



SOPAC



GEF PACIFIC IWRM PROJECT

*Implementing Sustainable Water Resources
and Wastewater Management in Pacific Island Countries*

“Ridge to Reef – Community to Cabinet”

REPORT

**First Meeting of the Regional Steering Committee
and Inception Workshop**

Nadi, Fiji Islands, 14th – 18th September 2009



SOPAC



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REPORT OF THE MEETING

1 OPENING OF THE MEETING

1.1 Welcome Address on Behalf of SOPAC

1.1.1 The beginning of the meeting was marked by the presentation of flower garlands or “*salusalu*” to officials of the Government of Fiji, the Global Environment Facility (GEF) Implementing Agencies, and SOPAC at 0900 on 14th September 2009. The Regional Project Manager, Mr. Marc Wilson then invited Mr. Leerenson Lee Airens, Integrated Water Resources Management (IWRM) Focal Point for the Federated States of Micronesia to deliver an opening prayer.

1.1.2 The Director of the Pacific Islands Applied Geoscience Commission (SOPAC), Ms. Cristelle Pratt proceeded to deliver a welcome address on behalf of SOPAC. Ms. Pratt noted with delight that a number of familiar faces involved in the development of the GEF IWRM project were present in the meeting, and welcomed the new faces that had joined the IWRM journey for the Pacific Island Countries. Ms. Pratt reviewed the process of project development and the policy and institutional framework for its implementation, and expressed her hope that participants would leave the meeting with renewed energy and enthusiasm to progress project activities within their respective countries.

1.1.3 Ms. Pratt reminded participants of the unfortunate decision to scale back the overall funding for the project by approximately 2 million US dollars during the final stages of its development. Ms. Pratt suggested that, rather than accepting to complete the project within the resource constraints, all participating countries and agencies should work actively to seek and secure the balance of the funds in order to realise implementation of the full project as it was designed. In this respect, Ms. Pratt assured the meeting that SOPAC had and continues to remain active in seeing how this shortfall can be addressed. Ms. Pratt also urged the Committee to ensure close collaboration with other GEF initiatives in the region to enable maximum benefit and impact of interventions.

1.1.4 Ms. Pratt informed the meeting of recent decisions taken in respect of the regional institutional framework of Pacific regional organisations, particularly the agreement that will see the rationalisation of SOPAC functions into the South Pacific Regional Environment Programme (SPREP) and the Secretariat of the Pacific Community (SPC) in 2010. Ms. Pratt informed the meeting further that the core of SOPAC’s work programme would become a new, science and technology division of SPC. Ms. Pratt expressed her hope that the synergies between the new division and the ongoing work of SPC in the area of water and sanitation would present exciting opportunities for closer collaboration.

1.1.5 Ms. Pratt concluded her address by wishing the meeting the very best of discussions and outcomes.

1.2 Comments on Behalf of the GEF Implementing Agencies

1.2.1 The Deputy Resident Representative of the United Nations Development Programme’s Multi-Country Office in Fiji, Mr. Toily Kurbanov, noted his pleasure in being able to address the meeting on behalf of UNDP. Mr. Kurbanov informed the meeting that UNDP was proud of the relationship it had established with Pacific Island Countries (PICs) since the 1960s-1970s. He proceeded to outline the significant challenges climate variability presents for the region, and stressed the need for the region to link interventions aimed at ensuring sustainable use of the region’s fragile water resources with efforts to plan adaptations to climate change.

1.2.2 Mr. Kurbanov noted that the GEF funded project entitled “*Implementing Sustainable Water Resources and Wastewater Management in Pacific Island Countries*” (referred to hereafter as the “*GEF Pacific IWRM Project*”) provides an opportunity for countries to implement on-the-ground activities to demonstrate Integrated Water Resources Management (IWRM). He suggested that the project would benefit from strong steering and guiding, and that the Committee has an important role to play in this regard. He expressed his hope that the Committee would rise to this challenge and wished participants all the best in their deliberations.

1.3 Opening Address on Behalf of the Government of Fiji

1.3.1 The Honourable Minister for Primary Industries of the Government of Fiji, Mr. Jocketani Cokanasiga welcomed participants to Fiji and extended a warm Fijian "*Bula*" to all. He expressed the honour he felt in being invited to deliver a keynote address at this important regional meeting, which marked the beginning of the operational phase of the GEF Pacific IWRM Project.

1.3.2 Mr. Cokanasiga noted that water is a critical natural resource linked to the socio-economic development and environment of PICs. He noted further that the enormous variability in climate, coupled with the rapidly increasing demand for water, had led to serious and justifiable concerns about the depletion and pollution of water. He suggested that it should be "*everybody's business*" to address the urgent water issues of the Pacific with concerted effort.

1.3.3 The Honourable Minister informed the meeting that the Government of Fiji has become increasingly concerned that the development and management of Fiji's water resources had not been given the importance it deserved. He noted that the increased frequency of floods and droughts had also contributed to increased water quality problems in Fiji, and that there was an urgent need to ensure the efficient, equitable and sustainable use of water. Mr. Cokanasiga noted that he was supportive of the Integrated Water Resources Management approach because it reflects an intelligent process that takes into account the range of stakeholder views, environmental needs, and the best available information required to make good decisions.

1.3.4 Mr. Cokanasiga indicated that the Government of Fiji supports this project and has made an extra effort to endorse the establishment of a Nadi River Basin Catchment Committee (NBCC) to oversee the implementation of the national IWRM demonstration project. He noted that his Ministry was also working on amendments to the Land Conservation and Improvement Act that would provide legislative powers to the NBCC. He expressed his hope that this would contribute to the longer-term sustainability of actions, and that the demonstration project would become a model which will be replicated in Fiji and other PICs.

1.3.5 Mr. Cokanasiga thanked the GEF for funding this important project which is of immediate relevance to the daily lives of Pacific Island peoples. He noted his disappointment in the late funding cut of approximately 2 million US dollars and expressed his hope that problems associated with this could be resolved. He also thanked SOPAC for providing technical assistance in guiding the small Pacific Island nations to formulate national water policies and programmes which would contribute to the development and management of water resources in a sustainable manner. Mr. Cokanasiga declared the meeting officially open at 0935 and wished the Committee all the success in its deliberations.

1.4 Introduction of Participants

1.4.1 Mr. Wilson suggested that it would be useful for participants to introduce themselves to the meeting. There followed a *tour de table* in which participants briefly outlined their roles in the project and their expectations from the meeting. The final list of participants is contained in Annex 1 of this report.

1.4.2 The Regional Project Manager for the GEF funded Pacific Adaptation to Climate Change Project (PACC) expressed his hope that close collaboration would continue to be fostered between the GEF Pacific IWRM and PACC projects. Similarly, the Permanent Secretary of Fiji's Department of Agriculture, Mr. Mason Smith urged participants to clearly inform their respective Heads of State and other senior officials of the outcomes of the meeting and of the need to secure the additional financial support required to ensure the objectives of the project are successfully met. He suggested that this would aid discussions and negotiations that would take place at the United Nations in New York over coming months.

1.5 Group Photograph

1.5.1 Following the official opening of the meeting and introduction of participants, members gathered for a group photograph. The group photograph is included in Annex 1 of this report.

2 ORGANISATION OF THE MEETING

2.1 Election of Officers (Chairperson; Vice-Chairperson; and Rapporteur)

2.1.1 The Regional Project Manager informed the meeting that until such time as the Committee adopted its own rules of procedure, those of the SOPAC Governing Council would be deemed to apply to the conduct of the meeting. He then suggested that the meeting should elect a Chairperson, Vice-Chairperson, and Rapporteur(s) to serve the meeting.

2.1.2 Mr. Airens nominated Mr. Suluimalo Amataga Penaia, IWRM Focal Point for Samoa, as Chair of the Committee. This nomination was seconded by Mr. Paulson Panapa, IWRM Focal Point for Tuvalu. Mr. Kelepi Mafi, IWRM Focal Point for Tonga, nominated Mr. Otheniel Tangianau, IWRM Focal Point for the Cook Islands, as Vice-Chair. This nomination was seconded by Mr. Erickson Sammy, Acting Director of Vanuatu's Water Resources Division of the Department of Geology, Mines, and Water Resources.

2.1.3 It was agreed that the Vice-Chair, Mr. Tangianau, would Chair a Reporting Sub-Committee, comprised of himself, Mr. Christopher Paterson of the PCU and two additional rapporteurs, namely Ms. Esetelelita Fulivali Lakai, Project Manager for Tonga, and Ms. Senivasa Waqairamasi, Project Assistant for Fiji. It was further agreed that this Sub-Committee would meet daily to finalise sections of the meeting report.

2.2 Documentation Available to the Meeting

2.2.1 The Chairperson, Mr. Suluimalo invited Mr. Wilson to introduce the discussion and information documents available to the meeting. Mr. Wilson reviewed document SOPAC/GEF/IWRM/RSC.1/Inf.2 and briefly highlighted the key issues requiring discussion and decision by the Committee. The full list of documents made available to the meeting is contained in Annex 2 of this report.

2.3 Programme of Work and Arrangements for the Conduct of the Meeting

2.3.1 The Chairperson, Mr. Suluimalo invited the Regional Project Manager to brief participants on the administrative arrangements for the conduct of the meeting. Mr. Wilson outlined the proposed organisation of work as outlined in information document SOPAC/GEF/IWRM/RSC.1/Inf.3 and dealt with a number of housekeeping items, including social events planned for the week. He highlighted that a study tour to the Nadi demonstration site had been planned for the final session of the meeting on the afternoon of 18th September. He noted that the Government of Fiji had generously offered to host a cocktail reception for participants at the hotel that evening.

3 ADOPTION OF THE MEETING AGENDA

3.1 The Chairperson, Mr. Suluimalo introduced the Provisional Agenda prepared by the Regional Project Co-ordinating Unit (PCU) as document SOPAC/GEF/IWRM/RSC.1/1 and the Annotated Provisional Agenda, document SOPAC/GEF/IWRM/RSC.1/2. The Chairperson invited participants to propose any amendments or additional items for consideration, prior to the adoption of the agenda.

3.2 Mr. Wilson pointed out the need to provide an opportunity for Mr. Taito Nakalevu to update the Committee on the status of the GEF PACC project. It was agreed that Mr. Taito would deliver a 10-15 minute presentation during the second day of the meeting. The final agreed meeting agenda is included in Annex 3 of this report.

4 ADMINISTRATIVE AND FINANCIAL MATTERS

4.1 Overview of the Project Management Framework for the SOPAC/UNDP/UNEP/GEF Project Entitled “*Implementing Sustainable Water Resources and Wastewater Management in Pacific Island Countries*”

4.1.1 The Chairperson invited Mr. Wilson to present document SOPAC/GEF/IWRM/RSC.1/4, which outlined the governance structure for the SOPAC/UNDP/UNEP/GEF Project Entitled “*Implementing Sustainable Water Resources and Wastewater Management in Pacific Island Countries*”. Mr. Wilson delivered a presentation outlining the roles, responsibilities, and relationships between and among the GEF, GEF Implementing Agencies (UNDP and UNEP), SOPAC, the Project Co-ordinating Unit, Regional Project Steering Committee, the Regional Technical Advisory Group (the Pacific Partnership), National Lead Agencies and Demonstration Project Co-ordinating Committees, and other projects and programmes.

4.1.2 Dr. Anna Tengberg, UNDP’s Regional Technical Adviser for International Waters sought clarification of the implications of recent decisions taken in respect of the regional institutional framework of Pacific regional organisations for the project management framework. Ms. Pratt noted that, whilst discussions with donor organisations were necessary to work out the intricacies of existing legal arrangements, the short to medium term outlook was such that there would likely be minimal to no impact on the project management framework. Ms. Pratt informed the Committee that the SOPAC brand would be maintained in the medium term and that SOPAC would continue to operate autonomously over the next 12 months whilst contractual arrangements are worked through.

4.1.3 In considering the relationship between the National Lead Agencies, Demonstration Project Co-ordinating Committees, and the regional PCU, Mr. Wilson emphasised the importance of establishing timely project reporting each quarter. He suggested that this will be critical in terms of ensuring that the PCU can request funds from UNDP and subsequently disburse those funds to Lead Agencies without causing any unnecessary impediments to the progress of individual National Demonstration Projects. He suggested that it may be necessary to hold funding back from countries for a given quarter if their reports and cash advance requests are not received by the deadlines set.

4.1.4 With respect to the issue of holding back funding as a result of reporting deadlines not being met, Mr. Deve Talagi, IWRM Focal Point for Niue, pointed out that occasionally unforeseen circumstances may delay reporting and that it may be necessary to have exceptions to such a rule. Mr. Wilson reminded the Committee that there are 13 countries with demonstration projects and that making exceptions for one country would likely result in making exceptions for all. He further stressed the need for all partners to be vigilant in ensuring they do not compromise the success of their projects and all countries moving forward as a whole. Mr. Wilson noted that disruptions due to natural disasters would obviously be taken into account on a case-by-case basis.

4.1.5 The Chairperson, Mr. Suluimalo reminded the Committee of the region’s experience with the GEF funded, SPREP executed International Waters Programme project which suffered as a result of persistent reporting delays by the participating countries. He noted the importance of timely reporting and urged all participating countries to meet deadlines set by the regional PCU.

4.1.6 The Vice-Chair, Mr. Tangianau noted that reporting was a requirement set out in the contracts or Memoranda of Agreement signed between the Lead Agencies and SOPAC, and that such requirements should be met by all countries. He expressed his view however, that there was a need for Project Managers to be made fully aware of the reporting requirements for the National Demonstration Projects. Mr. Wilson agreed with Mr. Tangianau and pointed out that reporting requirements would be addressed as part of later agenda items.

4.1.7 Mr. John Bungitak, IWRM Focal Point for the Republic of the Marshall Islands (RMI) noted that some countries operate on different fiscal years (e.g., October-September in RMI). He sought clarification regarding whether reporting requirements of individual countries would be harmonised with national systems. Mr. Wilson pointed out that as reporting would be undertaken on a quarterly basis, fiscal year would not influence reporting expectations, other than the timing of annual audit reporting.

4.1.8 In terms of the structure of the Project Management Framework, Mr. Wilson suggested that the Regional Project Steering Committee (RSC) may benefit from an expansion of its membership to include National Demonstration Project Managers. He suggested further that this may provide for increased continuity within the Committee and provide for direct input to discussions from individuals involved in project execution on-the-ground.

4.1.9 In this connection, Ms. Metiek Kimie Ngirchchol, IWRM Focal Point for Palau, sought clarification of how voting rights would be distributed to members in a situation where some countries are represented by both an IWRM Focal Point and Project Manager and where other countries were represented by one individual only. Mr. Wilson suggested and the meeting agreed that only one voting right should be assigned per country.

4.1.10 Mr. Suluimalo sought clarification regarding the role of UNDP and UNEP in the Committee. Dr. Tengberg indicated that whilst it would be necessary to consult UNDP guidelines, the GEF Implementing Agencies would need to be able to participate in decision-making relating to the project budget and work plan. Dr. Tengberg reminded the Committee that both UNDP and UNEP are directly accountable to the GEF, hence their role in monitoring project progress and expenditures.

4.2 Status of the GEF Pacific IWRM Project

4.2.1 The Chairperson invited the Regional Project Manager to present the report on the status of the GEF Pacific IWRM Project available to the meeting as discussion document SOPAC/GEF/IWRM/RSC.1/5.

4.2.2 Mr. Wilson began by informing the meeting that the project was endorsed by the GEF Chief Executive Officer on 3rd December 2008. He noted that the UNDP Project Document and UNEP Project Cooperation Agreement (PCA) were subsequently signed on 16th February 2009 and 16th May 2009, respectively. He noted further that the first tranches of project funds were received by SOPAC from UNDP and UNEP on 30th March 2009 and 6th July 2009, respectively. With respect to funds for the regional components of the project, Mr. Wilson informed the meeting that the project had SOPAC to thank for covering the costs of the regional Project Co-ordinating Unit for the first half of 2009 whilst waiting for the UNEP PCA to be finalised and for funds to be transferred from UNEP Headquarters in Nairobi, Kenya. He noted that 142,507 US dollars of UNDP funds had been disbursed to countries or spent on their behalf, and that the total cost of the regional activities to end August 2009 had been 219,895 US dollars. Cash co-financing of 37,897 US dollars had been raised during the operational phase of the project to the end of August 2009 through the EU IWRM National Planning Programme.

4.2.3 Mr. Wilson noted that the first eight months of the project had focussed on project inception at both the regional and national level. He informed the meeting that priority actions had been the signing of Memoranda of Agreement (MoA) with the Lead Agencies for the National Demonstration Projects and the recruitment of national project staff. He noted that a checklist had been prepared to assist National Demonstration Projects in their inception activities, and that establishing financial disbursement methods that were acceptable to both the Lead Agencies and Ministries of Finance had been a primary task completed by the regional PCU. In this connection he highlighted that inception period funds had been disbursed to all countries except Solomon Islands, Tuvalu, and Vanuatu. He pointed out that the status of inception period tasks as of 10th September 2009 was summarised in Annex 1 of document SOPAC/GEF/IWRM/RSC.1/5.

4.2.4 Mr. Wilson informed the Committee that the recruitment of demonstration project staff had been accorded a high priority by the PCU, which had worked with focal points and lead agency staff to prepare job descriptions. He noted that a requirement of the Project Document was for national positions to be job sized by the Public Service Commissions of the National Governments, or their equivalents. He informed the meeting that this had been a tedious and lengthy process, leading to delays in commencing the recruitment process in several PICs. He noted that the PCU had also worked with national project staff to review the contemporary relevance and scope of the demonstration projects, and that all PICs had been visited by a PCU staff member to provide assistance in the establishment of the projects.

4.2.5 Mr. Wilson informed the meeting that the focus of regional level activities had been on establishing the Project Coordinating Unit office, including procurement of equipment and furniture,

establishment of procedures, and the recruitment of staff to the PCU. He noted the recruitment of the following staff to the PCU and their start dates: Mr. Marc Wilson – Regional Project Manager (6th January 2009); Ms. Ruth Urben – Community Assessment and Participation Advisor (12th January 2009); Mrs. Verenaisi Bakani – Senior Administration and Travel Officer (18th May 2009); and Mr. David Duncan – Environmental Engineer (13th July 2009). He noted that despite two separate recruitment attempts the Financial Adviser position could not be filled. He informed the meeting that this position would be foregone and that half the salary would be used to cost share with the EU National Planning Programme Project to fund the recruitment of a Mainstreaming and Indicators Adviser. To assist in overcoming problems associated with delays in recruiting PCU staff, Mr. Wilson informed the meeting that Mr. Christopher Paterson had been engaged as a consultant to provide short-term support to the project.

4.2.6 Mr. Wilson noted that key substantive work of the PCU had focused on development of an indicators framework under Component 2 that would be presented to the Committee for their consideration under Agenda Item 7. Regarding collaboration and partnerships with other projects and programmes, Mr. Wilson informed the Committee that he had attended the Inception Meeting for the GEF funded Pacific Adaptation to Climate Change Project (PACC). He noted that he had assisted with the design of the water related demonstration activities of that project, and that he had been nominated the representative of the Council of Regional Organisations in the Pacific (CROP) for the PACC project executive group.

