

Located in the Horn of Africa, Ethiopia has abundant water resources, which make it one of the water-rich nations on the continent. The country of 120 million people has surface water resources estimated at about 124 billion cubic meters (Bm³) and groundwater resources estimated at more than 30 Bm³ (Berhanu et al. 2014). Its river basins, including the Blue Nile, the Rift Valley lakes, Tekeze and Awash basins, serve as lifelines for its domestic, industrial, environmental and agricultural water needs (FAO 2016).

However, Ethiopia's fast-growing economy and rapid urbanization are putting land and water resources under unprecedented pressure. Enmeshed in complex climate and development issues, the country's development trajectory has come up against multiple and interlinked challenges, including sociopolitical transformation, demographic shifts and climate change-induced impacts on temperature and rainfall patterns.

The Central Rift Valley (CRV), a sub-basin of the Ethiopian Rift Valley Lakes Basin (ERVLB), is one example of a region where all of the above changes are occurring and bringing about a huge socioeconomic and environmental transformation. The valley has attracted considerable investment in irrigated commercial agriculture sectors such as floriculture, horticulture, commercial cropping (e.g., vineyards), and livestock due to the availability of water resources (Figure 1). As in the other parts of the country, the population is growing in the CRV due to a high birth rate and rural-to-urban migration. The latter phenomenon is attributable to the job opportunities available on commercial farms and in the agri-business parks that have been developed with substantial government, donor, and private-sector funding.



FIGURE 1. Competing water uses by multiple actors have resulted in increased water demand, overabstraction, and pollution in the Central Rift Valley of Ethiopia.

Such social, economic, and environmental changes as well as the increasing practice of irrigated agriculture by smallholder farmers and medium-scale private farms have led to increasing water demand, overabstraction of water resources, and pollution. Use of agrochemicals is increasing in the CRV sub-basin, posing considerable environmental and health challenges.

The rapid growth of towns and cities in this region is heightening stress on the existing infrastructure in relation to provision of domestic water supply and management of wastewater. This is exposing people to greater health risks due to unsafe drinking water and discharge of untreated sewage into open water bodies. These interlinked drivers of land and water resource degradation are exerting pressure on both terrestrial and aquatic biodiversity and reducing ecosystem services. Management of land and water for different purposes must therefore consider all these interrelated sociopolitical, economic, and environmental challenges. Responding to this challenge, Ethiopia's water resources policy emphasizes the need for IWRM and its effective coordination across basins to meet the growing demands of the population and various economic sectors whilst simultaneously maintaining environmental sustainability.

Importance of Multi-stakeholder Platforms for Integrated Basin Management

The diverse challenges of the CRV require that the multitude of actors (individuals, groups or organizations) acting within the system at the local, subnational, national, and international levels understand the looming challenges and existing opportunities and undertake coordinated land and water management across the sub-basin, as mandated in the national water sector policy of Ethiopia. However, these different actors usually tend to operate in isolation to maximize the utility of water for their specific purposes without considering the implications of their actions on others. This is a typical common pool resource situation. Therefore, coordination and collaboration mechanisms are required to foster meaningful and consistent engagement among stakeholders¹ to discuss, organize and co-plan basin-level development initiatives, including the implementation of integrated land and water resources management practices.

The Ethiopian government gives due attention to IWRM. Its Ministry of Water and Energy works toward the goal of One Basin, One Plan, One Report, and One Finance. It has policies, strategies, and government structures that support the effective coordination of multi-stakeholder platforms at all levels. These include, among others, the Ten Years Development Plan of Ethiopia (2021-2030); the Water Resources Management Program; and the 15-Year Basin Plan.

Multi-stakeholder platforms (MSPs) provide a space for diverse actors within a system to come together, ensuring that all voices and perspectives, including that of women and marginalized groups, are heard and represented in discussions that influence decision-making and outcomes. In the context of land and water management, the key objective of MSPs is to promote collaboration, dialogue, and consensus-building among stakeholders to support and influence effective decision-making and sustainable basin management practices. There can also be MSPs that support the sustainability of project-based interventions and help to avoid duplication of effort by different stakeholders or agencies.

Purpose of the Guidelines

The MoWE and its subsidiary structures are mandated to play, by adopting an MSP approach, a decision-making role in integrated basin management and coordination. This role involves coordination of the existing MSPs and initiation and establishment of new MSPs. The guidelines presented in the following sections of this publication aim to support MoWE's function of coordination of existing and new MSPs. They lay out the steps and activities needed for the initiation and establishment of new MSPs for land and water resources management in the ERVLB, with the focus on CRV. They also provide guidelines for coordination of existing land and water management MSPs in the basin.

¹ By stakeholders here we refer to persons, groups (including women and marginalized groups) or organizations that are either affected by the project, interested in the project, and/or can affect the project.

2. Initiation and Establishment of MSPs for Basin Management

This section provides guidance on the steps to be taken toward initiation and establishment of new MSPs for land and water resources management at the sub-basin level. It starts by introducing what MSPs for land and water resources management are, and the characteristics and design principles that can enhance their effectiveness. This is followed by a description of the process of pre-establishment conceptualization and design activities of new MSPs that lead to establishment meetings.

What are MSPs?

MSPs for land and water resources management are coordination and collaborative spaces that bring together relevant stakeholders, including women and marginalized groups, to identify, discuss and prioritize shared challenges, opportunities, policy actions, and innovations in specific sub-basins (Figure 2). The primary goal of land and water resources management MSPs is to foster collaboration and cooperation among stakeholders who may have different interests, priorities, or perspectives on basin management. By doing so, the MSPs aim to achieve more inclusive and sustainable outcomes that reflect the needs and aspirations of stakeholders.

