

WASH Bottleneck Analysis Tool: **COUNTRY IMPLEMENTATION GUIDE**



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FOREWORD

Despite significant investments over recent decades, and hundreds of millions of people gaining access to improved water supply and sanitation, sustained access to quality water, sanitation and hygiene (WASH) services remains a persistent challenge. WASH programs too frequently fail to bring sustainable benefits to the people they seek to serve, with as much as 50% of WASH projects failing after two to five years. This lack of sustainability of water, sanitation and hygiene interventions has devastating consequences for individuals, economies and the environment, and poses a major obstacle to achieving the goal of universal access to water, sanitation and hygiene (WASH) services under SDG targets 6.1 and 6.2. Recent research shows that technical aspects are often not the binding constraint, but rather it is the lack of good governance which compromises service delivery. Some of the governance issues hampering WASH service delivery include lack of responsible institutions, lack of coordination between institutions, bureaucratic inertia, insufficient human resource capacity, lack of transparency in the public sector, and corruption. In many countries, institutional arrangements for water service delivery are in place: policies, plans and institutions exist. But still, performance remains poor.

'Accountability' mechanisms that seek to instill responsibility and to improve the quality of relationships between the different stakeholders in service delivery is a key element to make these institutional arrangements function as intended. To address this, UNICEF and the UNDP SIWI Water Governance Facility (WGF) initiated a partnership in 2014 "Accountability for Sustainability" which aims at increasing sustainability of UNICEF-supported WASH interventions through the enhancement of the enabling environment in the service delivery framework.

In recognition of the multiple issues faced by countries in identifying and implementing improved policies and programmes to scale up and sustain WASH services and behaviours, in 2011 UNICEF initiated the development of the WASH Bottleneck Analysis Tool (WASH BAT). With the contribution of multiple partners, the scope and methodology were defined and over 2012-2015 the WASH BAT was implemented in Excel version in over 15 countries. Following sustained demand and requests for improved functionality, the tool was converted to an online software in 2016. The software allows for greater flexibility to apply the tool in different contexts and has many software features which adds to the usefulness of the tool. The full set of features can be discovered online at www.washbat.org from where the User Manual and other materials can be downloaded and a Tutorial Video viewed. The WASH BAT is a tool that helps government and partners diagnose the issues facing the WASH sector and broader enabling environment, and helps identify solutions for solving them. The aim of the tool is to develop a coordinated plan of activities that are financed, and that can be monitored and fine-tuned over time until the bottlenecks are resolved.



ACKNOWLEDGMENTS

The WASH BAT was created and developed by UNICEF with inputs from global sector partners. The Online software version was developed by Community Systems Foundation.

This Country Implementation Guide has been jointly developed by UNICEF and SIWI. UNICEF and SIWI are grateful to all partner organizations contributing to this Guide. The Guide was developed by Antoine Delepiere, Ivan Draganic, Pilar Avello and Alejandro Jiménez (UNDP SIWI Water Governance Facility) and Guy Hutton and Angie Saleh (UNICEF).

1. BACKGROUND

The Water, Sanitation and Hygiene Bottleneck Analysis Tool (WASH BAT) has been designed as a sector tool for use by those responsible for WASH sector strengthening. It is an unbranded tool, to be taken and adapted by governments and development partners in any country. The WASH BAT was created and developed by UNICEF with inputs from global sector partners. The Online software version was developed by Community Systems Foundation. A helpdesk function for any questions is provided on the WASH BAT website (www.washbat.org).

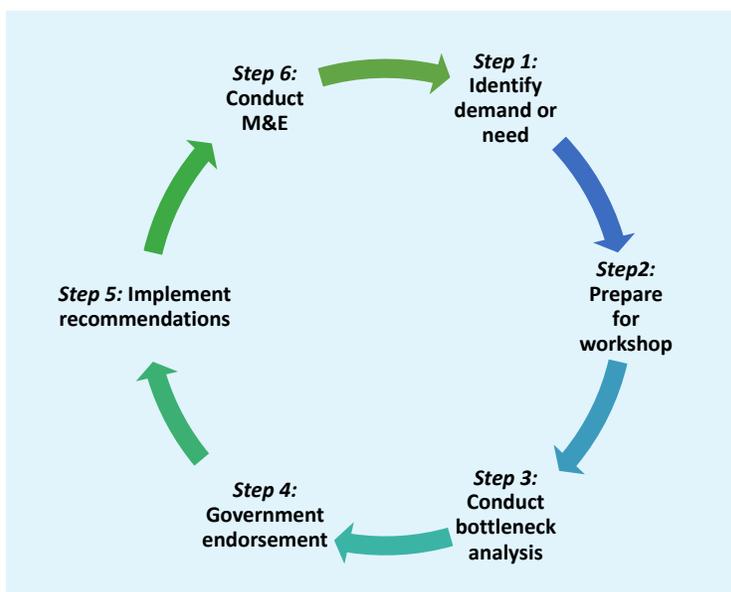
This Guide aims at supporting resource people who are responsible for facilitating and organizing a workshop on the application of the WASH BAT to ensure an effective outcome. It guides each user to reflect on different elements, steps and preconditions required for a successful preparation and implementation of the entire process through a checklist of options. The Guide also provides different options so that it can be customized to any given context.

The WASH BAT structure requires different analyses to be conducted separately in each sub-sector and

in different jurisdictions (i.e. levels of government). Therefore, if different working groups are organized accordingly in a single workshop, the tool could be simultaneously conducted for rural water at national level, urban sanitation at provincial level and rural hygiene at district level, for example. Specific modules for WASH in institutions (either schools or 'other' institutions) allow implementation in non-household contexts.

The scope of this Guide captures the steps required to be taken prior to the actual WASH BAT workshop as well as those steps during and after it. The six main steps of the tool implementation are shown in Figure 1 below. Step 1, covered in Chapter 3A, is vital in deciding whether there is a value-added of implementing the tool as well as sufficient awareness and support of key stakeholders. Annex 1 provides a complete checklist of the actions to be taken during WASH BAT implementation, and Annex 2 a timeline. Before starting, it is important to ensure the financial resources and technical support are available, not only for the workshop but also the implementation of recommendations.

FIG. 1 | The process of implementation of WASH Bottleneck Analysis



Once it is established that the WASH BAT is needed and a request is made by the key stakeholders, a critical next step is the preparation for WASH BAT im-

plementation, with further details presented in Figure 2. These steps form the structure of this Guide from Chapters 3 to 7.

FIG. 2 | Elements to consider in the process of preparing and implementing the WASH BAT



2. INTRODUCTION TO THE WASH BAT AND ITS MODULES

The WASH BAT enables a systematic identification of factors (or 'bottlenecks') that prevent achievement of sustainable service delivery within national or sub-national WASH targets and helps stakeholders to define activities aimed at removing the root causes of these bottlenecks. Since the available resources may not be always sufficient to remove the bottleneck causes completely, the tool allows for prioritizing activities and planning of multi-step and sequenced implementation. Bottleneck analysis is therefore more than a methodology: it is a process and as such it is more powerful when led by a government agency that takes ownership of the tool and its findings. In turn, the participation of a range of stakeholders will help ensure that the sector diagnosis reflects a diversity of viewpoints, thus increasing the transparency and credibility of the analysis and the findings it leads to. Furthermore, if all stakeholders can support the implementation of solutions to remove the bottlenecks, it is possible to attract and mobilize the required financial and human resources.

The first version of the WASH BAT was developed in Excel format by UNICEF in 2012 and over the course of three years it was applied in at least fifteen countries. Following this early experience with the tool and an increased demand for bottleneck analysis, a second version of the tool was developed

in 2016. This version is an online software which is simpler, more user friendly and allows for greater flexibility in the tool's application. Once an analysis is set up, it can also be downloaded onto a computer and an 'offline' version can be worked on while without internet connection before the changes are synchronized back to the Computing 'Cloud'.

The new online version of the WASH BAT is based on the governance functions developed by UNICEF and SIWI¹ which have been regrouped into five 'building blocks' that widely reflect the enabling environment of WASH service delivery, as noted by the Sanitation and Water for All partnership (see Table 1). These building blocks include: (1) policy and strategy, (2) institutional arrangements, (3) financing and budgeting, (4) planning, M&E and learning, and (5) capacity development. The WASH enabling environment is further described in a UNICEF Guidance Note². The WASH BAT also includes broader elements outside the WASH sector that influence the effectiveness of the WASH sector, including political prioritization, decentralization, and social norms. Finally, a module exists within the tool for deeper assessment of the issues faced by service providers.

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1 Enabling environment and water governance: a conceptual framework. SIWI, UNDP Water Governance Facility, UNICEF. March 2016.
2 Strengthening the enabling environment for water, sanitation and hygiene. Guidance Note. UNICEF. May 2016.

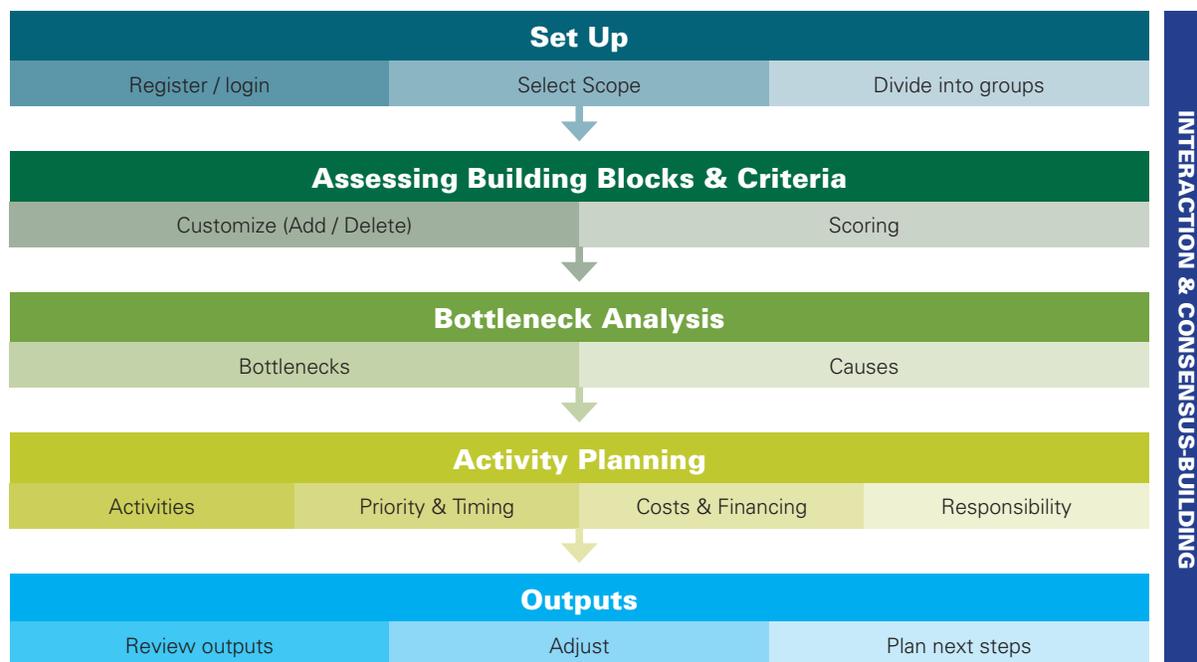
TABLE 1 | Buildings blocks and governance functions which provide the structure for the WASH BAT

BUILDING BLOCK	GOVERNANCE FUNCTIONS
SECTOR POLICY & STRATEGY	Sector policy & strategy
INSTITUTIONAL ARRANGEMENTS	Coordination
	Service delivery arrangements
	Accountability & regulation
BUDGETING & FINANCING	Budget & expenditure
	Financing
PLANNING, MONITORING, AND REVIEW	Planning
	Monitoring, evaluation & learning
CAPACITY DEVELOPMENT	Capacity development
BROADER ENABLING ENVIRONMENT	Political leadership
	Decentralization
	Social norms
SERVICE PROVIDERS	Service providers

The WASH BAT consists of several modules which must be applied in sequential order, with each module building on the previous one (see figure 3). First, participants set up the analysis, making choices about the sub-sectors and jurisdictions the analysis will be implemented in. Second, they review the criteria for each 'building block' of the enabling environment. The tool allows flexibility for the selection of criteria; hence criteria that do not apply can be deleted or new ones can be created instead to fully reflect the specifics of the location where it is being applied. The criteria are then scored as to the degree of progress achieved. Third, participants identify the

major bottlenecks present in the sub-sector and their causes, building on the scoring of the criteria. Fourth, participants identify which activities are required to remove the bottlenecks, their costs, existing financing available, the priority activities for use of additional funds, those responsible for the activities and the timeline for their execution. Outputs can be generated in various forms and downloaded to PDF, Word and Excel. Also, the software allows each module to be printed to PDF or viewed in summary form for analysis and validation before moving onto the next module.

