

# NATIONAL WATER APEX BODIES

A guide for Pacific Island Countries



**SOPAC**

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## 1. About this guide

### 1.1. National Water Apex Bodies (NWABs) in Pacific Islands Countries

The Pacific Island Countries have progressed in different ways when it comes to establishing some of the key governance structures and frameworks that support integrated and strategic planning and management water resources, whether it is forming a water apex body, or revising policy, legislation and action plans.

As we can see in table 1 below, most of the Pacific Island Countries (PICs) have established a National Water Apex Body (NWAB) in some shape or form, in order to improve coordination of water resources management. However, most PICs are still in the initial stages of making their NWAB fully inclusive, effective, proactive and sustainable.

IWRM keystone	CI	FSM	FJ	KI	RMI	NR	NI	PA	PNG	SA	SI	TO	TV	VA	
National Water Apex Body (NWAB)															
National water resources policy															
Overarching water resources legislation															
IWRM Plan/Strategy															
Water Use Efficiency Plan															
	Not existing	Draft/interim - not formally adopted, functions outlined, fully intersectoral or proactive					Formally adopted, fully intersectoral and active								

**Table 1.** This table gives an overview of how far Pacific islands Countries have come in establishing some of the key structures and policy frameworks for integrated water resources management (IWRM) including National Water Apex Bodies (NWABs).

### 1.2. Strengthening NWABs in Pacific Islands

At a recent regional meeting for PICs on national planning for integrated water resources management (the IWRM Planning meeting in Niue, July 2008), government representatives highlighted stakeholder involvement, public awareness and communications as some of the main areas that need strengthening to make their NWABs more effective.

Many NWABs in the region also lack a clear mandate and high-level endorsement and support, and as a consequence have problems with consistent commitment by members to keep driving the process forward.

On the other hand, the PIC representatives clearly recognise that stronger NWABs have greatly contributed to:

- ~ Highlighting water as a political priority;
- ~ Improving transparency and coordination within the sector;
- ~ Formulating government objectives and policies for the sector;
- ~ Improving access to resources for improving water resources management; and
- ~ Addressing related issues such as climate change adaptation.

### 1.3. The making of the guide

This guide has been put together by the Pacific Islands Applied Geoscience Commission (SOPAC) as part of the EU-funded Integrated Water Resources (IWRM) National Planning Programme (2008-2010) which in turn is part of the wider Pacific IWRM Programme (<http://www.pacificwater.org/pages.cfm/water-governance/integrated-water-resource-management/pacific-iwrm-programme/>).

This programme aims to support Pacific Island Countries (PICs) to develop and strengthen policy processes, structures to enhance the intersectoral involvement and coordination of regional, national and local stakeholder groups in water resources management.

This guide supports one of the main components of the programme, which focuses on strengthening National Water Apex Bodies in PICs, while working from the specific situation and needs of each country.

The guide is based on issues raised by and the experiences of government representatives and water practitioners from Pacific Island Countries emerging from the process of developing national diagnostic analyses on IWRM, and from the IWRM Planning Meeting held in Niue in July 2008.

#### 1.4. Purpose of the guide

This guide aims to give a first introduction to some of the key issues and steps to be considered in the establishment and strengthening of a National Water Apex Body (NWAB). It endeavours to give the reader some initial advice on questions such as:

- ❁ What is the point of establishing an NWAB in the first place? (Sections 2 and 3)
- ❁ Who should be involved in the NWAB and how do you involve them? (Sections 4 and 7)
- ❁ How do you run the day-to-day work of the NWAB in order to achieve national goals and to ensure impact on the ground? (Sections 5, 6 and 8)

More specifically, the guide aims to support the development and revision of Terms of Reference for NWABs in Pacific Islands, as one of the essential steps towards strengthening these core structures that are the bases for strategic and integrated water resources management. For this purpose, Annex 1 includes a summary check list for the development of NWAB Terms of Reference.

#### 1.5. Target audience

The guide has been put together primarily as a checklist for national civil servants involved in developing or revising Terms of Reference, and seeking official endorsement for NWABs in PICs. This includes the SOPAC IWRM Focal Points, NWAB support staff, the NWAB Chair and Secretariat, NWAB members and other key persons supporting national water policy processes and reform.

#### 1.6. A dynamic document

This guide is an introduction that provides the basics on some of the main issues to be considered in the strengthening of NWABs in Pacific Islands. It is a first edition and should not be seen as a complete review but rather a dynamic document to build on and improve as NWABs in the region progress. Feedback on the content and usefulness of this of this guide and suggestions for how to improve is therefore gratefully received by the SOPAC IWRM team on [iwrm@sopac.org](mailto:iwrm@sopac.org).

Several topics brought up in the document, such as communications, process management, meeting facilitation, etc. that are only mentioned briefly here, and readers may require further resources to get an in-depth view of appropriate approaches. The SOPAC IWRM team is in the process of establishing toolkits on several associated topics that will soon be accessible on <http://www.pacificwater.org/pages.cfm/resource-center/water-tools/> and you can also request further information or support from the SOPAC IWRM team on [iwrm@sopac.org](mailto:iwrm@sopac.org)



## 2. Context for establishing a National Water Apex Body

### 2.1. Water is everybody's business

Water is a resource that affects and is impacted by many different environments, human activities and sectors. Protection of water sources and supply is linked to a wide range of issues, and therefore needs to be managed in an integrated, strategic and coordinated manner - for example:

- ❖ Activities such as forestry, agriculture, hydropower plants, industrial and other developments which affect soil erosion, flooding events, contamination of rivers and marine ecosystems, and hence need to be managed within the framework of the entire watersheds;
- ❖ Groundwater reserves need to be protected from wide range of polluting activities, be it human or animal waste, seepage from dump sites or run-off from other sources;
- ❖ Ownership and allocation of water resources for different uses and activities needs to be distributed strategically in an equitable manner between households, industries and the environment in order to prevent conflict and ensure effective use; and
- ❖ Solutions for improving addressing issues related to water within one sector can have wider consequences that counteract the initial intent, e.g. the installation of water flushed toilets may improve hygiene and human health in the short term, but can lead to further pollution of water sources and water scarcity in the long run.