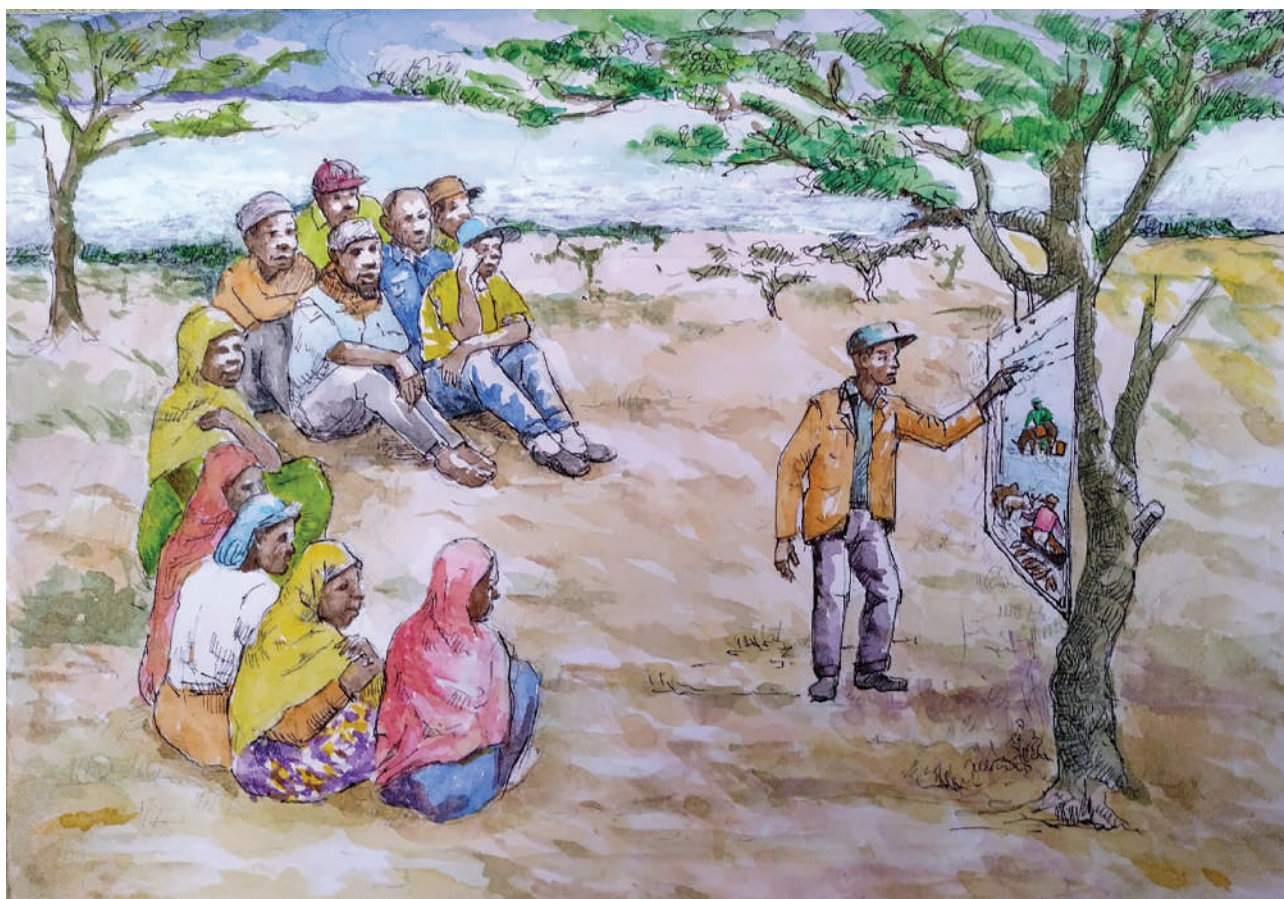


FIGURE 2. Community meetings are part of the effort to achieve more inclusive and sustainable outcomes that reflect the needs and aspirations of all stakeholders.

What are the key characteristics of MSPs to coordinate IWRM?

Generally, MSPs have the following characteristics:

- At the operational level, MSPs are dynamic processes. Their focus and composition often change over time. Some stakeholders may leave the platform; others may join during different phases and functions.
- Stakeholder needs, interests, and roles may change over time.
- MSPs can have boundaries that are thematic, geographic, or sectoral.
- MSPs can be formal or informal entities but with clear governance and operational procedures.
- MSPs are characterized by diversity, inclusivity, and equal representation of all stakeholders (including women and marginalized groups).

Specifically, MSPs for land and water resources management can have varying scales (from community to basin level); and they may operate within administrative, catchment or basin boundaries and at multiple levels of governance. Such a multi-level coordination and management approach to MSPs can help MoWE and its partners align national policies and strategies to ensure coherence and coordination of land and water resources management initiatives at different levels.

What design principles should be applied to MSPs?

- **Inclusivity:** Ensuring that all relevant stakeholders representing diverse backgrounds, perspectives, and interests are included on the platform. Inclusive participation by all stakeholders, including women and marginalized groups, is key.
- **Transparency:** Promoting open and transparent processes, decision-making, and information sharing on the platform.
- **Equality:** Ensuring that all stakeholders have equal opportunities to participate and contribute to the platform regardless of their power or influence.
- **Collaboration:** Encouraging and facilitating collaboration and cooperation among stakeholders to address common challenges and achieve shared objectives.
- **Accountability:** Holding all stakeholders accountable for their actions, commitments, and outcomes within the platform.
- **Communication:** Effective communication and information sharing is vital.
- **Flexibility:** Designing the platform to be adaptable and responsive to changing circumstances, needs, and priorities.
- **Sustainability:** Ensuring the long-term viability and effectiveness of the platform by considering factors such as funding, resource management, and organizational support.
- **Learning and knowledge sharing:** Promoting a culture of learning, knowledge exchange, and capacity building among stakeholders within the platform.
- **Conflict resolution:** Establishing mechanisms and processes to address and resolve any conflicts or disagreements that might arise among stakeholders.
- **Impact assessment:** Regularly evaluating the impact and effectiveness of the platform in achieving its intended outcomes and making the necessary adjustments.

2.1. Initiation of MSPs

This subsection presents guidance for stakeholders on conceptualization and design of new MSPs for land and water resources management. Initiation of MSPs involves a pre-establishment design and planning process that ultimately leads to meetings of relevant stakeholders. Formation of MSPs in the ERVLB requires the lead partners or initiators to bring the relevant partners together, motivate them, provide information, and organize the space for negotiations and joint initiatives (Figure 3). MSPs for land and water resources management can be government-led, NGO-led, or private sector-led. However, it is legally binding that MoWE through its basin administration structures owns and leads the coordination for initiation and establishment of new MSPs.



FIGURE 3. Effective planning, communication and information sharing are integral parts of MSPs for land and water resources management.

The lead body takes on the role of facilitating the establishment and functioning of MSPs. This includes coordinating and organizing meetings, providing logistical support, and managing the communication channels.

The following are key steps and activities that MoWE can take up to coordinate and guide its partners in the initiation of new MSPs:

Step 1. Identification of gaps, opportunities, and issues

Identification of gaps and opportunities involves gathering information for a situation assessment. Different methods are used for this assessment, such as a review of secondary documents, consultation workshops, and interviews with relevant partners. The situation analysis can be targeted to the main topic/theme addressed by the specific MSP being established.

Some key issues encountered in basin management are water scarcity, overabstraction of water resources, water pollution, ecosystem degradation, lack of coordination and stakeholder involvement, climate change, conflicts over resource use, inadequate infrastructure and technology, gender and social inclusion issues, and lack of financial resources (Figure 4). By identifying and addressing these key issues, the use and management of land and water resources can be improved, leading to a more sustainable environment and resilient communities.



FIGURE 4. MSPs help identify challenges and solutions for sustainable river basin management.

Step 2. Reviewing and drawing lessons from existing platforms

The next step is to gather relevant information on the existing land and water management platforms, including their objectives, structure, membership, decision-making processes, and involvement of relevant stakeholders at different levels (Annex 1). Also, note the achievements, challenges, or best practices associated with each platform. This information can be gathered through a literature review, discussions with communities and key informant interviews (Figure 5).



FIGURE 5. Collecting relevant information from local communities/actors is essential to improving basin planning and management.

Step 3. Stakeholder mapping and analysis

This step is followed for initiation of new land and water management MSPs that can be integrated into existing MSPs. It involves identifying and analyzing the relevant stakeholders that could be involved in the new platform and understanding their interests, influence, and power in the initiation and establishment of the platform.

Key questions to ask

- Which stakeholders represent women and marginalized groups?
- Which stakeholders represent the environment?
- Which stakeholders have a genuine interest in addressing the societal challenges in the CRV?
- Which stakeholders might be directly or indirectly affected by the issue and the change objective?
- Which stakeholders have the mandate and capacity to support solutions?
- Which stakeholders can bring resources to the table without threatening to take over and control the platform?
- Which stakeholders are influential and need to be informed but not necessarily involved permanently?
- Are the relevant stakeholders on board for capturing diverse perspectives and expertise?

The following are recommended steps and activities for stakeholder mapping and analysis:

Define the purpose, scope, and scale of the MSP. Clarify the objectives of the MSP and the issues it aims to address and how the issues are going to be addressed (i.e., the change objective). This will help identify the relevant stakeholders to include in the mapping and analysis processes.

Identify stakeholders. Create a comprehensive list of all potential stakeholders who may have an interest in or be affected by the platform's activities.

Categorize stakeholders. Group relevant stakeholders into different sectors (for example, groundwater, irrigation, water supply, or watershed management) based on their objectives and level of involvement.

Prioritize stakeholders. Assess the importance and relevance of each stakeholder group based on its influence, importance, and potential impact on the platform's success (Box 1).

Analyze stakeholder interests. Determine the specific interests, needs, and concerns of each stakeholder group. This can be done through interviews, surveys, or research to understand their motivations, values, and desired outcomes.

Assess stakeholder influence. Evaluate the level of influence each stakeholder group has in decision-making processes or the ability to affect the platform's outcomes. This can include the group's access to resources, level of expertise, social capital, or legal authority.

Map stakeholder relationships. Identify and analyze the existing relationships, connections, and dynamics among the stakeholders. This can include formal partnerships, shared objectives, conflicts of interest, or historic collaborations.