FIG. 3 | Typical steps in a WASH BAT Workshop



The WASH BAT draws from and links to other bottleneck analyses and sector monitoring tools that have been applied widely. Every two years since 2008, the UN-Water Global Analysis and Assessment of Sanitation and Drinking-Water (GLAAS) has been applied by WHO in an increasing number of countries – with information collected on national planning and coordination, monitoring, human resources and financing (domestic and external). The GLAAS survey now covers roughly 100 countries and includes over 20 external support agencies. The WASH BAT provides links to the GLAAS Country Survey by providing a pop-up text next to a GLAAS icon under the relevant criteria in each building block. The text shows the GLAAS questionnaire number so that previous assessments can be considered.

A second notable bottleneck analysis tool is the Country Status Overview developed by the Water and Sanitation Program of the World Bank and the African Ministers Council on Water (AMCOW) and applied in 16 countries in 2006 and 32 countries in 2012. The tool was later adapted and applied in 10 countries in Asia where it was called the Service Delivery Assessment, as well as in several countries in Central America.

A User Manual and Tutorial Video are available at WASH BAT homepage (www.washbat.org) for further understanding the tool, as well as a Facilitators Page with additional training materials.



3. IDENTIFYING THE DEMAND AND NEEDS FOR THE WASH BAT

Before committing time and resources to a bottleneck analysis process, it is essential to assess the value added of bottleneck analysis in a country, sub-sector and jurisdiction. A bottleneck analysis should not be an academic exercise that builds good intention but whose recommendations remain unimplemented. Instead, it should be conducted by or in close consultation with those with decision making power and it should be strongly linked to internal decision-making processes of government and other partners.

The objective of the WASH BAT is to untangle the many barriers constraining progress in WASH outcomes, with a focus on improving services for the poor and vulnerable populations. Hence, a roadmap which addresses these barriers needs to be formulated together with all those who should contribute to the outcomes. If there is an environment in which sector partners can meet to discuss these barriers in an open way and with expectation that actions can be taken based on these findings, then it is likely that bottleneck analysis is a relevant tool to apply. On the other hand, if there already exist robust sector assessments whose findings have been accepted and endorsed by the major sector stakeholders, then the value added of the WASH BAT is likely to be lower.

If a government demand for a WASH BAT is not supported by a strong need, or if a need supported by a strong government demand, it is proposed as the first step to clearly distinguish between demand and need. To simulate possible relations between

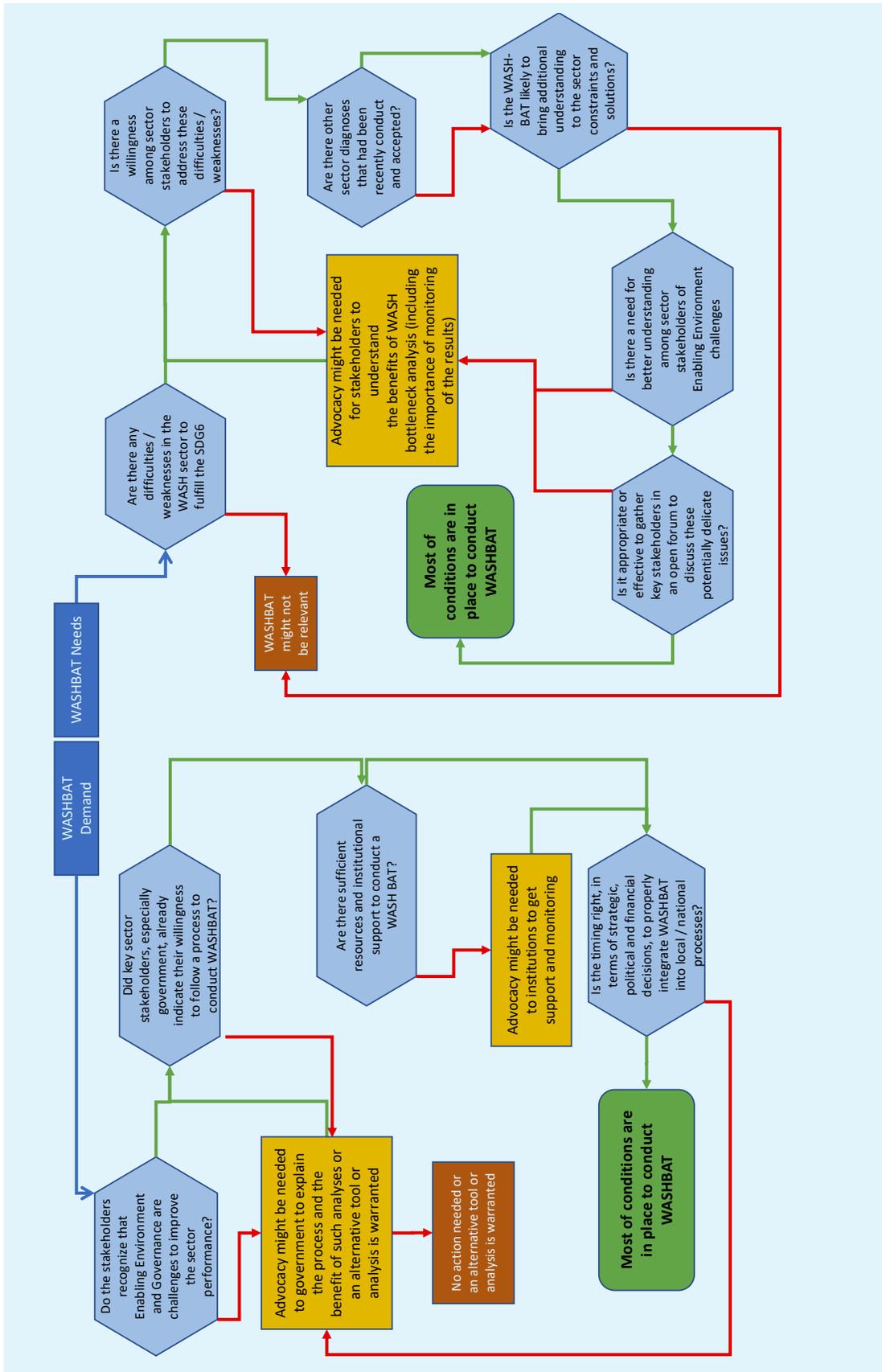
the two, Table 2 illustrates four different scenarios. In the first, there is both the need and the demand, so the conditions are therefore fulfilled for the WASH BAT to take place (quadrant 1). In the second, where the need is followed by a limited demand, the key stakeholders need to be further sensitized about the benefits of WASH BAT (quadrant 2). In the third where a demand for the WASH BAT is indicated without a sufficient need, a further justification would be needed – such as a statement of the main stakeholders’ expectations and necessity for this specific tool to be used (quadrant 3). Such justification should provide more insight on whether the reasons behind limited need are of a political nature, technical limitations or geographic scope. Finally, if there is neither need nor demand for the WASH BAT, it is unlikely to be a useful tool within the given context.

Suggested key questions to ask when deciding whether to conduct the WASH BAT are detailed in Annex 3. The flow chart (Figure 4) describes the key questions regarding demand and need to help the decision making about whether to conduct a WASH BAT. Blue diamond are questions; Yellow rectangular are actions to carry on moving the process; Dark orange and Green rectangular text boxes are recommendations on whether to proceed or not; Green lines are positive responses (“YES”) and Red lines are negative responses (“NO”) to questions. Each question requires the user to follow one line to arrive at a proposed recommendation. A Yellow box makes a recommendation which allows a negative response to be changed to a positive one.

TABLE 2 | Recommendations for whether to conduct a WASH BAT based on the demand and needs

PRESENT?		IS THERE NEED FOR WASH-BAT? IS BAT RELEVANT?	
		YES	NO
IS THERE DEMAND FOR WASH BAT?	YES	Conditions are met for immediate application of the WASH Bottleneck Analysis 1	Stakeholders should collectively assess the relevance of WASH Bottleneck Analysis 3
	NO	Stakeholders need to be sensitized about the need for WASH Bottleneck Analysis 2	No action needed 4

FIG. 4 | Key questions on the demand and need for a WASH BAT to help decision making about implementing the tool (green line: Yes, red line: No)



4. PREPARING FOR THE WASH BAT

In the preparatory phase, there are six main tasks to implement.

A. Identify the scope and main stakeholders, and develop terms of references

Once the need and demands for the WASH BAT have been determined, the lead ministries should be briefed about the specific activities entailed in a WASH BAT and the expected outcomes the decision makers potentially envisage. In turn, those institutions involved in the process will take a wide range of decisions including:

- The **sub-sectors** and **jurisdictions** (administrative levels) which will be analyzed, following the demand;
- Whether all the sub-sectors and jurisdictions will be analysed in the **same workshop** or in a **phased** manner;
- A **participant list**, reflecting different stakeholder groups;
- The **length and agenda of the workshop**, to use the time most efficiently and to include high-level segments;
- **The timing and format** of sessions to ensure maximum participation of key stakeholders;
- The **location of the workshop**, to be convenient for participants to have the required space for group work and technical facilities (e.g. internet access, projectors to aid group work, materials);
- The **organizing agency** and the **facilitators/rapporteurs** that have legitimacy among the main stakeholders

It is proposed to initially convene meetings among those most concerned in the organization of the WASH BAT, as well as ministry staff to discuss the above points, and to compare the advantages and disadvantages of different options. It is expected that after preliminary meetings, decisions will be taken to ensure adequate allocation of financial and human resources to guarantee a dedicated support to the entire process. A concept note or terms of reference (TORS) for the workshop and associated processes should be prepared, as well as TORS of consultants

to be contracted for the purpose of supporting the WASH BAT.

B. Identify moderators, facilitators and rapporteurs

The effort to organize a successful WASH BAT workshop should not be underestimated. There should be at least one institution that is fully tasked to its success from the beginning and that should be ready to follow through to the logical conclusion. This institution must be a reputable sector stakeholder preferably having a good relationship with the government agencies responsible for the WASH sector. It might be most appropriate for the chair or co-chair of the sector coordination or working group to play a lead role in the WASH BAT implementation. The various events around WASH BAT must be carefully planned to ensure budget discipline aimed to deliver the first cycle of the process, which spans the period of approximately 1 year. The lead organizer books the workshop venue, discusses and finalizes the participant list, ensures the right stationary, equipment and IT facilities are available and ensures responsibilities are assigned for follow up of the workshop. In addition it is advised to have a lead moderator that conducts the WASH BAT workshop. She/he should be supported by at least one dedicated staff member from one of the supporting sector agencies, which might be a partner organization or a ministry.

The different roles needed for a successful WASH BAT workshop can be described as:

- **Lead Moderator:** is an expert of the WASH BAT tool, with profound knowledge about the enabling environment, responsible for introducing the WASH BAT, moderating the plenary sessions and leading the plenary discussions to reach consensus on the action plan and the main conclusions of the workshop. The lead moderator might be asked to produce a workshop report, unless the supporting agency uses one of its staff or another consultant for this purpose.

- **Facilitator:** a facilitator is assigned to be responsible for the group work of one sub-sector throughout a workshop. The facilitator is a WASH expert from the country (or with very good knowledge of the context) and should be knowledgeable about the enabling environment framework and its governance functions. She or he is not necessarily an expert of the tool but should have gone through the tool before the workshop, preferably in a dedicated training workshop of at least half a day. The roles a facilitator plays includes:
 - » Initiates and steers discussion within the group, and facilitates the equal participation of the participants;
 - » Guides and supervises the group's rapporteur;
 - » Ensures the right stationary materials have been brought to the table and are at the participants' disposition (e.g. colour markers, post-it notes, flipcharts, colour cards);
 - » Utilizes the projector/screen/computer appropriately to record the decisions for all participants to see and agree;
 - » Leads the discussion at the table to agree which building blocks and governance functions to cover (which is likely to have been decided prior to the workshop with the organizers);
 - » Controls proper color codification when scoring the criteria and ensures the right level of detail in describing the bottlenecks and their causes to ensure the description of required activities and their costs and timeline can be easily agreed;
 - » Records the outcomes of each WASH BAT session written on flipcharts and cards using a camera.
- **Rapporteur:** is responsible to record both the discussion and the agreements during the group work. The notes of the discussion are to be recorded on paper or a Word document. The agreements and outcomes of the working group should be recorded directly on the computer, either in the template Excel file that contains columns for different elements of the main modules, or in the software itself. The rapporteur is responsible for recording the discussion on a flipchart or on cards. Once the tool is filled out, s(he) is encouraged to share the excel file copy and/or software analysis file with the group participants who are also registered in the tool. Rapporteurs and users can export to pdf format and print the intermediate outputs of the tool, available in 3 modules: Award, Activities and

Costing modules. This can be printed or shared electronically to facilitate the next stage of the discussion.