4.2.7 In terms of major obstacles and challenges for the project, Mr. Wilson reviewed the consequences for the project of the removal of approximately 2 million US dollars from the project budget prior to endorsement. He highlighted that the total travel budget for the PCU, which is comprised of the Regional Project Manager and three technical specialists, was only 105,000 US dollars over the 5 years of the project. He expressed his view that this would severely constrain the ability of the PCU to meet the technical assistance needs of the participating countries and demonstration projects. A further constraint was that funds had only been allocated for three of the four PCU professional staff for three out of five years.

4.2.8 Mr Wilson informed the meeting that the travel budget shortfall was addressed during the inception period through the provision of significant co-financing by the EU IWRM Planning Project. He noted that this could only be a short term solution and that a longer term funding solution would be required to enable the PCU to provide the in-country support that was intended in the original project design.

4.2.9 Mr. Lakshman Mudaliar, IWRM Focal Point for Fiji, asked what if any strategies the PCU had developed to overcome this significant problem. Mr. Wilson noted that discussions had been held with the World Bank, the Asian Development Bank, and the aid agencies of Australia, New Zealand and the United States of America. He noted that no additional funds had been leveraged from these organisations to date. He informed the meeting that recent discussions with representatives of AusAID had identified the availability of shorter term funding for climate change related initiatives. He suggested that it may be beneficial for projects to adjust their project designs to better reflect linkages with climate change adaptation and preparedness projects.

4.2.10 The Chairperson asked the representatives of the GEF Implementing Agencies if they had any suggestions as to how the 2 million US dollar shortfall could be met with additional funds. Dr. Tengberg informed the meeting that UNDP had regretted the last minute funding cut which had resulted from the decision of the GEF Secretariat to cap the funds available for International Waters projects in the Pacific at 10 million US dollars during the 4th funding phase of the GEF. Dr. Tengberg noted that some funds were available under the national resource allocations for biodiversity and climate change, but drawing down these funds would require the development of new projects.

4.2.11 Dr. Tengberg suggested further that it might be possible to secure additional funds during the 5th phase of the GEF beginning in July 2010, and that the upcoming GEF International Waters conference in Cairns, Australia would present a good opportunity for discussions with senior GEF Secretariat staff. Dr. Ampai Harakunarak of UNEP's Division of Global Environment Facility Coordination reminded the Committee that UNEP would contribute approximately 25,000 US dollars of in-kind co-financing for training activities.

4.3 Consideration of the Terms of Reference and Rules of Procedure for the Regional Project Steering Committee

4.3.1 The Chairperson invited the Regional Project Manager to introduce this agenda item. Mr. Wilson suggested and the meeting agreed that a sessional working group be established to review and amend as appropriate the draft Terms of Reference and Rules of Procedure for the Regional Project Steering Committee contained in document SOPAC/GEF/IWRM/RSC.1/6. It was agreed that Mr. Wilson, Mr. Mudaliar, Mr. Mafi, and Mr. Sammy would form a sessional working group to complete this task on behalf of the Committee. The agreed Terms of Reference and Rules of Procedure are included in Annex 4 of this report.

4.3.2 Mr. Wilson proceeded to facilitate several team building exercises relating to the functions of committees, focusing on communications, different personality types, and committee structures. There was a lengthy discussion relating to the necessary prerequisites for effective Demonstration Project Co-ordinating Committees (DPCCs). Mr. Wilson expressed his view that DPCCs should: be based in the project areas; have an independent chairperson; have a dedicated secretariat; have relevant stakeholders as members; have specific action orientated sub-committees, e.g., a technical working group with stakeholders as members; and should act as the forerunners for longer-term management committees for the given basins, catchments, or aquifers.

4.3.3 In this connection, he highlighted the success of the Land and Water Resource Management Department of Fiji's Ministry of Primary Industries in establishing the Nadi Basin Catchment Committee (NBCC). He noted that the NBCC would be given legislative powers and would form a permanent organ of government. He stressed the importance of establishing committees that can respond quickly to local needs and that will continue to function beyond the completion of the GEF demonstration projects. He expressed his view that this will be necessary in order to sustain the integrated management of the water resources for which they were established. He expressed his view that ultimately the project would be evaluated on its success in achieving this.

4.3.4 Regarding the involvement of local stakeholders, Mr. Bungitak sought guidance regarding the involvement of local stakeholders in management committees if they had limited or no formal education. Mr. Wilson responded by sharing his experience of 20 plus years working with multi-stakeholder committees, noting that regardless of the level of formal education most local stakeholders were able to make effective contributions to project activities and often brought valuable local information to decision making processes.

4.3.5 Dr. Tengberg supported Mr. Wilson's view by sharing her experience in working with GEF funded community projects in Africa, where many project participants contributed actively and effectively to project planning and decision making despite having had very limited formal education. Mr. Lakshman expressed his view of the need to raise awareness amongst local landholders and other stakeholders in order to foster community ownership of project activities. It was noted that involving local leaders in project committees was an effective way of achieving this.

4.3.6 Regarding the use of independent chairpersons, Mr. Talagi informed the meeting that Niue may encounter some difficulties with this. He suggested that each country will have different needs, and in the case of Niue it would likely be a government requirement for the committee to be chaired by a representative of the lead agency. He also noted that it would likely be difficult to find an appropriately qualified individual from outside the civil service to chair the committee. He informed the meeting that the Government of Niue typically tries to limit the number of stakeholders involved in committees as it had been their experience that too many members constrains committee effectiveness.

4.3.7 Regarding the qualifications of committee chairs, Mr. Wilson noted that there was a long history in the Pacific for chairs of committees to be technical experts from government. He suggested that this was not necessarily appropriate for projects working on IWRM as experts are often focused on very specific scientific or technical fields, and may not be effective in facilitating the review of information and stakeholder views required to make IWRM work. Rather he suggested that key criteria for selecting chairs of IWRM committees should be excellent skills in working with people and managing meetings.

4.3.8 Mr. Tony Kuman, IWRM Focal Point for Papua New Guinea, noted that it was the view of his department that any committee for the demonstration project should be run by government and chaired by a representative of the Department of Environment and Conservation. He noted that the use of independent chairs was common in catchment committees in Australia and New Zealand, and suggested the successes achieved in those countries should be explored for replication in the region. Mr. Suluimalo noted that community groups and the private sector often have their own agendas to push in such fora and that care needed to be taken in selecting stakeholders for involvement in committees.

4.3.9 Dr. Harakunarak emphasised that there was a need to ensure that the National PSC established under this project would be mainstreamed into the existing national water resources management approaches and system for ensuring sustainability of the IWRM framework and practices in each participating country.

5 REVIEW OF THE DESIGN AND STATUS OF THE NATIONAL DEMONSTRATION PROJECTS

5.1 Technical Assessment of the Draft National Demonstration Project Documents

5.1.1 The Chairperson invited Mr. David Duncan, the Environmental Engineer of the Regional Project Coordinating Unit, to present document SOPAC/GEF/IWRM/RSC.1/7, which contained a technical assessment of the draft National Demonstration Project Documents. Mr. Duncan noted that the assessment focused on identifying improvements that would increase the value of the demonstration projects to the countries and to the region. He noted further that the review highlighted that all of the demonstration projects provided good opportunities for piloting IWRM strategies in each of the countries. Further, the review revealed a range of innovative options to address water resource challenges in the region and significant potential for synergies between the individual projects.

5.1.2 Mr. Duncan informed the meeting that constructive recommendations were presented to recognise the significance of climate change adaptation in water resource management and a need to incorporate IWRM more centrally into the projects. It was also identified that, given the adjustments required to incorporate climate change and IWRM more centrally, and the extended period since the completion of the draft projects, there would be significant benefit from revising the project logical framework matrices, indicators, budgets, and work plans. Mr. Wilson followed up Mr. Duncan's presentation by noting that the review provided positive, constructive feedback to countries and would be beneficial in terms of improving the "*do-ability*" of the projects and ensuring that tangible on-the-ground results are achieved.

5.1.3 Regarding logframe development, Mr. Haseldon Buraman, the National Demonstration Project Manager for Nauru queried whether all countries had been developing log frames, work plans and budgets using the same template. Mr. Duncan noted that a standard template and a PowerPoint based tutorial had been circulated by Mr. Wilson several weeks in advance of the meeting by e-mail. Mr. Wilson pointed out that this template, and guidance for its completion, would be presented in a later agenda item.

5.1.4 Mr. Duncan proceeded to undertake a group exercise aimed at eliciting information from participants regarding their technical assistance needs for demonstration projects and ideas about how these would be met. The outputs of this activity are summarised in Annex 5 of this report.

5.2 Country Presentations on the Status of the National Demonstration Projects

5.2.1 The Chairperson invited the National Project Managers and/or IWRM Focal Points to deliver country presentations on the status of the National Demonstration Projects, covering *inter alia*: status of the Memoranda of Agreement; recruitment of project staff and office set-up; establishment and operation of Demonstration Project Co-ordinating Committees; the revision of project scope and the development of logical framework matrices and associated work plans and budgets; development of monitoring and evaluation plans; stakeholder involvement plans; and documentation of lessons learned from the inception period.

5.2.2 It was suggested by Mr. Wilson, and the meeting agreed, that presentations would be delivered in the following order: Republic of Fiji; Cook Islands; Federated States of Micronesia; Nauru; Niue; Palau; Papua New Guinea; Republic of Marshall Islands; Samoa; Solomon Islands; Tonga, Tuvalu; and Vanuatu. The presentations were compiled for distribution to members on CD-ROM and can be accessed via the project website.

5.2.3 Regarding the Fiji demonstration project, Dr. Tengberg queried if linkages with the GEF Sustainable Land Management (SLM) project in Fiji had been established. Mr. Lakshman responded that discussions had been held and there is a willingness from both projects to collaborate. He noted further that the SLM project is represented on the scientific and technical working group of the Nadi Basin Catchment Committee established for the project.

5.2.4 Dr. Tengberg followed this up with advice to Nauru, suggesting that effort should be taken to ensure synergies with the work of the GEF Small Grants Programme (SGP) and the work of the SLM and PACC projects in that country. The Nauru Demonstration Project Manager, Mr. Buraman agreed that there was significant risk of duplication of work in the water sector and that a key focus of the IWRM demonstration project in Nauru is to ensure better coordination between agencies and projects.

5.2.5 In relation to the presentation from Palau, Mr. Suluimalo noted that it is often useful in the case of Samoa to use individuals with a chiefly title to mobilise and motivate the community. He asked Ms. Lynna Thomas, the Demonstration Project Manager for Palau if a similar approach had been used in their project. Ms. Thomas responded that a senior staff member of the Environmental Quality Protection Board is a village elder and had assisted in consultations. Ms. Thomas noted further that the independent chair of the Demonstration Project Coordinating Committee was a well respected, retired nurse with strong links to community groups and village representatives. This was effective in gaining broad stakeholder involvement in recent consultations during which the project scope and work plan had been revised.

5.2.6 Mr. Suluimalo asked a similar question of the Tongan demonstration project and its success in securing the involvement of a senior judge as the independent chair of its coordinating Committee. He specifically asked if it was necessary to pay this individual a sitting fee. Ms. Lakai responded by informing the meeting that the judge was a highly respected member of the community with a keen interest in local affairs and sustainable development. As such it was not necessary to pay the independent chair a sitting fee or any other remuneration.

5.2.7 Mr. Wilson informed the meeting that the judge in question often took care of business on behalf of the Vava'u Governor when the latter was on official travel in Nuku'alofa or abroad. He noted that the use of an independent chair in this case would likely lead to higher level and longer term political support for the project and follow up actions. Mr. Paterson informed the meeting that the achievements of the Tongan demonstration project during the inception period should not be underestimated as Ms. Lakai had also taken time out during the inception period to give birth to her second child. The Committee acknowledged Ms. Lakai's achievements with a round of applause.

5.2.8 It was subsequently agreed that the IWRM focal points and National Demonstration Project Managers would undertake self assessments of the status of their projects and assign their projects a grade from A-C as set out below. It was further agreed that project teams would discuss their grading with PCU staff and adjust their self assessments as necessary. Final grades and agreed timelines for the completion of outstanding tasks are contained in Annex 6 of this report.

Table 1 Criteria for self assessment grading of status of inception period tasks for demonstration projects

Deliverable	Grade		
	A	B	C
Project Management Unit	PMU established, staff recruited and office established	PMU establishment commenced but incomplete, staff yet to be contracted and office yet to be established.	Staff selection not commenced.
Revised Project Scope	Recently revised with stakeholder and NSC consensus.	Incomplete. Recent stakeholder consultation but consensus not finalised. Steering Committee has met in the last 2 months.	Some stakeholder consultation but no recent formal process, NSC hasn't met in the last 2 months.
Revised Logframe including suitable National Baseline Indicators	Logframe revised with PCU and has received NSC endorsement.	Logframe revision underway with NSC; will be completed by end November 2009.	Logframe revision yet to commence.
Stakeholder Engagement Progress Report	Stakeholder Engagement Process Report (SEPR) completed & NSC endorsed	SEPR underway with NSC; will be completed by end November 2009	SEPR yet to commence
Annual and 5yr Workplan	Workplan revised to accord with revised logframe	Workplan revision awaiting completion of logframe revision	Yet to start
Annual and 5yr Budget	Budget revised to accord with revised logframe	Budget revision awaiting completion of logframe revision	Yet to start

5.3 Status and Planned Activities of the EU IWRM National Planning Programme

5.3.1 The Chairperson invited the Coordinator of the EU IWRM National Planning Project, Ms. Rhonda Robinson, to update the Committee on the status and planned activities of the EU IWRM National Planning Programme. An abbreviated version of this programme's progress report for the period January 2008 – July 2009 was available to the meeting as SOPAC/GEF/IWRM/RSC.1/8.

5.3.2 For the benefit of new faces and as a refresher for some of the older hands, Ms. Robinson provided a brief overview of IWRM, including IWRM's role in the development and natural resource management of PICs, an IWRM definition, and a summary of what is meant by "integration". Ms. Robinson proceeded to provide a detailed overview of the activities and linkages between the two parallel projects being implemented by SOPAC as part of the "Pacific IWRM Initiative", i.e., (1) the GEF funded "Sustainable Integrated Water Resources and Wastewater Management in Pacific Island Countries" project, for which the current meeting was convened, and (2) the EU funded "National IWRM Planning Programme" project. Ms. Robinson reviewed the following components of the initiative and highlighted those which were being undertaken as part of the GEF and EU initiatives:

Table 2 Components of the Pacific IWRM Initiative

Component of the Pacific IWRM Initiative	Project
Component 1. Demonstration, Capture and Transfer of Best Practices in IWRM and Water Use Efficiency	GEF
Component 2. IWRM and WUE Regional Indicator Framework	GEF
Component 3. Policy, Legislative and Institutional Reform for IWRM and WUE	EU
Component 4. Regional and National Capacity Building and Sustainability Programme for IWRM and Water Use Efficiency, Knowledge Exchange, Learning and Replication	GEF

5.3.3 Ms. Robinson outlined the IWRM planning process noting that the different steps can be undertaken in different order or simultaneously depending on the specific needs of countries or water resource management issues. It was noted that the EU funded "National IWRM Planning Programme" project aims to help Pacific Island countries to improve management of water resources by supporting the development of national frameworks and plans for IWRM and Water Use Efficiency, including

legislation, policy, national cross-sectoral water coordination committees, water partnerships, and water use efficiency strategies. Ms. Robinson informed the meeting that the programme was designed to link closely to, and provide an enabling environment for, on-the-ground activities being executed as part of the GEF project.

5.3.4 Ms. Robinson reviewed where each of the participating Pacific Island countries was at with their IWRM planning processes, especially in terms of: the establishment of national cross-sectoral water coordination bodies; development and adoption of national water resources policy and overarching water resources legislation; development of IWRM plans/strategies; and Water Use Efficiency planning. Ms. Robinson pointed out that whilst most countries were making progress with respect to the establishment of coordinating bodies and development of policy, there was much work needed to achieve higher level objectives relating to development of national plans and strategies for IWRM.

5.3.5 The support available to the participating countries through the EU project was to include: technical support for economic work and policy development; organisation of meetings, consultation processes and workshops; regional exchange with other countries to learn from their experiences and training; and funding for support staff. Ms. Robinson concluded her presentation with an overview of a planning road map developed for the IWRM process in PICs.

5.3.6 Ms. Waqairamasi queried whether funding from the EU National IWRM Planning Programme could be used to fund technical staff to assist in leveraging additional funding in support of IWRM. Ms. Robinson responded by stating that this could possibly be done, provided the work was undertaken within the context of broader national priorities, was consistent with national planning strategies, and met the needs of the national IWRM process. Mr. Panapa queried whether IWRM funds could be used to pay for sitting fees in Tuvalu. Ms. Robinson responded by reminding the Committee that SOPAC policy did not permit the payment of sitting fees, and suggested that if payment of sitting fees was critical then it may be necessary to look at using government co-financing for that.

5.4 Update of Progress in the GEF funded Pacific Adaptation to Climate Change Project

5.4.1 An opportunity was provided for Mr. Taito to update the meeting on progress in the GEF funded Pacific Adaptation to Climate Change Project. Mr. Taito proceeded to provide a brief overview of the project and status report. He noted that the PACC project would demonstrate long-term adaptation measures to increase the resilience of three key development sectors in the PICs to the impacts of climate change.

5.4.2 He informed the meeting that the PACC addresses the issue of long-term climate change adaptation on three fronts: (1) improving capacity in the Pacific Islands/governments to mainstream climate change adaptation into government policies and plans; (2) addressing the urgent need for adaptation measures through developing systematic guidelines for adaptation and demonstrating their use at a pilot scale in the coastal, food security, and water sectors; and (3) laying the foundation for a comprehensive approach to address adaptation over the medium-long term at the regional level.

5.4.3 Mr. Taito informed the meeting further that the project inception workshop had been convened from 28th June – 3rd July in Apia, Samoa, and that Mr. Wilson had participated in this. He noted that all Memoranda of Understanding and work plans had been finalised by 17th July 2009 and provided the names and contact details for the PACC coordinators in each country. He urged participants to ensure close collaboration between the IWRM and PACC projects in country, and noted that five PACC projects have a water focus and present significant opportunities for the establishment of linkages. He noted further that several IWRM demonstration projects would assist local communities improve resilience to flooding through developing a better understanding of the river network and floodplain interactions, which is important for climate change adaptation planning.

5.4.4 Ms. Waqairamasi noted that Fiji's PACC project was located in Suva whilst the IWRM project was located in Nadi, and queried if funds could be accessed in support of activities aimed at building climate change resilience in Nadi. Mr. Taito expressed his view that this would be a call of the individual countries, but would require close programming between the two projects to ensure strong synergies and linkages to justify resource sharing. He suggested that there would possibly be greater

potential for sharing of lessons learned between the two projects and that perhaps efforts to collaborate should focus on this.

5.4.5 Dr. Tengberg thanked Mr. Taito for his brief analysis of the synergies between IWRM and PACC and suggested that the projects could possibly benefit from a matrix analysis of complementarities and synergies as an input to collaborative planning efforts. In this connection, Mr. Mudaliar noted that both projects have their own project documents and queried how any changes could be accommodated, e.g., would it be necessary to annotate the documents. Dr. Tengberg responded by noting that the management of the projects is adaptive and that activities can be modified without consulting UNDP. Dr. Tengberg noted further that UNDP should be consulted when changes to project design are made at the outcome level.