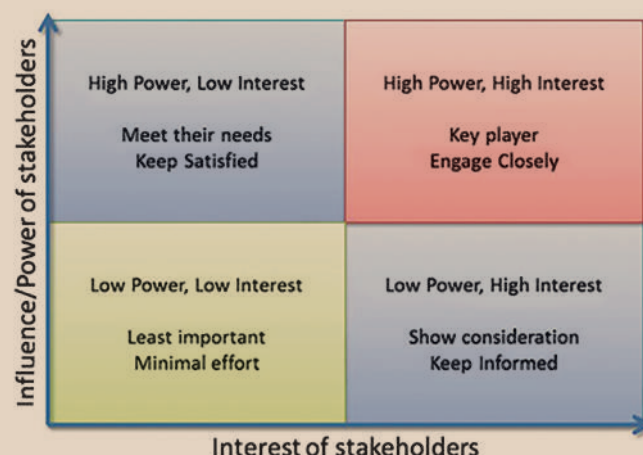
Identify gaps and opportunities. Identify any missing stakeholders who should be engaged in the platform but have not been considered. Additionally, identify potential collaboration opportunities or areas of conflict that need to be addressed.

Develop stakeholder engagement strategies. Based on the stakeholder analysis, develop tailored strategies for engaging with each stakeholder group. This may involve different approaches such as consultations, workshops, partnerships, or targeted communication.

Continuously review and update. Stakeholder mapping and analysis is an ongoing process. Regularly review and update the stakeholder analysis to ensure that it remains accurate and up-to-date as the platform evolves.

Box 1. Stakeholder prioritization can be done using a power-interest matrix.

- To create a power-interest matrix, list all the relevant stakeholders, including gender and marginalized groups, involved in the MSP. Then, assess the power and interest of each stakeholder by assigning a rating or score to each dimension.
- Power can be evaluated based on factors such as authority, control over resources, expertise, or ability to influence decision-making.
- Interest can be assessed by considering how much a stakeholder is directly affected by the platform, how much they care about the platform's outcomes, or how actively they are involved.



High power, high interest. These are key stakeholders who have significant power and are highly interested in the MSP. It is crucial to focus resources and engage them actively in the decision-making process.

High power, low interest. These stakeholders have considerable power but are less interested in the MSP. Communicating updates and involving them when necessary is important to keep them satisfied and prevent any potential negative impacts.

Low power, high interest. These stakeholders may not have much power but are highly interested in the MSP. Engaging them and keeping them informed can be beneficial as they may have valuable insights and can become advocates for the MSP.

Low power, low interest. These stakeholders have minimal power and interest in the MSP. It is not necessary to invest significant resources in managing their involvement, but monitoring and addressing any concerns they may have can help maintain a positive relationship.

Step 4. Goal setting for new MSPs for land and water management

The goal of MSPs for land and water resources management at the basin and sub-basin levels is to facilitate effective and equitable governance frameworks that promote integrated and holistic basin management in consonance with national-level and basin-level goals. MSPs for basin management aim to enhance dialogue, cooperation, and knowledge sharing among stakeholders, leading to the development and implementation of sustainable basin management strategies and policies. By setting clear goals and objectives, MSPs can help in the identification and prioritization of interventions and actions necessary to address various challenges and conflicts encountered in basin management.

Step 5. Organizational and governance structure

MSPs for basin management can be initiated at the operational, intermediate, and national levels (Figure 6). The guiding question should be: 'At what level or levels can basin management challenges be addressed most effectively and efficiently?'

The following is the recommended organizational and governance structure for new MSPs that can be integrated into the coordination framework of existing MSPs. The structure can be adapted to suit specific basin contexts.

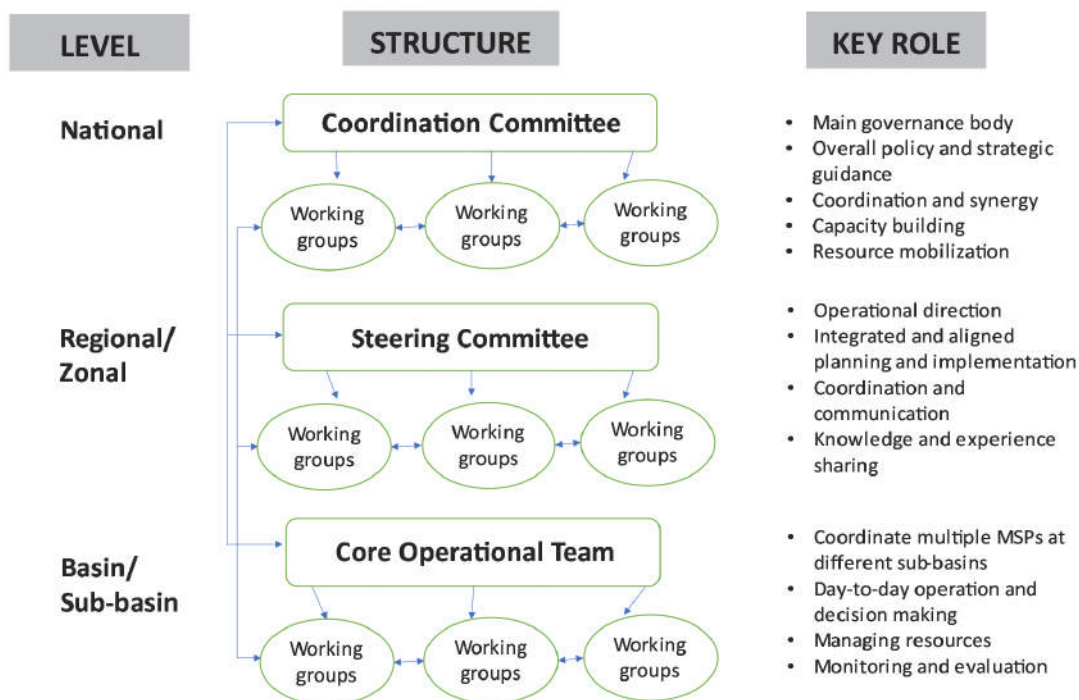


FIGURE 6. A generic MSP organizational and governance structure for basin management.

National Level

- **National coordination committee.** Consisting of core stakeholders led by MoWE, this committee serves as the main governance and coordination body for existing and new MSPs operating in different basins. It is responsible for setting overall strategic goals, establishing a governance framework, and ensuring effective communication and coordination among stakeholders across basins.
- **Working groups.** National-level working groups are the operational arms of the coordination committee, tasked with addressing the thematic issues related to the national platform's areas of focus (such as flood risk management, pollution risk management, or watershed management). They work closely with the task forces or working groups at the lower levels of the coordination and management framework.

Intermediate Level

- **Steering committee.** This committee consists of representatives drawn from the key stakeholder groups involved in the platform. It provides high-level strategic direction, policy guidance, and oversight to the operational team. The committee may include representatives from the government, civil society organizations, and the private sector. Its role is to ensure that the platform's objectives are aligned with the stakeholders' interests, facilitate collaboration, and resolve conflicts, if any.
- **Working groups.** These working groups are established to tackle specific issues within the scope of the platform. They should be multidisciplinary and may include operational team members as well as additional stakeholders with relevant expertise.

Operational Level

- **Core operational team.** This team consists of representatives from the core stakeholders involved in the day-to-day operations and decision-making processes of multiple platforms in different sub-basins. It is responsible for coordinating activities, managing resources, and ensuring the platforms' smooth functioning.
- **Working groups.** These are task-specific groups composed of experts from relevant stakeholders who focus on addressing or advancing specific issues within the scope of multiple platforms in different sub-basins.

Step 6. Secure funding and resources

The following are a few steps that can be taken to secure the necessary support for the MSPs:

Conduct a comprehensive needs assessment. Begin by conducting a thorough assessment of the requirements for the MSP. Identify the specific resources needed, such as funding for operational costs, technical expertise, research, and technology.

Develop a compelling case. Craft a compelling case highlighting the importance of managing resources in the CRV and the benefits of establishing an MSP. Emphasize the potential positive impacts on water quality, biodiversity, and sustainable development. Clearly articulate the goals, objectives, and expected outcomes of the platform.

Identify potential funders. Research and identify potential funding sources that are in alignment with the goals of basin management. This can include government agencies, international organizations, non-profit foundations, private sector companies, and public-private partnerships. Look for funding opportunities related to environmental conservation, water management, sustainable development, and community engagement.