Depending on the number of participants and sub-sectors to be analyzed, the organizing agency should aim for:

- Between 30-45 participants (3-4 groups): one lead moderator, 3-4 facilitators, 3-4 rapporteurs
- Between 45-60 participants (4-6 groups): one lead and one supporting moderator, 4-6 facilitators, 4-6 rapporteurs
- Between 60-80 participants (6-9 groups): one lead and one supporting moderator, 6-9 facilitators, 6-9 rapporteurs

The allocation of workshop roles is ideally made at least one week prior the workshop to ensure the moderators and facilitators are well briefed and prepared. In addition, at least a half day training and preparation is required. Training participants are encouraged to review the WASH BAT introductory training materials and analyze the country implementation guide before the training session.

Facilitators and rapporteurs should have basic computer/IT skills – familiarity with MS Word and Excel and familiarity with use of internet and software tools. In case of limited computer literacy, it is recommended to seek other facilitators and rapporteurs or else conduct a relevant training.

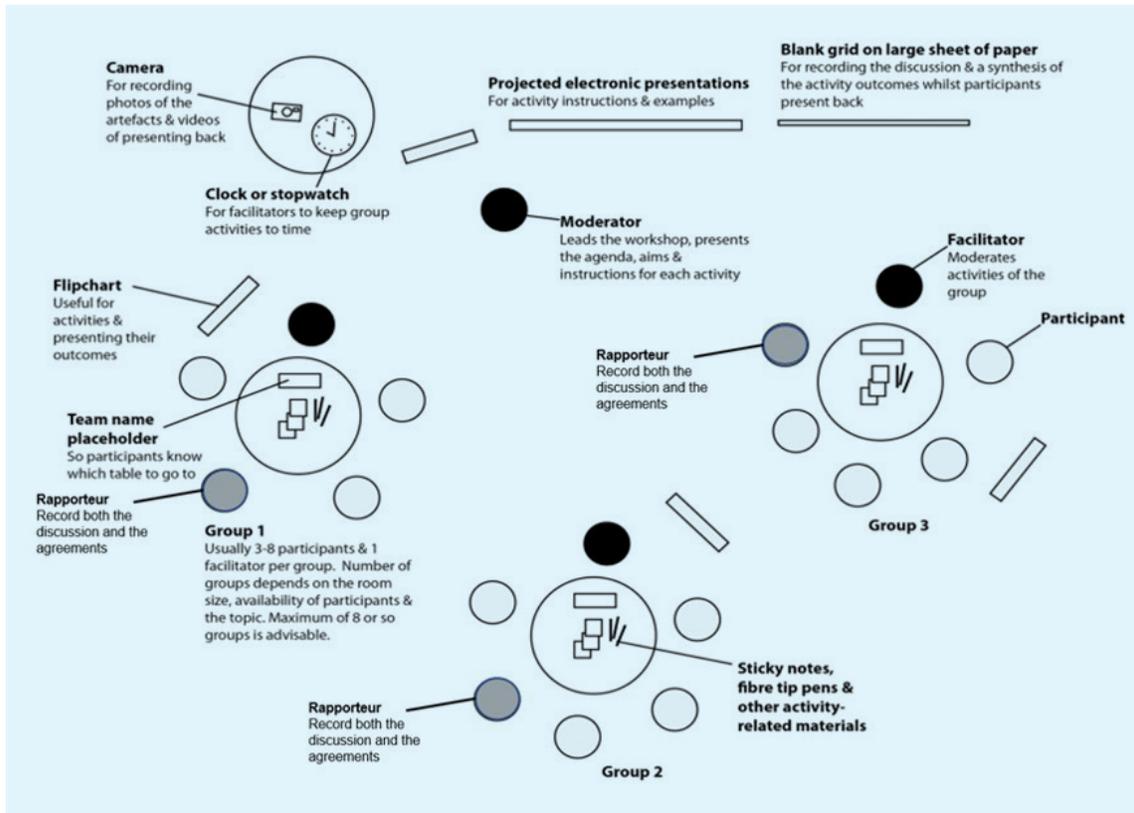
Each sub-sector working group should contain roughly 8-12 participants with a range of different representations (stakeholder agency, administrative level, expertise type). If there are many more participants per sub-sector at the workshop, it is also possible to divide the analysis into 2 groups for a single sub-sector. Each of these groups then addresses different building blocks, and the results are merged in the on-line tool later. Prioritization should then be done jointly to agree on an action plan per sub-sector.

A visual illustration of the group work set-up is shown in Figure 5. There should be sufficient space between tables to ensure the groups are not distracted by high noise levels in the room.

Prior to the start of the workshop, it is advised that the facilitator and rapporteur register themselves in the tool, at www.washbat.org.

A WASH BAT focal point at country level should be given the 'Sub-administrator' function in the tool, which gives them them the right to approve

FIG. 5 | Example of set-up and organization of group work



new users registering from their country, and thus expedite faster approval of users registering themselves during the workshop. A formal request should be submitted to the WASH BAT helpdesk (helpdesk available on www.washbat.org) for the 'Sub-administrator' function designation.

The facilitators and rapporteurs have the option of printing the progress made at the end of each day or sharing with participants. Each module of the tool allows a PDF to be generated which summarizes the modules entered so far. Or else the key information in an Excel file could be printed or shared electronically with participants. This practice help the participants to digest the interim finding and makes them better prepared for the next session. Both facilitator and rapporteur are also tasked to complete the final report for each respective working group, which is performed at the end of the workshop and allows for each sub-sector to present its findings. In the 'Output' module the user can select which columns to include in the view and can download these to Excel for further editing to allow a simple presentation of information to the plenary. The online tool and User Manual provides ample guidance on how to download the information entered in different forms.

C. Prepare the stakeholders for a bottleneck analysis (Modality/sub-sectors / participants / location / timing / logistics)

To properly prepare the workshop, a wide range of issues need to be considered. These are listed in Annex 1, with checkboxes against them to assess progress. Annex 2 provides a chronology and timing of the preparation steps.

a) Modality choice

When conducting a WASH BAT workshop, there are several workshop modality options, depending on technical requirement, resources, and the preferences of the organizers, moderators and facilitators.

Some lessons learned from previous WASH BAT workshop are presented below regarding the requirements needed to run the workshop whether it be online or offline, and on-screen or offscreen:

- **Full online software, on-screen:** when in ideal internet circumstances, it is possible

to insert all the data within the web-based tool during the workshop. For this to happen, facilitators and rapporteurs should master the online tool before the workshop and be able to adapt their facilitation approach in the case of internet variability or disfunction of the tool. The saving process and moving between modules can a few seconds, even with good internet connection, which can break the flow of discussion. The advantage of this approach is that the group work is very focused on entering the information required, with little room for going 'off topic'. However, by focusing on the online tool and the software elements, it might detract from the deep discussions the participants typically get into when they are exposed to the bottleneck analysis methodology.

- **Offline software, on-screenbased:** when in a moderate internet environment, all data can be inserted in the offline version of the tool during the workshop, which is then synchronized with the Computing Cloud later. The issue of waiting time for saving or moving between modules that is experienced with the online version is avoided. The precondition for using this approach is that the scope of the analysis and the building blocks and criteria to be analyzed are selected before the workshop (while the user has good internet access) which then enables the download to the desktop to allow the tool to be filled offline.
- **Outside the software, on-screen:** in this case the rapporteur is working in an Excel file with columns defined for the various data entry required (scoring criteria, bottlenecks, causes, activities, timeline, costs, responsibility), and

the rows are the building blocks and criteria. A template tool is available for this to be done in the facilitators page. The advantage of this approach is that it does not rely on internet connection and it leads to less distraction from features of the software tool. Later (each evening or at the end of the workshop) the rapporteur needs to copy across the excel-based data to the software version of the tool, which therefore needs extra time of the rapporteur than if they do this during the group work.

- **Off-screen:** in this case the workshop is facilitated with a participatory process using traditional materials like cards and flip charts and where results can be stuck on the walls in order to show the full process. As each module is completed, it is possible for the rapporteur to enter the data in the online or offline tool, or in Excel, and then take printouts to aid the discussion in the following module.

For all modality choices, it is encouraged to print some of the background materials such as a complete list of the building blocks, their definitions and criteria, in order to facilitate the running of the session. Table 3 clarifies the requirements for each option.

b) Sub-sectors and administrative levels to be analyzed

Given that separate analyses need to be conducted for rural, urban, and peri-urban areas, as well for water, sanitation, hygiene and institutional WASH, and by administrative level, it is important to decide on the scope of the workshop well in advance. The choice

TABLE 3 | Matrix of technical requirements for workshop

Technical Requirements	Full online software	Offline software, screen based	On screen, outside software	Off screen
High Speed Internet connection	X			
Video projectors and screens (1 per working group)	X	X	X	
One computer per group	X	X	X	(X)
Guarantee of unbroken electricity supply	X	X	X	
Availability of materials, stationary, walls for display of color cards, etc.	(X)	(X)	X	X

Key: X – required. (X) – optional

TABLE 4 | Advantages and disadvantages of selecting building blocks before or during the workshop

	Advantages	Disadvantages
Prioritization during workshop	<ul style="list-style-type: none"> • Participants are adequately involved in the entire process and their commitment is secured • More participatory debate and decision <p>There is a Fuller understanding of the tool by all concerned</p>	<ul style="list-style-type: none"> • Depending on the decisions, the required duration of the Wworkshop may changependingthe number of sub sectors • It is potentially moreMore discussion and difficulties to arrive at aget consensus <p>Different work groups might select different building blocks to prioritize, leading to inconsistent use of tool</p>
Prioritization before workshop	<ul style="list-style-type: none"> • Workshop can ould be made shorter and focus on key building blocks and functions • More time is given to discuss criteria, bottlenecks, causes and activities 	<ul style="list-style-type: none"> • Decision is made when there is Lless understanding of the tool • Less commitment and participation <p>Less debate and consensus</p>

of which sub-sectors and jurisdictions to analyze will have direct impact on whom to invite to participate, where to hold the workshop, and how to organize the meeting agenda and group work so that the WASH BAT can be completed within the given time. When it is too challenging to analyze simultaneously all the sub-sectors and jurisdictions, a phased approach could be applied instead (i.e. more than one workshop), with the highest priority or easiest sub-sectors to be analysed first.

The prioritization and selection of building blocks could be done before or during the workshop. Table 4 shows some tips for choosing the right timing of the selection.

c) Timing and length of workshop

The duration of the workshop must match the availability of an optimum number of key representatives and resource people to attend. While a complete implementation of the workshop requires four to five days, its actual length may be adjusted to the envisaged availability. It is essential to keep participants engaged for the whole duration of the workshop. Hence, it is better to run a shorter workshop with the key stakeholders, than having a longer one with many participants coming and going. Also, once participants are assigned to a working group, they should stay with that group for the full workshop.

To complete a WASH BAT in less than 3 days, it requires either (a) adjusting the number of sub-sectors to be analyzed, (b) breaking one sub-sector

into 2 working groups; or (c) reducing the number of building blocks and/or criteria to be analyzed. This should be discussed with government, key partners and WASH BAT experts from the outset to ensure the right decisions are made.

If there are insufficient days to conduct an entire WASH BAT for the selected sub-sectors, it is possible to break it into 2 workshops, spaced from a week to a month apart. The spacing should not be too long, otherwise the discussions are forgotten. Also, the same people should be involved, as far as possible. The working groups can then either choose to cover selected building blocks in the first workshop and work these through to completion; or else to cover all building blocks in the first workshop and implement the first set of modules. The second workshop then completes the work not completed in the first workshop.

Also, experience has shown that in the working groups during a workshop, it is difficult to estimate precise costs of the activities and to know who and how they are being funded. It is therefore possible to assign a different working group with different sector agencies represented and budgeting/financing expertise, who will work on the cost and funding assessment after the main stakeholder workshop.

d) Participants

The criteria for selection of participants in the WASH BAT workshop or related meeting(s) include (1) broad representation of key stakeholders, (2) firm commitment to provide solid and quality inputs, (3)

willingness to respect the timeframe and instructions, (4) experienced participation in other similar analysis exercises.

The breakout groups per sub-sector and jurisdiction should not be less than 8 participants and not more than 12 participants per group, including one facilitator and one rapporteur. Each sub-sector group must ideally have a balanced representation of government agencies, development partners, service providers, decentralized stakeholders, civil society, private sector and users. See Annex 4 for an example of representative participants.

Cross cutting issues should be addressed during the preparation phase in order to secure a gender balance among participants and a good representation of youth and vulnerable groups.