6 DEVELOPMENT OF DEMONSTRATION PROJECT LOGICAL FRAMEWORKS, WORK PLANS AND BUDGETS

6.1 The Chairperson invited the Regional Project Manager to introduce this agenda item. Mr. Wilson proceeded to review the use of logical framework matrices in project planning and management. He explained to the Committee that National Demonstration Projects must have an inherent logic, i.e., there should be some logical causal link between what the objective is and how the inputs (resources) are used.

6.2 He explained that if the causal linkages between doing and achieving are understood then project resources will more likely be successfully directed at achieving the desired results for the projects. He outlined examples of causal links as: if inputs are provided, then activities can be undertaken; if activities are undertaken, then outputs will be produced; if outputs are produced, then purposes will be achieved; and if purposes are achieved, then the project will contribute to the achievement of the overall goal.

6.3 Mr. Wilson explained that logical framework matrices are often used as a simple tool for clearly setting out components of activities, the linkages between sets of activities, and the anticipated outputs and outcomes from activities. He explained further that logical frameworks are useful tools for defining inputs, assumptions for success, and indicators for monitoring and evaluation. He noted that they are also useful for developing work plans and budgets, and for identifying resource shortfalls and activities for which additional co-financing should be sought or additional resources leveraged.

6.4 Mr. Wilson reminded the Committee that each National Demonstration Project had been through a design process involving the preparation of: national IWRM diagnostic reports; hot spot analyses and identification of demonstration project scope; and project development with stakeholders. He noted that rudimentary logframes had been produced for each demonstration project and that there was a requirement to review these as some are more than 2 years old.

6.5 Mr. Wilson informed the meeting that most countries had been working on this and that the revised versions would form the basis of the demonstration project work plans and budgets. He proceeded to deliver a tutorial instructing Project Managers and IWRM Focal Points on the elements of, and steps in completing, logframes. The Microsoft PowerPoint based tutorial was added to the CD-ROM of meeting outputs for distribution to participants.

6.6 Mr. Wilson proceeded to inform the meeting that an additional key task requiring completion by Demonstration Project Managers is the reorganisation of project budgets into the cost codes of the UNDP Atlas system. He invited the SOPAC financial officer Mr. Mohammed Irfaq to present an overview of the UNDP cost codes, the Microsoft Excel based financial reporting system he had developed for the project, and the step-by-step guide to reporting contained in the Financial Reporting Manual available to the meeting as document SOPAC/GEF/IWRM/RSC.1/12.

6.7 There followed an extensive discussion regarding the UNDP Atlas cost codes and the process of financial reporting and requesting cash advances. Ms. Waqairamasi queried the percentage amount of a cash advance for a given quarter that should be expended before a project can request a cash advance for the subsequent quarter. Mr. Wilson informed the meeting that if funds are unspent for a given quarter they can be carried over to the next quarter.

6.8 Mr. Wilson suggested that it may be wise for Project Managers to carry over some funds between quarters so they can have cash on hand to cover expenditures in the period between submission of reports and receipt of subsequent advances. It was noted by Mr. Waisale Naqiolevu of the UNDP Multi-Country Office in Fiji that projects cannot carry over more than 20 percent into a subsequent quarter without receiving a reduced cash advance. This was subsequently confirmed by Ms. Moneeba Hanif, Finance Associate of the UNDP Multi-Country Office in Fiji.

6.9 Mr. Panapa asked if it was possible to adjust project budgets in the case a project over-spent or under-spent against certain cost codes. Mr. Wilson reminded the Committee that the project could be adaptive and adjust budgets as required. He noted that Demonstration Project Managers would be required to submit annual budgets for approval and that this would provide an opportunity to revise demonstration project budgets. He noted further that individual Demonstration Project Managers could also write to him requesting budget revisions as necessary.

6.10 Mr. Lakshman asked how outstanding liabilities would be reported. Mr. Irfaq responded by informing the meeting that the project operated on a cash only basis, and that it would be a requirement for any outstanding liabilities reported in a given quarter to be acquitted in the following quarter. The Chairperson asked when the financial and progress reports for the inception period were expected. Mr. Wilson informed the meeting that these would be required at the end of September, and the Chairperson urged all project teams to ensure reports were submitted on time to the PCU.

6.11 The Chairperson recommended that sufficient time be allocated throughout the meeting for Project Managers to gain some practical experience in using the project's financial reporting system. Mr. Wilson noted that time had been allocated for this during the agenda items dealing with project management training and indicated that he would look at the programme to free up additional time for this. Mr. Bungitak of the Republic of Marshall Islands queried if he could use funds received for the GEF project to fund activities under the EU IWRM National Planning Programme. The Chairperson expressed his view, and the meeting agreed, that this would not be acceptable to SOPAC, UNDP, UNEP, or the GEF.

6.12 Mr. Wilson explained to the Committee that the tool developed by Mr. Irfaq would not just be useful for reporting to SOPAC and UNDP but would act as a very useful management tool for projects in tracking progress. Mr. Irfaq demonstrated the feature of the system which highlighted areas in the budget where significant under expenditures had occurred. There followed a discussion about the difference between expendable and non-expendable equipment, with Mr. Irfaq pointing out that projects were required to maintain inventories of two categories of equipment purchased, i.e., (1) 1000 US dollars or greater, and (2) less than 1000 US dollars. He explained that this would be covered in detail during the training session.

6.13 The meeting programme was revised overnight to accommodate the request of the Chairperson to provide more time for training on the financial management system. This revised programme was approved the following morning and it was agreed that a group training session comprised of project staff and Focal Points from Federated States of Micronesia, Nauru, Palau, Republic of Marshall Islands, Samoa, and Tuvalu would be conducted that morning (16th September). It was also agreed that the remaining countries would participate in sessional country consultations with PCU staff on: the status of National Demonstration Projects (Mr. Wilson); logframe development and indicators (Mr. Duncan); community participation (Ms. Urben); co-financing (Mr. Paterson); and EU IWRM Planning (Ms. Robinson and Ms. Subhashni Raj, EU IWRM Project Officer). It was further agreed that this arrangement would be switched during the morning of the following day (17th September).

7 ESTABLISHING A REGIONAL INDICATOR FRAMEWORK

7.1 The Chairperson invited Mr. Duncan to outline the content of document SOPAC/GEF/IWRM/RSC.1/9 "*Establishment of a Regional Indicator Framework*" and draw to the attention of the meeting progress in relation to Component 2 of the project dealing with IWRM and water use efficiency indicators. In introducing the topic, Mr. Duncan reviewed the purpose and nature of indicators, together with a discussion of their potential role in driving project outcomes.

7.2 Mr. Duncan highlighted the need to develop an indicator framework that facilitates the aggregation of information collected from local participatory monitoring and evaluation to catchment, national, regional, and global levels. He summarised other key considerations including the need to clearly define the stakeholders, agreed questions, and reporting requirements.

7.3 Mr. Duncan outlined the range of indicator types and indicators that might be considered for the framework. He reviewed both qualitative and quantitative indicator frameworks, and recommended that a report card style reporting framework be adopted. An example exercise was used to demonstrate the process and countries were asked to undertake their own assessments of the proposed framework.

7.4 Mr. Wilson informed the meeting that the intention of the presentation was to update participants of the work undertaken on this to date and to make them aware that the PCU would be seeking their support for this work over coming months and years. He expressed his view that the indicator system needed to be highly specific to country needs and be able to drive the changes needed to facilitate mainstreaming of IWRM in PICs. He expressed his hope that the system would assist in ensuring the longer term sustainability of project interventions and would be of greater use to civil servants in planning and budgeting for IWRM than the usual data intensive, numeric based systems. He noted that the report card approach proposed was not novel as it was used in a wide range of sectors globally, but would be new to water resource management in PICs.

7.5 Dr. Tengberg thanked Mr. Duncan for his comprehensive overview and reminded the Committee that the project must establish baseline data over the coming six months. Dr. Tengberg explained that it was a requirement for projects of this type (i.e., regional demonstration projects) that progress in the achievement of process, stress reduction, and environmental/water resource state outcomes be reported quantitatively in annual Project Implementation Reviews and the GEF International Waters Annual Project Performance Results Template. Dr. Tengberg acknowledged the need to simplify the system, but urged the project to try to identify several quantifiable indicators where possible. It was explained that this type of indicator could be rolled up to the regional level.

7.6 Mr. Wilson noted that a high degree of priority had been assigned to this task and that the project was in the process of recruiting a specialist mainstreaming and indicators advisor. He expressed his view that the impact of this work would depend highly on the ability of the PCU to fund travel to the countries as the system needed to be not only rolled up, but also rolled out to the countries where it is most needed. He reiterated his request for strong support from country teams for this work over coming months.

8 FINANCING OF PROJECT ACTIVITIES AND A PROPOSED SYSTEM FOR TRACKING CO-FINANCING

8.1 Following the reprogramming of the work of the meeting to accommodate for increased financial management training, it was agreed that Mr. Paterson would work individually with the participating countries on matters relating to the co-financing of the project. Mr. Paterson introduced document SOPAC/GEF/IWRM/RSC.1/10 to participants on a one-to-one basis and reviewed in detail the sources, types, and amounts of co-financing committed for activities in each of the demonstration projects.

8.2 He explained the system proposed by the PCU for the tracking of outputs delivered and outcomes achieved by co-financiers, and an approach for valuing in-kind contributions of individuals' time to project activities. As the latter would involve a review of the salary scales of the public service for each country, Focal Points and Project Managers agreed that they would furnish the PCU with copies of the current government salary scales immediately upon their return to their respective countries.

9 PROJECT MANAGEMENT TRAINING

9.1 Gender Mainstreaming in Project Execution

9.1.1 The Chairperson invited Dr. Tengberg to deliver a presentation on gender policies in UNDP, UNEP, and the GEF, as well as the Resource Guide on Mainstreaming Gender in Water Management

developed by the Gender and Water Alliance and UNDP. Dr. Tengberg began by defining gender and by noting that gender mainstreaming is the “*process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels*”.

9.1.2 Dr. Tengberg noted that the GEF has no separate gender policy and relates gender issues to the policies of the agencies it is working with, e.g., UNDP and UNEP. It was noted that the GEF has a public involvement policy which provides guidance with respect to stakeholder participation, particularly issues associated with the livelihoods of local groups. It was noted further that a “*Local Benefits in GEF Programmes*” study commissioned by the GEF in 2005 identified that many projects had demonstrated inadequate differentiation of the local population to enable the projects to take account of social factors relevant to project performance, e.g., poverty was considered in the design of 36 of 132 projects (27%) and gender was considered in 50 of 132 projects (37%).

9.1.3 Dr. Tengberg informed the meeting that UNDP supports gender mainstreaming in its practice areas of: democratic governance; poverty reduction; environment and energy; crisis reduction and recovery; HIV/AIDS; and capacity development. Similarly, it was noted that UNEP promotes gender equality in the field of the environment, including gender mainstreaming in environmental decision and policy making. Dr. Tengberg proceeded to review a resource guide on gender mainstreaming in water management developed by the Gender and Water Alliance and UNDP. Dr. Tengberg suggested that chapters of this guide on: Gender, Governance and IWRM; Gender, Water and Poverty; Gender and WatSan; Gender and Coastal Zone Management; and Gender and Water-Related Disasters may be of use to the project.

9.1.4 In addition to a brief case study entitled “*Gender Mainstreaming Processes in Community-based Flood Risk Management in Bangladesh*”, Dr. Tengberg outlined a gender mainstreaming checklist developed for GEF Natural Resource Management projects and applied this to the GEF Pacific IWRM project as follows:

Table 3 Example of the gender mainstreaming checklist applied to the Pacific IWRM Project

Phase in Project Cycle	Criteria	Yes	No	Comment
Identification	Have gender sensitive stakeholder analysis been conducted?	X		
	Have women's needs been assessed?			?
Preparation and Formulation	Does the project have any impacts on women's access and control, on their activities?	X		
	Are the project objectives and results gender sensitive?	X		Component 4 only
	Are stakeholder consultations ensuring the representation of women in preparation meetings?	X		
	Is the logframe gender sensitive?	X		Component 4 only
	Is there a budget for gender?		X	
Review and Approval	Does the project document adequately incorporate gender considerations?		X	Component 4 only
Implementation	Does the initiative increase women's/men's/girls'/boys' unpaid workloads?			Needs to be assessed
	Is monitoring data disaggregated by gender?	X		Component 4 only
Evaluation	Does the evaluation ToR specify the gender issues and questions to be addressed in the evaluation?			TBD
	Did the project have any unintended impacts on women or men?			TBD
	Does the evaluation team have the expertise to look at gender issues in the specific context of the project?			TBD

* Prepared as an example for the meeting by Dr. Anna Tengberg, UNDP's Regional Technical Adviser for International Waters

9.1.5 Dr. Tengberg provided the following advice on how to strengthen gender mainstreaming in the GEF Pacific IWRM project:

- Ensure representation of women in stakeholder consultations and assess women's needs
- Collect sex-disaggregated data
- **Component 1:** Strengthen socio-economic indicators in the demonstration projects – e.g., target: 30% increase in population with access to safe water supply and sanitation for 6 sites (benefiting men and women equally)
- **Component 2:** IWRM & WUE Indicator Framework – make sure that sex-disaggregated data is collected on water users and suppliers; ownership and access rights to natural resources, labour input, etc.
- **Component 3:** Policy, legislative and institutional reform – ensure mainstreaming of gender in planning and policy frameworks
- **Component 4:** Capacity building and knowledge management – gender sensitive indicators already included in logframe, e.g., increase in national staff (both men and women), 30% increase in gender balanced community and wider stakeholder engagement

9.1.6 Dr. Tengberg pointed out that gender mainstreaming is something which will be assessed during the mid-term and terminal evaluation of the project. It was noted that the mid-term review of the GEF Pacific Islands Oceanic Fisheries Management Project had concluded that the project needed to strengthen gender mainstreaming, and that the project logframe had been subsequently revised and sex disaggregated indicators developed.

9.1.7 Mr. Kuman noted that in the case of Papua New Guinea there were both matriarchal and patriarchal societies, and that this largely defined the role of women and men in decision making about land use. In this connection, he suggested that it might not be appropriate in all cases to emphasise the needs of women only in mainstreaming gender. Dr. Tengberg agreed with Mr. Kuman's point in that gender analysis should consider both the roles and needs of women and men, and suggested that the emphasis on women in the checklist may have been influenced by experiences in parts of the world where the needs of women have been largely neglected. She also mentioned that this type of exercise should also assess the needs of other vulnerable groups which could include children and HIV/AIDS affected groups and gave an example from Sub-Saharan Africa.

9.1.8 Ms. Waqairamasi asked Dr. Tengberg where it may be possible to locate community awareness materials for gender mainstreaming. Dr. Tengberg suggested that Ms. Urben, the Community Assessment and Participation Advisor in the PCU would likely be able to assist with this, and that the FAO and UNDP/GWA websites may be a good starting point for searching online resources.

9.2 Risk Management

9.2.1 The Chairperson invited Mr. Waisale Naqiolevu of the UNDP Multi-Country Office to deliver a training session on risk management in GEF projects. Mr. Naqiolevu proceeded to deliver a presentation in which he provided some background information on the UNDP Risk Management System, noting that it tries to prioritise projects for supervision and address issues that will affect project progress. Mr. Naqiolevu, noted that in the case of the GEF Pacific IWRM project, the UNDP Multi-Country Office in Fiji works in cooperation with UNDP's Regional Technical Adviser to monitor and supervise projects, and that risk reporting is incorporated into Annual Performance Reports and Project Implementation Reviews by country office staff.

9.2.2 He informed the meeting that seven standard risk categories are monitored, e.g., environmental (natural disasters); financial (external: interest rates, exchange rate fluctuations; internal: co-funding difficulties, financial mechanisms); operational (complex design, ineffective management, infrastructure failure); organisational (institutional arrangements, institutional/execution capacity, implementation arrangements, capacity); political (governmental commitment, political will); regulatory (new unexpected regulations, policies, critical policies or legislation fails to pass, or progress in the legislative process); and strategic (partnerships fail to deliver). He noted that these are reported on in the risk management section of the ATLAS system every six months.

9.2.3 Mr. Naqiolevu reviewed the risk management cycle, including (1) risk analysis (identifying risks, evaluating risks, identifying response, selecting response) and (2) risk management (planning and resourcing, and monitoring and reporting). He informed the meeting that the management responses of UNDP included: strengthened supervision – more field visits, more frequent reporting;

adjustments to project strategy; changes to implementation arrangements; changes in budget allocation; and termination as a last resort. He stressed that project management should be adaptive to risks over time.

9.3 Participatory Monitoring and Evaluation

9.3.1 The Chairperson invited Dr. Harakunarak to facilitate a training session on the development and implementation of Participatory Monitoring and Evaluation programmes. Dr. Harakunarak began by outlining the topics for her presentation, including: the relevance of Participatory Monitoring and Evaluation (PM&E) for water resources management; common steps in PM&E for Pacific IWRM; and key factors in sustaining PM&E. Dr. Harakunarak highlighted Principle 10 of the Rio Declaration relating to participation.

9.3.2 Dr. Harakunarak defined PM&E as “*assessment of change through process that involve people or groups affecting or being affected by the impacts being assessed*”. It was noted that PM&E is important as through inclusion of the perceptions of the target populations, PM&E can provide more comprehensive information on efficiency, relevance, sustainability, impact, and effectiveness of work in progress.

9.3.3 Dr. Harakunarak informed the meeting that PM&E focuses on five principles: participation; negotiation; learning; flexibility; and stakeholder involvement. PM&E was recommended for IWRM as it strengthens ownership; widens the knowledge base; increases the motivation of stakeholders; creates trust; and, contributes to learning. Dr. Harakunarak highlighted four key steps in PM&E as:

1. planning the PM&E process and determining objectives and indicators;
2. gathering data;
3. analysing data; and
4. sharing the information and defining actions to be taken.

An additional 10 PM&E core steps were listed as:

1. Identify who should be and wants to be involved;
2. Clarify participants' expectations of the process (what are their information needs) and in what way each person or group wants to contribute;
3. Define the priorities for monitoring and evaluating (on which goals/objectives/activities to focus);
4. Identify indicators that will provide the information needed;
5. Agree on the methods, responsibilities and timing of information collection;
6. Collect the information;
7. Adapt the data collection methodology as needed;
8. Analyse the information;
9. Agree on how the findings are to be used and by whom; and
10. Clarify if the PM&E process needs to be sustained, and if so, how; adjust the methodology accordingly.

9.3.4 Regarding the use of PM&E in the GEF Pacific IWRM Project, Dr. Harakunarak recommended the following:

- To ensure that the implementation of demonstration projects leads to the expected outcomes, the process for PM&E will be prepared per demonstration project prior to project implementation and will be shared with IWRM APEX Bodies and other government stakeholders.
- The process for indicator development is based on the following four stages: demonstration projects; national level; demonstration project group level (project twinning approach); and regional level.

9.4 Enhancing Community Participation in Integrated Water Resources Management

9.4.1 The Chairperson invited Ms. Urben to introduce document SOPAC/GEF/IWRM/RSC.1/11 “*Enhancing Community Participation in Integrated Water Resources Management*” and to highlight some of the main issues for community participation. Ms. Urben proceeded to deliver a presentation

based around the discussion document and which reflected observations about community participation arising from the meeting and from the National Demonstration Project proposals.