Build partnerships and collaborations. Collaborate with relevant stakeholders including government agencies, NGOs, research institutions, and private sector entities. Seek their support and involvement in the MSP. Building strong partnerships can increase the credibility and attractiveness of the platform, making it more likely to secure funding.

Develop a comprehensive funding proposal. Prepare a detailed funding proposal that outlines the platform's objectives, activities, budget, and timeline. Clearly explain how the funds will be utilized and the expected impact. Demonstrate a clear understanding of the challenges and potential risks, along with strategies to address them.

Engage in advocacy and raise awareness. Through various channels, advocate for integrated basin management and the importance of MSPs. Engage in public speaking events and workshops to raise awareness and gain support. Cultivate strong relationships with key decision-makers and influencers who can champion your cause.

Leverage existing initiatives and partnerships. Identify existing initiatives and partnerships related to basin management. Explore opportunities for collaboration, knowledge sharing, and resource pooling. By leveraging existing resources and expertise, you can enhance the credibility and viability of your funding proposal.

Monitor and evaluate progress. Once funding is secured, establish a robust monitoring and evaluation framework to track the progress and impact of the MSP. Regularly report findings to funders and stakeholders to maintain transparency and accountability.

Step 7. Development of ToR or MoU

Below is a suggested structure for developing the terms of reference (ToR) or a memorandum of understanding (MoU) for the initiation of new MSPs or coordination of existing MSPs at the basin or sub-basin level.

1. Introduction

- Briefly introduce the purpose and background of the MSP.
- Provide an overview of the key stakeholders involved.

2. Objectives

- Clearly state the overall objectives and desired outcomes of the platform.
- Define the specific goals and targets to be achieved.

3. Governance structure

- Describe the governance structure, including the organizational framework, decision-making mechanisms, and leadership roles.
- Specify how decisions will be made, and outline any voting processes, if applicable.

4. Roles and responsibilities

- Define the specific roles and responsibilities of each stakeholder group involved.
- Describe expectations for participation, level of engagement, and representation.
- Define any subcommittees or working groups and their mandates.

5. Communication and information sharing

- Outline the communication channels and mechanisms for effective information sharing among stakeholders.
- Define reporting requirements and frequency.
- Specify how confidentiality and data protection will be ensured, if necessary.

6. Resource mobilization

- Identify the financial, human, and technical resources required for the platform's operations.
- Outline the mechanisms for resource mobilization, including funding sources, if applicable.

7. Accountability and monitoring

- Define the mechanisms for monitoring and evaluating the platform's progress toward achieving its objectives.
- Establish reporting and review processes to assess the platform's effectiveness.
- Identify mechanisms for addressing conflicts of interest or disputes among stakeholders.

8. Duration and review

- Specify the intended duration of the platform.
- Outline the frequency and process for reviewing and updating the ToR/MoU to ensure its relevance and effectiveness.

9. Signatories and ratification

- Identify the stakeholders authorized to sign the ToR/MoU on behalf of their respective organizations.
- Outline the process for ratifying and finalizing the ToR/MoU.

2.2. Establishment of MSPs for Integrated Basin Management

This subsection provides guidance on organization and management of stakeholder meetings for the establishment of new land and water management MSPs.

In the initiation phase, we discussed the challenges, opportunities, goals, and scope for establishment of new MSPs.

The establishment phase involves holding meetings with relevant stakeholders, including representatives of women and marginalized groups, to create a shared understanding of the goals, objectives, and organizational and management structure of the new MSPs.

The establishment meeting is aimed at reaching an agreement on the mechanisms of promoting inclusive decision-making, integrated planning, and cooperative action for coordinated and integrated land and water resources management at the basin or sub-basin level.

The following are suggested steps and activities for conducting a successful MSP establishment meeting:

Planning Phase

1. Define the purpose and objectives of the meeting:
 - Clearly articulate why the meeting is being held and what specific outcomes are expected.
 - Clarify the rationale for establishing the MSP.
2. Identify and invite the stakeholders:
 - Create a comprehensive list of the relevant stakeholders, including women and marginalized groups, and invite them to participate in the meeting.
3. Set a date, time, and venue:
 - Determine the most suitable date and time for the meeting, considering the availability of key stakeholders.
 - Secure an appropriate venue that can accommodate all the participants.
4. Draft an agenda:
 - Develop a preliminary agenda for the meeting, highlighting the topics to be discussed, the presentation sessions, and interactive activities.
 - Ensure that gender and social inclusion issues are reflected in the agenda.

Premeeting Preparations

1. Confirm attendance: Follow up with the invited stakeholders to confirm their attendance and ensure diverse representation.
2. Share background information: Distribute relevant documents such as background papers, reports, or draft proposals to the participants in advance. This will help them prepare and contribute effectively during the meeting.
3. Arrange logistics: Organize necessary logistics, including seating arrangements, audiovisual equipment, catering, and translation services, if required.
4. Assign roles and responsibilities: Identify individuals who will facilitate the meeting, take minutes, manage presentations, or lead group discussions.

Meeting Day

1. Introduction and icebreaking:
 - Begin the meeting by welcoming participants and introducing the purpose of the gathering.
 - Use icebreaking/energizing activities to foster a positive and inclusive atmosphere.
2. Presentations and discussions:
 - Allocate time for presentations by subject matter experts, stakeholders, or external speakers.
 - Encourage active participation, questions, and discussions among participants.

Purpose and focus of presentations:

Creating a shared understanding and alignment among stakeholders:

- Problem situation
- Rationale for multi-stakeholder platforms
- Vision, goal, and scale: Visioning and goal-setting process
- Organizational and governance structure
- Legitimacy/legal framework

Clarify expectations:

- Benefits, roles, responsibilities, and complementarities
- Potential challenges and solutions
- Resource mobilization

Define focus areas and priorities/entry points at different levels:

- Prioritizing actions at different levels based on importance and feasibility
- Action planning/entry points that have a high potential for impact and offer early benefits

Stakeholder engagement and learning processes:

- Roles, responsibilities, and decision-making processes
- Communication and coordination mechanisms
- Conflict resolution mechanisms
- Monitoring, evaluation, accountability, and learning

3. Breakout sessions:
 - Divide participants into small groups for interactive discussions and brainstorming activities.
 - Consider having separate gender groups, if necessary.
 - Assign a facilitator for each group and allocate sufficient time for them to deliberate on specific topics or issues.
4. Reporting and feedback sessions:
 - Allocate time for each group to report back on their discussions and present their recommendations, ideas, or conclusions to the plenary.
 - Encourage constructive feedback and suggestions from participants.
5. Next steps and follow-up:
 - Summary of key decisions made during the meeting
 - Endorsement of ToR/MoU
 - Responsibilities for follow-up actions
 - Timeline for future meetings and activities

3. Management and Governance of MSPs for Basin Management

This section focuses on the processes and activities necessary for the coordination of existing land and water resources management MSPs in different basins or sub-basins. Effective management and governance of multiple MSPs require strong facilitation, trust-building among the stakeholders, planning, goal-setting, effective communication, monitoring and coordination, and a commitment to participatory and inclusive decision-making processes.

3.1. Communication in MSP Processes

A communication plan for MSPs involved in basin management should facilitate effective information exchange, collaboration, and decision-making among the stakeholders. The following are the key steps to develop such a plan:

Define objectives. Clearly outline the goals of the MSP. These may include improving water quality, ensuring sustainable use of resources, enhancing ecosystems, ensuring gender and social inclusivity, and resolving conflicts. Specify the desired outcomes of communication within the platform.

Identify stakeholders. Identify all the relevant stakeholders, including government agencies, NGOs, community groups (including women and marginalized groups), and private sector entities. Categorize them based on their roles, interests, and influence in basin management.

Assess communication needs. Conduct a thorough assessment of the communication needs of each stakeholder group. Women may have different information needs and communication channels. Identify their preferred communication channels, information requirements, and the level of technical understanding needed for effective engagement of stakeholders.

Develop key messages. Craft key messages that align with the objectives of the MSP and resonate with different stakeholder groups. These messages should be concise, clear, and tailored to the specific interests and concerns of each group (Lemma et al. 2023).