Among the representatives in the workshop are the key stakeholders in the donor, government and joint doinor-government coordination groups, and the focal points (where available) for the Sanitation and Water for All partnership and the GLAAS, and the national coordinator of the Water Supply and Sanitation Collaborative Council, leaders of knowledge or other project initiatives, and others as relevant.

e) Workshop venue

The workshop venue should fulfill at least the following requirements:

- A sufficient space for interaction, both in plenary and in group work;
- A good soundproofing (high ceiling / noise barriers) allowing participation while avoiding distraction between the different working groups. If this is not possible, a second (and third room) should be hired in the same venue to allow the group work to be conducted;
- Available space on the walls to stick working cards and results;
- An optimum internet connection for the modality chosen;
- A minimum of one projectors per working group, depending on the working group modality chosen (see above);
- One computer per working group along with cable extensions to connect all projectors and computers;
- A minimum of one flip chart per working group;
- Round tables fitting 8 to 12 people;
- Printing facilities for the interim outputs of the group work.

f) Resources needed

The leading agency with their financial partners should be able to identify the budget needed to implement a WASH BAT workshop. Table 5 shows some major expenditure items needed from the preparation process to the launch of the workshop and follow up.

TABLE 5 | Approximate resource requirements for organizing a WASH BAT workshop

Main items	Amount of resources
Consultative and preparatory meetings	\$
Per diem for facilitators and rapporteurs for pre-workshop training	\$
Training of facilitators and rapporteurs including meeting facilities rental	\$\$
Moderation fee and cost (depending on length of workshop)	\$\$
Venue and related equipment, depending on the overall size of the workshop in terms of participation and scope	\$\$\$ ¹
Lunch cost for all participants	\$\$
Residential workshop (acommodations and full board for residents)	\$\$\$
Transportation for participants	\$\$
Training of facilitators and rapporteurs including meeting facilities rental	\$\$

¹ Unless using free space of a sector organization

D. Preparatory meetings with government agencies

During the preparatory phase it is essential to establish how the WASH BAT outcome will be communicated to and integrated within the ongoing policy processes. It is during these preparatory meetings that the organizers must assess the opportunities and gather participants' expectations on the potential links between the WASH BAT recommendations and existing national processes. This includes annual, medium-term and long-term planning and budgeting cycles as well as review and reporting mechanisms. The organizers must therefore discuss with stakeholders from various ministries and partners, and collect documentation and materials. These materials help workshop participants make evidence-based assessments during the workshop, such as the scoring of criteria, proposal for solutions and financial assessments. If evidence is missing during the workshop, it can be collected afterwards and integrated into the analysis. Studies and information to collect in advance include:

- WASH coverage estimates, including higher standards of 'safely managed' water and sanitation
- Ongoing monitoring initiatives
- Sector plans, budgets and financing
- Previous sector analyses (that might include analysis of bottlenecks). This includes the UN-Water GLAAS.
- WASH policies and sector studies (e.g. strategic plan, regulation, etc.)
- Relevant documents from other sectors such as health and education.

Furthermore, it is proposed that sub-sector facilitators and rapporteurs involved in workshop preparation should start reviewing and refining the criteria for each building block prior to the workshop. This will in turn make them confident with the workshop steps and allow the smooth facilitation of the group discussions. During these meetings, a webinar could be organized to introduce the tool to invited guests and demonstrate how to register for the tool and showcase some of its key navigation features. These meetings should be attended by moderators, facilitators, rapporteurs and other key stakeholders who would benefit from knowing more about the tool in advance of the workshop.

E. Validate WASH BAT agenda, participants list, venue & logistical arrangements

A WASH BAT workshop should be a minimum of 3 days in a single sub-sector. Taking into account introductory and concluding sessions and formalities, a 4 day workshop gives more space to groups to properly implement the tool and also add other sessions such as accountability mapping and cross-linking with other initiatives such as the GLAAS survey. Tables 6 and 7 give an overview agenda for 3 and 4 day workshops, respectively. Annex 5 gives a 2 day workshop option which can be applied under special circumstances. A more detailed agenda for a 3 day workshop is provided in Annex 6, which can be adapted in terms of duration and contents to the specific needs of the country, based on selected sub-sectors and jurisdictions, seniority of attendees (e.g. a high-level segment) and the availability of keynote speakers.

The agenda should preferably be consulted and finalized at least three weeks prior to the workshop and send to the invited participants with an invitation letter. Confirmation by invited participants and registration in the workshop is important to ensure sufficient overall number and representation of constituencies in the group work. Where there are challenges with attendance, groups can be reconfigured (i.e. participants moved between groups), or else if there are insufficient group members, to reduce the number of groups.

The opening and introductory segments of the workshop are important to set the stage, bringing the international perspectives (e.g. the Sustainable Development Goals – SDGs) and to explore participant expectations. A high-level government representative should give the official opening and a speech that supports the aims of the workshop. After each session of group work, the agenda should allow space for presenting preliminary results of each group as there is often cross-fertilization of ideas and opportunity to assess overlaps and gaps.

The workshop agenda follows the flow of the tool, i.e. the governance function selection, scoring, bottleneck analysis and activities to remove bottlenecks. The agenda should leave some room for unexpected delays, and at least half a day to digest the findings following the presentation of preliminary results from each working group. A detailed agenda for 3 days (Annex 6) proposes each group to work through the entire tool for one sub-sector.

While the proposed agenda offers a rather generic time allocation it is very flexible to be tailored and adjusted to each context. For example, the opening or closing sessions could be shortened or prolonged depending on the actual presence of a high-level government representatives.

Three and four day workshop agendas are provided below in Tables 6 and 7. A two day workshop agenda

is provided in Annex 6 – note that such a short workshop can only be achieved if sub-sector groups break into 2 or 3 sub-groups to progress through the tool quicker, or if the criteria per building block are significantly reduced.

- **3 day agenda:** includes a short introduction and accountability mapping during the first morning and then start to discuss building blocks

TABLE 6 | Workshop agenda template for 3 days

TIME	DAY 1	DAY 2	DAY 3
08.30-9.00	Registration	RECAP OF DAY 1	RECAP OF DAY 2
09.00-10.30	SESSION 1: INTRODUCTION/PLENARY (09.00- 09.45)	SESSION 3: ANALYSIS OF PRIORITIZATION OF BUILDING BLOCKS AND CRITERIA (Plenary by moderator)	SESSION 5: PRIORITIZATION OF THE ACTIVITIES IN DETAIL AND TIMING
	SESSION 2a: ACCOUNTABILITY FOR SUSTAINABILITY – Short presentation and Group work – (09.45 -10.30)	SESSION 4a: BOTTLENECKS, THEIR CAUSES and ACTIVITIES	
10.30-11.00	HEALTH BREAK		
11.00-12.30	SESSION 2b: ACCOUNTABILITY FOR SUSTAINABILITY – Reporting back in Plenary (11.00- 11.45)	SESSION 4b: BOTTLENECKS, THEIR CAUSES and ACTIVITIES	SESSION 6: JUSTIFICATION AND PRIORITIZATION THROUGH CROSS-GROUP WORK
	SESSION 2: SELECTION OF THE BUILDING BLOCKS AND CRITERIA (11.45 -12.30)		SESSION 7: BUDGET AND RESPONSIBILITY FOR THE IMPLEMENTATION OF THE RECOMMENDATIONS
12.30-13.30	LUNCH		
13.30-15.00	SESSION 2a: PRIORITIZATION OF CRITERIA	SESSION 4c: BOTTLENECKS, THEIR CAUSES and ACTIVITIES	SESSION 8: PREPARATION FOR THE CLOSING PLENARY
15.00-15.30	HEALTH BREAK		
15.30-17.00	SESSION 2b: PRIORITIZATION OF CRITERIA	SESSION 4d: BOTTLENECKS, THEIR CAUSES and ACTIVITIES	SESSION 9 : WORKSHOP CLOSURE
17.00-17.30	PLENARY CLOSURE OF THE DAY	PLENARY CLOSURE OF THE DAY	JOINT WORK OF THE FACILITATORS AND RAPORTEURS TO WRAP UP THE WORKSHOP REPORT
17h30-18h30	JOINT WORK OF THE FACILITATORS AND RAPORTEURS TO WRAP UP DATA ENTRY OF DAY 1	JOINT WORK OF THE FACILITATORS AND RAPORTEURS TO WRAP UP DATA ENTRY OF DAY 2	

TABLE 7 | Workshop agenda template for 4 days

TIME	DAY 1	DAY 2	DAY 3	DAY 4
08.30-9.00	Registration	RECAP OF DAY 1	RECAP OF DAY 2	RECAP OF DAY 3
09.00-10.30	SESSION 1: INTRODUCTION/ PLENARY <ul style="list-style-type: none"> • Opening • Enabling Environment • WASH BAT 	SESSION 2d: PRIORITIZATION OF CRITERIA	SESSION 4d: BOTTLENECKS, THEIR CAUSES and ACTIVITIES	SESSION 7a: BUDGET AND RESPONSABILITY FOR THE IMPLEMENTATION OF THE RECOMMENDATIONS
		SESSION 3: ANALYSIS OF PRIORITIZATION OF BUILDING BLOCKS AND CRITERIA (Plenary by moderator)		
10.30-11.00	HEALTH BREAK			
11.00-12.30	SESSION 2a: ACCOUNTABILITY FOR SUSTAINABILITY- - Short presentation and Group work Reporting back in Plenary	SESSION 4a: BOTTLENECKS, THEIR CAUSES and ACTIVITIES	SESSION 4e: BOTTLENECKS, THEIR CAUSES and ACTIVITIES	SESSION 7b: BUDGET AND RESPONSABILITY FOR THE IMPLEMENTATION OF THE RECOMMENDATIONS
12.30-13.30	LUNCH			
13.30-15.00	SESSION 2b: SELECTION OF THE BUILDING BLOCKS AND CRITERIA	SESSION 4b: BOTTLENECKS, THEIR CAUSES and ACTIVITIES	SESSION 5: PRIORITIZATION OF THE ACTIVITIES IN DETAIL / TIME FRAME	SESSION 8: PREPARATION FOR THE CLOSING PLENARY
15.00-15.30	HEALTH BREAK			
15.30-17.00	SESSION 2c: PRIORITIZATION OF CRITERIA	SESSION 4c: BOTTLENECKS, THEIR CAUSES and ACTIVITIES	SESSION 6: JUSTIFICATION AND PRIORITIZATION THROUGH CROSS-GROUP WORK	SESSION 9 : WORKSHOP CLOSURE
17.00-17.30	PLENARY CLOSURE OF THE DAY	PLENARY CLOSURE OF THE DAY	JOINT WORK OF THE FACILITATORS AND RAPORTEURS TO WRAP UP DATA ENTRY AND THE WORKSHOP REPORT	JOINT WORK OF THE FACILITATORS AND RAPORTEURS TO WRAP UP THE WORKSHOP REPORT
17h30-18h30	JOINT WORK OF THE FACILITATORS AND RAPORTEURS TO WRAP UP DATA ENTRY OF DAY 1	JOINT WORK OF THE FACILITATORS AND RAPORTEURS TO WRAP UP DATA ENTRY OF DAY 2		

and scoring criteria after lunch. The second day is dedicated to identify bottlenecks, their causes and activities. Then the third day will focus on prioritization of activities, costing and responsibility and finally the closing session.

- **4 day agenda:** includes a longer introduction and accountability mapping during the first morning and then start to discuss building blocks. The second half day (morning) is dedicating to scoring criteria and the afternoon to identifying bottlenecks, their causes and activities. During the third day, participants will complete the identification of activities and then will focus on prioritization of activities. The last day will be focus on costing and responsibility and finally the closing session.

There are alternative structures and formats from the single 3 or 4-day workshop. Two places where the workshop could be broken is the introductory part (a half day) and the concluding part (a half day).

- By having the introductory segment some days or weeks before the actual tool application allows the participants to reflect on the workshop objectives and prepare the information needed for the analysis, as well as selecting the right participants to attend. This type of discussion and information sharing should be part of the preparatory activities.
- By having the concluding session a few days or weeks after the tool application allows the participants to go away and reflect on the results and recommendations, before coming back and discussing how they can be used and taken forward. This time allows the completion of the BAT including the costs and financing whose details might not be captured during the workshop. It also allows more senior staff to be invited for the concluding session, especially if the main workshop was held away from the usual working place of the participants.

Furthermore, the sequence shown in Tables 5 and 6 of going through modules one by one could be changed. Instead, the groups could work through each building block from start to finish – i.e. once they assign an award and identify a bottleneck, they then assess its cause, its solutions (activities), its costs and the responsible agent. This sequencing allows for a logical flow by remaining with each bottleneck until

its conclusion, and may be preferred by the facilitator. This is further explained in Chapter 5, section B.