9.4.2 Ms. Urben expressed her view that IWRM without participation will not work and is not IWRM, and noted that participation typically leads to greater efficiency and economy of external resources, i.e., achievements are often greater when external resources are combined with internal community resources. It was suggested that when people have access to information and are given a voice in decision making over resources critical to livelihoods, such as water, participation often leads to equity. Ms. Urben noted that when community voices are heard and communities contribute to decisions that lead to clear actions, communities become empowered and the basis for sustainable water resources management is built.

9.4.3 Ms. Urben introduced the idea of “*the community*” being made up of different social groups and highlighted the role of IWRM in providing a vehicle for all social groups to participate in water resources management. It was noted that whilst community groups based on sex and age are clearly distinct, other social groups, particularly the vulnerable and less well resourced should be drawn in for a truly socially inclusive process.

9.4.4 Ms. Urben commended the strong focus of the demonstration projects on community awareness building but noted that few had clearly shown how the project would support the community to act on the awareness. Few had mentioned the different social groups in the communities. It was concluded that the understanding that a community is not a single, homogeneous and uniform ‘one size fits all’ unit was less clearly demonstrated. To help build a clearer image of the different groups and interests within communities, participants were each provided with an orange and asked to spend 5 minutes considering the orange and the ways in which it was similar to a community. The outcomes of the exercise are summarised below:

Table 4 Similarities between an orange and a community and the consequences for working with communities

Similarities	Consequences for working with communities
1. A label/name.	We need to investigate and understand the communities (structure, resources, interests, social groups) to be able to work effectively and inclusively with them.
2. One boundary containing many segments.	
3. From the outside, we cannot see the community structure and characteristics.	
4. It has a top and bottom.	We need to ensure that information and interventions reach all layers/sectors.
5. A core that holds all the parts together; some sectors may be rotten.	Need to identify and work with those community sectors and institutions that can mobilise and drive the community. Need to recognise weak and/or unsupportive sectors and take appropriate action.
6. Sectors of different sizes, different resources – some larger (better resourced), some smaller and weaker.	
7. Contains seeds of sustainability for the future.	Support development of strong seeds through capacity building.

9.4.5 Ms. Urben then invited participants to identify two activities they were planning to undertake to strengthen the social inclusiveness of their demonstration projects. Participant responses are summarised as follows:

Table 5 Preliminary plans for strengthening the social inclusiveness of activities at each of the National Demonstration Projects

Country	Priority Action
Cook Islands	1. Mobilise communities to identify interested volunteers to liaise with project activities: the small population makes it difficult to find volunteers so whoever is interested is 'put on board'.
Federated States of Micronesia	1. Strengthen women's engagement by inviting one or two women from the Women's Group to sit on the Demonstration Project Co-ordinating Committee. 2. Will conduct gender sensitive IWRM assessment in community.
Fiji Islands	1. Increase the visibility of gender and IWRM. 2. Capacity building in the community to increase awareness, confidence and build skills level e.g., land use. 3. Support community level flood preparedness & adaptation plan.
Nauru	1. Men's participation may need to be encouraged as stakeholder meetings at present have more women participants. 2. Plan to have one water representative in each of the 15 district councils.
Niue	Focus on engaging the younger generation as they are the future: 1. through water issues awareness and curricula materials in schools; 2. through mobilising the Youth Parliament to take Niue water resources management as one of their issues.
Palau	1. Matrilineal society with women in senior positions and already drawn in as Independent Chair of the Demonstration Project Co-ordinating Committee. Governor is a woman. 2. Plan a socio-economic assessment of the communities.
Papua New Guinea	1. National Focal Point is a woman. 2. Committees are the decision making bodies, so this where gender balance and representation is important. However, the National Steering Committee requires qualified people and this reduces the pool of women candidates. 3. Women's involvement at the community level is essential and easier to arrange. This will be the focus to ensure success. Need to incorporate this into the logframe.
Republic of Marshall Islands	1. Women's participation outnumbers men's participation, and so need to ensure information reaches men. 2. Strengthen the capacity of the community Laura Lens Committee.
Samoa	1. Women hold senior management positions in Samoa; including as head of one of the independent water management schemes. 2. Recognise the relevance of culturally sensitive gender mainstreaming.
Solomon Islands	1. Will involve the National Council of Women on the higher level committee, which will also provide a link through to the community. 2. Women will be a special focus for the awareness component of the project.
Tonga	1. Believe that there is due consideration of gender in project e.g., PMU has a 50:50 sex ratio (female Project Manager, male Project Assistant). 2. Will try to ensure that some interventions incorporate and reflect gender equity.
Tuvalu	1. Male dominated society (women accept what men say). However, the country is changing and new women leaders are being accepted by men. 2. Plan to identify and involve women leaders in the committees/community.
Vanuatu	1. In communities where women are not allowed to speak in front of men, will hold separate women-only consultation to enable women to be free to give their view. 2. Considering running a socio-economic survey to assess the community resource access, issues, perceptions and priorities by social group.

9.5 Progress and Financial Reporting Requirements

9.5.1 The Chairperson invited Mr. Wilson to inform the meeting of the project progress and financial reporting requirements. Mr. Wilson began by reviewing the roles and responsibilities of participating countries, the regional PCU; UNDP; and UNEP. He informed the meeting that the National Project Managers are responsible for monitoring the application of goods and services (inputs) to achieve project results (outputs). He noted that Project Managers report to the regional PCU on project-related activities in their countries on a quarterly basis.

9.5.2 Mr. Wilson informed the meeting that the regional PCU at SOPAC: manages the overall conduct of the project; checks on project progress and deviations; ensures that changes in the project are controlled; ensures that implementation problems are addressed; assesses external and internal project risk; ensures that funds are used in line with the endorsed demonstration project document; and reports to donors and stakeholders on progress.

9.5.3 Mr. Wilson explained that the UNDP Multi-Country Office in Fiji is monitoring the use of GEF funds to ensure that these funds are used in line with the endorsed UNDP project document. Regarding the UNEP component of the project, he noted that he understood UNEP's Task Manager for Asia-Pacific would oversee project progress reporting and that financial transfers would be processed from UNEP headquarters in Nairobi, Kenya. He proceeded to outline the: key monitoring tools; project reporting requirements; and proposed systems for national and PCU quarterly and annual reporting. A detailed description of these arrangements is included in Annex 7 of this report.

9.5.4 Ms. Mavis Brechtefeld Depaune, Nauru's PACC Project Co-ordinator and Acting IWRM Focal Point, pointed out that communications are often bad in Nauru and that this may affect their ability to meet the tight reporting deadlines. Mr. Wilson recognised the particular difficulties in Nauru but reminded participants that these problems could be best avoided by not leaving reporting to the last minute. He also noted that e-mail and Internet problems often only affect one office or building, and that due to the small geographical size of many of the islands it would not be particularly onerous for project staff to find a working Internet connection at a Post Office or Internet cafe if need be.

9.5.5 Mr. Bungitak asked if reporting could be simplified to a simple yes/no or multiple choice format. Dr. Tengberg noted that the UNDP progress reporting requirements for the demonstration projects are not overly complicated, and only required about 150 words of text. Mr. Wilson explained that he would be working with the representatives of the GEF Implementing Agencies to prepare a common reporting template that would be as simple as possible for Project Managers to complete each quarter, whilst providing the level of detail needed as part of the project's monitoring and evaluation programme.

9.5.6 Mr. Wilson informed the meeting that SOPAC can assist lead agencies with the contracting of consultants or services if Project Management Units face any internal delays or problems with contracting. He noted that SOPAC could let contracts up to 5000 Euros (~7,300 US dollars) without going to expressions of interest. Dr. Tengberg noted that UNDP could let slightly higher value contracts, but it was noted that a fee would be associated with UNDP administered contracts.

9.5.7 Dr. Harakunarak pointed out that Mr. Wilson had not mentioned the half yearly review reports as part of the reporting requirements of UNEP. Mr. Wilson acknowledged his omission of this from the presentation. Regarding the annual Project Implementation Reviews, Dr. Harakunarak informed Mr. Wilson that UNEP needs to receive these before the end of August in order that they can be reviewed, and revised if necessary, prior to submission to the GEF Secretariat. Regarding the quarterly reporting, Ms. Waqairamasi suggested that it may be useful to send a reminder e-mail to Demonstration Project Managers a week in advance of the reporting deadline.

9.6 Developing a Regional and National Communication Strategy

9.6.1 The Chairperson invited Mr. Tiy Chung, SOPAC's Communications Adviser to present document SOPAC/GEF/IWRM/RSC.1/11 "*Development of a Communication Strategy for the GEF Pacific IWRM Project*". Mr. Chung delivered a presentation about building a communication strategy and outlined the following nine key questions to be answered as part of strategy development:

1. Who do we want to influence (the target audience)?
2. What are their motives for staying with the present situation?
3. What motivates them in general?
4. What is their current attitude and what do we want it to be?
5. What can we say/do to motivate them to change (the message)?
6. What are we asking people to do?
7. How do we make our voice heard? (the platform)?
8. How does the fact that it is us who says it influence what the audience will hear?
9. What is the best way to spread the message?

9.6.2 Mr. Chung proceeded to work through these questions, advising participants on how these questions could be best answered. He then proceeded to work through how a communication strategy works and provided a detailed overview of the following steps in writing a communication strategy: situation analysis; setting objectives; power analysis; identifying audiences; knowing your audience; developing a message; developing a slogan; developing materials; developing a media strategy; writing up the communications strategy; and evaluation.

9.6.3 Dr. Tengberg remarked that the external communications strategy of the project was obviously performing well, highlighting that a news article covering the launch of the GEF Pacific IWRM project was currently featured on the home page of the GEF website. It was noted that this was linked to a news article on PACNEWS. Dr. Tengberg noted that internal communications would be equally as important and queried if a strategy had been developed for this. Mr. Chung suggested that the key questions for strategy development outlined above were equally suitable for both external and internal strategies.

9.6.4 Mr. Chung proceeded to facilitate a workshop exercise focused on the development of communication strategies for the National Demonstration Projects. Participants were asked to identify: the issue they would attempt to address; the objective; the target audience; the outcome; the support; the message; a slogan; and materials. Participant responses were compiled and are included in Annex 8 of this report.

9.7 Lessons Learned

9.7.1 The Chairperson invited Ms. Urben to deliver this agenda item. Ms. Urben proceeded to outline a template for reporting on lessons learned that had been sent to Project Managers and Focal Points several weeks in advance of the meeting. Participants were reminded that it was hoped they would complete this template to capture key lessons from the inception period of the project. It was noted that these lessons would act as valuable learning tools for the project and future initiatives to replicate project activities and to roll out IWRM at a broader national and regional level.

9.7.2 There followed several questions regarding the completion of the questionnaire and it was noted that new Project Managers should attempt to seek the assistance of individuals involved in project development at the national level where possible. Mr. Mafi suggested that Project Managers possibly could have benefited from more time to complete the questionnaire. It was noted that the task of lessons learned reporting was included in the Inception period checklist that all countries received in April 2009. Ms. Urben urged Project Managers to ensure that complete lessons learned formats be submitted to the PCU before the end of November 2009. The lessons learned template is included in Annex 9 of this report.

10 CAPACITY DEVELOPMENT AND TRAINING NEEDS

10.1 The Chairperson invited Mr. Duncan to introduce this agenda item. Mr. Duncan proceeded to facilitate a discussion within the project sub-groups aimed at identifying immediate training and capacity building needs in support of the national projects, noting that several of the earlier meeting activities had highlighted similarities in capacity needs across sub-groups, i.e., projects dealing with watershed management, wastewater management and sanitation, water resources assessment and protection, and water use efficiency and water safety. Participants were encouraged to talk to each other about opportunities for cooperative approaches and shared challenges.

10.2 The discussion identified a range of technical, policy, and social development opportunities. Mr. Duncan accepted an offer from Dr. Tengberg for capacity assessment guidance documents from UNDP for consideration in further project capacity needs assessment. Mr. Duncan then invited the Committee to identify project capacity development needs as well as short-term capacity development needs at a country project level. Results from this activity are included in Annex 10 of this report.

11 PARTNERSHIPS AND LINKAGES WITH OTHER REGIONAL PROJECTS AND PROGRAMMES

11.1 The Chairperson invited representatives of supporting and partner organisations to present details of their water related projects and programmes, and to highlight possible synergies and

opportunities for linkages with the GEF Pacific IWRM project. It was suggested that potential support and opportunities for collaboration with country level demonstration projects should be highlighted.

11.2 Dr. Peter Oliver of the International Water Centre (IWC) delivered a presentation which provided an overview of the IWC, its Master of Integrated Water Management programme, and an output of the applied research of the centre which may be of interest to the project, namely a report card - knowledge hub for healthy rivers and aquatic ecosystems.

11.3 Mr. Lakshman noting that the University of South Pacific (USP) also offered a programme in Integrated Water Resource Management, asked if any linkages had been established between these two projects and sought information about the costs of the programme. Dr. Oliver agreed that linkages with USP should be explored. He noted that the current cost of the Graduate Certificate component of the programme was 13,000 Australian dollars. Ms. Ngirchchol asked when the externally delivered programme would be available to participants in countries outside Australia. Dr. Oliver indicated that IWC was currently designing a strategy to adequately support external delivery.

11.4 Ms Natalie Stalenberg, Environmental Policy Advisor of the International Union for the Conservation of Nature (IUCN) in Fiji reviewed IUCN's Water and Nature Initiative (WANI). Ms. Stalenberg reviewed activities in Kadavu aimed at increasing awareness of ridge-to-reef approaches and prioritising activities from "Yaubula" (natural wealth) management plans. It was explained that WANI efforts in Nadi, Fiji looked at collaboration with the GEF IWRM demonstration project and capacity building of the Nadi Basin Catchment Committee. Work in Samoa focused on the Togitogiga watershed where national counterparts were investigating the causes of reduced flows, stimulating stakeholder engagement, developing improved land management practices, and examining the use of payment for ecosystem services. Mr. Lakshman pointed out that the collaboration with the GEF demonstration project in Nadi, Fiji was only at the initial discussion phase.

11.5 Ms. Vasiti Seruvatu, Senior Field Trainer of Live and Learn Environmental Education (LLEE) proceeded to deliver a presentation which outlined LLEE's ongoing work in the region and emphasised its new focus in Nadi, Fiji through NZAID funding. It was noted that LLEE's core focus is on environmental and development education. LLEE promotes full stakeholder participation and tailor made community and school level interventions, which are based on community resources and aspirations.

11.6 Ms. Seruvatu explained that LLEE's work in Fiji's Nadi Basin involves activities with 30 schools in the river basin, and focuses on improving resilience to flood damage. This will initially be achieved through strengthening the sustainability of water supplies by installing rainwater harvesting systems that will be managed by the community. The next step is support through the development of a community-based flood risk management plan. It was noted that the Ministry of Education and Disaster Management Office are the main partners of LLEE in this work.

11.7 Ms. Seruvatu also highlighted the regional presence of LLEE, particularly their work with communities in the Sarakata catchment in Vanuatu. It was noted that through collaborative efforts with the International Water Centre in Australia, LLEE had contributed to strengthening the relationship between the Government and the Sarakata community, which in turn had facilitated the start of Vanuatu's GEF IWRM demonstration project in the Sarakata catchment.

11.8 Dr. Jinhua of the United Nation's Environment Programme on Assessment and Reporting in Asia-Pacific delivered a presentation outlining UNEP's Medium-term Strategy for 2010-2013 and the main assessment and reporting activities and outputs for Asia and the Pacific. He outlined the recent innovation and strengthening of the science base for: development and testing of assessment methodologies for climate change and water vulnerability; innovative modelling work being carried out for Resource Efficiency and Economics Outlooks; and the linking of a non-equilibrium economic model and a biophysical model to explore the impacts of resource efficiency on resource use and on the environment. He noted collaboration with new scientific partners including: the Chinese Academy of Sciences; the Commonwealth Scientific and Industrial Research Organisation (CSIRO), and the Association of Academies of Sciences in Asia. Dr. Harakunarak pointed out that this vulnerability assessment work could align closely with Component 2 of the project dealing with indicators.

11.9 The Chairperson invited Ms. Urben to present a summary of the best community participation practices that had emerged from the one-to-one country discussions (Annex 11). These were grouped under the headings of: understanding the community; communicating with the community; supporting community-lead action for improved livelihoods; monitoring by community; encouraging effective community representation; thinking to the future; institutionalising community liaison; and sourcing external funds for community participation. Ms. Urben noted that together they provide a very strong foundation for an effective, socially inclusive approach to community participation for IWRM.

11.10 Mr. Duncan presented a summary of the capacity needs assessment discussion conducted the previous day. Mr Duncan thanked the members for their considered input into the discussion, which highlighted policy development as their primary capacity development need. Accounting and reporting, technical expertise, and institutional capacity development were also highlighted by several countries as significant capacity gaps.

11.11 The immediate capacity needs assessment identified a strong need for accounting and reporting skill development. The link between this need and the significant effort that many countries had made in delivering their budget reports during this meeting was highlighted. Mr. Duncan informed the Committee that the PCU would consider the outcomes of the discussion in the weeks following the meeting to identify whether practical strategies can be employed to address the needs identified.

11.12 Mr. Duncan presented a summary of the Committee responses to the report cards circulated earlier in the meeting. These report cards included an assessment of individual country progress in establishing a Project Management Unit, revising the project scope, logframes and budgets, and delivering a stakeholder engagement progress report. The process for compiling the report cards was reviewed, including the need for agreement between the country representatives and the PCU on the grades.

11.13 The presentation highlighted that significant progress had been made by all countries, but also that no country had yet formally completed all components. Mr Duncan stressed the need for all projects to complete these tasks by 29 November 2009, and encouraged all countries to ensure that a mechanism was in place to enable this to happen.

12 PRESENTATION OF THE REGIONAL WORK PLAN AND ACTIVITIES FOR THE GEF PACIFIC IWRM PROJECT 2009-2010

12.1 The Chairperson invited the Regional Project Manager, Mr. Wilson to present the regional work plan and budget for the GEF Pacific IWRM Project. Mr. Wilson proceeded to revisit the overall grant of the project, noting that 9,025,688 US dollars was available for the 5 years of the operational phase of the project to 2013. He noted that a significant co-financier was the EU IWRM National Planning Programme, which would entirely fund Component 3 of the project and contribute significantly to the other regional activities of the project outlined in Component 2 and 4. He reminded the Committee that this close relationship with the EU IWRM National Planning Programme was critical to the design of the project, and highlighted the role this programme had played in supporting the PCU for the first six months of the project whilst arrangements with UNEP were finalised.

12.2 Mr. Wilson explained that he had taken careful note of the concerns of the Committee regarding the last minute cut from the overall project budget, particularly its affect on the ability of the project to provide much needed technical support and capacity building. He noted that that whilst the project document included many laudable statements regarding “*twinning*”, “*learning*”, and “*knowledge exchange*”, the Committee was right in that these appeared to be backed with insufficient funds as a result of the cut. He noted that he looked forward to working with the GEF Implementing Agencies to follow up on commitments made at the time of endorsement to assist in seeking additional funds to address this budgetary shortfall.