Select communication channels. Choose appropriate communication channels to reach different stakeholder groups, including women and marginalized groups, effectively. This may include a combination of online platforms, social media, traditional media, face-to-face meetings, workshops, newsletters, and mobile applications.

Establish communication protocols. Define guidelines for communication within the MSP, including frequency and timing of updates, protocols for information sharing, and mechanisms for resolving conflicts and addressing concerns.

Build relationships and trust. Foster relationships among stakeholders by organizing regular meetings, workshops, and forums where they can interact and exchange ideas. Encourage active participation and collaboration to build trust and foster a sense of shared responsibility.

Develop outreach materials. Create informative and engaging materials such as brochures, fact sheets, infographics, and videos to educate stakeholders about basin management issues, strategies, and progress. Ensure that these materials are gender-responsive, accessible, and understandable to a diverse audience, including rural communities.

Monitor and evaluate communication. Establish mechanisms to monitor the effectiveness of communication efforts. Seek feedback from stakeholders through surveys, evaluations, or focus group discussions to continuously improve the communication plan and address any gaps or issues.

Adapt and evolve. Basin management is an ongoing and dynamic process. Regularly review and adapt the communication plan to accommodate changing stakeholder needs, evolving technologies, emerging issues, and lessons.

3.2. Stakeholder Coordination and Engagement at Different Levels

Stakeholder coordination and engagement are essential in land and water management MSPs for promoting sustainable and inclusive basin management. By bringing together diverse perspectives and expertise, stakeholders can collectively work toward achieving shared goals and finding innovative solutions. The following are some common stakeholder coordination and engagement mechanisms to consider:

Facilitate communication and collaboration. Open communication and collaboration among relevant stakeholders can be instituted through regular meetings, workshops, and online platforms and regular updates through newsletters, email, or social media. Communication should be clear, transparent, and tailored to the needs and preferences of different stakeholders (see Section 3.1). Encourage women and marginalized groups to share their perspectives, knowledge, and experiences.

Foster continuous engagement and mutual understanding. Stakeholder engagement should be an ongoing process throughout the platform's lifecycle. Create opportunities (such as regular updates, feedback mechanisms, and opportunities for involvement) for stakeholders to learn from each other and develop a mutual understanding of the challenges and opportunities related to basin management. This can help build trust and cooperation among stakeholders.

Encourage participation and inclusivity. Encourage active participation by all stakeholders including community groups (especially women and marginalized groups). Ensure that their voices are heard, and their interests are considered in decision-making.

Collaborative decision-making processes. In some cases, stakeholders may be directly involved in the decision-making process. This can be done through collaborative workshops, working groups, or advisory committees in which stakeholders can contribute their expertise and perspective.

Conflict resolution mechanisms. Stakeholder engagement can sometimes lead to conflict or disagreement. It is important to put in place mechanisms to address and resolve conflicts.

Monitor and evaluate progress. Regularly monitor and evaluate the progress of MSPs and basin management initiatives. This will help identify areas of success and areas that need improvement.

Incorporate feedback and adapt. Provide opportunities for stakeholders to provide feedback and contribute to decision-making processes. Continuously consult and incorporate feedback from stakeholders and adapt the approach as needed. This will help ensure that the MSPs remain relevant and effective in addressing the evolving needs and challenges of basin management.

3.3. Facilitation of MSP Processes for Integrated Land and Water Resources Management

MSPs consist of multiple and heterogeneous groups of stakeholders with different needs, interests, ideas, and competencies in terms of what they can offer to the platform. Power differences exist between different members, and not all members may have equal discussion and negotiation skills. MSPs thus can become arenas of struggle as solutions for some members may create obstacles or difficulties for other members. Effective facilitation of interactions, collaborations, and actions is, therefore, needed to arrive at commonly agreed-upon objectives and activities.

Convening MSP meetings on basin management involves bringing together representatives from various sectors and organizations involved in the management of a specific basin. Such meetings provide a forum for collaboration and dialogue, and a platform for influencing decision-making processes to ensure effective and sustainable management of the basin. However, facilitators do much more than just organize and manage platform meetings. The following are steps to successfully convene MSP meetings (see Annex 2 for meeting design tips).

Define meeting objectives. Clearly articulate the purpose, goals, and outcomes of the meeting. These may include sharing knowledge, discussing challenges, developing action plans, and fostering collaboration.

Identify key stakeholders. Determine the relevant stakeholders involved in managing resources in basin management, including government agencies, local communities (including women and marginalized groups), NGOs, private sector representatives, researchers, and other relevant organizations.

Establish a leadership team. Set up a leadership team responsible for overall coordination and organization of the platform meeting. This team can include representatives from different stakeholder groups to ensure inclusivity (both gender and social inclusion) and diversity of perspective.

Determine meeting frequency and duration. Decide on the frequency and duration of platform meetings. This could be monthly, quarterly, or yearly, depending on the needs of the specific basin.

Set the meeting agenda. Develop an agenda for each meeting, ensuring that it addresses the important topics and issues identified by the stakeholders. Share the agenda in advance with the participants to allow them to prepare for the meeting.

Communicate and invite participants. Send out invitations to the identified stakeholders, providing clear information about the meeting's purpose, date, time, location, and any specific requirement. Use various communication channels, including email, letters, and social media.

Provide necessary resources. Arrange suitable meeting venues, equipment, and materials required for effective participation. This may include audiovisual equipment, breakout rooms, flipcharts, notepads, and refreshments.

Facilitate effective discussion. During the meetings, ensure that the facilitation is inclusive and encourages open dialogue. Create a safe and respectful environment where all participants can express their opinions and contribute to the discussions (see Annex 3 for facilitation tips).

Document meeting outcomes. Assign someone to record the minutes or notes to capture important points, decisions, and actions. Share these minutes with the participants after the meeting for transparency and continuity (Annex 4).

Follow-up and monitoring. Track the progress of the agreed actions and decisions made during the meetings. Provide regular updates to the participants and ensure that accountability is maintained.

3.4. Monitoring, Evaluation, Accountability, and Learning in MSP Processes

Incorporating monitoring, evaluation, accountability, and learning (MEAL) in MSP processes for basin management ensures that stakeholders have access to reliable information, enables evidence-based decision-making, and fosters transparency, inclusivity, and adaptive management. It also enhances accountability and encourages learning from both success and failure, ultimately leading to improved basin management outcomes.

Creating an impact pathway for MSP processes involves mapping the steps and actions necessary to achieve specific outcomes and impacts (Figure 7). The impact pathway helps to systematically plan, implement, and evaluate MSP processes to achieve meaningful and sustainable outcomes.