**Figure 1.** 'Water is everybody's business' – because water is the basis for human health, economic development and environmental services it connects so many issues, and therefore needs to be managed in an integrated manner where actors from different sectors and stakeholder groups can work together in a coordinated manner.

## 2.2. The benefits of integrated water resources management

Water resources management has traditionally been fragmented, where different related issues have been managed in isolation, leading to ineffective, counteractive approaches and duplication of effort. A lack of linkages between national and local level management has also led to big gaps between national policy and on-the-ground implementation.

Many countries and global organizations have therefore recognized the need to move towards an integrated approach to water resources management which brings together sectors and stakeholders to plan and manage water resources together.

Common strategies and planning helps government to better coordinate the responsibilities of different institutions, as well as the contributions of externally funded projects, non-governmental organisations and other stakeholders.

## 2.3. National Water Apex Bodies for cost-effective, coordinated and strategic action

Integrated planning and management requires a meeting space where government departments from different sectors and stakeholders can coordinate themselves as they work together to improve water resources management.

The National Water Apex Body (NWAB) provides this space as an essential forum for planning of national policy, legislation, strategy and action to improve water resources management as an important part of overarching national development planning.

The NWAB can take many forms, building on existing structures and can be combined with other committees as seen fit (see section 4.1). The point is that there is some type of structure that takes on the function of the NWAB (see section 3.1).

At a first glance the effort of establishing a NWAB can seem like an additional cost of time and resources, but an uncoordinated approach to water resources management can end up costing tax payers considerably more in counteractive, duplicated and instrategic government initiatives.

## 3. Mandate

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### 3.1. Functions

The NWAB is the base for ensuring a strategic, continuous and adaptive approach to the national management of water resources. It assists countries to build on lessons learned and to work in targeted way to ensure the sustainable use and protection of national water resources as the foundation for human health, economic development and a productive environment.

The mandate of a NWAB varies across countries, depending on specific needs and situations, but generally involves three main functions:

1. To prepare an overarching national action agenda for sustainable water resources management that addresses priority issues by formulating sound policies and laws, building institutional capacity, and managing all the information generated in the planning, management and reform process;
2. To guide and coordinate water resources planning, management and reform processes with the help of overarching work plans and frameworks for action, so that the results are consistent with the agreed expectations; and

- To facilitate dialogue between government, non-governmental and external actors for input, support and contributions to joint, strategic and coordinated action to improve water resources management (e.g. civil society, communities, development partners, etc.).

### 3.2. Role

In most Pacific Island Countries the NWAB has a technical advisory role on the level of director and senior representatives of government departments. In this role the NWAB provides technical recommendations, prepares policy and legislation, and facilitates the coordination of policy implementation.

In this case the NWAB has no executive power, which means that policies, legislation and recommendations will require further review and endorsement by higher levels of government to allow for implementation.

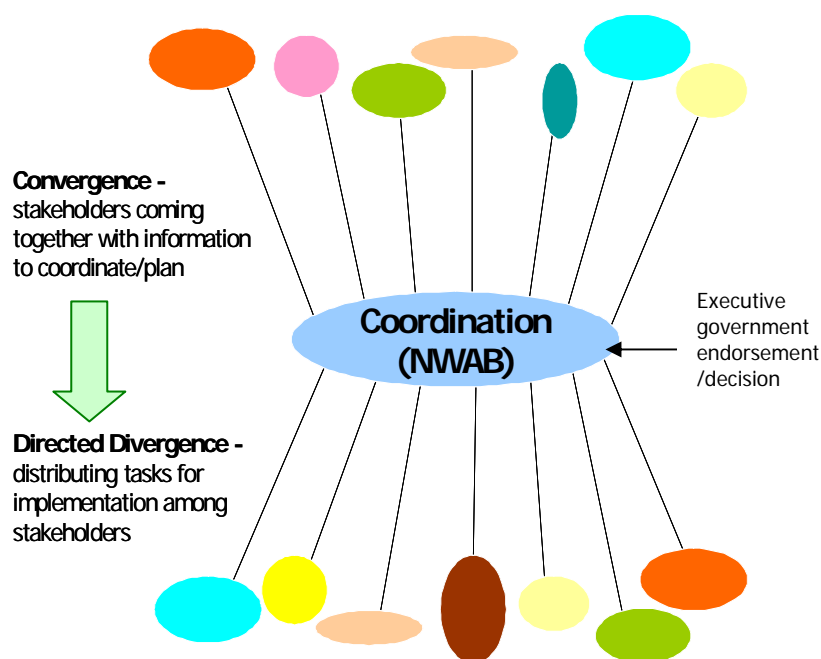
Policies, recommendations and legislation will then often go through a high level advisory board/ committee or council (on Permanent Secretary/Ministerial level) before they are put forward for decision by Executive government (Cabinet or similar).