12.3 Mr. Wilson proceeded to compare the initial project budget versus that following the cut. He highlighted that approximately 4 percent of the 6,300,000 US dollars initially identified for the UNDP implemented Component 1 “*Demonstration, Capture and Transfer of Best Practices in IWRM and Water Use Efficiency*” dealing with the National Demonstration Projects had been cut, leaving 6,055,891 US dollars for this important country level component. He noted that 8.7 percent of the initial 876,560 US dollars for the development of a Regional Indicator Framework had been cut to

800,463 US dollars, and that the 347,000 US dollars initially allocated for Component 3 dealing with policy, legislative, and institutional reform had been cut completely and that the Project was now entirely dependent Upon EU cofinancing of this Component. He noted some concern that this cofinancing was only available for the duration of the EU IWRM Planning Project which ended in December 2010 and as a result this would mean for 3 out of the 5 years of the project there would be no funding for this component. He noted further that 37 percent of the 2,106,440 US dollars included in the initial project design for activities relating to regional and national capacity building, mainstreaming IWRM and WUE, replication, and knowledge exchange and learning had been cut to 1,327,292 US dollars. The initial project budget was compared against the final approved budget as follows:

Table 6 Initial planned budget compared against final approved budget for the GEF Pacific IWRM Project

	Planned Budget (USD)	Approved Budget (USD)
PDF A	25,000	25,000
PDF B	697,950	697,950
Pacific IWRM	10,700,000	9,025,688
UNDP Agency Fee	747,715	727,354
UNEP Agency Fee	394,580	247,460
Total	12,565,245	10,723,452
Component 1	6,300,000	6,055,891
Component 2	876,560	800,463
Component 3	347,000	0
Component 4	1,005,440	1,327,292
Component 5	1,101,000	0
Component Totals	9,630,000	8,183,646

12.4 Mr. Wilson reiterated his point made at Agenda Item 4.2.7 that one of the consequences of the budgetary cuts was that there was only 105,000 US dollars allocated over the 5 years of the project to fund intra-regional travel of PCU experts to visit Demonstration Project Management Units, Lead Agencies, and supporting organisations and projects. He noted that this level of funding would not even allow the PCU to visit each country in a year. The consequence of this being that the PCU could only service three to four countries per year, and that each country would be visited once every second year and possibly a maximum of three times during the project. He commented that this clearly was not the intention of the project design which provided for a PCU with significant resource expertise to provide assistance to demonstration projects and participating countries in the implementation of IWRM. He noted also that there was a large shortfall in the funds required to convene meetings of the Regional Project Steering Committee, the project budget provided 12,500 US dollars for the Inception Meeting which was manifestly inadequate given that 55,000 US dollars of regional funds had been used to fund travel and allowances of members to the Inception Meeting, and that cost saving measures such as the purchase of non-refundable air-tickets for participants had enabled substantial savings. He ensured that the Committee also understood that funds were only available for three years for three of the four professional staff of the PCU and that this meant that for the final two years of the project there were only funds for the Regional Project Manager.

12.5 Mr. Wilson proceeded to review the anticipated results, and the work plans developed to achieve these, for both the UNDP and UNEP implemented components of the project. These were considered, approved, and endorsed by the RSC as included in Annex 12 of this report. Mr. Wilson worked through examples of how key project activities would be affected by the limited funds allocated for travel and Regional Steering Committee meetings. He suggested that, rather than accepting these limitations and the negative consequences they would most likely have on the project, the Committee should consider bringing some funds allocated for the final two years of the project forward in order that the PCU could ensure adequate levels of support to national and regional activities during the critical initial implementation stages, and that important Regional Steering Committee meetings could be convened during the critical first two years of the project. Mr. Wilson circulated draft budgets based on this approach.

12.6 Mr. Wilson noted that, by doing this and by reallocating salary cost savings experienced during the first year of the project, funds could be made available to enable two, seven day visits to each demonstration project per year, and that all five Steering Committee meetings could be successfully convened. He noted that such an approach would obviously result in budgetary deficits in years 2011-2013 totalling approximately 390,000 US dollars. He explained to the Committee that the financial situation of the project would be reassessed at the second Regional Steering Committee meeting planned for July 2010, and that the success of the project in leveraging additional funding to address the projected budgetary deficit could be evaluated at that time. He explained for the information of the Committee that, maintaining three of the four professional staff members of the PCU for the full duration of the project would lead to an additional 560,000 US dollar deficit in the project budget and that, if this were combined with the travel and meeting costs needed, the project would need to find a further 950,000 US dollars.

12.7 Following Mr. Wilson's presentation, Dr. Harakunarak expressed her concern about the fact that the initial proposed project budget for regional components was not fully funded by the GEF, and suggested that the operational budget plan being proposed by the Project Manager should be carefully reviewed by the Committee. Dr. Harakunarak expressed her view that planning the budget with deficits in the final three years presented a significant risk to the successful implementation of the project. Mr. Wilson responded by noting that many of the activities for which funding had initially been allocated related to discretionary budget items, and that these could indeed be reallocated at the discretion of the Regional Steering Committee to align with the exigencies of the project. He explained that if the project and the Implementing Agencies were unsuccessful in leveraging additional resources by the next meeting, then the situation could be re-assessed and funds reallocated as considered appropriate by the Committee. He noted that his suggested approach to the problem was adaptive and was aimed at making sure both national and regional level activities were adequately resourced during the critical first two years of project implementation.

12.8 Dr. Tengberg expressed her view that the approach introduced by Mr. Wilson could be endorsed and that, different modalities of spending, such as demonstration projects funding the travel of PCU members in support of the provision of technical assistance to individual projects, could be explored at the next Regional Steering Committee meeting. Dr. Tengberg suggested that, by that time the project would have a better understanding of the rate of spending by demonstration projects, and that the Committee could also review the levels of co-financing realised.

12.9 Dr. Harakunarak reiterated that UNEP was still concerned about the short term planning of the budget, and proposed that the Committee should reconsider spreading the available budget across the full five years to ensure that there were no budget deficits shown in the budget tables. The acting Chair of the Committee, Mr. Tangianau responded by noting that Mr. Wilson's proposal attempted to resolve the clearly identifiable problem of inadequate budget allocations for critical project activities. He suggested that spreading the small amount of funding for regional activities thinly across all five years would likely result in the project doing nothing well whilst efforts to leverage additional resources were underway.

12.10 Mr. Wilson's proposal was considered in detail and the meeting agreed by consensus that this represented an appropriate, adaptive management strategy for a critical financial problem which the project faced. The project budget as endorsed by the Committee is included in Annex 12 of this report.

13 DATE AND PLACE OF THE SECOND REGIONAL PROJECT STEERING COMMITTEE

13.1 The meeting suggested that the Republic of Palau would be a suitable location for the second meeting of the regional Project Steering Committee. Ms. Ngirchechol, the IWRM Focal Point for Palau noted that it would be necessary to clear the proposal with the National Government and suggested that the meeting be convened before the last week of July 2010, as Palau would be hosting the Micronesian games during that week. In the case that the meeting could not be convened in Palau, it was suggested that the meeting be convened in Pohnpei, Federated States of Micronesia. It was agreed that the PCU would discuss the hosting of the meeting with Ms. Ngirchechol and the Director of Palau's Environmental Quality Protection Board during the inter-sessional period.

14 ANY OTHER BUSINESS

14.1 Following the suggestion of Fiji's Permanent Secretary of the Department of Agriculture, the Chairperson reminded the Committee that, the Chair of the Rapporteur's Committee, Mr. Tangianau, had been tasked with preparing a Communiqué of Concern regarding the financing of the project. It was noted that members could use this Communiqué in discussing the project and budgetary shortfall with senior government officials in their respective countries. The Communiqué was reviewed and endorsed by the Committee as shown in Annex 13 of this report. Dr. Tengberg requested that, whilst the Communiqué was prepared on behalf of the Committee, the logos of UNDP, UNEP, and the GEF not be used on the Communiqué. It was agreed that only the project logo would be used on the Communiqué, reflecting that the message was from the Committee.

14.2 Mr. Wilson proceeded to facilitate a brief ceremony during which he presented Project Managers with "*Project Manager Caps*" and reminded these individuals of the importance of their roles in the project. He assured the Project Managers that they had his fullest support, and the support of all members of the PCU and SOPAC. He wished them well in their work over the coming months and expressed his strong personal interest in their work.

15 ADOPTION OF THE REPORT OF THE MEETING

15.1 The Chairperson invited the Rapporteur's Committee to present the draft report of the meeting for consideration, amendment and adoption. Noting that sections of the report had been prepared and amended by the Rapporteur's Committee, and circulated to all participants throughout the meeting for comment, the Committee adopted the report as presented.

16 CLOSURE OF THE MEETING

16.1 Following a brief summary of the achievements of the meeting and messages of thanks from the Regional Project Manager and Vice-Chair, the meeting was officially closed at 1245 on Friday 18th September 2009. Participants proceeded to participate in an afternoon seminar during which the issue of flood risk preparedness and adaptation in Fiji's Nadi River Basin was explored.

ANNEX 1**List of Participants****First Regional Steering Committee and Inception Workshop for the GEF Pacific IWRM Project****Cook Islands**

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Figure 1 Group Photograph of the First Regional Steering Committee Meeting and Inception Workshop for the GEF Pacific IWRM Project

ANNEX 2**List of Documents****First Regional Steering Committee and Inception Workshop for the GEF Pacific IWRM Project****Discussion Documents**

SOPAC/GEF/IWRM/RSC.1/1	Provisional Agenda
SOPAC/GEF/IWRM/RSC.1/2	Provisional Annotated Agenda
SOPAC/GEF/IWRM/RSC.1/3	Report of the Meeting
SOPAC/GEF/IWRM/RSC.1/4	Proposed Management Framework for the GEF Project Entitled " <i>Implementing Sustainable Water Resources and Wastewater Management in Pacific Islands Countries</i> "
SOPAC/GEF/IWRM/RSC.1/5	Report of the Project Manager on the Status of the GEF Project Entitled " <i>Implementing Sustainable Water Resources and Wastewater Management in Pacific Islands Countries</i> "
SOPAC/GEF/IWRM/RSC.1/6	Draft Terms of Reference and Rules of Procedure for the Regional Project Steering Committee
SOPAC/GEF/IWRM/RSC.1/7	Technical Review of the Design of the National IWRM Demonstration Projects
SOPAC/GEF/IWRM/RSC.1/8	EU IWRM Planning Programme Progress Report January 2008 - July 2009
SOPAC/GEF/IWRM/RSC.1/9	Establishment of a Regional Indicator Framework
SOPAC/GEF/IWRM/RSC.1/10	Project Budget and the Tracking of Cash and In-Kind Contributions to Project Activities
SOPAC/GEF/IWRM/RSC.1/11	Enhancing Community Participation in Integrated Water Resources Management
SOPAC/GEF/IWRM/RSC.1/12	Administration and Finance Manual for Project Management
SOPAC/GEF/IWRM/RSC.1/13	Development of a Communication Strategy for the GEF Pacific IWRM Project
SOPAC/GEF/IWRM/RSC.1/14	Capacity Needs Questionnaire
SOPAC/GEF/IWRM/RSC.1/15	Draft Work Plan for the GEF Pacific IWRM Project 2009-2010

Information Documents

SOPAC/GEF/IWRM/RSC.1/Inf.1	Provisional List of Participants
SOPAC/GEF/IWRM/RSC.1/Inf.2	Provisional List of Documents
SOPAC/GEF/IWRM/RSC.1/Inf.3	Draft Programme

ANNEX 3

Agenda

- 1. OPENING OF THE MEETING**
 - 1.1 Welcome Address on Behalf of SOPAC
 - 1.2 Comments on Behalf of the GEF Implementing Agencies
 - 1.3 Opening Address on Behalf of the Government of Fiji
 - 1.4 Introduction of Participants
 - 1.5 Group Photograph
- 2. ORGANISATION OF THE MEETING**
 - 2.1 Election of Officers (Chairperson; Vice-Chairperson; and Rapporteur)
 - 2.2 Documentation Available to the Meeting
 - 2.3 Programme of Work and Arrangements for the Conduct of the Meeting
- 3. ADOPTION OF THE MEETING AGENDA**
- 4. ADMINISTRATIVE AND FINANCIAL MATTERS**
 - 4.1 Overview of the Project Management Framework for the SOPAC/UNDP/UNEP/GEF Project Entitled "*Implementing Sustainable Water Resources and Wastewater Management in Pacific Islands Countries*" (GEF Pacific IWRM Project)
 - 4.2 Status of the GEF Pacific IWRM Project
 - 4.3 Consideration of the Terms of Reference and Rules of Procedure for the Regional Project Steering Committee (RSC)
- 5. REVIEW OF THE DESIGN AND STATUS OF THE NATIONAL DEMONSTRATION PROJECTS**
 - 5.1 Technical Assessment of the Draft National Demonstration Project Documents
 - 5.2 Country Presentations on the Status of the National Demonstration Projects
 - 5.3 Status and Planned Activities of the EU IWRM National Planning Project
 - 5.4 Update of Progress in the GEF funded Pacific Adaptation to Climate Change Project
- 6. DEVELOPMENT OF DEMONSTRATION PROJECT LOGICAL FRAMEWORKS, WORK PLANS, AND BUDGETS**
- 7. ESTABLISHING A REGIONAL INDICATOR FRAMEWORK**
- 8. FINANCING OF PROJECT ACTIVITIES AND A PROPOSED SYSTEM FOR TRACKING CO-FINANCING IN PARTICIPATING COUNTRIES**
- 9. PROJECT MANAGEMENT TRAINING**
 - 9.1 Gender Mainstreaming in Project Execution
 - 9.2 Risk Management
 - 9.3 Participatory Monitoring and Evaluation
 - 9.4 Enhancing Community Participation in Integrated Water Resources Management
 - 9.5 Progress and Financial Reporting Requirements
 - 9.6 Developing a Regional and National Communication Strategy
 - 9.7 Lessons Learned
- 10. CAPACITY DEVELOPMENT AND TRAINING NEEDS**
- 11. PARTNERSHIPS AND LINKAGES WITH OTHER REGIONAL PROJECTS AND PROGRAMMES**
- 12. PRESENTATION OF THE REGIONAL WORK PLAN AND ACTIVITIES FOR THE GEF PACIFIC IWRM PROJECT 2009-2010**
- 13. DATE AND PLACE OF THE SECOND REGIONAL PROJECT STEERING COMMITTEE MEETING**
- 14. ANY OTHER BUSINESS**
- 15. ADOPTION OF THE REPORT OF THE MEETING**
- 16. CLOSURE OF THE MEETING**

ANNEX 4

**Agreed Terms of Reference and Rules of Procedure
for the Regional Project Steering Committee of the GEF Project entitled:
“Implementing Sustainable Water Resources and Wastewater Management
in Pacific Island Countries”**

TERMS OF REFERENCE FOR THE REGIONAL PROJECT STEERING COMMITTEE

1. MEMBERSHIP OF THE COMMITTEE

- 1.1 Full members of the Regional Project Steering Committee (RSC) shall consist solely of representatives of all participating countries in the project. Each country shall designate two members.
- One member shall represent the government with authorisation to make decisions on project matters;
 - One member should be the National Demonstration Project Manager with good knowledge and experience of Integrated Water Resource Management and Water Use Efficiency and shall provide guidance on the scientific and technical aspects of the project.
- 1.2 UNDP and UNEP will participate as the ex-officio members of the RSC.
- 1.3 The RSC shall elect a Chairperson and a Vice-Chairperson from amongst its full members with responsibility for chairing each formal meeting of the Committee and for acting as Chairperson and Vice-Chairperson of any meetings convened during the subsequent inter-sessional period.
- 1.4 The RSC may agree, by consensus at the commencement of each meeting to co-opt additional experts as observers or advisors to any meeting or meetings of the Committee or part thereof, as the committee shall deem appropriate.

2. SECRETARIAT OF THE COMMITTEE

- 2.1 The Regional Project Manager shall act as Secretary to the meetings of the Committee.
- 2.2 Staff of the Regional Project Co-ordinating Unit (PCU) and SOPAC may provide Secretariat and technical support to the meetings of the RSC as required.

3. MEETINGS OF THE COMMITTEE

- 3.1 The PCU shall convene regular annual meetings of the RSC immediately following the Regional Technical Advisory Group meeting when the latter are convened at an appropriate time.
- 3.2 *Ad hoc* meetings may be convened by the Chairperson:
- when a majority of the Committee members make a request for such a meeting to the Project Co-ordinating Unit;
 - at the request of the Project Co-ordinating Unit when circumstances demand.

4. TERMS OF REFERENCE

The Regional Project Steering Committee shall operate on the basis of consensus to:

- i. Provide direction and strategic guidance to the Regional Project Co-ordinating Unit (PCU) and to Lead Agencies regarding project implementation and execution of agreed activities over the entire period of the project;
- ii. Meet on annual basis during the operational phase of the project to guide the timely execution of project activities, particularly National Demonstration Projects;
- iii. Receive, review, and approve reports from the Project Management Unit (PCU) regarding the outputs and outcomes of project activities;
- iv. Assist the Project Co-ordinating Unit in ensuring co-ordination among national demonstration projects and other national level activities undertaken during the course of the project to further enhance national capacity to develop integrated approaches to water resource management;
- v. Review stakeholder involvement in project activities and take action where necessary to ensure appropriate levels of government, NGO, community, and private sector engagement;
- vi. Ensure compatibility between the activities of national demonstration projects and other national level activities for Integrated Water Resource Management;
- vii. Review and evaluate progress in implementation of the project, and provide guidance for improvement to the PCU when necessary;
- viii. Approve annual progress reports for transmission to the SOPAC Governing Council, the Implementing Agencies and the GEF Secretariat;
- ix. Assist the PCU in leveraging required project co-financing and additional funds that may be required from time to time;
- x. Work with the PCU and National Lead Agencies in mainstreaming integrated, reef-to-ridge approaches to water resource management and the replication of project successes at the national level;
- xi. Ensure that project activities link to the programmatic approach of the GEF-PAS and are consistent with the overall framework, including linking IWRM project M&E to GEF-PAS M&E.
- xii. Agree at their first meeting: a) the membership, meeting arrangements, and terms of reference of the committee; and b) such standing orders and manner of conducting business as may be considered necessary by the committee.

5. CONDUCT OF COMMITTEE BUSINESS

The Committee shall operate and take decisions on the basis of consensus, regarding any matter relating to project execution that has regional significance.

Where full consensus cannot be achieved in reaching agreement during a full meeting of the Committee, on any matter relating to project execution that has regional significance, the Secretariat shall, in consultation with the Chairperson, facilitate negotiations during the subsequent inter sessional period with a view to seeking resolution, and will report the results of these negotiations to the Committee members.

6. OTHER MATTERS

Notwithstanding the membership and terms of reference contained in this document the Project Steering Committee shall have the power to amend, from time to time, the membership and terms of reference of the Committee.

RULES OF PROCEDURE FOR THE REGIONAL PROJECT STEERING COMMITTEE

I - MEMBERSHIP

Rule 1

Full members

Full members of the Regional Project Steering Committee (RSC) shall consist solely of representatives of all participating countries in the project. Each country shall designate two members.

- One member, the National (GEF) IWRM Focal Point, shall represent the government with authorisation to make decisions on project matters;
- One member should be the National Demonstration Project Manager with good knowledge and experience of Integrated Water Resource Management and Water Use Efficiency and shall provide guidance on the implementation of the country demonstration component of the project.