Other ways in which the tool application can be split is by breaking up the sessions of the bottleneck analysis. However, these risks disrupting the flow of the tool, and different people available to attend different sessions would lose continuity that is critical for the tool's application. Note that for the third toolkit session, experts in costs, budgeting and financing of the activities need to be involved (even if they were not part of the earlier sessions).

There is a workshop report template, which can be generated by the user within the software. The software automatically generates tables in the Word document using the data entered in the analysis. One report is generated per toolkit application; hence if the workshop covers 4 sub-sectors then four different reports will need to be generated. The rapporteur (or someone who has been assigned responsibility) will need to complete the report, adding descriptive parts on background as well as analysis and next steps, as guided by the template. The template includes annexes for a full participant list, the workshop programme and detailed costs and financing data.

To generate a single workshop report, the workshop rapporteur will need to draw on the individual reports of the sub-sectors, extracting the high level findings and referring to the more detailed analyses in the sub-sector report.

F. Training of facilitators and rapporteurs for the workshop

At least one day before the workshop, facilitators and rapporteurs should receive a half or full day training which has the structure outlined below. The trainer might be the lead moderator of the workshop or (if different) a local or international consultant hired for implementing the tool. A full day training allows proper time for the participants to go through the tool modules in detail in a mock exercise.

Half day training schedule

Facilitators – and if possible Rapporteurs – should understand:

- The importance of improving the enabling environment (EE) in achieving universal WASH coverage in the SDG targets 6.1 and 6.2
- The recent history of tool development for this purpose – the context of WASH BAT (quick overview)
- The sequence of steps required for a WASH BAT process in a country context and the role of facilitators
- The WASH BAT online version structure
- The benefits and challenges of the process and its implementation
- The support that they can receive from WASH BAT experts

Time	Programme	Session lead / format
10 min	Welcome and introductions, other local requirements	Lead agency / Trainer
10 min	Overview of the training and the WASH BAT implementation process	Presentation (Trainer)
40 min	Importance of the enabling environment in meeting the WASH SDGs, and the sector building blocks	Presentation (Trainer)
15 min	Objectives of implementing the WASH BAT and the options for implementation	Presentation (Trainer)
60 min	Introduction to the BAT modules and tool features: Online version / Taking tool offline / methodology of workshop	Discussion
15 min	Coffee Break	Presentation (Trainer)
30 min	Key lessons on how to facilitate WASH BAT group work and workshop organization	Trainer / Lead agency
45h min	Discussion of challenges and how to prepare, for the entire WASH BAT process / prioritization	Trainer
40 min	Preparation and logistics for WASH BAT workshop implementation / agenda	Lead agency / Trainer
10 min	Workshop follow up – preparing for next steps	Lead agency / Trainer
10 min	Closing remarks	Trainer

5. IMPLEMENTING THE WORKSHOP

The overall purpose of the WASH Bottleneck Analysis Tool is to provide a comprehensive sector diagnostic and to agree solutions among stakeholders – with an overall aim of achieving more efficient, sustainable and equitable WASH outcomes and thus meeting national targets and contributing to global SDG targets. This is realized through facilitating a dialogue between sector financiers and implementers, and by arriving at a consensus on which are the most practical solutions to remove bottlenecks inhibiting sector development.

The tool has been designed to cater to different needs. The principal users of the tool are expected to be line ministries responsible for water, sanitation and hygiene. The application of the tool is expected to be a collaborative effort involving all major sector stakeholders, including SWA constituencies – government, external support agencies, civil society organizations, private sector and academia.

In a step-by-step approach, the tool assists a participant to:

- Assess the key enabling factors to be developed for the WASH sector;
- Identify bottlenecks that restrict sector progress;
- Propose (sequenced) activities for the removal of bottlenecks;
- Estimate resource requirements and costs of bottleneck removal;
- Propose priorities for utilization of additional funds made available to improve the enabling environment; and
- Link bottleneck removal to sector and broader development objectives.

The user will do this through the following modules of the tool:

- Scope of Analysis
- Participant List
- Building Blocks
- Scoring of Criteria, Bottleneck Identification and Bottleneck Cause(s)
- Bottleneck Activity Removal
- Costing Intervention

- Fund Allocation
- Responsible Stakeholders for Activity Implementation
- Report Generation and Review

Breakout groups are a key component of the workshop. It is advised that each group works through the entire tool for one sub-sector (water, sanitation, hygiene), covering one jurisdiction (rural, urban, peri-urban) and one administrative level (national, regional, provincial, district). Depending on the profile stakeholders wish to give to hygiene, it can either be analysed separately (which requires dedicated groups) or integrated into the assessment of water and sanitation (e.g. hygiene in water storage, or handwashing after toilet use). For WASH in institutions, the tool is applied simultaneously across water, sanitation and hygiene. It is also feasible for a group to first conduct the assessment at the national level, and then go through sub-national to assess what differences there are. However, additional time needs to be allocated for such assessments. If a group covers more than a single 'run' of the tool, it means less time for creative discussions and blue sky thinking that such a workshop often leads to. Hence the group work should not be overly pressurized.

During the workshop, it will be important to identify similar or identical activities that are proposed by different groups and seek to combine these where possible. Hence any double-counting of activity costs will need to be removed. Note that more detailed assessment of costs and financing will normally be required after the workshop closure, and where such duplications can be identified. During the workshop, however, there should be opportunity for presenting interim results of each group after each session, exploring opportunities for cross-fertilization of ideas as well as identifying overlaps and gaps.

A. The Accountability mapping session (optional)

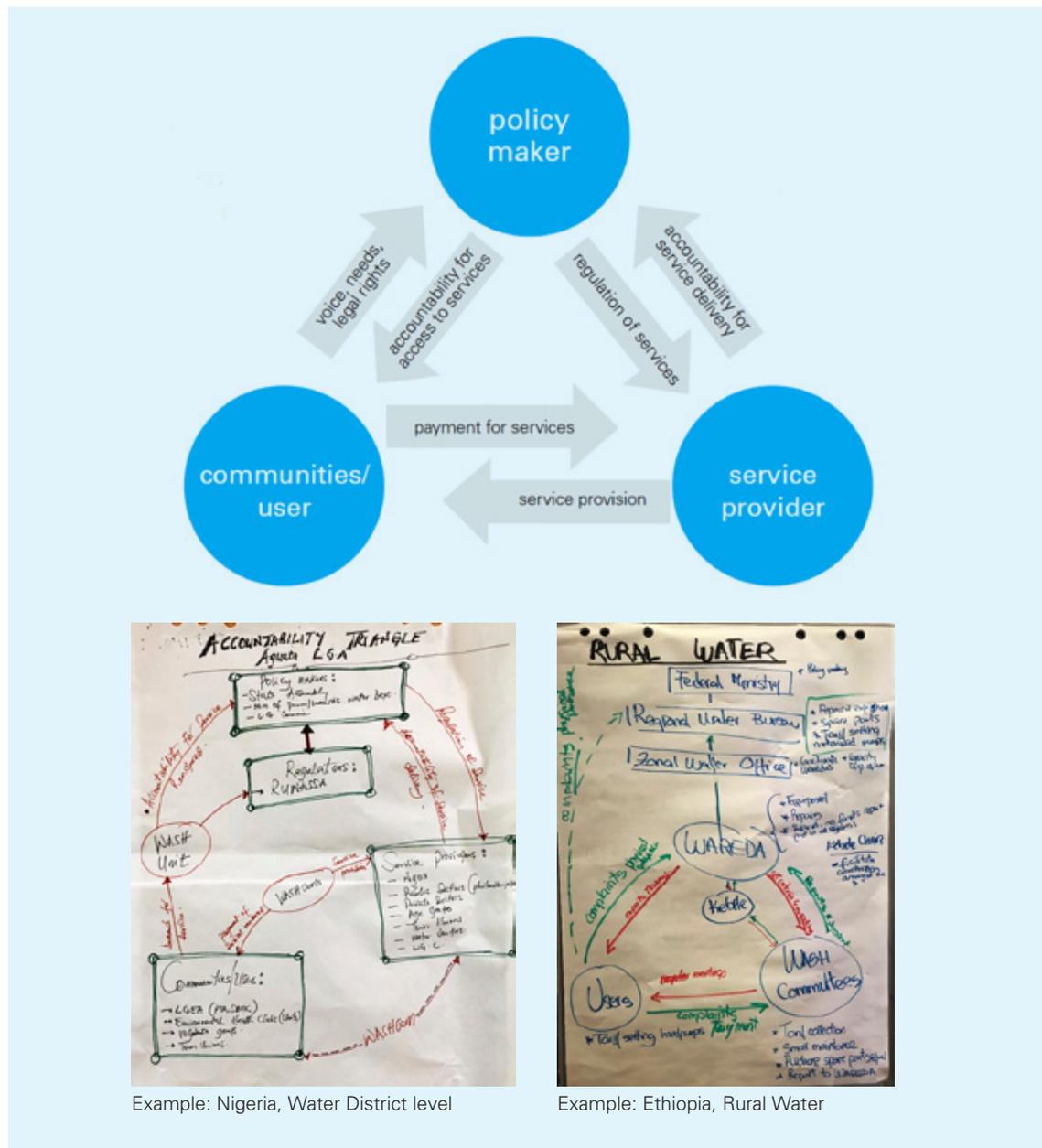
The accountability mapping exercise at the sector level aims to provide an overview of the structure of service delivery and to identify accountability

challenges within the sector. It enables participants to have the overall picture of the sector delivery framework in an easy-to-understand visualization. The accountability mapping serves as an eye-opener to participants during a WASH BAT exercise to help look at water and sanitation as services. It also allows participants to reach a common level of understanding on which actors are involved in the service delivery process and the relationships between them. For

this reason, it is recommended to conduct this exercise as part of a WASHBAT workshop, and before implementing the tool as it provides the big picture of the service delivery in the given context and an additional perspective for the scoring of criteria and identification of bottlenecks.

The Accountability mapping tools are built upon the accountability framework, which provides a generic

FIG. 6 | The triangle of accountability in the service delivery framework



set-up of institutional responsibilities in public service provision. It is represented as a triangle showing the existing functions and relations within the public service delivery. The use of a triangle shows how the water and sanitation sector works as a system of interconnected functions that need to work together for the services to be provided successfully and sustainably.

The Accountability mapping exercise helps to identify the accountability weaknesses to be addressed in the WASH BAT, the actors who should be engaged, and potential improvement actions.

For further information, refer to [Accountability Mapping tools](#)³, the [facilitator guide](#)⁴, the [reference guide for programming](#)⁵ and [explaining the concept of accountability in WASH](#)⁶.

B. Different modalities of workshop

There are several options to conduct the bottlenecks analysis using the tool. Two main modalities are described below.:

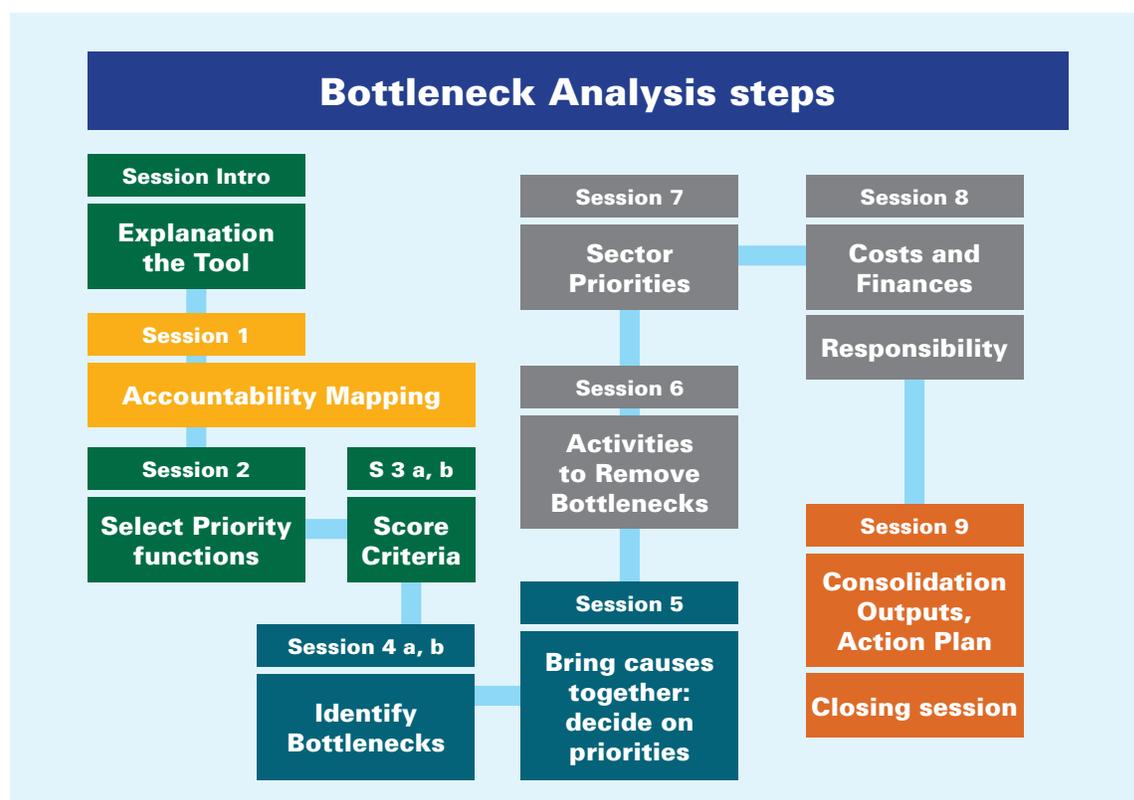
OPTION 1

This option, shown in Figure 7, includes a session on accountability mapping (optional) after the introduction session, proceeded by the application of each module in turn. Here all the building blocks and their functions are reviewed and agreed which ones to include and adjust, following by a scoring of the criteria and bottleneck assessment, followed by activity identification, and finally costing of activities and allocation of responsibilities.