In some cases a high level political advisory body may be set up for the specific purpose of helping to guide and drive a water reform process (see section 4.1.). In other cases, the NWAB itself may be established on a higher political advisory level with technical sub-committees. In any case the role and decision-making powers of the NWAB, as well as its relationship and linkages to executive level government needs to be clearly defined and explained in the terms of reference of the NWAB (See section 3.2., 3.5. and Annex 1 –II.A-B).

### 3.3. Building on a sound basis

The NWAB mandate should fill gaps, make linkages between and be based on existing national structures, policies, legislation and strategies as well as international conventions, agreements and frameworks that the country is signatory to.

The mandate should be based on sound information on the state of water resources and analyses of the main gaps, key national priorities and objectives in regards to water. Most PICs have undertaken a national review of the status of integrated water resources management that may serve as a good technical background. Regionally agreed frameworks such as the Pacific Regional Action Plan on Sustainable Water Management, the Pacific Wastewater Framework for Action and



*Figure 2. The coordinating function of the NWAB in national water resources management and planning; where government departments and stakeholders outline a common strategy for endorsement by executive level government (Cabinet or similar) and then coordinate joint implementation based on their respective mandates and comparative advantages (adapted from S. Hoverman, International Water Centre).*



the Pacific Framework for Action on Wastewater, Water Quality and Health, can also provide guidance for the mandate of the NWAB (see linkages for these documents in Section 9).

In some cases, it may be necessary to prepare a review of institutional structures, policies and legislation relating to integrated water resources management to provide further background and context to the NWAB mandate and ensure clear linkages with other processes, initiatives and policy processes.

### 3.4. Official endorsement

There are many examples of NWABs or similar committees that have been set up for a vague or limited purpose. Despite the initial good intent, they often remain inactive or fade out into nothing. In order to sustain a continuous and strategic approach to national water resources planning and management, the NWAB needs a clear and officially endorsed mandate.

The NWAB should be officially appointed by executive level government (Cabinet or similar), as **the** overarching national planning body for water related issues, that should be used as the forum for all water related policy processes.

It is important that the NWAB has this wide mandate, otherwise parallel water policy processes and committees may arise, leading to confusion and disruption of a coordinated and strategic approach to national management of water resources. Ideally this mandate should also be pronounced in key legislation to ensure that the NWAB survives political regime shifts.

### 3.5. Terms of reference

The mandate should be expressed in specific Terms of Reference for the NWAB which should be submitted for official government approval and support (to Cabinet or similar executive government body).

The Terms of Reference should include an overview of the responsibilities and powers of the NWAB within government and towards the public, as well as core values and principles (e.g. transparency, accountability, equity, gender balance, etc.), key areas of activity, structure and membership, structures and approaches for stakeholder engagement. They should also outline administrative procedures for work planning, reporting, meeting arrangements, consultations, communications, information management and financing.

Annex 1 to this document includes a suggested check list for NWAB Terms of Reference.

### 3.6. Ensuring wide support for the mandate

In order to ensure effective coordination, wide support for and engagement in the work of the NWAB, the Terms of Reference should be developed in collaboration with, and be well explained to committee members and to the broader stakeholder community involved in national water planning (high-level decision makers, advisory-level civil servants, non-governmental stakeholders, etc.).

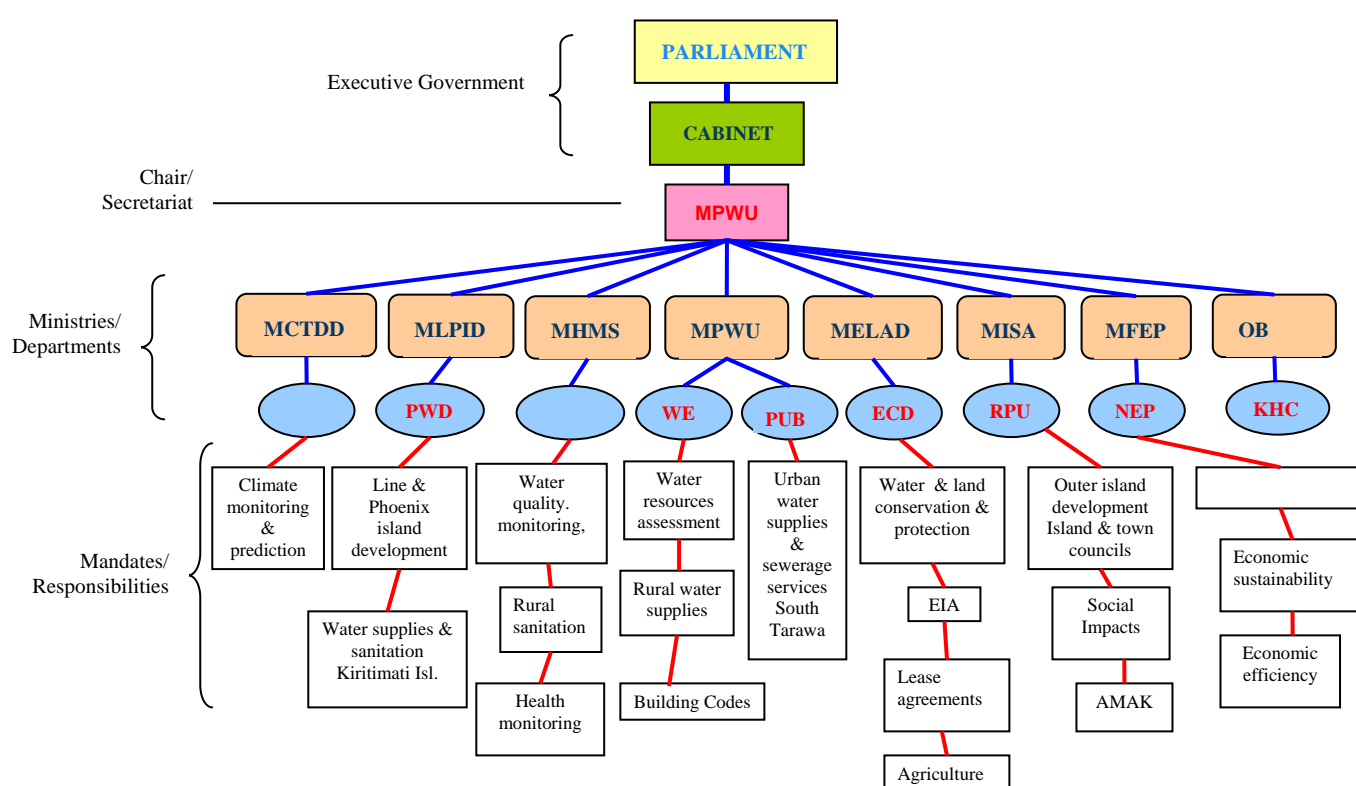
It is also important to create understanding and promote the profile of the NWAB and its mandate amongst the public in order to ensure a transparent policy process, effective stakeholder engagement, and public support for implementation of the policy advice of the NWAB (see section 7).