Rule 2

Designation of members

The Lead Agency shall notify the Regional Project Co-ordinating Unit (PCU) of their designated members, 4 weeks (20 working days) before the RSC meetings.

Rule 3

Alternate members

In the event that a full member is unable to participate in a meeting of the Committee an alternate representative may be designated to represent the member concerned. Approval for the attendance of an Alternate Member shall be sought through written notification by the Head of the Lead Agency, to the PCU 4 weeks (20 working days) before the RSC meeting, which the alternate member will attend. Alternate members shall only attend if written approval is provided by the PCU prior to said meeting and shall have the same powers and duties as a full member of the Committee. Emergency situations will be dealt with on a case-by-case basis but attendance by alternates will be at the discretion of the PCU.

Rule 4

Amendment of the membership

Notwithstanding the rules contained in this document the Regional Project Steering Committee shall have the power to amend, from time to time, the membership of the Committee.

Rule 5

Co-opted members

The RSC may agree, by consensus at the commencement of each meeting to co-opt to any meeting or meetings of the Committee or parts thereof, as the Committee shall deem appropriate:

- additional experts as observers or advisers.

II - SESSIONS

Rule 6

Regular sessions

The Project Co-ordinating Unit shall convene regular annual meetings of the Regional Project Steering Committee. Each regular session of the Regional Project Steering Committee shall be held at a date and location, fixed by the Committee at its previous session, and immediately following meetings of the Regional Technical Advisory Group when such meetings are scheduled at an appropriate time.

Rule 7

Ad hoc meetings

Ad hoc meetings may be convened by the Chairman:

1. When the majority of members make a request for such a meeting to the Project Coordinating Unit;
2. At the request of the Project Co-ordinating Unit when circumstances demand; and
3. Via internet/teleconference if so agreed by a simple majority of member countries.

III - ROLE AND FUNCTIONS OF THE COMMITTEE

Rule 8

Powers of the Committee

The Regional Project Steering Committee shall operate on the basis of consensus to:

- i. Provide direction and strategic guidance to the Regional Project Co-ordinating Unit (PCU) and to Lead Agencies regarding project implementation and execution of agreed activities over the entire period of the project;
- ii. Meet annually during the operational phase of the project to guide the timely execution of project activities, particularly National Demonstration Projects;
- iii. Receive, review, and approve reports from the Project Management Unit (PCU) regarding the outputs and outcomes of project activities;
- iv. Assist the Project Co-ordinating Unit in ensuring co-ordination among national demonstration projects and other national level activities undertaken during the course of the project to further enhance national capacity to develop integrated approaches to water resource management;
- v. Review stakeholder involvement in project activities and take action where necessary to ensure appropriate levels of government, NGO, community, and private sector engagement;
- vi. Ensure compatibility between the activities of national demonstration projects and other national level activities for Integrated Water Resource Management;
- vii. Review and evaluate progress in implementation of the project, and provide guidance for improvement to the PCU when necessary;
- viii. Approve annual progress reports for transmission to the SOPAC Governing Council, the Implementing Agencies and the GEF Secretariat;
- ix. Assist the PCU in leveraging required project co-financing and additional funds that may be required from time to time;
- x. Work with the PCU and National Lead Agencies in mainstreaming integrated, reef-to-ridge approaches to water resource management and the replication of project successes at the national level;
- xi. Ensure that project activities link to the programmatic approach of the GEF-PAS and are consistent with the overall framework, including linking IWRM project M&E to GEF-PAS M&E.
- xii. Agree at their first meeting: a) the membership, meeting arrangements, and terms of reference of the committee; and b) such standing orders and manner of conducting business as may be considered necessary by the committee.

IV - AGENDA

Rule 9

Drawing up of the provisional agenda

The Regional Project Manager shall submit to the Regional Project Steering Committee the provisional agenda. The provisional agenda shall include all items proposed by members of the Regional Project Steering Committee and by the Project Co-ordinating Unit. Items proposed by members shall be accompanied by an explanatory memorandum and, if possible, by background documentation which shall be submitted to the PCU at least 4 weeks (20 working days) prior to the meeting. A provisional annotated agenda will be prepared from the provisional agenda and shall make reference to all relevant discussion and information documents.

Rule 10

Distribution of the agenda

The Project Co-ordinating Unit shall communicate the provisional agenda and provisional annotated agenda of each Regional Project Steering Committee meeting together with all background documentation, to the members at least 2 weeks (10 working days) in advance.

Rule 11

Adoption of the Agenda

At the commencement of each RSC meeting, subject to Rule 13 and following the election of officers as required under Rule 14, the RSC shall adopt the agenda for the meeting on the basis of the provisional agenda.

Rule 12

Agendas for special *Ad hoc* meetings

The provisional agenda for a special meeting of the RSC shall consist only of those items proposed for consideration in the request for the holding of the meeting. The provisional agenda shall be transmitted to RSC members 3 weeks (15 working days) in advance.

Rule 13

Revision of the agenda

During a meeting, the RSC may revise the agenda for the session by adding, deleting, deferring or amending items. Notwithstanding Rule 10 the RSC may at its absolute discretion agree to amend the agenda in order to enable the Committee to discuss urgent and important matters for which documentation was not distributed in advance.

V – OFFICERS

Rule 14

Elections of Officers

At the commencement of each RSC meeting the Committee shall elect a Chairperson, Vice-Chairperson and 2 Rapporteurs from among its members.

Rule 15

Terms of office

The Chairperson, Vice–Chairperson and Rapporteurs shall hold office until the subsequent meeting of the Regional Project Steering Committee. The Vice-Chairperson shall act as the Chief Rapporteur. The Vice–Chairperson will become the Chairperson at the subsequent meeting. The Vice-Chairperson and 2 Rapporteurs will be elected at each subsequent meeting. None of them may hold office once their membership of the Committee is terminated by the country of which they are a representative.

Rule 16

Acting Chairperson

If the Chairperson cannot preside at a meeting or any part thereof, the Vice-Chairperson shall act as Chairperson.

Rule 17

Powers of the Acting Chairperson

The Vice-Chairperson, acting as Chairperson shall have the same powers and duties as the Chairperson.

VI – SECRETARIAT

Rule 18

Secretariat

The Project Co-ordinating Unit, under the direction of the Regional Project Manager, shall act as Secretariat to the Committee. The secretariat shall:

1. receive and circulate the documents of the RSC;
2. publish and circulate the decisions, reports and relevant documentation of the RSC;
3. have the custody of the documents in the archives of the PCU and generally perform all other work that the RSC may require; and,
4. prepare reports on project progress and future workplans for consideration by the RSC.

Rule 19

Role of the Regional Project Manager in the convening and conduct of meetings

The Regional Project Manager shall:

1. act as Secretary to all meetings of the RSC.
2. designate when appropriate any officer of the Project Co-ordinating Unit to act as his/her representative;
3. make oral and written statements to the RSC concerning any question under consideration;
4. be responsible for the necessary arrangements being made for meetings including the preparation and distribution of working documents in accordance with these rules; and,
5. prepare and deliver reports on project progress and plans to appropriate international meetings of other bodies.

VII - CONDUCT OF BUSINESS

Rule 20

Quorum

A simple majority of the members of the Committee shall constitute a quorum.

Rule 21

Powers of the Chairperson

In addition to exercising the powers conferred upon them elsewhere by these rules, the Chairperson shall declare the opening and closing of each meeting of the RSC, shall direct the discussion, ensure the observance of these rules, and shall accord the right to speak, and announce decisions. The Chairperson may also call a speaker to order if their remarks are not relevant to the subject under discussion.

Rule 22

Conduct of committee business

The Committee shall operate and take decisions on the basis of consensus, regarding any matter relating to project execution that has regional significance. Where full consensus cannot be achieved in reaching agreement during a full meeting of the Committee, on any matter relating to project execution that has regional significance, the Secretariat shall, in consultation with the Chairperson, facilitate negotiations during the subsequent inter-sessional period with a view to seeking resolution. The Secretariat will report the results of these negotiations to the Committee members after which the Chairperson will again seek consensus.

Rule 23

Adjournment of debate

During the discussion of any matter on which a clear consensus fails to emerge, a representative may move the adjournment of the debate and its referral to a working group of the committee. The working group shall be charged with resolving the matter and shall be required to report the outcome to the full committee at the time of resumption of the debate. Any such motion shall have priority. In addition to the proposer of the motion, one representative shall be allowed to speak in favour of, and one representative against, the motion.

Rule 24

Points of order

During the discussion of any matter, a member may raise a point of order. In this case, the Chairperson shall immediately state his/her ruling. If the ruling is challenged, the Chairperson shall forthwith submit their ruling to the Secretariat for decision, and it shall stand unless overruled.

Rule 25

Closure of debate

A representative may at any time move the closure of the debate whether or not any other representative has signified a wish to speak. Not more than two Members may be granted permission to speak against the closure. The Chairperson shall take the sense of the Secretariat on a motion for closure. If the Secretariat is in favour of the closure, the Chairperson shall declare the debate closed.

Rule 26

Decisions and amendments

Draft decisions, and substantial amendments or motions, shall be introduced in writing and handed to the Secretary of the Committee, who shall circulate copies to the Members before they are discussed and decided upon, unless the Committee decides otherwise. Upon the request of any member, any motion and amendment thereto made by any speaker shall be given to the Chairperson in writing and shall be read by them before any further speaker is called upon. The Chairperson may direct that any motion or amendment be circulated to the members present. This rule shall not apply to formal motions such as one for closure or adjournment.

Rule 27

Language of meetings

English shall be the working language of the RSC.

Rule 28

Records of the meeting

Records of the meetings of the RSC shall be kept by the Secretariat. They shall be prepared in the form of a draft report by the Secretary to the Committee working with the Rapporteur and presented in draft to the members of the RSC before the closure of the meeting. Members shall inform the Rapporteur of any changes they wish to have made. Any disagreement concerning such changes shall be referred to the Chairperson, whose decision shall be final. These amended records will be the official minutes of the meeting.

Rule 29

Distribution of meeting reports

The corrected version of the records of RSC meetings shall be distributed as soon as possible following closure of the meeting in accordance with the usual practice of SOPAC. This shall include distribution to the GEF Secretariat, the Implementing Agencies, Lead Agencies in participating countries and to other organisations as considered appropriate by the PCU or as directed by the RSC.

ANNEX 5

Technical Assistance Needs for National Demonstration Projects

Background

A technical review of the design of the IWRM National Demonstration Projects was undertaken by the regional Project Co-ordinating Unit during July – August 2009. The review aimed to identify potential improvements that would increase the value of the demonstration projects to the participating countries and the region. Summaries of the outcomes of this review were circulated amongst individual IWRM Focal Points and National Demonstration Project Managers in advance of the First Regional Steering Committee Meeting and Inception Workshop for the GEF funded project entitled “*Implementing Sustainable Water Resources and Wastewater Management in Pacific Island Countries*”. Country-by-country assessments of project designs were compiled in document SOPAC/GEF/IWRM/RSC.1/7 “*Technical Review of the Design of the National IWRM Demonstration Projects*” and were considered in detail by that meeting.

Approach

The Regional Steering Committee participated in a group exercise aimed at eliciting information from participants regarding their technical assistance needs for National Demonstration Projects and ideas about how these would be met. A survey sheet was distributed to each Committee member (24 in total), asking the questions:

1. What are the critical success factors of your project? (What do you need to do well for the project to be successful?)
2. In what aspects do you think that you have strong capacity to deliver?
3. What aspect do you think that you will need to have support in?
4. How do you intend to obtain this support?

Results

The results from this exercise were subsequently summarised and presented back to the committee. The outputs of this activity are summarised below.

1. What are the critical success factors of your project? (What do you need to do well for the project to be successful?)

Figure 1 illustrates the broad range of responses received to this question. Notably, over half the Committee identified community commitment and involvement as critical to their project success. The y-axis represents number of responses (out of 24 participants). Project management and Steering Committee engagement were identified as critical factors by a quarter of the Committee.

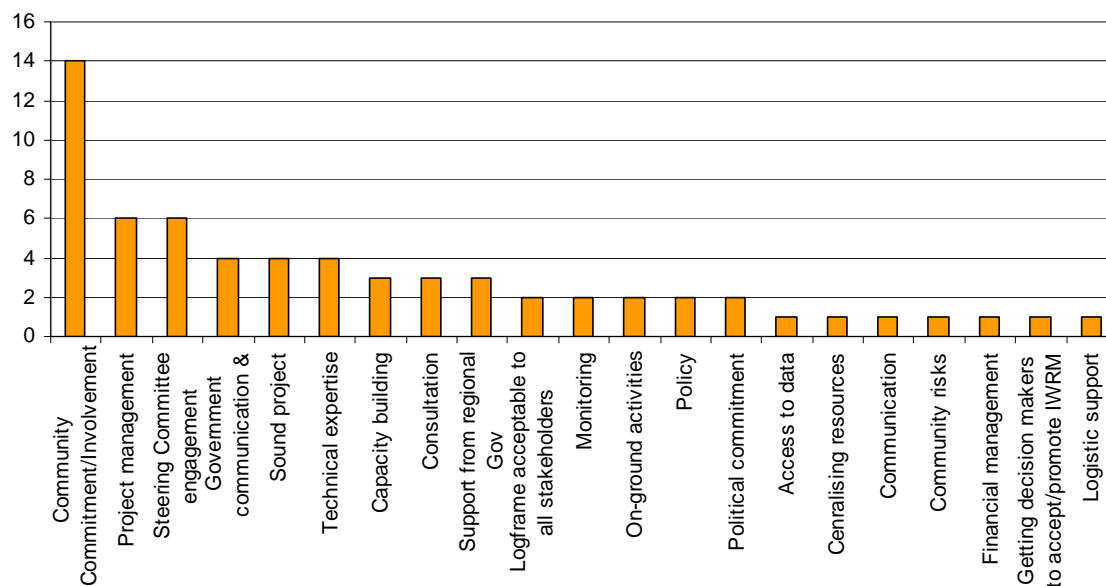


Figure 1 Critical success factors identified for the National Demonstration Projects

2. In what aspects do you think that you have strong capacity to deliver?

The Committee responses highlighted strong capacity for eliciting community support and participation, as well as a degree of confidence in the project management team and stakeholder capacity (Figure 2). Importantly, the greatest capacity aligned well with the primary need for a successful project (community engagement).

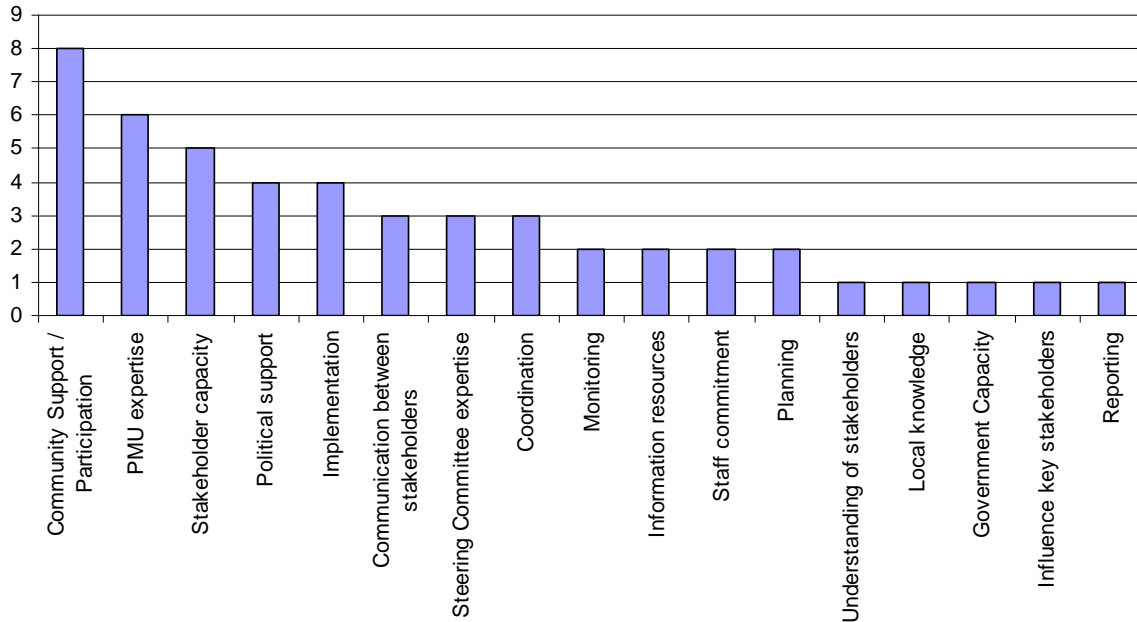


Figure 2 Existing capacity identified for successful demonstration project execution

3. What aspect do you think that you will need to have support in?

The primary support need for the national projects identified by the Committee was technical support across monitoring, assessment and design (Figure 3). Policy and legislation development and review was another area identified as needing significant support. Notably, although stakeholder engagement was identified as the main critical success factor, the need for support was less than several other sectors, possibly reflecting the high national capacity identified in response to question 2.

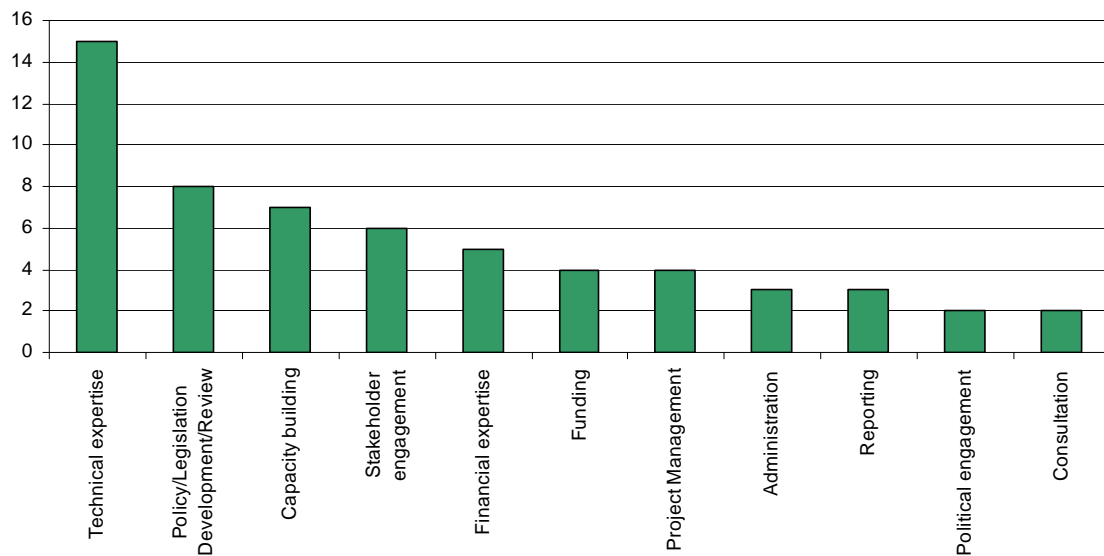


Figure 3 National Demonstration Project support needs

Other areas with a significant demand for support included capacity building, financial expertise, funding and project management.

4. How do you intend to obtain this support?

The most common means identified for obtaining support was from the Project Coordinating Unit (PCU), as shown in Figure 4. Without further information, it is difficult to determine whether the SOPAC component also incorporated PCU support, or separate SOPAC expertise (such as HYCOS). Interestingly, not only did question 2 identify stakeholder capacity as a project strength, but responses to this question highlights that the countries see this capacity as a critical support mechanism. This response highlighted the significance of the diminished PCU travel budget in delivering successful projects.

