



This document was used at the African Great Lakes Stakeholder Network Workshop, held in Entebbe, Uganda, November 5-7, 2019.

Specifically, this document was used as a guide by facilitators for each individual group on each lake (or in the case of Lakes Edward/Albert, lakes) to drive conversations toward the intended goals of the workshop.

GOAL 1. Establish a clear need for a collaborative process for the African Great Lakes, individually and collectively.

GOAL 2. Develop an initial lake advisory group for each African Great Lake, each with a set of priorities and a plan to achieve them.

GOAL 3. Establish the core for an effective network for the African Great Lakes.

GOAL 4. Build international relationships and knowledge across boundaries and lakes.

GOAL 5. Establish a sustainability plan for the advisory groups.



The African Center for Aquatic Research and Education Workshop:

**Strengthening Capacity in Research, Policy and Management through
Development of a Network of African Great Lakes Basin Stakeholders.**

Facilitator Workbook

Lake: _____

Facilitator: _____

Notetaker(s): _____

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1. Review

1.a Ground Rules

1. Be respectful.
2. Don't interrupt others, let everyone speak.
3. Keep your thoughts concise and on topic. Summarize your point as much as possible.
4. Time is limited, so identify when discussions are secondary to the workshop goals, and plan to have those discussions at breaks or meals.
5. Avoid repetition.
6. Stay engaged (avoid use of electronics).
7. Equality of Membership and Voice:
 - a. All members of this Advisory Group, during formal Advisory Group meetings, will not use political or other formal positions as rank to dissuade or influence discussion or decisions by other members.

Add other Ground Rules as needed.

1.b Breakout Plan

1. With your group, briefly discuss each section of the workbook in the morning.
2. Respond to all sections before lunch. This means your group will do "big picture" work in the morning.
3. Prioritize the sections that will need additional discussion.
4. Before lunch, summarize progress on flipchart paper 10-15 minutes prior to wrapping up morning session so other groups can observe your ideas.
5. After lunch, visit other advisory groups to share ideas and see progress.
6. Spend more time filling in details in the afternoon with your group.
7. At the end of the day, spend the final 15 minutes assisting the group leader to summarize progress for Day 3 report out.

1.c Roles

Facilitator: Person who creates an environment which encourages participation and shared responsibility, helps understand varied points of view, and uses group time efficiently; helps members stay accountable to the tasks at hand.

Group Lead: Listens to others and includes participant ideas in group process and outcomes; reports on "state of the lake" (Day 1) and on group progress (Day 3); ensures next steps are taken and momentum is sustained.

Notetaker: Take notes on participant thoughts and group process and next steps in order to capture important points to share with others.

Participant: People who were invited to this process to serve on the Advisory Group

Observer: Knowledgeable people who are located outside of lake basin countries; participate and advise as requested by the Advisory Group participants.

2. Participants

Briefly do a round of introductions (name, role, and affiliation). Circulate this list (separate sheet provided) to have all participants sign in with name, email, and organization. (Note takers do not need to take notes here).

3. Feasibility Assessment

The below aspects are from successful collaborations on natural resources. These are guidelines for this lake Advisory Group and can be adapted to this lake's needs. Go through these points and determine whether each: already exists on your lake, needs to be developed on the lake, or is not applicable to your lake.

Point	Exists	Needs development	Not applicable
Group members agree that strengthening science is necessary to positively inform policy and management decisions to ensure the health of this lake's resources.			
Riparian country governments support the idea of inter-jurisdictional cooperation			
A neutral institution can facilitate the process of inter-jurisdictional cooperation, like the Advisory Groups (can be ACARE or another existing institution)			
Advisory group would be able to meet regularly with participation of all members			
Members have the ability to make decisions for their organization			
Members have the ability to provide input without interference from others within the advisory group (members feel free to express opinions)			

4. Missing Players

List any people, organizations or types of entities that should be included in the Advisory Group moving forward. This can be specific people, organizations, government entities, or certain roles or expertise that you feel are missing. Make the list as long as desired/feasible.

- Consider entities that intersect with this work and may be nontraditional collaborators (health, policy, youth, nonprofits, community groups).
- It is important to note that these people/other entities may be invited to join this group.
- These suggested missing players may be categorized by priority of inclusion.

*It may be most useful to periodically return to this page after addressing other sections of the breakout discussions.

5. Lake-Specific Purpose of Advisory Group

Develop a purpose statement for your Advisory Group. Consider initially using the statement below as a base to start, making as many modifications as needed:

This Lake XXXXXX Advisory Group exists to enhance communication and collaboration of entities across borders and sectors that work to research and solve issues that impact the health of the lake and surrounding communities. Our specific priorities include: xxxxx. We will meet x times annually to achieve xxx.