## 4. Structure and Membership

### 4.1. Form

A NWAB can take on a variety of forms, such as a national water resources committee, council, board, or authority. In smaller governments typical for some Pacific Island countries, the NWAB can also be combined with existing structures for related issues.

The form of the NWAB may vary depending on the mandate and role of the NWAB (see sections 3.1. and 3.2.). If the NWAB is set up on the technical level without any higher political power it may be necessary to create a higher level political advisory council, board or steering committee on Ministerial / Permanent Secretary (PS) level to make the linkage between the NWAB and executive government (Cabinet or similar). It is often an advantage to combine this type of high-level advisory council with existing structures (in order to ensure attendance and engagement from busy PS's and Ministers).



**Figure 3.** Current structure of the Kiribati National Water and Sanitation Coordination Committee, exclusive of non-governmental stakeholders such as private sector, community and civil society organizations (Adapted from presentation by M. Katatia, Kiribati Ministry of Works & Energy).

### 4.2. Intersectoral and stakeholder representation

As a forum for intersectoral coordination, the NWAB should include representatives of all government departments with a mandate relating to water resources management.

Because water is affected by and influences most parts of human civilisation and the natural environment, this does not only include key agencies with a focus on public water supply and sewerage, but also departments focussing on environment, forestry, energy, industry and trade, finance and planning, tourism, agriculture, coastal and marine resources, town and country planning, disaster management, hydrological and meteorological services...and the list goes on.

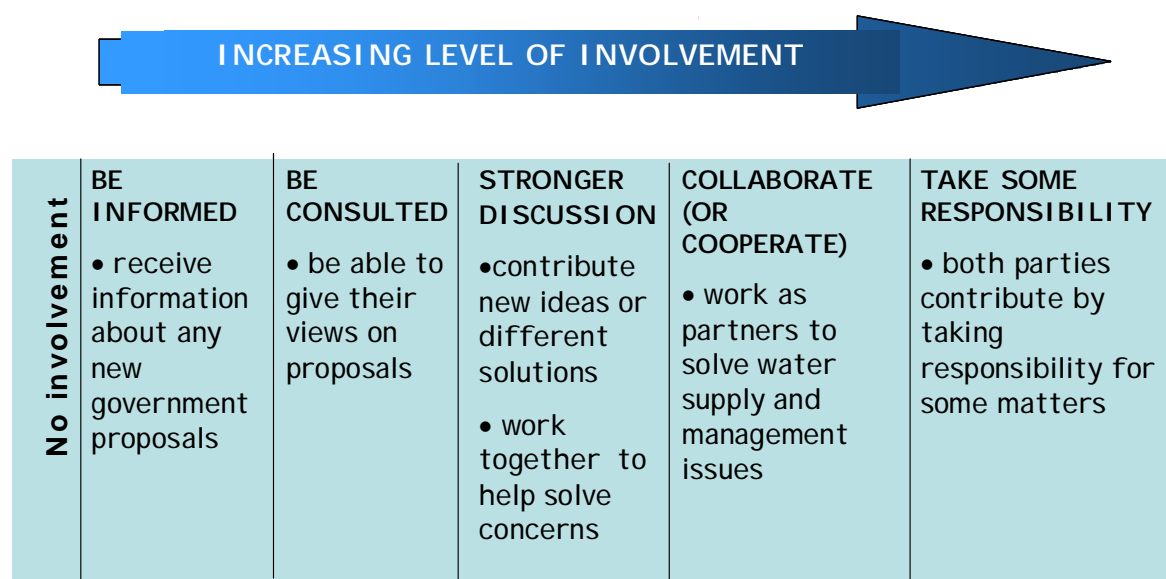
The NWAB provides an important channel for input in water policy development and implementation by local level government, key stakeholders and experts including communities, private sector and civil society. The NWAB is responsible for ensuring that these stakeholders are represented and/or engaged in water policy and management processes in an equitable and gender balanced manner.

The ideal situation is therefore that all relevant government departments and key stakeholder groups are represented as members on NWAB to keep them engaged and informed about proceedings and to ensure wide support and action for water reform.