OPTION 2

This option, shown in Figure 8, is different from the first option as the participants identify the

FIG. 7 | WASH BAT implementation steps (option 1)



3 <http://watergovernance.org/news/new-wash-accountability-mapping-tools-facilitators-guide-launched/>
 4 <http://watergovernance.org/resources/wash-accountability-mapping-tools-facilitator-guide/>
 5 <http://watergovernance.org/resources/accountability-in-wash-a-reference-guide-for-programming/>
 6 <http://watergovernance.org/resources/accountability-in-wash-explaining-the-concept/>

bottlenecks, their causes, and activities to remove the bottlenecks in the same session. That is, once the bottleneck is identified, in the same discussion with participants, causes and activities are identified. This approach can be easier to facilitate, as the whole logic chain for a bottleneck and its removal is discussed at once, rather than going backwards and forwards between building blocks within each session. The rest of the process (priorities, costs and finances, responsibility, consolidation outputs, action plan) will be similar to option one.

C. Specifics issues on prioritization (optional)

An important aspect of the group work throughout the workshop is the prioritization of building blocks, criteria, bottlenecks, or activities. The facilitators should bear this in mind when conducting the group work. The guidance provided below is intended to help facilitators propose elements for the prioritization process of governance functions, criteria and activities during the group work.

D. Last minute tasks

Specific tasks needed to be done a day before the WASH BAT workshop include:

- Finalization of the workshop agenda, depending on the presence of senior government representatives;
- Checking the room and all equipment within it;
- Checking the internet connection;
- Checking the working group leaders (facilitator, rapporteur) have registered in the online WASH BAT;
- Check / update all presentations to be made in plenary;
- Print all the materials for day 1, and be prepared for further printing during the workshop.

FIG. 8 | WASH BAT implementation steps (option 2)

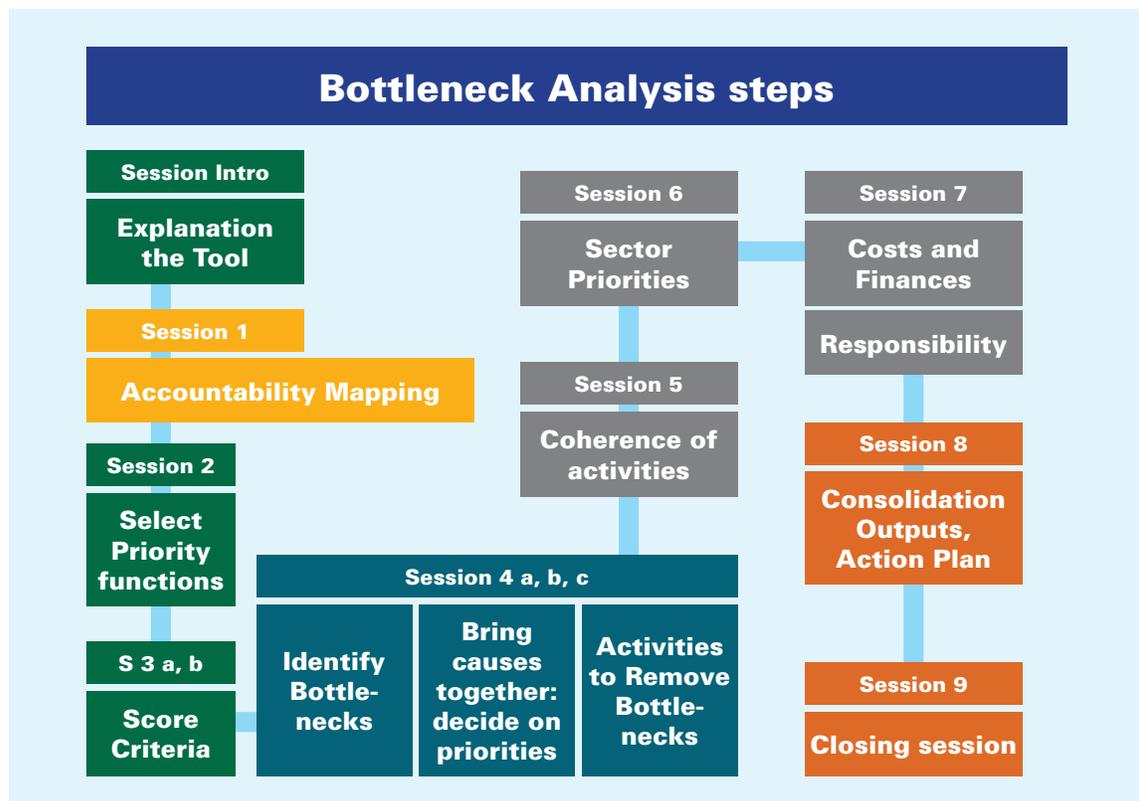
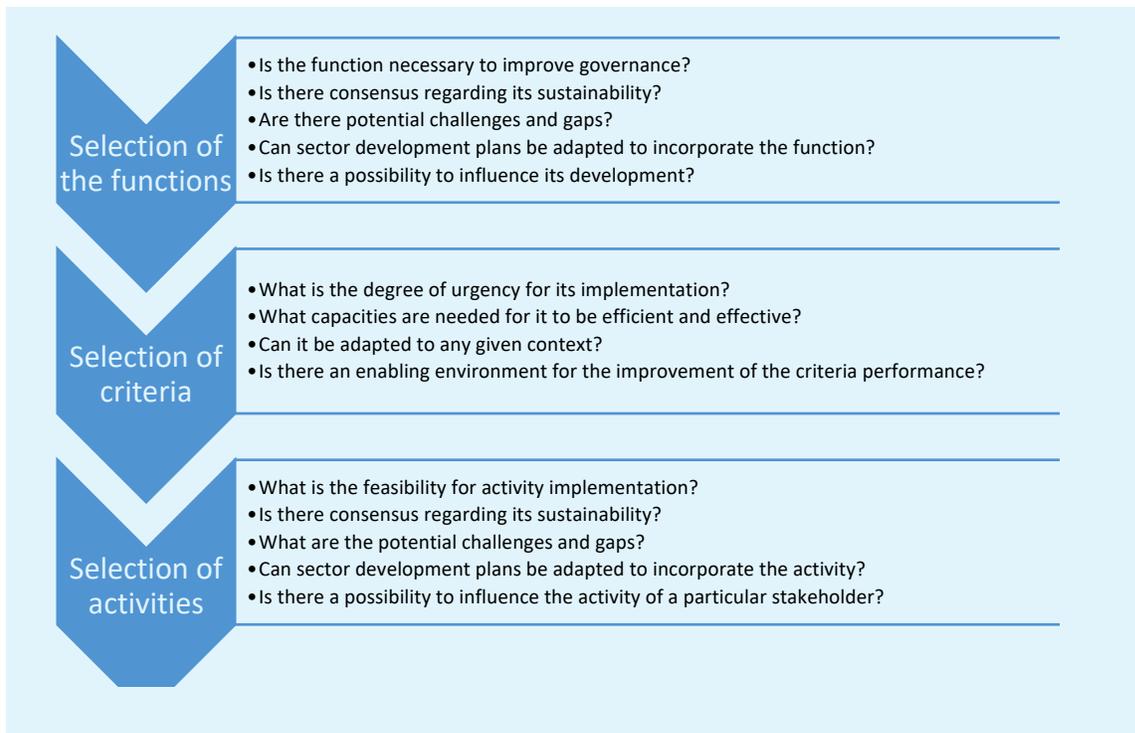


FIG. 9 | Example of elements to take into consideration during prioritization exercise



6. GOVERNMENT ENDORSEMENT OF THE WASH BAT ACTION PLAN

Following the workshop, there needs to be a further step for summarizing the outputs, writing a workshop report, and engaging with key stakeholders absent from the workshop. If some groups did not complete all the modules, responsibility should be assigned to complete it.

The estimation of activity costs and financing available might not have been completed or conducted in depth – hence as consensus is reached on which activities should be prioritized, the costing and financing implications need to be checked and estimated with a greater degree of accuracy.

If some parts of the tool could not be completed due to lack of information, the required information should be located, or else plans made for collecting it.

A brief report should be shared with the relevant ministries, to gain endorsement from the Ministers

or deputy Ministers. The actual decision-making processes that the tool findings are intended to influence, need to be identified, as well as the specific way in which the recommendations will feed into these processes.

Once the priority activities are agreed, the financing needs to be found for the identified activities. If the funding is not forthcoming, funding proposals should be put together.

As they move ahead, activities and their impacts need to be monitored and reported to a sector group periodically.

Having experienced the tool firsthand, responsible agencies should consider how relevant the WASH BAT is for other levels (e.g. sub-national) and other sub-sectors not yet analyzed.

7. IMPLEMENTING THE ENDORSED RECOMMENDATIONS

Recommendations include both changes to the overall policy environment that need to take place and specific activities that need to be implemented to remove the bottlenecks. Without an overall vision and direction for each sub-sector, activities risk to be short-term and ineffective. However, eventually changes are driven through specific activities and hence these will form the core of the recommendations.

Application of the WASH-BAT gives an understanding on the linkages between the bottlenecks, an indication of the priority level of each bottleneck, and the likely sequencing for their removal. However, the tool does not currently allow for bottlenecks to be linked or provide a visual output that shows the order in which bottlenecks should be removed. Such assessments should be conducted outside the tool. In some cases, the same activities are relevant for multiple sub-sectors and hence these need to be planned together, which can also lead to cost savings.

8. MONITORING AND EVALUATION OF THE IMPLEMENTED ACTIONS

The implementation of activities need to be monitored and progress fed back to stakeholders to allow course corrections. As activities are implemented, new constraints may surface which need to be addressed in a timely way. The tool can be updated to reflect these.

After a period of 1-2 years, the WASH BAT can be reviewed to assess how much activities have been implemented, whether the enabling environment is performing better or worse (through re-scoring of the criteria), and whether new bottlenecks have emerged or the nature of existing bottlenecks has changed. The frequency and timing of this review will depend on the timing of internal decision-making processes of the government and major partners, and the appetite of the stakeholders to revisit the inputs of the tool. It also depends on the amount of change achieved. If most activities remain unimplemented, then instead an analysis should be focused on what the implementation bottlenecks are. Is it due to lack of political will, lack of funding, or lack of linking the WASH BAT findings to local processes?

It is also advisable to plan for a more rigorous evaluation of the WASH BAT implementation. This should reflect an independent view of whether activities have been implemented based on the recommendations, and with what impact. Have the recommended activities been implemented? If not, why not? If so, with what effect? Have bottlenecks been removed? Has the removal of bottlenecks lead to an improved enabling environment for progress to be made on WASH service coverage and use? After some years of removing bottlenecks, it might be possible to link (through a theory of change) the bottleneck removal with changes in the trajectory of WASH service coverage. However, in the shorter term any evaluation should focus on the changes in the enabling environment that can be attributed to the application of the WASH BAT and the activities that resulted from it. Due to the multiple influences on the enabling environment, there will be some uncertainties around assessing direct causality. A broad assessment of the different contributing factors to bottleneck removal through monitoring activities and discussions with stakeholders can isolate to some degree of certainty whether the WASH BAT was influential or not.