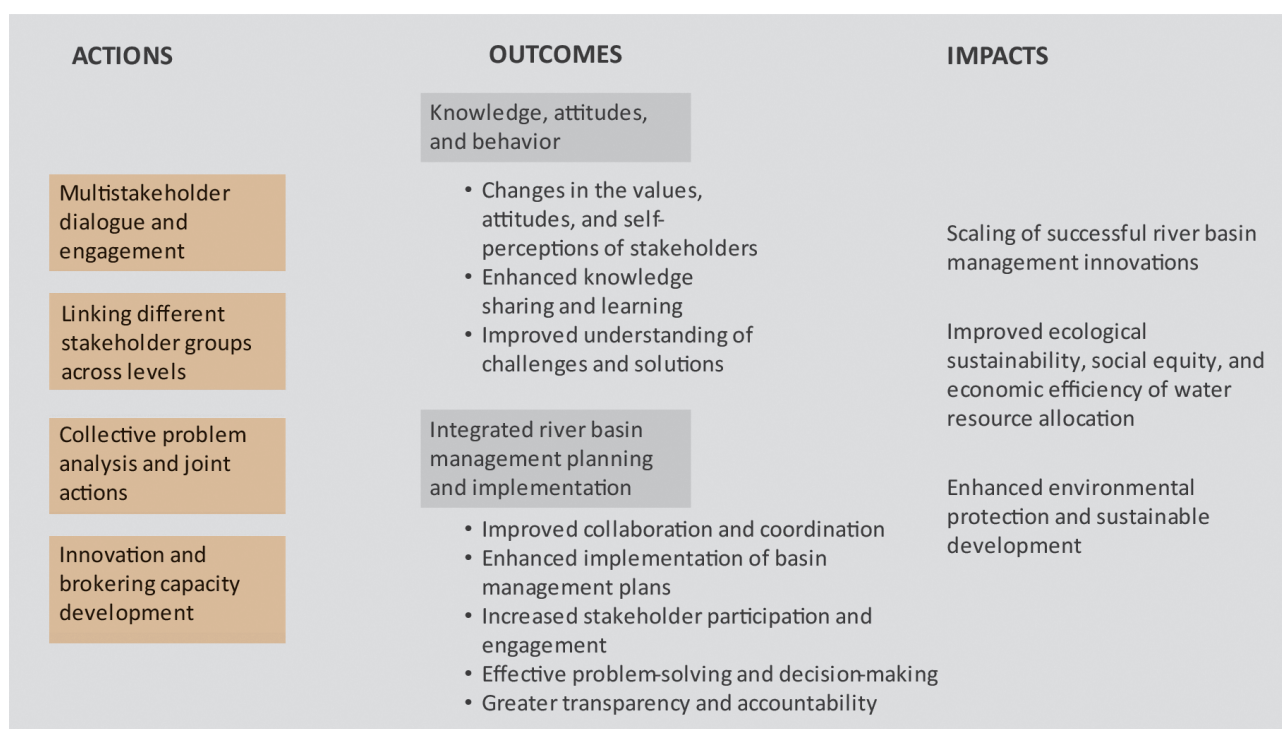


FIGURE 7. The Monitoring, Evaluation, Accountability and Learning (MEAL) Framework for MSP processes in coordinating integrated water resources management.

Monitoring:

- Establish clear and measurable indicators to track progress toward the platform's goals and objectives (see Annex 5).
- Develop a monitoring framework that includes data collection methods, responsibilities, and reporting mechanisms.
- Regularly collect data on various aspects, such as water quality, quantity, biodiversity, stakeholder engagement, and decision-making processes.
- Analyze and interpret the collected data to identify trends, patterns, and areas of concern.
- Use monitoring findings to inform decision-making, improve performance, and adjust strategies as needed.

Evaluation:

- Conduct periodic evaluations to assess the effectiveness, efficiency, and impact of the platform's activities.
- Use evaluation techniques such as surveys, interviews, and case studies to gather feedback from stakeholders and assess their satisfaction.
- Assess the degree to which the platform has achieved its goals and objectives, and identify strengths, weaknesses, and areas for improvement.
- Ensure that evaluation processes are participatory, involving all relevant stakeholders in the assessment and decision-making.

Accountability:

- Establish clear roles, responsibilities, and mechanisms to hold stakeholders accountable for their actions and commitments.
- Develop codes of conduct or guidelines that outline expected behaviors and ethical standards for all platform participants.
- Implement systems for transparency, ensuring that information, decisions, and resources are shared openly among stakeholders.
- Hold regular meetings and forums where stakeholders can discuss progress, raise concerns, and provide updates on their respective responsibilities.
- Establish mechanisms for resolving conflicts and grievances, ensuring fair and transparent processes.

Learning:

- Foster a culture of learning and knowledge sharing among the platform participants.
- Encourage regular reflections and discussions on successes, failures, and lessons learned.
- Document and disseminate best practices and case studies gleaned from platform activities.
- Encourage the use of innovative approaches, experimentation, and adaptive management based on learning outcomes.
- Promote capacity-building activities to enhance the knowledge and skills of stakeholders.

3.5. Gender and Capacity Development in MSP Processes for Basin Management

3.5.1. Gender Issues in Water Resources Management

Gender issues in water resources management involve the unequal distribution of water resources and the differential impacts on men and women. These issues arise from social, cultural, and economic factors that influence access, control, and decision-making processes related to water.

- **Access to water.** Women are responsible for water collection in many communities and spend significant time and effort fetching water from distant sources. This limits their opportunities for training, income generation, and overall well-being.
- **Control and ownership.** Men typically hold more decision-making power and control over water resources, including water allocation and infrastructure development. This can result in women's needs and perspectives being overlooked, leading to inefficient and inequitable water management practices.
- **Health and sanitation.** Women are disproportionately affected by inadequate access to clean water and sanitation facilities. This can lead to increased health risks, such as waterborne diseases and infections.
- **Livelihoods and agriculture.** Women play a crucial role in agricultural activities, which heavily rely on water resources. However, they often face limited access to irrigation systems, credit, and technical support, due to which their productivity and economic empowerment are hindered.
- **Climate change impacts.** Women are more vulnerable to the impacts of climate change on water resources due to their social and economic roles. Droughts, floods, and other extreme weather events can exacerbate existing gender inequalities, affecting women's livelihoods, food security, and overall well-being.

Addressing gender issues in water resources management requires a holistic approach that considers the specific challenges and needs of different genders. The following are some key steps that can be taken to address gender issues in water resources management:

- **Conduct gender analysis.** Start by conducting a gender analysis to understand the specific challenges and needs of different genders in water resources management. This analysis should consider gender roles, responsibilities, and access to resources, as well as cultural norms and power dynamics.
- **Conduct gender-disaggregated data collection and analysis.** Collecting data that is disaggregated by gender can help identify the different roles, responsibilities, and access to water resources for men and women. This data can then be used to inform decision-making processes and ensure that the needs and perspectives of both genders are considered.
- **Promote gender equality in decision-making processes.** Ensure that women are included in decision-making processes related to water resources management. This can be done by creating opportunities for women to participate in planning, policy development, and implementation of water projects. It is important to provide training and capacity-building programs to empower women to participate effectively.
- **Improve women's access to water resources and services.** Women often bear the primary responsibility for collecting water for their households. By improving their access to secure and dependable water sources, such as through the construction of water infrastructure near villages, their workload can be reduced, which will lead to an enhancement in their overall well-being.

- **Address gender-based violence.** Recognize and address the linkages between gender-based violence and water resources management. This may involve creating safe spaces for women and girls to access water and addressing gender-based violence in water collection areas.
- **Provide gender-sensitive education and awareness.** Promote gender-sensitive education and awareness campaigns to challenge stereotypes and promote equal opportunities in water resources management. This can include training programs on water management techniques, promoting women's leadership in the sector, and raising awareness about the importance of gender equality in sustainable water management (Lemma et al. 2021).

3.5.2. Capacity Development in MSP Processes

Capacity development in MSPs for basin management aims to enhance the knowledge, skills, and abilities of stakeholders to effectively participate in decision-making processes, implement sustainable management practices, and achieve the goals of integrated land and water management.

The following are some key aspects of capacity development in MSPs for integrated water resources management in the CRV sub-basin.

Awareness and knowledge. Capacity development starts with raising awareness and improving knowledge about basin management concepts, principles, and practices. This can be achieved through training sessions, workshops, and knowledge-sharing platforms.

Technical skills. Developing technical skills is crucial for effective basin management. This includes skills related to water resource assessment, data collection and analysis, modeling techniques, and application of sustainable management practices. Technical training programs and hands-on exercises can help stakeholders acquire these skills.

Communication and negotiation. Effective communication and negotiation skills are essential for effective stakeholder engagement in basin management. Capacity development programs should focus on improving these skills, including conflict resolution, consensus-building, and participatory decision-making techniques.

Policy and institutional knowledge. Basin management often involves operating within complex policy and institutional frameworks. Capacity development initiatives should focus on building knowledge and understanding of relevant policies, regulations, and institutional arrangements. This includes understanding legal frameworks, governance structures, and the roles and responsibilities of different stakeholders.

Leadership and governance. Capacity development should promote leadership skills and good governance practices within MSPs. This can involve training in leadership styles, strategic planning, organizational management, and accountability mechanisms.

Monitoring and evaluation. Developing skills in monitoring and evaluation is essential to assess the effectiveness of activities related to land and water resources management in the basin and adapt strategies accordingly. Capacity development programs should provide training on data collection, monitoring techniques, performance indicators, and evaluation methodologies.

Collaboration and partnership building. MSPs require effective collaboration and partnership among the stakeholders. Capacity development initiatives can promote skills related to networking, partnership building, gender and social inclusion issues, and collaboration techniques to foster stronger relationships among stakeholders.