#### 4.3. Structures for effective engagement

However, trying to drive a process with a large group of people is heavy handed and often stalls progress. For this reason, the level of involvement of the different members should be tailored the specific policy process at hand. Smaller subcommittees or teams can be formed to drive processes and for specific purposes, while the rest of the committee are kept informed and have a chance to input through a structured dialogue. Sub-committees can also be formed for wider non-governmental stakeholder involvement or input into policy and reform processes.

A network of community, provincial and/or catchment committees can also be formed and linked up to the NWAB to ensure that the reality on the ground is transferred into and addressed by national policy. In line with the principles of integrated water resource management, this type of arrangement can help to make sure that decisions are taken on the lowest possible level, to ensure that local people can take ownership of managing water resources in their nearby environment.



*Figure 4. Possible levels of engagement of different stakeholder groups in the NWAB (adapted from S. Hoverman, International Water Centre)*

#### 4.4. Membership appointment and responsibilities

A stakeholder analysis can be undertaken to determine appropriate membership of the NWAB and to look at ways to involve and engage with key stakeholder groups that are not directly represented on the committee.

The process for appointment of as well as the responsibilities of members of the NWAB should be clearly outlined as part of the officially endorsed Terms of Reference (see section 3.5. and Annex 1-III.B.). Members should be appointed by and be delegated the power to represent their respective

institution (organisations or departments). As such, they are the channel of communications between the NWAB and their institutions, and should be obligated to follow protocols on reporting to their institution and feeding back comments and input to the NWAB (see section 7).

Continuous representation by the same person is important in order to ensure consistency and to avoid interrupting progress of processes. Members of the NWAB should be high level representatives of their institutions (directors or senior officers of departments) in order to facilitate and give weight to outcomes of deliberations of the NWAB.

However, in order to free up time for busy directors, institutions should be able to delegate specific technical or administrative NWAB duties (e.g. participation in sub-committees or specific processes) to lower level staff who report back to their directors.

#### 4.5. Administrative functions

In order to function effectively the NWAB needs to appoint a Chair to help drive processes and facilitate meetings. The NWAB also needs to establish a Secretariat, which is necessary for manage internal communications and administration.

Vice-Chairs can also be appointed as need arises, to be responsible for specific processes or sub-committees (e.g. Vice-Chair for work planning, Vice-Chair for overarching water policy review and development, Vice-Chair for water allocation policy development, etc.).

To be fully functional in its role to support intersectoral coordination, it is important that the NWAB is not “owned” by one government department or ministry but is a shared responsibility and process. It is therefore important that key functions, such as the Chair, Vice-Chair and Secretariat, are distributed or rotated between different departments.

The nomination and appointment of Chairs, Vice-Chairs, Secretary and other administrative functions should be clearly outlined in the NWAB terms of reference (see Annex 1 – III.C) together with their responsibilities. Some of these responsibilities are outlined in sections 5-8 below.

### 5. Adaptive work planning to achieve impact

#### 5.1. Process management

The NWAB Terms of Reference (see section 3.5 and Annex 1) provide the basis for the mandate and responsibilities of the NWAB. The NWAB needs to follow a process management cycle and agree on a detailed work plans for how to achieve these Terms of Reference.

While the NWAB Chair plays a driving and facilitating role in the work planning process, the NWAB Secretariat will take on some of the more heavy practical duties of following up on and soliciting input for the work plan, monitoring and evaluation, reporting and key process management tools, such as those mentioned in section 5.2 below.



*Figure 5. An example of a process management cycle for Integrated Water Resources Management.*

It may be useful to share the work load of process management between the NWAB members by appointing one or several Vice-Chairs (see section 4.5) dedicated to driving and coordinating work planning, process management, monitoring, evaluation and reporting.

## 5.2. Core planning documents

The NWAB work plan should outline concrete goals, objectives, results, outputs, deliverables, as well as activities to be undertaken to achieve these. It should specify responsibilities, resources required and contributed to implement the activities.

In order to ensure that everyone has a common understanding of what is to be achieved, the NWAB can develop a logical framework or log frame, which is a useful project or process management tool that helps to plan strategically, facilitate coordination and get a clear overview of how activities and outputs are expected to contribute to results, objectives leading to the desired impacts.

A stakeholder analysis provides a useful base for determining who is expected to be responsible for, contribute to, involved in or consulted in regards to specific activities. It also helps to gain an overview of how the work plan fits with and can take advantage of other related processes.

Furthermore a timeline and budget (including in-kind contributions and resources) for implementation need to be developed by the NWAB.

## 5.3. Monitoring, evaluation and adaptation

Developing a log frame also involves defining indicators to measure, monitor and evaluate progress on different levels, both direct results and long term impacts. Monitoring and evaluation of progress is essential in order to evaluate and learn from an ongoing process to ensure that objectives are reached in spite of unexpected events or changing circumstances.

A structured approach to monitoring and evaluation should therefore be included in the work plan (e.g. monthly, bimonthly reporting, approaches for measuring key indicators for progress, etc.).

The work plan and log frame should also be reviewed regularly in order to evaluate and adapt activities to ensure that the resources are being used in most effective way for achieving the desired impacts.

## 5.4. Reporting

Regular reporting on progress is the foundation for a transparent and accountable process, and also helps to keep stakeholders involved, updated and engaged. Reports and documentation of progress should be disseminated and formatted in different ways to be easily accessible to involved stakeholders and to the public (see section 7). Plans for how to report to stakeholders should therefore be included as part of the work plan guided by a communications strategy (see section 7.2).