ANNEX 1: CHECK LIST

1 -	Identify demand and needs		
1.1	Assessment of a context and needs / relevance / willingness to process / ability to implement and follow	<input type="checkbox"/>	To Do
1.2	Commitment of a government / request	<input type="checkbox"/>	To Do
1.3	Sensitisation	<input type="checkbox"/>	To Do
1.4	Budget allocation for an analyse	<input type="checkbox"/>	To Do
1.5	Overall planning of WASH BAT	<input type="checkbox"/>	To Do
1.6	Management response / clear request	<input type="checkbox"/>	To Do

2 -	Check-list for WASH BAT Preparation		
A	Identify a scope		
A.1	Commitment of an organising agency	<input type="checkbox"/>	To Do
A.2	Discussion about the choice of sub-sector / admin level to be analysed / timing / length / number of participants / venue / facilitation with/out external support / logistics / budget	<input type="checkbox"/>	To Do
A.3	Preparation of an action plan until the workshop	<input type="checkbox"/>	To Do
A.4	Validation of a scope and an organising agency	<input type="checkbox"/>	To Do
B	Identify facilitation support (external and in country)		
B.1	Identification of moderators and level of support needed / validation	<input type="checkbox"/>	To Do
B.2	Identification of facilitators and level of support needed	<input type="checkbox"/>	To Do
B.3	Identification of rapporteur and level of support needed	<input type="checkbox"/>	To Do
B.4	Agreement on WASH BAT Team (moderators and facilitators / rapporteurs)	<input type="checkbox"/>	To Do
C	Preparation process with stakeholders		
C.1	Selection of administrative level and subgroup to be analysed	<input type="checkbox"/>	To Do
C.2	Definition of timing and length of a workshop / validation of a calendar week	<input type="checkbox"/>	To Do
C.3	Discussion about participants involvement / selection of institutional representation and participation (government agency, external partner, decentralized level, implementer, civil society and private sector)	<input type="checkbox"/>	To Do
C.4	Location of a workshop: residential workshop vs. classic workshop	<input type="checkbox"/>	To Do
C.5	Validation of facilitators and rapporteurs list	<input type="checkbox"/>	To Do
C.6	Procurement process for a venue taking into consideration key features	<input type="checkbox"/>	To Do
C.7	Visit several venue options taking into consideration key features	<input type="checkbox"/>	To Do
C.8	Invitation letter for a moderator / visa process	<input type="checkbox"/>	To Do
C.9	Booking flight / accommodation for a moderator	<input type="checkbox"/>	To Do
C.10	Agreement on a level / subgroup / timing / participants / location	<input type="checkbox"/>	To Do

D	Hold meetings and consultations to explain the bottleneck analysis		
D.1	Meeting to explain the tool (web-based tool) – Enabling environment framework and SDG	<input type="checkbox"/>	To Do
D.2	Meeting to review functions and secure a common understanding	<input type="checkbox"/>	To Do
D.3	Meeting to review criteria and enhance common understanding	<input type="checkbox"/>	To Do
D.4	Organize a webinar with a moderator, the lead agency and facilitators/rapporteurs	<input type="checkbox"/>	To Do
D.5	Virtual meeting with moderator to explain the facilitation methodology and shared draft agenda	<input type="checkbox"/>	To Do
D.6	Circulate the coordination meeting minutes on the methodology	<input type="checkbox"/>	To Do
E	Meeting for validation of an agenda / participants / venue / logistics		
E.1	Review agenda (opening / closure) and final approval in coordination with a moderator	<input type="checkbox"/>	To Do
E.2	Review and final approval of a participants list following the feedback by stakeholders and an organising agency	<input type="checkbox"/>	To Do
E.3	Update or adjust WASH BAT ToR	<input type="checkbox"/>	To Do
E.4	Final agreement and approval of a venue (procurement process completed / booking)	<input type="checkbox"/>	To Do
E.5	Dispatch invitation letters, summarized agenda and ToR	<input type="checkbox"/>	To Do
E.6	Preparation of all logistics and equipment of a meeting room and facilitation materials	<input type="checkbox"/>	To Do
E.6a	> <i>Purchase all materials (stationary) required for facilitation</i>	<input type="checkbox"/>	To Do
E.6b	> <i>Preparation of stationary materials (post-it, markers, flip chart, sticky paste, etc..)</i>	<input type="checkbox"/>	To Do
E.6c	> <i>Booking of projectors and computers (for facilitation and rapporteur assignment)</i>	<input type="checkbox"/>	To Do
E.6d	> <i>Facilitation materials preparation from a moderator (functions card and criteria posters</i>	<input type="checkbox"/>	To Do
E.7	Dispatch the meeting minutes to all stakeholders involved in WASH BAT preparation	<input type="checkbox"/>	To Do
F	Training of facilitators and rapporteurs		
F.1	Dispatch invitation to facilitators and rapporteurs at least one day prior a training	<input type="checkbox"/>	To Do
F.2	Prepare an agenda of the training and update its presentation flow	<input type="checkbox"/>	To Do
F.3	Moderator and trainers arrive one day before the workshop	<input type="checkbox"/>	To Do
F.4	Organise the logistics for the training (meeting room with projector, round table, flip chart, markers, internet, extension cable, computers etc..)	<input type="checkbox"/>	To Do
F.5	Conduct half / full day training with moderator/facilitator/rapporteur	<input type="checkbox"/>	To Do
F.6	Short coordination meeting between a moderator and an organising agency	<input type="checkbox"/>	To Do
F.7	Dispatch a short training report with all presentations and comments	<input type="checkbox"/>	To Do

3 -	Last minute tasks before launching the workshop		
3.1	Verify the participant confirmation of attendance	<input type="checkbox"/>	To Do
3.2	Organise an opening protocol for WASH BAT with a designated institution	<input type="checkbox"/>	To Do
3.3	Check a venue meeting rooms and all equipment and material	<input type="checkbox"/>	To Do
3.4	Check internet connection	<input type="checkbox"/>	To Do
3.5	Check WASH BAT web-tool profiles	<input type="checkbox"/>	To Do
3.6	Check and update all introductory presentations	<input type="checkbox"/>	To Do
3.7	Ensure that facilitators and rapporteurs arrive at least 30 min before the opening session (last coordination)	<input type="checkbox"/>	To Do
3.8	Record an entire process for the purposes of the future lessons learned	<input type="checkbox"/>	To Do

ANNEX 2: SCHEDULE AND CHRON

N°	Activities / Tasks	
1	START: IDENTIFICATION OF THE DEMAND / NEEDS	
1.1	Assessment of a context demand and needs / relevance / willingness to process / ability to implement and follow action plan etc..	
1.2	Commitment of a government / request	
1.3	Awareness / advocacy	
1.4	Budget allocation for an analysis	
1.5	Overall planning of WASH BAT	
1.6	Management response and clear request	
2	PREPARATORY STEPS FOR WASH BAT	
A	Identify a scope	
A.1	Commitment by an organising agency	
A.2	Discussion about the choice of sub-sector / admin level to be analyzed / timing / length / number of participants / venue / facilitation with/out external support / logistics / budget	
A.3	Preparation of an action plan until the workshop	
A.4	Validation of a scope and an organizing agency	
B	Identify facilitation support (external and in country)	
B.1	Identification of moderators and level of support needed / validation	
B.2	Identification of facilitators and level of support needed	
B.3	Identification of rapporteur and level of support needed	
B.4	Agreement on WASH BAT Team (moderators and facilitators / rapporteurs)	
C	Preparation process with stakeholders	
C.1	Selection of administrative level and subgroup to be analyzed	
C.2	Definition of timing and length of a workshop / validation of a calendar week	
C.3	Discussion about participants involvement / selection of institutional representation and participation (government agency, external partner, decentralized level, implementer, civil society and private sector)	
C.4	Location of a workshop: residential workshop vs. classic workshop	
C.5	Validation of facilitators and rapporteurs list	

N°	Activities / Tasks	
C.6	Procurement process for a venue taking into consideration key features	
C.7	Visit several venues taking into consideration key features	
C.8	Validation of moderator and invitation	
C.9	Booking flight / accommodation for a moderator	
C.10	Agreement on a level / subgroup / timing / participants / location	
D	Hold meetings and consultations to explain the bottleneck analysis	
D.1	Meeting to explain the tool (web-based tool) – Enabling environment framework and SDG	
D.2	Meeting to review functions and secure common understanding	
D.3	Meeting to review criteria and enhance common understanding	
D.4	Organize a webinar with a moderator, UNICEF, an organizing agency and facilitators/rapporteurs	
D.5	Virtual meeting with moderator to explain the facilitation methodology and shared draft agenda	
D.6	Circulate the coordination meeting minutes on the methodology	
E	Endorsement of an agenda / participants / venue / logistics	
E.1	Review agenda (opening / closure) and final approval in coordination with a moderator	
E.2	Review and final approval of a participants list following the feedback by stakeholders and an organizing agency	
E.3	Update or adjust WASH BAT ToR	
E.4	Final agreement and approval of a venue (procurement process completed / booking)	
E.5	Dispatch invitation letters, summarized agenda and ToR	
E.6	Preparation of all logistics and equipment of a meeting room and facilitation materials	
E.6a	> Purchase all materials (stationary) required for facilitation	
E.6b	> Preparation of stationary materials (post-it, markers, flip chart, sticky paste, etc..)	
E.6c	> Booking of projectors and computers (for facilitation and rapporteur assignment)	
E.6d	> Facilitation materials preparation from a moderator (functions card and criteria posters)	
E.7	Dispatch the meeting minutes to all stakeholders involved in WASH BAT preparation	

Month	Week	Day	Timeline															Result	Responsible	Stakeholders								
			2 months before			Last month							1							% done	Due By	UNICEF	Organising Agency	Moderator	Facilitator	Rapporteur		
			8	7	6	5	4	3	2	7	6	5	4	3	2	1	0											
																		0%	UNICEF	X	X							
																		0%	Organising Agency									
																		0%	UNICEF									
																		0%	Moderator									
																		0%	Organising Agency	X	X							
																		0%										
																		0%	Organising Agency	X	X							
																		0%	Organising Agency	X	X							
																		0%	Organising Agency	X	X							
																		0%	Moderator	X	X	X						
																		0%	All	X	X	X						
																		0%	Organising Agency	X	X							
																		0%										
																		0%	Organising Agency	X	X							
																		0%	Organising Agency	X	X							
																		0%	Organising Agency	X	X							
																		0%	Organising Agency	X	X							
																		0%	Organising Agency	X	X							
																		0%	Organising Agency	X	X							
																		0%	Organising Agency	X	X							
																		0%	Moderator	X		X						
																		0%	Moderator	X		X						
																		0%	Organising Agency	X	X							
																		0%	Moderator			X						
																		0%	Organising Agency	X	X							

WASHB WORKSHOP

N°	Activities / Tasks	
F	Induction Training of facilitators / rapporteurs	
F.1	Dispatch invitation to facilitators and rapporteurs at least one day prior a training	
F.2	Prepare an agenda of the training and update its presentation flow	
F.3	Moderator and trainers arrive one day before the workshop	
F.4	Organize the logistics for the training (meeting room with projector, round table, flip chart, markers, internet, extension cable, computers etc..)	
F.5	Conduct half day training with moderator/facilitator/rapporteur	
F.6	Short coordination meeting between a moderator and an organizing agency	
F.7	Dispatch a short training report with all presentations and comments	
3	Last minutes tasks before launching the workshop	
3.1	Verify the participants confirmation of attendance	
3.2	Organize an opening protocol for WASH BAT with a designated institution	
3.3	Check a venue meeting rooms and all equipment and material	
3.4	Check internet access	
3.5	Check WASH BAT web tool profiles	
3.6	Check and update all introductory presentations	
3.7	Ensure that facilitators and rapporteurs arrive at least 30 min before the opening session (last coordination)	
3.8	Record an entire process for the purposes of the future lessons learned	

ANNEX 3: QUESTIONS TO DETERMINE THE DEMAND AND NEED FOR CONDUCTING THE WASH BAT

Key questions to ask for the stakeholders in the process of conduction WASH BAT analysis

Questions related to needs

Questions Related to NEEDS	Response	Possible actions
• Are there any difficulties or weaknesses in the WASH sector to fulfill the SDG6?	YES	While conditions could be in place for application of the WASH Bottleneck Analysis, an overall willingness should be assessed
	NO	WASH BAT might not be relevant
• Is there a willingness among sector stakeholders to address these difficulties and weaknesses?	YES	Conditions could be in place for an application of the WASH Bottleneck Analysis with further assessment needed
	NO	Key stakeholders need to be sensitized to the benefits of the WASH bottleneck analysis
• Are there other sector diagnoses that had been recently conducted and accepted?	YES	Check the need for a better understanding of EE challenges
	NO	Conditions could be in place for application of the WASH Bottleneck Analysis with more questions to be assessed
• Is the WASH BAT likely to bring additional understanding to the sector constraints and solutions?	YES	Conditions could be in place for an application of the WASH Bottleneck Analysis following an assessment of other related conditions
	NO	WASH BAT might not be relevant
• Is there a need for a better understanding among sector stakeholders of Enabling Environment challenges?	YES	Conditions could be in place for an application of the WASH Bottleneck Analysis following an assessment of other related conditions
	NO	Key stakeholders need to be sensitized to the benefits of WASH bottleneck analysis
• Is there a need for better understanding among sector stakeholders of Enabling Environment challenges?	YES	Conditions could be in place for application of the WASH Bottleneck Analysis following an assessment of other conditions
	NO	WASH BAT may not be relevant, or we need to further evaluate what could be the added value of the exercise
• Is it appropriate or effective to gather key stakeholders in an open forum to discuss these potentially delicate issues?	YES	Conditions could be in place for application of the WASH Bottleneck Analysis following an assessment of other conditions
	NO	Further assessment needed