Significant support is also obviously anticipated from government agencies, and consultants remain a key capacity gap-filler. Further co-funding is seen by some countries as a mechanism to address capacity needs. The options of mainstreaming policy and influencing decision reflect a strategic approach being adopted by some countries to drive the agenda.

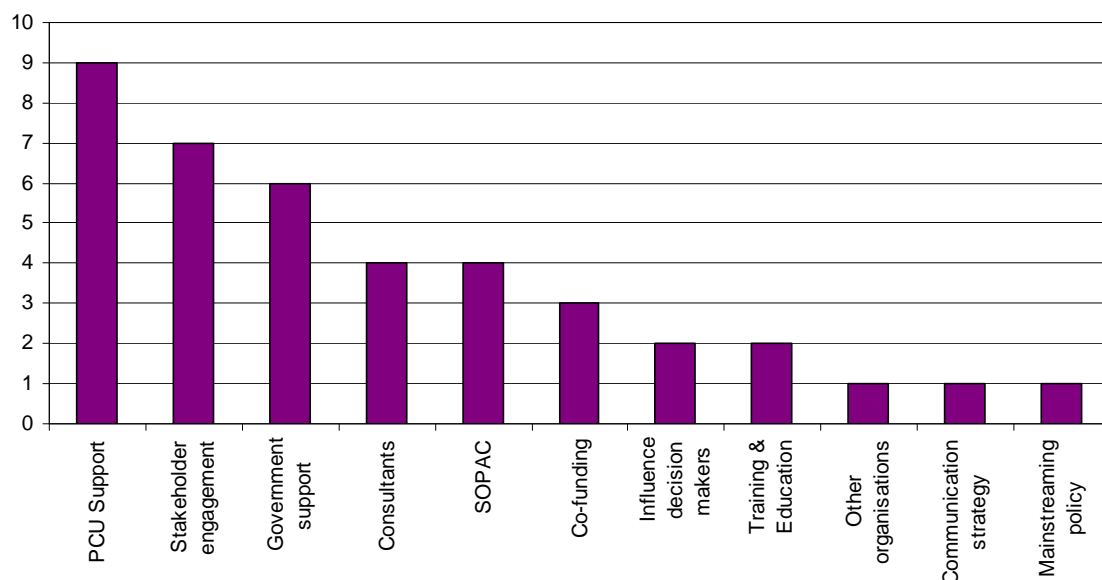


Figure 4 Mechanisms for obtaining support

Comparison of Focal Point and Project Manager Responses

The raw survey results compiled in Table 1 show a broad spread between Project Managers (PMs) and the Focal Points (FPs), other than community engagement/participation. This clearly reflects the consensual position that community engagement and participation matters to the national projects in achieving sustainable outcomes. It was highlighted that, by extension, delivering on this outcome should form a core part of the project at a national level, with a focus on how this will be delivered.

The one other point of note was that a significant number of PMs identified the need for technical design expertise, yet no FPs identified this need. This possibly reflects the different perspective of the two positions, with PMs focussing on the details of how a project might be delivered. It was highlighted that the different perspectives and skills that each member of the project team and focal point bring to the table should be recognised as a significant strength, adding to the diversity of the project team, and the capacity to deliver more integrated solutions.

Table 1 Compilation of Regional Steering Committee responses to technical assistance needs assessment for the demonstration projects

		Critical Success Factors	Strong Capacity	Need Support	How?
		14 Community Commitment/Involvement 3 Support from regional Gov 2 Policy 1 Getting decision makers to accept/promote IWRM 1 Community risks 2 Political commitment 2 Logframe acceptable to all stakeholders 4 Government communication & commitment 3 Consultation 1 Centralising resources 6 Project management 1 Financial management 6 Steering Committee engagement 3 Capacity building 2 Monitoring 2 On-ground activities 1 Access to data 4 Technical expertise 4 Sound project 1 Communication 1 Logistic support	8 Community Support / Participation 2 Monitoring 1 Understanding of stakeholders 1 Local knowledge 1 Government Capacity 1 Influence key stakeholders 3 Communication between stakeholders 2 Information resources 2 Staff commitment 4 Political support 5 Stakeholder capacity 3 Steering Committee expertise 6 PMU expertise 2 Planning 4 Implementation 1 Reporting 3 Coordination	8 Policy/Legislation Development/Review 2 Political engagement 5 Technical expertise - design 6 Stakeholder engagement 5 Technical expertise - Monitoring 2 Consultation 7 Capacity building 2 Technical expertise - Resources 4 Funding 4 Project Management 3 Administration 5 Financial expertise 3 Reporting 3 Technical expertise	9 PCU Support 2 Influence decision makers 1 Other organisations 4 Consultants 2 Training & Education 4 SOPAC 7 Stakeholder engagement 3 Co-funding 1 Communication strategy 1 Mainstreaming policy 6 Government support
Palau	FP				
	PM				
Cook Islands	FP				
	PM				
Samoa	FP				
	PM				
Nauru	FP				
	PM				
Niue	FP				
	PM				
Fiji	FP				
	PM				
RMI	FP				
	PM				
FSM	FP				
	PM				
Vanuatu	FP				
	PM				
Tuvalu	FP				
	PM				
Solomon Islands	FP				
	PM				
Tonga	FP				
	PM				
PNG	FP				

ANNEX 6

Grading of National Demonstration Project Progress

Introduction

The First Regional Steering Committee Meeting and Inception Workshop for the GEF funded project entitled “*Implementing Sustainable Water Resources and Wastewater Management in Pacific Island Countries*” reviewed the status of the national demonstration projects being executed as part of this initiative. The status of inception period deliverables was ascertained using a methodology employing both self-assessment and consultative approaches outlined below. The results are described herewith along with commitments from participating countries for the completion of key tasks.

Approach

Individual countries were asked to self-assess their progress on the six key project deliverables for the project inception period. A separate assessment was made by the regional Project Coordinating Unit (PCU) during one-on-one sessions between the participating countries and PCU staff. Final grades were discussed, agreed upon, and signed off by both the country representatives and PCU members during these sessions. Generally, an ‘A’ grade corresponded to completion, and a ‘C’ grade corresponded to work not yet reasonably commenced. A ‘B+’ grade indicated significant progress towards achieving an A, typically only one component outstanding (such as formal sign-off). A ‘B-’ indicated that, whilst the countries confirmed that the tasks were complete, documents were yet to be provided to the PCU.

Results

Figure 1 shows the agreed results for each country. The lack of progress on project scope and logframe revision generally reflected recent recruitment of the in-country project management unit, with minimal opportunity to progress these elements.

	Cook Islands	Federated States of Micronesia	Fiji	Marshall Islands	Nauru	Niue	Palau	Papua New Guinea	Samoa	Solomon Islands	Tonga	Tuvalu	Vanuatu
Project Management Unit	A	B+	A	A	A	A	A	A	A	A	A	A	A
Revised Project Scope	C	A	A	A	C	A	A	A	A	A	A	A	A
Revised Logframe	A	A	A	C	A	A	C	A	A	A	A	A	C
Stakeholder Engagement	A	A	B+	A	A	A	A	A	A	A	B-	B-	A
Workplan	A	A	A	A	A	A	A	A	A	A	C	A	A
Budget	A	A	A	A	A	A	A	A	A	A	A	A	A

	A
	B+
	B
	B-
	C

Figure 1 Agreed grading of National Demonstration Project progress against Inception Period deliverables

Conclusions and Recommendations

In the presentation of the results, it was highlighted that many countries had made significant progress towards achieving most of the key inception deliverables. All countries indicated that 29th November 2009 represented a reasonable revised deadline for completion of all inception tasks. A strong recommendation was made for countries to note the link between completing these tasks and obtaining further project funding.

It was stressed that several countries still have to undertake significant work to complete the tasks within this period. Further, the need for Steering Committee endorsement of the relevant documents was highlighted, and therefore the need to ensure that a committee meeting was scheduled at a point to enable this to happen, or some other mechanism was available to achieve endorsement (such as out of session agreement by e-mail).

Country PMUs were encouraged to contact the PCU as soon as possible to discuss any challenges to achieving the November milestone.

ANNEX 7

Reporting Requirements of the GEF Funded Project Entitled: “Implementing Sustainable Water Resources and Wastewater Management in Pacific Island Countries”

1. INTRODUCTION

The Pacific Islands Applied Geoscience Commission (SOPAC) is accountable to the United Nations Development Programme (UNEP) and the United Nations Environment Programme (UNEP) for the achievement of the project objectives and for all reporting, including the submission of work plans, progress reports, audit and financial reports. SOPAC is responsible for financial control of the UNDP/UNEP/GEF project implementation and assists the Regional Project Coordination Unit (PCU) to engage services consistent with delegations provided by the Director under SOPAC’s Financial Regulations. SOPAC provides the PCU with full support in order to maintain a close record of all expenditures planned or made under the project in full accordance with relevant UNDP and UNEP procedures and guidelines.

In addition to SOPAC, UNEP and UNDP, the PCU will also report to the Regional Project Steering Committee (RSC) on the disbursement of funds under the Initiative in order to ensure full transparency. The PCU will function in accordance with the rules and procedures of the GEF Implementing Agencies (UNDP/UNEP), the Implementing Partner (SOPAC), and the Global Environment Facility (GEF). Should a situation arise where the nature of SOPAC’s rules and procedures and those of UNDP and UNEP are in conflict or mutually exclusive, then solutions will be worked out on a case-by-case basis, to ensure Initiative implementation continues. Likewise should a situation arise where the nature of SOPAC’s rules and procedures and those of UNDP and UNEP are in conflict with host government rules and procedures then these will also be worked out on a case-by-case basis, to ensure continuation of project implementation.

This document outlines the roles of the respective actors in the Monitoring and Reporting (M&R) of Project Implementation. The M&R requirements for each participating country are clearly defined within the signed Memoranda of Agreements (MoAs) with SOPAC. These reporting requirements are a performance requirement (in the legal sense) of the MoAs entered into by each country with SOPAC. Likewise SOPAC has M&R requirements that it needs to meet as part of its undertakings to the GEF Implementing Agencies. Cash disbursements are related to the M&R requirements of both the country participants and SOPAC and to ensure the availability of funds certain reporting timelines must be adhered to by all parties. Accordingly tight reporting timelines were accepted and endorsed by the First Meeting of the Regional Project Steering Committee convened in Nadi, Fiji from 14th-18th September 2009.

2. PROJECT MONITORING

2.1 Monitoring and Reporting Roles

<p>1) Overall Project Management: The PCU at SOPAC:</p> <ul style="list-style-type: none"> • Manages the overall conduct of the project • Checks on project progress and deviations • Ensures that changes in the project are controlled • Ensures that implementation problems are addressed • Assesses external and internal project risks • Ensure that funds are used in line with the endorsed Demonstration project document • Reports to donors and stakeholders on progress 	<p>2) Demonstration Project Management Participating Countries:</p> <ul style="list-style-type: none"> • National Project Managers are monitoring the application of goods and services (Inputs) to achieve project results (Outputs). • They report to the PCU about project-related activities in their country on a regular basis.
<p>3) United Nations Development Programme</p> <ul style="list-style-type: none"> • The UNDP Fiji Regional Office is monitoring the use of GEF funds to ensure that these funds are used in line with the endorsed UNDP project document, i.e., Country Demonstration Projects 	<p>4) United Nations Environment Programme</p> <ul style="list-style-type: none"> • The UNEP/DGEF monitors the use of GEF funds to ensure that these funds are used in line with the endorsed UNEP project document, i.e., Regional Project Components

2.2 What is Project Monitoring?

Project Monitoring is a continuous function that provides project management and stakeholders with early indications of project progress, or lack thereof, towards delivering intended results. Project Monitoring requires the project team to collect information about project results, and to analyse and validate these results. Key project management monitoring tools include:

1. Field visits
2. Quarterly Reviews
3. Annual Project Implementation Review
4. Tripartite Reviews

2.3 Key Monitoring Tools – Their Role

2.3.1 Field visits

Field visits serve the purpose of results validation. They provide latest information on project progress. A second function of field visits is to assess capacity to deliver and devise necessary support. Field visits are documented through brief and action-oriented reports that are circulated back to the Participating Country.

2.3.2 Quarterly Reviews:

Quarterly reviews to analyse project progress over the past 3 months. They serve as a basis for compiling the Quarterly Operational Report (QOR). Quarterly reviews are conducted by the PCU. Quarterly reviews serve as the basis for:

- Technical reporting over the last quarter
- Financial reporting over the last quarter
- Activity and budget planning for the next quarter

2.3.3 Annual Project Implementation Review (PIR):

Annual review summarising project progress over the past 12 months. Serves as the basis for the Annual Project Report (APR) and is:

- Main vehicle to extract lessons from an ongoing project
- Basis of annual reporting to UNDP, UNEP and the GEF Secretariat

Annual review requires measurement of project results in comparison to project baseline, and relation of project Outputs to project Outcomes and Impact.

2.3.4 Tripartite / Multipartite Reviews:

Highest policy-level meeting of signatory parties to the project document and the executing countries. Conducted at least once per year, commonly in sync with the annual Project Implementation Review. Tripartite meetings sign off on substantive and financial revisions of the project. Authority to suspend disbursements if performance benchmarks are not met.

2.3.5 Terminal Tripartite Review to be conducted in last month of project implementation

3. PROJECT REPORTING

Project Reporting is used to communicate project progress, or lack thereof, to project stakeholders and partners. Project Reporting is conducted at regular intervals throughout the lifetime of a project and is based on project monitoring, i.e., on previous review of project progress and results.

3.1 Key Project Reports (* Mandatory Reports)

1. Inception Report*
2. Quarterly Progress Reports*
3. Six Monthly Reports (UNEP)*
4. Annual Project Report (APR)*
5. Thematic Reports
6. Technical Reports
7. Project Publications
8. Terminal Report*
9. Evaluation Reports*

3.2 What is Needed in these Reports?

3.2.1 Inception Report

- Prepared immediately after Inception Workshop
- Contains revisions to the project document that have become necessary since signature of project document
- Contains Annual Workplan for first year, timetable of key milestones, monitoring and reporting events
- Includes a summary of institutional roles, responsibilities, coordination and communication mechanisms
- Needs to be approved by all members of the Regional Steering Committee

3.2.2 Quarterly Operational Reports (QORs)

- Summarises outcome of Quarterly Reviews
- Short technical narrative (in regional projects summarizing quarterly progress per country) and financial report
- Quarterly Operational Reports are collected by SOPAC, consolidated and submitted to GEF Secretariat

3.2.3 Six Monthly Reports (UNEP)

- Similar content to and Annual report and seeks to review Project Implementation. Considers specific project implementation progress against each output and activity.
- Requires description of actions taken to address any project issues and a review of ongoing project risks.
- Provides for the detailing of project outreach activities and staffing etc.

3.2.4 Annual Project Reports (APR)

- Main annual project report, based on yearly Project Implementation Review (PIR)
- Systematic measurement of project results in comparison with the situation before the project
- Systematic assessment of indicators for each project Output (baseline values, target values and actually achieved values), with pre-defined format Assessment of project impact over the last 12 months
- Time intensive report, needs to have high quality.

3.2.5 Thematic Reports

- Upon request by UNDP/UNEP/GEF, with reasonable advance timeframe for preparation
- Focusing on specific issues and areas of activity (e.g. lessons learned from specific project activities, problems encountered in a specific Output area, etc.)
- Used to assist troubleshooting and to enhance knowledge management
- Required on a case-by-case basis

3.2.6 Technical Reports

- Detailed reports covering specific areas of technical analysis
- Commonly contracted out to specialised organisations/ individuals
- Linked to specific Outputs in the Logframe
- Used to inform/plan project activities (e.g. policy gap analysis, capacity assessment) or to analyse project activities (e.g. lessons learned from food security pilots)
- Inception report should contain a list of technical reports that are linked with individual Outputs in the Logframe

3.2.7 Project Publications

- Critical for dissemination of project results to several national and international channels
- Publications can be scientific (e.g. article in scientific journals) or informational (e.g. press releases)
- Use of multimedia for publications is increasing (videos, TV, radio, websites, etc.)
- Many projects transform technical reports into scientific publications to ensure wider dissemination
- Project publications need to recognize project partners and donors (logos, etc.)

3.2.8 Terminal Report

- Prepared by project team in the last 3 months of project operation
- Definite statement of project achievements over its lifetime, summarizing outputs met, outputs not met, lessons learned.
- Terminal Report needs to lay out recommendations about further steps to ensure project sustainability and replicability

3.2.9 Evaluation Reports

- External mid-term evaluation by second year of project implementation
- External final evaluation three months prior to terminal tripartite review
- Evaluations look at progress towards Outcomes, and at effectiveness, efficiency, timeliness and quality of project implementation
- TORs prepared by UNDP/UNEP

3.3 Project Reporting – What is the Key?

3.3.1 Communication, Communication, Communication and Communication!

...between/within countries and project management:

- Who communicates with whom? How? When and how often? Which information?
- Each country and demonstration project needs to establish its communication procedures and timelines.