# 6. Effective meetings

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## 6.1. Preparations and follow-up - the role of the Secretariat

Well attended and regular meetings are the foundation for a proactive and efficient NWAB. Meeting organisation and facilitation therefore needs to be supported by the appointed NWAB



Chair and Secretariat, and agreed meeting arrangements should be incorporated as part of the NWAB terms of reference (see sections 3.5 and Annex 1-III.G).

Meetings should be held on a regular basis (e.g. the first Tuesday every second month, or similar arrangement) to ensure continuity and allow for easy scheduling of attendance.

The Secretariat (see section 4.5) should support preparatory communications with timely notice of meeting time, place, agenda and distribution of background documents on issues to be discussed. Where email access is good, an email forum or distribution list can be a useful tool for this.

The Secretariat is responsible for ensuring follow-up on discussions and decisions, by reporting and disseminating meeting proceedings with clear action points and designated responsibilities for action. The Secretariat is also responsible for coordinating inputs to and collecting information on progress of the NWAB work plan (see section 5).

## 6.2. Facilitation - the role of the Chair

The Chair needs to be a good listener to fulfil the role as facilitator both in the structuring of meeting agendas and discussions.

The Chair should not merely lead - but actively seek, encourage, coordinate and synthesise inputs from NWAB members.

It is the responsibility of the Chair to ensure that NWAB members and meeting attendees have equal opportunity in expressing their views and inputting into the process.

It is also the responsibility of the Chair to ensure that discussions are time efficient, focused on the agreed agenda points, and leading to decisions on action.

Meanwhile, the Chair should not limit the discussion but create space for NWAB members to bring up alternative issues at a designated time (e.g. under a specific agenda point on other business).

The Chair cannot take decisions on behalf of the NWAB, but should facilitate agreement of joint decisions by the NWAB. The Chair can only represent the NWAB on matters agreed and recorded by the NWAB as a whole.

Some tips on how to conduct an effective meeting can be found in Annex 2.



*Figure 6. Meetings can take many forms - group work and visual aids can create space for many people to participate in a planning process.*

## 7. Communications and Information Management

### 7.1. Who to communicate with and why

In order to drive and coordinate intersectoral water policy and reform processes the NWAB needs to be able to communicate effectively with a wide range of people for different purposes:

- i. *NWAB members*: it is important to raise the profile of the NWAB and create awareness of how the NWAB can help to address specific sectoral needs, in order to motivate members to feel ownership of, participate and contribute to the NWAB. Internal communications between NWAB members is also essential for coordinating implementation of joint decisions and work plans;
- ii. *Advisory level civil servants*: the NWAB needs to inform and engage with a wide range of advisory government staff within different sectors who are in charge of advising policy, in order to ensure that water policy processes are harmonised with policy processes within other sectors;
- iii. *Administrative level civil servants*: national, provincial and municipal level civil servants in charge of policy implementation need to be consulted and informed, to ensure that there is agreement and support for implementation of the policies developed through the NWAB and that they reflect the reality in the field;
- iv. *High-level decision makers*: high-level advocacy directed at cabinet, ministers and other high-level decision makers is necessary to ensure government endorsement and support for the NWAB and execution of its recommendations - a high-level political advisory council, board or similar can be one of the most effective channels for high-level advocacy (see section 4.1);
- v. *Non-governmental stakeholder groups*: civil society organisations, private sector and other key stakeholder groups play an important part both in obstructing or supporting the implementation of government policies, consequently the NWAB should be mandated to act as a communications channel between government and non-governmental stakeholders (see section 3) by including representatives and ensure effective communications with non-governmental stakeholders on water management;
- vi. *Communities and the public*: the NWAB ultimately works for and answers to the public, and in order to ensure accountability and transparency the NWAB should therefore actively report to, raise the awareness of, engage and communicate with communities and the public on key water issues and policy processes;
- vii. *Media*: is a central channel for communicating and raising public awareness on water policy processes and can also play a key role in raising the profile of the NWAB and garnering high-level support, the NWAB should therefore establish a good relationship with and report regularly to media;
- viii. *Development partners*: as part of its mandate (see section 3) the NWAB should maintain dialogue with external development partners (donors and regional organisations) on how they can contribute in a strategic and coordinated manner by supporting national water priorities, policies, work plans and ongoing initiatives;
- ix. *Professionals within the sector*: the NWAB plays an important role in facilitating exchange between professionals within the sector not only on the national level but also with other Pacific Islands Countries and Small Islands Developing States (e.g. through regional organisations) to improve practices within water resources management.

## 7.2. Communications strategy

With this long list of needs, the NWAB needs to take an active and strategic approach to communications. A communications strategy is a useful tool for identifying what type of communications are needed, target groups, messages to be communicated and products or events that may need to be organised in support of this.

The NWAB can choose to develop the strategy for different objectives such as raising the profile of the NWAB and its work, and/or to support specific policy or planning processes. The communications strategy should be integrated as part of the NWAB work plans (see section 5).

## 7.3. Responsibilities for communications and information management

The overarching responsibility for coordination of communications should be assigned either to the Secretariat or to a designated Vice-Chair.

The members of the committee play an important role in communications and should be responsible for reporting back to their constituencies and providing input from these constituencies to the NWAB.

Advocates or ambassadors for the NWAB can also be appointed and supported to reach certain target groups that are otherwise hard to reach, e.g. high-level decision makers.

The NWAB Secretariat should facilitate internal communications and coordination between members to follow up on meetings and work plans (see section 6.1).

The Secretariat should also establish and manage electronic and/or hard copy archives of all documents pertaining to NWAB, as well as key resources on related topics, e.g. meeting proceedings, related policies or legislation, guidelines, references, etc.