For more detail, you may use the DRAFT Terms of Reference in Appendix 1 as a base for your group's work.

6. Advisory Group Structure

Set up a structure for your Advisory Group. The structure should be designed to reflect and uphold the group purpose. The structure should enable ways to:

- Share knowledge
- Grow with new people and ideas
- Work efficiently
- Be inclusive
- Hear all participant voices
- Foster equitable decision making
- Communicate within and externally to the group
- Ensure sustainability of the group

Describe and/or diagram your group's structure. See next page for individual roles within the structure.

7. Advisory Group Roles

Roles are connected with the Advisory Group Structure.

Key outcomes:

- Determine a leader (or co-leaders) who will keep the momentum of the group going following this workshop (*for example*: ensure regular meetings, maintain group engagement, facilitate decision making and follow-up).
- Define and establish other roles the group might need. This may include a lead communicator both within the group and to serve as a liaison to ACARE and other groups to share information. Example roles include *chair*, *governmental representative*, *key stakeholder representative*, *early career member*, etc.
- Create a plan for how roles are filled in the future (e.g., whether roles have set terms, and how people are chosen to fill the roles). Remember that you will likely have new, incoming members who may be interested in leadership roles.

8. Resources Needed for Advisory Group Success

List the resources that are necessary for this Advisory Group to function, be sustained and succeed. Examples of these may include: communications tools (see next page), meeting space, travel resources, website, an individual who “manages” information and communications, a financial budget, a strategy for regular communications, funding sources, etc.

9. Communications Tools

What communications tools do you need to have for this Advisory Group to function well (e.g., dedicated email groups, teleconferencing software, apps)? In particular, think about how the African Great Lakes Information Platform (AGLI - presented on Nov 5th) could be of value, and if so, how? *Note that modifications could be made to the AGLI to create private Lake Advisory Group pages with communications tools specific to the Advisory Groups.*

10. Next Steps and Annual Plan

Think about the next steps your Advisory Group should take to be effective. What does a 1 month, 3 month, 6 month, 12 month annual plan of tasks look like? List and map the action items coming out of this workshop, and timelines to complete them. Assign tasks to people for accountability.

11. Research and Policy Priorities (IF TIME ALLOWS)

If you have completed the previous discussion items, please discuss preliminary research and policy priorities on your lake. These could be informed by the information presented for each lake on the first day of the workshop and lake descriptions in the briefing book. These priorities could eventually be made public to encourage additional work to be directed to them.

12. Policy Engagement Strategy (IF TIME ALLOWS)

If you have completed the previous discussion items, discuss a strategy for how your Advisory Group could connect with policy and decision makers on your lake.

Appendix 1: Draft Terms of Reference for Ideas on Purpose and Process

Note: this is provided as an example to help you develop your Advisory Group purpose, and items should be added, deleted, or modified as needed to make the text appropriate for your Advisory Group. You may disregard the entire example if you prefer.

Advisory Group Draft Terms of Reference for Lake _____ Advisory Group
Terms of Reference (TOR) define the purpose and structures of the Advisory Group and can help guide collaborative processes, provide the scope and limitations of activities, and assist when issues arise among participants.

Here are some DRAFT terms that might assist with your lake's process, creation, and function:

1. The members of this Advisory Group agree that the purpose of this group is to
 - a. Enhance scientific inquiry in a manner that strengthens results
 - b. Foster a community of shared knowledge and practice, across sectors and geography
 - c. Positively influence policy and management using science, communication, education, community engagement and other strategies
2. Advisory Group members should meet at least annually to:
 - a. Prioritize research focus and needs on this lake
 - b. Determine and undertake specific projects to address point a.
 - c. Exchange knowledge regarding relevant research, trends, strategy and practices
 - d. Foster partnerships to inform and accelerate the pace of positive change for the lakes;
 - e. Develop policy and management ideas, based on science and community need
 - f. Activate collaborative, cross-basin projects between lakes and across sectors
 - g. Direct resources towards priority collaborative needs and projects
3. This Advisory Group will consist of equal representation from each riparian country to this lake
4. Equality of Membership and Voice:
 - a. All members of this Advisory Group, during formal Advisory Group meetings, will not use political or other formal positions as rank to dissuade or influence discussion or decisions by other members
 - b. Proxies for individual Advisory Group members are permitted only with the express consent of the Advisory Group Chair
5. Decision-making should be by consensus