Sustainable financing and resource mobilization. Capacity development in basin management should focus on financial and resource management skills. This includes understanding funding mechanisms, exploring opportunities for sustainable financing, and developing strategies for resource mobilization.

4. Sustainability of MSPs for Integrated Basin Management

4.1. Institutionalization and Sustainability of MSP Processes

Institutionalization and sustainability of MSPs for basin management are crucial for effective collaboration and long-term success in managing water resources. The following are some key considerations for achieving institutionalization and sustainability:

Legal and policy frameworks. Ensure that there are clear legal and policy frameworks that support the establishment and functioning of MSPs. These frameworks should define the roles, responsibilities, and decision-making processes of the platform as well as the mechanisms for enforcement and accountability.

Stakeholder participation and representation. MSPs should strive to include a wide range of stakeholders, including government agencies, local communities, NGOs, research institutions, and the private sector. It is important to ensure that all relevant stakeholder groups, including women and marginalized groups (see Section 3.5.1), have a voice and are represented in the decision-making processes.

Capacity building. Provide capacity-building support to stakeholders to enhance their understanding of CRV basin management principles, processes, and techniques. This could include training programs, workshops, and knowledge-sharing initiatives to build the technical and organizational capacity of platform members.

Data and information management. Establish mechanisms for collecting, managing, and sharing data and information related to basin management. This could involve developing a centralized database or information-sharing platform to ensure access to reliable and up-to-date information for decision-making.

Financial resources. Secure sustainable funding sources for the MSP to ensure its long-term sustainability. This could involve exploring various funding mechanisms such as government allocations, user charges, grants, or public-private partnerships.

Conflict resolution mechanisms. Develop effective mechanisms for resolving conflicts and disputes among stakeholders. This could involve establishing mediation processes to address conflicts in a fair and transparent manner.

Monitoring and evaluation. Institute a robust monitoring and evaluation system to assess the performance and effectiveness of the MSP. Regular evaluations can help identify strengths, weaknesses, and areas for improvement, ensuring continuous learning and adaptation.

Knowledge sharing and learning. Facilitate knowledge-sharing and learning among stakeholders to foster a culture of collaboration and continuous improvement. This could involve organizing regular meetings and workshops to share experiences, best practices, and lessons learned.

4.2. Driving Factors for the Success of MSPs in Coordinating Basin Water Resources Management

Several factors drive the success of MSPs in basin management. These include:

Inclusive representation. MSPs should include all relevant stakeholders from various sectors, such as government agencies, NGOs, local communities, and the private sector. Diverse representation ensures that all perspectives and interests are considered and leads to more informed decision-making.

Shared vision and objectives. A common understanding and a shared vision for the management of the CRV basin are essential for the success of the MSP. All stakeholders should agree on the overarching objectives and goals, fostering collaboration and cooperation toward achieving sustainable basin management.

Trust-building. Building trust among stakeholders is crucial. Open and transparent communication, actively listening to different viewpoints, and maintaining confidentiality when required all contribute to trust-building. Trust enables the stakeholders to work together effectively and enhances the legitimacy of the platform.

Clear roles and responsibilities. Clearly defining the roles and responsibilities of each stakeholder within the MSP is important. This ensures that everyone knows their contribution and can actively participate in the decision-making processes. Clarity of roles also helps prevent conflicts and promotes accountability.

Adequate resources. Sufficient financial, technical, and human resources too are essential for the success of an MSP. Adequate funding and technical expertise ensure that the platform can effectively carry out its activities, including conducting research, data collection, and implementing management strategies.

Effective governance structure. Having a well-defined governance structure is crucial for the success of an MSP. This structure includes clear decision-making processes, mechanisms for conflict resolution, and a framework for monitoring and evaluation. An effective governance structure ensures that decisions are made democratically, and that the platform operates efficiently.

Long-term commitment. Long-term commitment from all stakeholders is vital for the success of an MSP. Basin management is a continuous process, and long-term commitment is required to address evolving challenges, implement adaptive strategies, and sustain the platform's effectiveness over time.

Summary: Putting it Together

In summary, establishment and management of MSPs for coordination of integrated land and water resources management involves the following steps:

Identify stakeholders. Identify all relevant stakeholders involved in the use and management of land and water resources, including government agencies, local communities (including women and marginalized groups), NGOs, and private sector representatives.

Stakeholder mapping. Map the relationships and interests of all these stakeholders to understand their roles, influence, and potential impacts.

Establish a governance structure. Set up an MSP governance structure that includes representatives from all stakeholder groups. This structure should be inclusive, transparent, and accountable, ensuring that all stakeholders have a voice in the decision-making processes.

Define roles and responsibilities. Clearly define the roles and responsibilities of each stakeholder group within the multi-stakeholder process. This includes determining their level of involvement, decision-making power, and the resources they can contribute.

Develop communication channels. Establish effective communication channels to facilitate information sharing, collaboration, and dialogue among stakeholders, including women and marginalized groups. This may include regular meetings, workshops, public consultations, media, and online platforms.

Facilitate capacity building. Provide capacity-building programs to enhance the knowledge and skills of stakeholders, ensuring that they have the necessary tools to effectively participate in the decision-making process.

Implement monitoring and evaluation. Develop a robust and gender-responsive monitoring and evaluation system to track progress, assess the effectiveness of the multi-stakeholder process, and identify areas for improvement.

Foster collaboration and partnerships. Encourage collaboration and partnership among stakeholders, as well as with relevant institutions and organizations, to leverage resources, expertise, and support for the management of land and water resources management.

Ensure long-term sustainability. Develop strategies to ensure the long-term sustainability of the multi-stakeholder process, including securing adequate funding, promoting policy coherence, and fostering a culture of stakeholder engagement and inclusive and genuine participation.

References

Berhanu, B.; Seleshi, Y.; Melesse, A. 2014. Surface water and groundwater resources of Ethiopia: Potentials and challenges of water resources development. In: Melesse, A.; Abtew, W.; Setegn, S. (eds.) *Nile river basin*. Cham, Switzerland: Springer. https://doi.org/10.1007/978-3-319-02720-3_6

FAO (Food and Agriculture Organization of the United Nations). 2016. *AQUASTAT Country profile: Ethiopia*. Rome, Italy: FAO. (FAO AQUASTAT Report). Available at <https://www.fao.org/3/i9732en/I9732EN.pdf> (accessed on March 7, 2024).

Lemma, M.; Tigabe, A.; Mekonnen, M.; Etafa, A.; Wieland, B. 2020. Toolkit for organizing, facilitating, and documenting multi-stakeholder platform meetings. Nairobi, Kenya: International Livestock Research Institute (ILRI). <https://hdl.handle.net/10568/110233>

Lemma, M.; Mulema, A.; Gizaw, S.; Mekonnen, M.; Tigabie, A.; Wieland, B. 2021. Master training course on community conversation approach in animal health management. Nairobi, Kenya: International Livestock Research Institute (ILRI). <https://hdl.handle.net/10568/114137>

Lemma, M.; Gizaw, S.; Knight-Jones, T. 2023. Livestock extension message development guidelines. Nairobi, Kenya: International Livestock Research Institute (ILRI). <https://hdl.handle.net/10568/131087>

Further Reading

Hailu, R.; Tolossa, D. 2020. Multi-stakeholder platforms: Institutional options to achieve water security in the Awash basin of Ethiopia. *World Development Perspectives* 19: 100213. <https://doi.org/10.1016/j.wdp.2020.100213>

Lim, C.H.; Wong, H.L.; Elfithri, R.; Teo, F.Y. 2022. A review of stakeholder engagement in Integrated CRVL Basin Management. *Water* 14: 2973. <https://doi.org/10.3390/w14192973>

Nederlof, S.; Wongtschowski, M.; van der Lee, F. (Eds.) 2011. *Putting heads together: Agricultural innovation platforms in practice*. Amsterdam, the Netherlands: KIT Publishers. (Bulletin 396).

Nederlof, E.S.; Pyburn, R. (Eds.) 2012. *One finger cannot lift a rock: Facilitating innovation platforms to trigger institutional change in West Africa*. Amsterdam, the Netherlands: KIT Publishers.