## 7.4. Information for management decisions

The NWAB also has a responsibility to ensure that resources are committed to collection, dissemination and accessibility of information to support sound management decisions such as data on rainfall, groundwater levels, water extraction, water quality, water use, environmental and social factors related to water resources management.



*Figure 7. 'All ways to communicate are good except the bad ones' - in order to communicate to the public how important it is to save water and not to leave you toilet running, this guy dressed up as toilet and...ran.*

## 8. Resources and Sustainability

### 8.1. Resources for work plan implementation

The implementation of the NWAB terms of reference and work plans relies heavily on government departments taking on different tasks a part of their mandates.

In many countries, the initiatives and contributions by communities, private sector, civil society organisations, development partners and others, also play an essential role in improving water

resources management, especially in countries with geographical spread and where the government budgets are small such as is the case for most PICs.

## 8.2. Core funding for sustainability

However, to ensure sustainability of the national water policy, planning and management process, the NWAB also needs to secure permanent budget allocation from government to maintain core coordinative functions (management of Secretariat including possible staff and communications costs, etc.). Ideally the sourcing of resources for these core functions should be outlined in the NWAB Terms of Reference and approved by government to provide a basis for continuous support.

## 8.3. Sourcing financial contributions

The NWAB needs to work actively to seek funding and contributions both from government and from other partners in order to achieve joint goals and objectives for improved water resources management. Economic valuation tools such as cost-benefit analyses can help to make the case for why government and other partners can benefit from contributing to management interventions. A designated Vice-Chair can be appointed to support financial planning and sourcing of funds.

## 9. Learn more about NWABs

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These links can help you find out more about how to improve the NWAB in your country:

- ❁ The Pacific Islands Applied Geoscience Commission (SOPAC) with the support of the European Union (EU) and the Global Environment Facility (GEF) are working together with Pacific Island governments through the 'Pacific Integrated Water Resources Management (IWRM) Programme' (2008-2013) to establish and strengthen NWABs. You can find out more about the programme at <http://www.pacificwater.org/pages.cfm/water-governance/integrated-water-resource-management/pacific-iwr-programme/> or contact the IWRM Programme team on [iwr@copac.org](mailto:iwr@copac.org)
- ❁ SOPAC also hosts a Water Resource Centre which contains toolkits with links resources and case studies specifically on NWABs and on other related topics, which will soon be accessible at <http://www.pacificwater.org/pages.cfm/resource-center/water-tools/> , as well as key Pacific strategic frameworks for water resources management (mentioned in section 2.2) at <http://www.pacificwater.org>
- ❁ The Asian Development Bank (ADB) promotes and supports NWABs and has a good web site where you can read more about the experiences of Asian countries with NWABs <http://www.adb.org/water/nwsab/default.asp>

Other useful web resources on IWRM and water resources management that are relevant to NWABs are:

- ❁ The International Water and Sanitation Centre (IRC) <http://www.irc.nl/>
- ❁ Cap-Net - Capacity building for IWRM <http://www.cap-net.org/>
- ❁ The Global Water Partnership has a toolbox on IWRM <http://www.gwptoolbox.org/>

## Annex 1. Check list for Terms of Reference of a National Water Apex Body (NWAB)

- ❖ The following check list is a suggestion for basic 'ingredients' and possible structure of the Terms of Reference for a NWAB to ensure a sound basis for a proactive, well-supported and sustainable NWAB. The order of the 'ingredients' can be changed as see fit and supplementary sections added.
- ❖ It is advisable to include references to key reports, policies, national strategies, legislation and international conventions as applicable, in order to ensure that it is clear what the context of the NWAB is and how it will contribute to overarching national governance objectives and related policy processes within other sectors.
- ❖ The terms of reference are the basis for the work of the NWAB and should be evaluated and adapted regularly (e.g. every 2-3 years) to ensure that they are effective, relevant and up to date.
- ❖ The terms of reference should be developed and revised on the basis of sound information, structures in line with national development goals, through a wider stakeholder consultation process, and building on existing processes, policies, structures and initiatives.
- ❖ High-level government endorsement of the terms of reference is essential to secure government support for the functions of the NWAB.
- ❖ Log frames, work plans and other key documents relevant to the implementation of the terms of reference can be included in annex as and when they are developed.

### I. BACKGROUND

See section 2 of the current document for guidance.

#### I.A. History

Describe previous events/context/decisions leading up to the establishment of the NWAB.

#### I.B. Context

Overview of related policies/legislation/strategies/action plans relating to the NWAB (overarching, within the water sector and within other related sectors).

#### I.C. Rationale

Outline the reason for establishing the NWAB and why is there a national need for an NWAB (e.g. specific urgent situations/issues that need addressing).

#### I.D. Goals and Objectives

The aims and objectives are the base of the activities of the NWAB and should be harmonised with overarching national development objectives and strategies. The NWAB terms of reference should include: **Goals**- the expected contribution of the NWAB to a future improved situation, which the NWAB is not solely accountable for; and **Objectives**- the impacts that the NWAB is accountable for achieving within a foreseeable future.



## II. MANDATE

See section 3 of the current document for guidance.

### II.A. Role

Describe the role of the NWAB in relation to other institutions and organisations. Ideally this should establish **the** NWAB as the overarching national planning body for water related issues, which should be used as the forum for all water related policy processes.

### II.B. Powers

Define the powers of the NWAB to assign tasks or advise other institutions or organisations. For example, it is useful if the NWAB has the power to request information from government institutions on policy processes and related documents pertinent to water resources management.