Questions related to demand

Questions related to DEMAND	Response	Possible actions
<ul style="list-style-type: none"> Do the stakeholders recognize that Enabling Environment and Governance are challenges to improve the sector performance? 	YES	Continue the process questioning the needs for a WASH BAT and others demand oriented questions
	NO	Advocacy might be needed to explain the process and the benefit to government for such analyses or an alternative tool or analysis is warranted
<ul style="list-style-type: none"> Did key sector stakeholders, especially a government, already indicate their willingness to follow a process to conduct WASH BAT? 	YES	Continue the process questioning the needs for a WASH BAT and other demand-oriented questions
	NO	No action needed, or an alternative tool or analysis is warranted
<ul style="list-style-type: none"> Are there sufficient resources and institutional support to conduct a WASH BAT? 	YES	Continue the process questioning the needs for a WASH BAT and other demand-oriented questions
	NO	Advocacy might be needed with institutions to get their support and monitoring
<ul style="list-style-type: none"> Is the timing right, in terms of strategic, political and financial decisions, to properly integrate WASH BAT into local / national processes? 	YES	Continue the process questioning the needs for a WASH BAT and other demand-oriented questions
	NO	No action needed – Waiting the best time to launch the process or an alternative tool or analysis is warranted
<ul style="list-style-type: none"> Is the demand limited to some stakeholders? 	YES	If yes, it is advised to examine why that is so. Is it because ministry staff are too busy with other priorities? Or is it because they do not see the value of conducting bottleneck analysis? In these cases, a closed meeting of a few key stakeholders might be required to discuss the sector status and the value added for conducting a bottleneck analysis. This would be aided by showing examples from other countries. It is advised to identify a respected official or expert who understands the value of the tool
	NO	Key stakeholders need to be sensitized to the benefits of WASH bottleneck analysis (advocacy)

ANNEX 4: REPRESENTATION OF PARTICIPANTS IN WORKSHOP

	WASH in Institutions National	X	X	X	X	X	X	X	X	
	Hygiene Urban National	X	X		X	X	X	X	X	
	Hygiene Peri-Urban National	X	X		X	X	X	X	X	
	Hygiene Rural National	X	X	X	X	X	X	X	X	
	Sanitation Urban Regional	X			X			X	X	X
	Sanitation Peri-Urban Regional	X			X			X	X	X
	Sanitation Rural Regional	X		X	X			X	X	
	Sanitation Urban National	X	X		X			X	X	X
	Sanitation Peri-Urban National	X	X		X			X	X	X
	Sanitation Rural National	X	X	X	X			X	X	
	Water Peri-Urban Regional	X			X		X		X	X
	Water Urban Regional	X			X		X		X	X
	Water Rural Regional	X		X	X		X		X	X
	Water Urban National	X	X		X		X		X	X
	Water Peri-Urban National	X	X		X		X		X	X
	Water Rural National	X	X	X	X		X		X	X
Group participants representative	Representative of Ministry of Planning									
	Representative of Finances/Budget/Economy Ministry									
	Representative of Ministry of rural / urban development									
	Representative of Ministry of Health									
	Representative of Ministry of Education									
	Representative of Hydraulic Ministry (Urban / Rural)									
	Representative of Direction in charge of sanitation									
	Representative of WASH coordination Unit									
	Regulators									
Group		Government national								

WASH in Institutions National		X	X	X	X	X	X	X	X	X	X	
Hygiene Urban National	X		X	X	X	X	X	X	X	X	X	8-10
Hygiene Peri-Urban National	X		X	X	X	X	X	X	X	X	X	8-10
Hygiene Rural National	X		X	X	X	X	X	X	X	X	X	8-10
Sanitation Urban Regional	X	X	X	X	X	X	X	X	X	X	X	8-10
Sanitation Peri-Urban Regional	X	X	X	X	X	X	X	X	X	X	X	8-10
Sanitation Rural Regional	X	X	X	X	X	X	X	X	X	X	X	8-10
Sanitation Urban National	X	X	X	X	X	X	X	X	X	X	X	8-10
Sanitation Peri-Urban National	X	X	X	X	X	X	X	X	X	X	X	8-10
Sanitation Rural National	X	X	X	X	X	X	X	X	X	X	X	8-10
Water Peri-Urban Regional	X	X	X	X	X	X	X	X	X	X	X	8-10
Water Urban Regional	X	X	X	X	X	X	X	X	X	X	X	8-10
Water Rural Regional	X	X	X	X	X	X	X	X	X	X	X	8-10
Water Urban National	X	X	X	X	X	X	X	X	X	X	X	8-10
Water Peri-Urban National	X	X	X	X	X	X	X	X	X	X	X	8-10
Water Rural National	X	X	X	X	X	X	X	X	X	X	X	8-10
Group participants representative	Representative of Regional Water and Sanitation unit	Representative of Municipality	Representative of Financial and Technical partners	NGO (local and international)	Community based organization	Water user's association	Water user's federation	Users	Water utilities	Water management committees (village)	Private operators	8-10
Group	Government regional	FTP	Civil society					Service provider	MINIMUM REQUIREMENT			

ANNEX 5: AGENDA OPTION: 2 day workshop agenda example

TIME	DAY 1	DAY 2
		REVISION OF DAY 1
08.30-10.00		SESSION 2: ANALYSE OF CRITERIA OF 2ND BUILDING BLOCKS SELECTED AND BOTTLENECKS, THEIR CAUSES AND ACTIVITIES / COST / FUNDING / RESPONSIBILITY / ASSESSED
10.00-10.30		HEALTHY BREAK
10.30-12.30	Registration / Welcome	SESSION 2: ANALYSE OF CRITERIA OF 3TH BUILDING BLOCKS SELECTED AND BOTTLENECKS, THEIR CAUSES AND ACTIVITIES / COST / FUNDING / RESPONSIBILITY / ASSESSED
12.30-13.30	LUNCH	LUNCH
13.30-14.30	SESSION 0: INTRODUCTION / PLENARY • Context introduction • EE Framework • WASH BAT TOOL	SESSION 2: ANALYSE OF CRITERIA OF 4TH BUILDING BLOCKS SELECTED AND BOTTLENECKS, THEIR CAUSES AND ACTIVITIES / COST / FUNDING / RESPONSIBILITY / ASSESSED
14.30-15.00	HEALTHY BREAK	
15.00-17.00	SESSION 2: ANALYSE OF CRITERIA OF 1ST BUILDING BLOCKS SELECTED AND BOTTLENECKS, THEIR CAUSES AND ACTIVITIES / COST / FUNDING / RESPONSIBILITY / ASSESSED	SESSION 2: ANALYSE OF CRITERIA OF 5TH BUILDING BLOCKS SELECTED AND BOTTLENECKS, THEIR CAUSES AND ACTIVITIES / COST / FUNDING / RESPONSIBILITY / ASSESSED
17.00-17.15	PLENARY CLOSURE OF THE DAY	WORKSHOP CLOSURE
17.15-18.15	JOINT WORK OF THE FACILITATORS AND RAPORTEURS TO WRAP UP THE DATA ENTRY OF THE DAY on the website WASH BAT / Feedback preparation for the moderator	JOINT WORK OF THE FACILITATORS AND RAPORTEURS TO WRAP UP THE DATA ENTRY OF THE DAY on the website WASH BAT /

ANNEX 6. DETAILED AGENDA FOR 3 DAY WORKSHOP

TIMING	DAY 1	DAY 2	DAY 3
8.30-8.45	INTRO SESSION – registration	Plenary: moderator recaps the day 1	Plenary: moderator recaps the day 2
9.00-9.45	Welcome and introduction of the workshop – Enabling Environment WASH BAT tools/ mapping of responsibilities Agenda introduction Who is who_	SESSION 4: ANALYSIS OF BUILDING BLOCKS AND CRITERIA SCORING Plenary: moderator introduces the analysis 25 min Discussion 20 min	SESSION 6: PRIORITIZATION OF ACTIVITIES, TIMETABLE AND RESPONSABILITIES Plenary: moderator introduces the exercise 10 min Group work: facilitator ensures its group understanding 5 min
9.45-10.30	SESSION 2a: ACCOUNTABILITY MAPPING group EXERCISE + PLENARY Group division 5 min Plenary: Moderator introduces the concept accountability mapping exercise 10 min Group: facilitator steers the discussion 30 min Group work: three questions	SESSION 4a: BOTTLENECKS AND THEIR CAUSES and ACTIVITIES Plenary: moderator introduces the exercise 10 min Group: selection of 10 criteria (on the A3 paper from the previous day) and focus on those marked with yellow and red colors 30 min Rapporteurs write the criteria on the orange colored post it and put it on the walls	Group work: identification of activities, its prioritization and planning 80 min Rapporteurs register the group work outcome on the yellow colored post it and put it on the walls
10.30-11.00	HEALTH BREAK		

	DAY 1	DAY 2	DAY 3
11.00-11.45	<p>SESSION 2b: ACCOUNTABILITY MAPPING reporting back in PLENARY</p> <p>Group work: three questions (follow) 15 min Plenary : rapporteur presents its group results 30 min (max 5 per group)</p>	<p>SESSION 4b: BOTTLENECKS AND CAUSES and ACTIVITIES (PART II)</p> <p>Plenary: moderator introduces how to start identifying the most critical bottlenecks, their causes and activities 90 min</p>	<p>SESSION 7 : COHESION OF ACTIVITIES</p> <p>Plenary: moderator introduces the exercise 10 min Group work: discussion around 5 top activities to propose 10 min Open market voting exercise 50 min Rapporteurs register the voting results 20 min Discussion and approval of the sector results</p>
11.45-13.00	<p>SESSION 3a: SELECTION OF THE FUNCTIONS AND GROUP PRIORITIZATION</p> <p>Plenary: moderator introduces the exercise to all groups 5 min Groups: facilitator ensures its group understand the exercise 5 min Group work: selection of the six most important functions and its exposure on the wall 65 min</p>	<p>Group work: identification of the bottlenecks and their causes and activities Rapporteurs write the results on the pink colored post it and put it on the wall</p>	
13.00-14.00	LUNCH		
14.00-15.30	<p>SESSION 3b: NOTIFICATION OF CRITERIA</p> <p>Start of the session 2: instructions + start of notification (10+30 min) 90 min Facilitator ensures its group understand the exercise and steers the discussion</p>	<p>SESSION 4b: BOTTLENECKS AND CAUSES and ACTIVITIES (PART III)</p> <p>Continuation of the group work on identification of the most critical bottlenecks, their causes and activities removal Rapporteurs write the results on the pink colored post it and put it on the wall</p>	<p>SESSION 8 : BUDGET, RESPONSABILITY AND AGREEMENT</p> <p>Plenary: moderator introduces the exercise 190 min Group work: facilitator steer the discussion around budget and leading roles 40 min Rapporteurs register the group work outcome on the green coloured post it and put it on the walls Plenary: moderator steers the discussion around the next steps 40 min</p>
15.30-16.00	HEALTH BREAK		

	DAY 1	DAY 2	DAY 3
TIMING			
16.00-17.30	<p>SESSION 2b: NOTIFICATION OF CRITERIA 90 min</p> <p>Participants continue to analyze the criteria and to notify them</p> <p>Facilitators steer the discussion</p> <p>Rapporteurs share the collected data within the tool</p>	<p>SESSION 5: BOTTLENECKS AND CAUSES and ACTIVITIES reporting back in plenary</p> <p>Each group report back in plenary 45 min</p> <p>Discussion of activities selected (vote) 45 min</p>	<p>SESSION 9 : CLOSING SESSION</p> <p>Plenary: evaluation of the workshop 30 min</p> <p>Plenary: group presentation of each sector or sub-sector road map 30 min</p> <p>Plenary: closing message by Lead Organizer senior representative 30 min</p>
17 :45-18 :30	<p>Working session of the moderator, facilitators and rapporteurs around the online tool</p>	<p>Working session of the moderator, facilitators and rapporteurs around the online tool</p>	<p>Working session of the moderator, facilitators and rapporteurs around the online tool</p>