Pali, P.; Swaans, K. 2013. *Guidelines for innovation platforms: Facilitation, monitoring and evaluation*. Nairobi, Kenya: International Livestock Research Institute (ILRI). 39p. (ILRI Manual 8).

Annex 1. Assessment of Existing MSPs in Integrated Basin Management.

Purpose and objectives. Evaluate whether the platforms have a clear purpose and well-defined objectives aligned with basin management goals. Assess if they aim to promote cooperation, knowledge sharing, and decision-making among stakeholders, including women and marginalized groups.

Stakeholder representation. Assess inclusivity within the MSPs by evaluating the representation of different stakeholder groups, such as government agencies, local communities (women and marginalized groups), NGOs, and private sector representatives.

Governance structure. Evaluate the platforms' governance structure, including the decision-making process, leadership, and accountability mechanisms. Assess whether decisions are made through consensus or voting and whether all stakeholders have meaningful participation in the process.

Communication and information sharing. Assess the effectiveness of the MSPs' communication channels to facilitate information sharing, collaboration, and dialogue among stakeholders. Evaluate the availability and accessibility of relevant data and reports.

Conflict resolution mechanisms. Evaluate the presence of conflict resolution mechanisms within the platforms to address disagreements and conflicts among stakeholders.

Capacity building. Assess whether the platforms provide opportunities for capacity building and knowledge exchange among stakeholders. Evaluate whether training programs, workshops or technical assistance are provided to enhance stakeholders' understanding of basin management concepts and practices.

Monitoring and evaluation. Assess whether the platforms have established monitoring and evaluation mechanisms to assess their performance and impact. Evaluate whether indicators are in place to measure the effectiveness of the platforms in achieving their objectives and gender and social inclusion outcomes.

Resource mobilization. Evaluate the platforms' ability to mobilize financial, human, and technical resources to support their activities. Assess whether funding sources are diversified, sustainable, and transparent.

Collaboration with institutions. Assess whether the platforms collaborate with relevant institutions, agencies, and organizations involved in basin management. Evaluate whether there are synergies and partnerships in place to leverage resources and expertise among multiple platforms.

Policy influence. Evaluate the platforms' influence on policy-making processes and their ability to advocate for sustainable basin management practices. Assess whether the platforms' recommendations are considered in decision-making processes.

Annex 2. MSP Meeting Planner.

Meeting title. What is the meeting about? What is its focus and content?

Venue and time. Location, date and duration of the meeting.

Meeting purpose. What is the meeting going to achieve? What are the specific objectives and expected outcomes of the meeting?

Meeting format and activities. What form will the meeting take and what will be done to achieve its purpose or objectives?

- Discussion: Brainstorming, structured discussion
- Presentation: Informing, sharing, feedback, validation
- Knowledge sharing: Informing, influencing, scaling, co-learning
- Storytelling: Inspiring, relating, networking
- Demonstration: Influencing, demand generation, scaling
- Monitoring: Progress review and update

Knowledge exchange tools. What active methods and tools will be used to facilitate knowledge exchange during MSP meetings?

The following knowledge-sharing tools can be used to facilitate MSP meetings. Depending on your choice of methods, plan in detail why and how you will be using the tools.

- Buzz session
- Brainstorming
- Storytelling
- Fishbowl
- Panel discussion
- Role play
- Focus group discussion
- Interview
- Knowledge fair
- Poster session
- Action planning
- After-action review

Materials and supplies. What materials or equipment will be needed?

Facilitators. Who will facilitate the meeting? Specify the selection criteria and the facilitator profile (qualification and facilitation experience).

Participants. Who will participate in the meeting and why? What will be their contribution? How will they benefit from the meeting?

Meeting agenda. What topics will be discussed in the meeting? Who is responsible for each topic and how long will each topic take? What is expected from each discussion topic?

Decisions. What action points will be agreed upon at the end of the meeting? Who will be responsible for each action point, and how long will it take to implement the action? What is expected to change from the action?

Meeting follow-up. What follow-up and monitoring tasks will be done after the meeting? Who will be responsible for this, and how and when will it be done?

Meeting review. Has the meeting achieved its objectives? What have been the challenges and successes? What lessons have been learned, and how will they be used?

Source: Lemma et al. 2020.

Annex 3. Facilitation Tips for MSP Meetings.

- Use open-ended questions to stimulate diverse responses.
- Listen carefully to understand, rephrase, and lead a discussion.
- Encourage to generate more responses.
- Rephrase to clarify understanding and show appreciation.
- Redirect to get others involved.
- Probe to get more information and views.
- Observe to check on who is not participating.
- Summarize to help participants understand and reach an agreement.

Source: Lemma et al. 2021.

Annex 4. Documentation Tips for MSP Meetings.

- Capture the key issues discussed, the agreements and action points reached, and quotes from the meeting (without expressing judgment).
- Do not try to put down everything. Note down keywords/phrases.
- Listen for statements that might be useful quotes later and write those down as best as you can, including the gender/representation of the speaker.
- Listen to why women and men MSP members are saying what they say. Figure out what is going on beneath the surface. Body language can give important clues.
- Note what women and men MSP members say and how they say it. Watch for areas of tension and strong emotion.
- Look for turning points in the discussion, where MSP members were able to break through disagreements, find compromises, and/or reach a new level (agreements and decisions).
- Review your notes with the facilitator(s) immediately and organize the notes into a report as soon as possible after the MSP meeting.
- Compare what women and men MSP members say at the beginning of the meeting with where they have arrived at the end.

Source: Lemma et al. 2021.

Annex 5. Monitoring and Evaluation of MSPs in Basin Management.

Stakeholder engagement. Measure the level of participation and involvement of different stakeholders, including women and marginalized groups, in the platform activities. This can be done by tracking the number of stakeholders engaged, their representation, and their active participation in decision-making processes.

Policy alignment. Evaluate the extent to which the platform's activities and initiatives align with relevant national water policies and regulations. This can be assessed by monitoring the adoption and implementation of recommendations or policies endorsed by the platform.

Knowledge sharing. Assess the platform's effectiveness in facilitating knowledge exchange and sharing among stakeholders, including women and marginalized groups. This can be measured by tracking the number of knowledge products developed, the dissemination and utilization of these products, and the level of satisfaction among stakeholders with the information shared.

Collaboration and partnerships. Evaluate the establishment and strengthening of partnerships and collaborations between different stakeholders involved in basin management. This can be measured by tracking the number of partnerships formed, joint initiatives undertaken, and the level of trust and cooperation observed among stakeholders.

Water quality and ecosystem health. Monitor the improvement or deterioration of water quality and ecosystem health in the basin. This can be done by tracking indicators such as water quality parameters, biodiversity indices, and the presence of key species in the ecosystem.

Socioeconomic impacts. Assess the socioeconomic impacts of the platform's activities on local communities and stakeholders, including women and marginalized groups. This can be measured by tracking indicators such as job creation, income generation, poverty alleviation, and the overall well-being of local communities.

Governance effectiveness. Evaluate the effectiveness of the platform's governance structure and decision-making processes. This can be measured by tracking indicators such as timely and transparent decision-making, conflict resolution mechanisms, and the level of stakeholder satisfaction with the governance arrangements.



IWMI is a CGIAR
Research Center

The International Water Management Institute (IWMI) is an international, research-for-development organization that works with governments, civil society and the private sector to solve water problems in developing countries and scale up solutions. Through partnership, IWMI combines research on the sustainable use of water and land resources, knowledge services and products with capacity strengthening, dialogue and policy analysis to support implementation of water management solutions for agriculture, ecosystems, climate change and inclusive economic growth. Headquartered in Colombo, Sri Lanka, IWMI is a CGIAR Research Center with offices in 15 countries and a global network of scientists operating in more than 55 countries.

**International Water
Management Institute (IWMI)**
Headquarters
127 Sunil Mawatha, Pelawatta
Battaramulla, Sri Lanka

Mailing address:
P. O. Box 2075
Colombo, Sri Lanka
Tel: +94 11 2880000
Fax: +94 11 2786854
Email: iwmi@cgiar.org
www.iwmi.org