It should also be made clear what the decision-making status of the NWAB is. If the NWAB itself has no decision-making powers, the procedures for the NWAB to seek support from higher instances to enable implementation of recommended actions.

### II.C. Responsibilities

List the responsibilities of the NWAB towards the public, stakeholder groups (including international partners) and different government institutions. This should include responsibilities concerning information and reporting, as well as delivery of specific actions, services and objectives.

### II.D. Core values

Outline the core values that the NWAB and its members are expected to adhere to and operate in accordance with. This should include key principles of good governance and integrated water resources management, such as: transparency, accountability, social and gender equity, ecosystem and catchment based management, cost-effectiveness, decision making at the lowest possible level, and balancing of economic, social and environmental needs.

## III. WORKING ARRANGEMENTS

### III.A. Structure

Include a description and diagram of the NWAB structure, including the different institutions, organisations and stakeholder groups involved and how they relate to each other, as well as associated structures such as sub-committees, local, catchment or provincial level committees, networks, etc.

See section 4.1, 4.2 and 4.3 of the current document for guidance.

### III.B. Membership

Include a list of members of the NWAB (and potential sub-committees), with details on decision making powers (on behalf of their institution/organisation/stakeholder group), appointment and delegation procedures, and responsibilities towards the NWAB and the institution/organisation/stakeholder group that they are representing.

See section 4.4 of the current document for guidance.

### **III.C. Administrative functions**

Outline responsibilities and procedures for appointment and delegation (e.g. rotating) of including Chair, Vice-Chair(s), Secretary, and other key administrative functions, as well as hosting and location of Secretariat. Include references to other sections where responsibilities may be further detailed (such as sections on work planning, meetings, monitoring and evaluation, reporting, communications, information management, financial administration, etc.).

See section 4.5 of the current document for guidance.

### **III.D. Work planning**

Define key principles, procedures and responsibilities for development and implementation of work plans to implement the NWAB terms of reference. Outline approximate format for key framework documents, such as the work plan and log frames, and include full documents in annex. Put time frames to how often the work plan should be evaluated, reviewed and adapted to ensure achievement of NWAB Goals and Objectives (reference to Monitoring and Evaluation below).

See section 5.1-5.2 of the current document for guidance.

### **III.E. Monitoring and evaluation**

Outline procedures and time plans for monitoring and evaluation (M&E) of implementation of the NWAB work plan and terms of reference. Assign responsibilities and potentially appoint external reviewers to support M&E.

See section 5.3 of the current document for guidance.

### **III.F. Reporting obligations**

Define the reporting obligations of NWAB to government institutions, stakeholder groups and the public, as well as members' to report from their institution/organisation/stakeholder group to the NWAB and vice versa. Outline responsibilities, formats, channels of dissemination and regularity of reporting.

See section 5.4 of the current document for guidance.

### **III.G. Meetings**

Outline the procedures and assign responsibilities for announcement, notice, organisation, attendance, reporting and follow up of NWAB meetings. This should include the regularity timing and hosting of meetings, as well as the format of key documents to be developed and finalised for meeting preparation and follow up (e.g. agenda, minutes and background materials) and how and when members should be able to access, review and contribute to these documents.

Ideally include key principles for meetings based on the Core Values of the NWAB (e.g. distributing time for intervention equally and ensuring that everybody can get their voice heard) possibly with basic instructions for meeting facilitation and in annex.

See section 6 of the current document for guidance.

### **III.H. Communications and Information Management**

Outline basic approaches and responsibilities for communications within NWAB and external target groups. Include procedures for media and public relations, and development of focussed communications strategies.

Define content, form and hosting of archives for the NWAB, as well as the responsibilities of members to contribute and share information relevant to national water resources management through the NWAB.

Include outline of links to key archives, depositories, databases and other information systems with relevance to national integrated water resources management, with information on how these contribute to the work of the NWAB and the responsibilities of the NWAB in supporting them.

See section 7 of the current document for guidance.

### **III.I. Resources and financial administration**

Outline resources available for the key coordinative functions of the NWAB as well as the procedures for financial administration and reporting on the use of these resources.

Define procedures and responsibilities for sourcing contributions for the implementation of NWAB terms of reference and work plans. Include overview of expected contributions (financial and in-kind) in annex.

See section 8 of the current document for guidance.

## Annex 2. Tips for effective meetings

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### **Before The Meeting**

1. Define the purpose of the meeting.
2. Develop an agenda in cooperation with key participants.
3. Distribute the agenda and circulate background material, lengthy documents or articles prior to the meeting so members will be prepared and feel involved and up-to-date.
4. Choose an appropriate meeting time. Set a time limit and stick to it, if possible. Remember, members have other commitments. They will be more likely to attend meetings if you make them productive, predictable and as short as possible.
5. If possible, arrange the room so that members face each other, i.e., a circle or semi-circle. For large groups, try U-shaped rows.
6. Choose a location suitable to your group's size. Small rooms with too many people get stuffy and create tension. A larger room is more comfortable and encourages individual expression.
7. Use visual aids for interest (e.g., posters, diagrams, etc.). Post a large agenda up front to which members can refer.
8. Vary meeting places if possible to accommodate different members. Be sure everyone knows where and when the next meeting will be held.

### **During The Meeting**

1. Greet members and make them feel welcome, even late members when appropriate.
2. If possible, serve light refreshments; they are good icebreakers and make your members feel special and comfortable.
3. Start on time. End on time.
4. Review the agenda and set priorities for the meeting.
5. Stick to the agenda.

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