3.3.2 Communication within countries– ensure to keep influential people informed.

- Different sector departments
- SOPAC and GEF focal points
- UN ambassadors, political counterparts

3.3.3 Communication with SOPAC

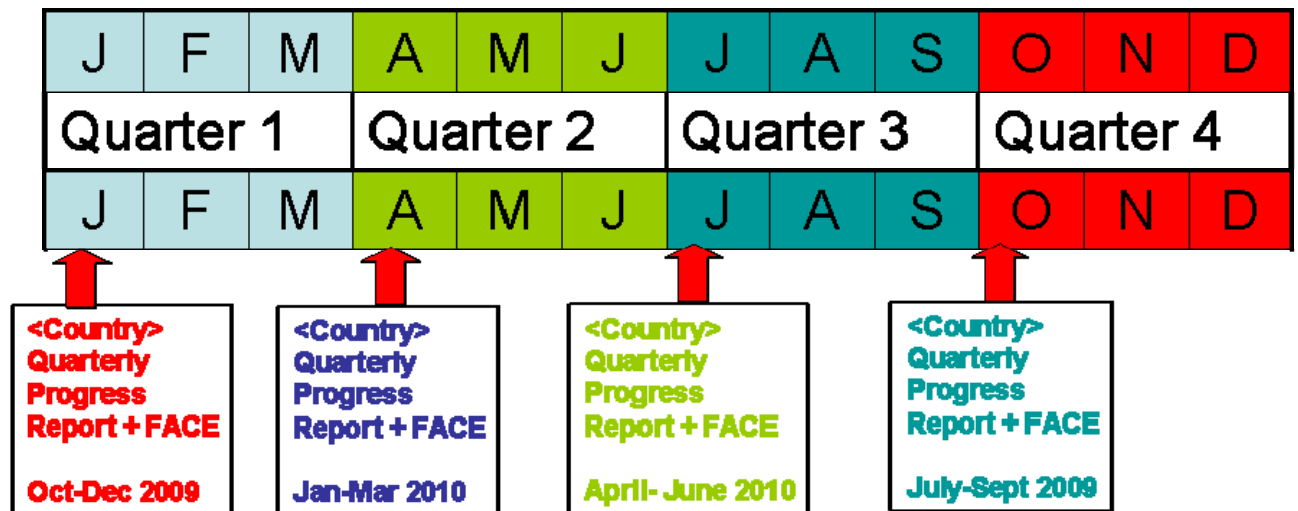
- Financial and technical
- Implementation Issues
- National Enabling Environment changes

3.3.4 Communication with the outside world

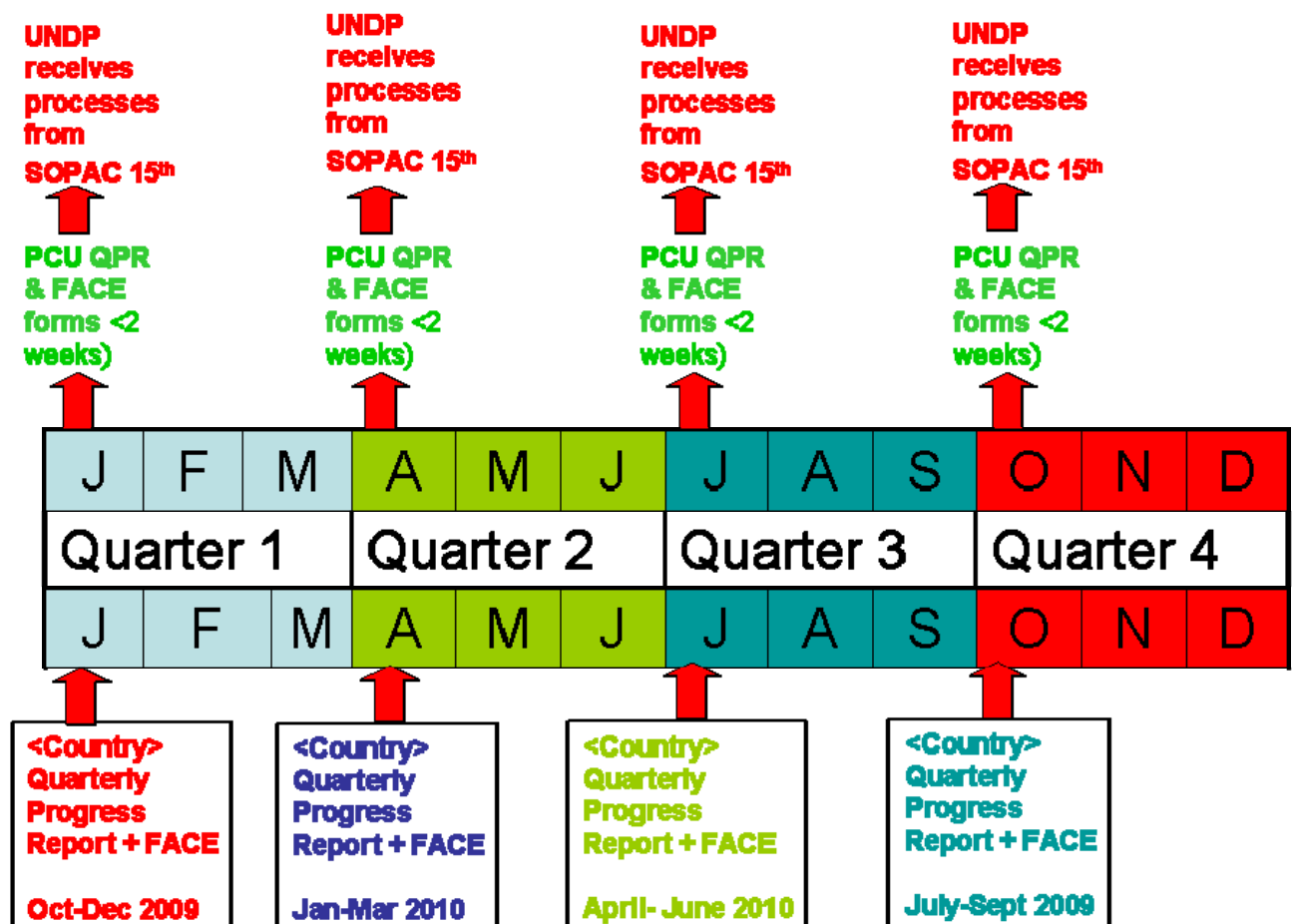
- Media local and regional
- Bilaterals / Development partners
- UN system (SOPAC, UN agencies, etc)

4. PROJECT REPORTING TIMELINES

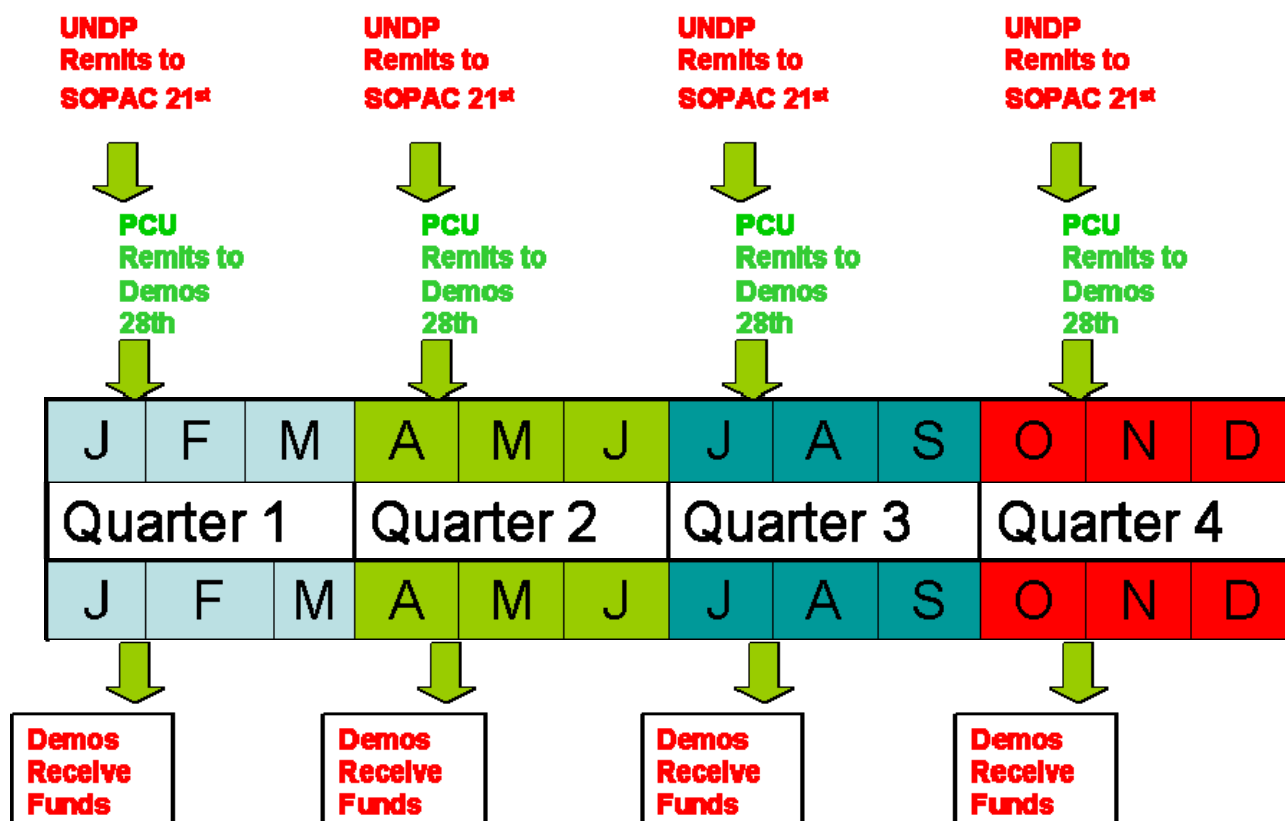
4.1 National Quarterly Reporting Timelines



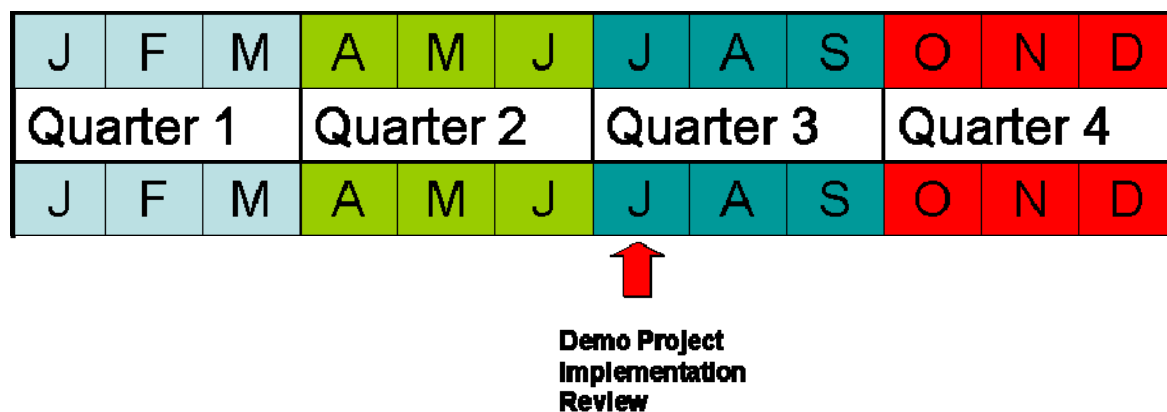
4.2 PCU Quarterly Reporting Timelines



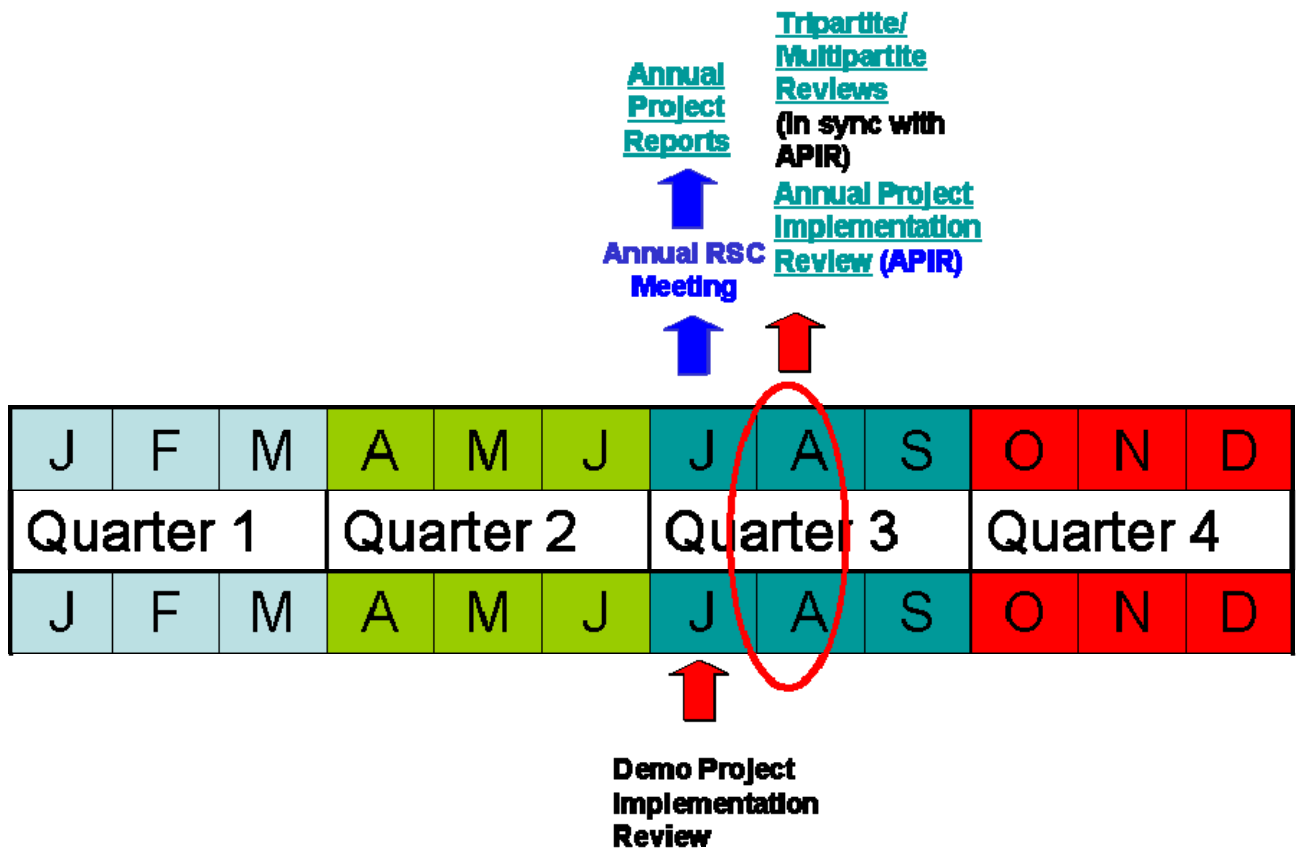
4.3 PCU Quarterly Funding Timelines



4.4 National Annual Reporting Timelines



4.5 PCU Annual Reporting Timelines



ANNEX 8

Developing Communication Strategies for National Demonstration Projects

Introduction

Raising awareness is about communicating something that changes the way people perceive the world and therefore changes the way they think and act.

A communications strategy should be at the heart of every project or awareness campaign. It can be intuitive and 'subconscious' and still work fine but explicitly defining and detailing a communication strategy becomes important if projects or programmes want to run big and complex campaigns involving a lot of people in various locations.

In its simplest form, a communications strategy defines what (and how) we communicate in order to achieve a change in the way people perceive the world, (and therefore the way they think and act). As a guideline to building a communications strategy, the following nine questions should be answered:

1. Who do we want to influence (the *target audience*)?
2. What are their motives for staying with the present situation?
3. What motivates them in general?
4. What is their current attitude and what do we want it to be?
5. What can we say/do to motivate them to change (the *message*)?
6. What are we asking people to do?
7. How do we make our voice heard? (the *platform*)?
8. How does the fact that it is us who says it influence what the audience will hear?
9. What is the best way to spread the message?

Approach

As an initial step in the development of communication strategies for National Demonstration Projects, the First Meeting of the Regional Steering Committee and Inception Workshop for the GEF Pacific IWRM Project worked through how a communication strategy works and participated in a detailed analysis of the following steps in writing a communication strategy: situation analysis; setting objectives; power analysis; identifying audiences; knowing your audience; developing a message; developing a slogan; developing materials; developing a media strategy; and evaluation.

National IWRM Focal Points and National Demonstration Project Managers were involved in a workshop exercise in which they were asked to identify: a priority issue they would attempt to address with a communication strategy; the objective; the target audience (e.g., who are we talking to? What do they currently think? Why will they care?); the outcome (what we want them to believe, think, act?); the support (e.g., how will they be convinced? Why should they believe what we say?); the message (e.g., what is the one thing that we will tell them to achieve the desired outcome?); a slogan; and materials.

Results

The priority issues identified for communication strategy development included: improving community understanding of IWRM; need to integrate water and wastewater management; merging of divisions with a national Government department; introducing water use fees; increased flood risk in the Nadi River Basin; wastewater management and drought proofing; pollutants causing community health problems; dissatisfied landowners (Koiaris) of the Laloki River system; lack of septic system maintenance; improved understanding of groundwater resources; efficacy of composting toilet systems; water conservation; and need for community involvement in management. Results of preliminary communication strategy development have been tabulated in pages 2-16 of this Annex.

Communications Strategy Exercise Samoa: Suluimalo Penaia

The Issue: Understand IWRM

Objective: To be aware of IWRM efforts to resource management

<p><u>Target Audience</u> <i>Who are we talking to? What do they currently think? Why will they care?</i></p> <ul style="list-style-type: none">- Community- Land Owners- Business People- Property developers	<p><u>The Outcome</u> <i>What we want them to believe / think / act?</i></p> <ul style="list-style-type: none">- understand IWRM different process- role of stakeholders- impacts to the environment and resources-	<p><u>The Support</u> <i>How will they be convinced? Why should they believe what we say?</i></p> <ul style="list-style-type: none">- engage an influential member of the public- Show real life scenarios	<p><u>The Message</u> <i>What is the <u>one</u> thing that we will tell them to achieve the desired outcome?</i></p> <ul style="list-style-type: none">- Do to others as to thyself
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Slogans:

Materials:

Communications Strategy Exercise Samoa: Sam Semisi

The Issue: What is IWRM

Objective: Educating stakeholders of IWRM

<p><u>Target Audience</u> <i>Who are we talking to? What do they currently think? Why will they care?</i></p> <p>Stakeholders</p> <ul style="list-style-type: none"> - Talking to CCC members - Most have been briefed on IWRM project - They will form a committee to discuss specifics of water and watershed management 	<p><u>The Outcome</u> <i>What we want them to believe / think / act?</i></p> <p>Need all members to:</p> <ul style="list-style-type: none"> - Understand the concept of IWRM - Be aware of GEF policies - Gender balance 	<p><u>The Support</u> <i>How will they be convinced? Why should they believe what we say?</i></p> <ul style="list-style-type: none"> - Nominate a respectful spokesperson - Invite an overseas presenter - Show examples 	<p><u>The Message</u> <i>What is the <u>one</u> thing that we will tell them to achieve the desired outcome?</i></p> <p>Benefits:</p> <ul style="list-style-type: none"> - Monetary - Knowledge - Land enhancement
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Slogans: Knowledge is equality

Materials: Photos, Movie clips, Projector, Laptop

Communications Strategy Exercise Nauru

The Issue: Water and Wastewater Management

Objective: Manage wastewater and water resources in a sustainable manner incorporating climate change adaptation

<p><u>Target Audience</u> <i>Who are we talking to? What do they currently think? Why will they care?</i></p> <p>General Public:</p> <ul style="list-style-type: none">- Not enough knowledge to manage their water- Now aware of problems experienced during drought periods	<p><u>The Outcome</u> <i>What we want them to believe / think / act?</i></p> <ul style="list-style-type: none">- The problem can be managed through better rainwater harvesting and storage capacity- Look at what they are currently doing and fix them if within their control	<p><u>The Support</u> <i>How will they be convinced? Why should they believe what we say?</i></p> <p>They will have sustainable water supply, more availability of alternative water (underground, safe to use)</p> <p>Family being protected with sufficient water during drought periods.</p> <p>To give them a win win situation.</p>	<p><u>The Message</u> <i>What is the <u>one</u> thing that we will tell them to achieve the desired outcome?</i></p> <p>Sustainable water supply</p> <ul style="list-style-type: none">- Why this? Because the Nauruan community understand the value of water
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Slogans: Auwe wora ebok

Materials: Posters. pamphlets

Communications Strategy Exercise Niue

The Issue: Merging of divisions within the department

Objective: Reduce management personnel

<p><u>Target Audience</u> <i>Who are we talking to? What do they currently think? Why will they care?</i></p> <ul style="list-style-type: none">- Workers of the two divisions- Very protective of senior positions and would not entertain the idea of working under anyone from a different field.- Some might lose jobs	<p><u>The Outcome</u> <i>What we want them to believe / think / act?</i></p> <p>That the move will benefit the department in the long run and will enhance the efficiency of the new division and nobody will lose their position.</p>	<p><u>The Support</u> <i>How will they be convinced? Why should they believe what we say?</i></p> <p>The dialogue with the NPSC (commission) should be transparent and the details made known.</p>	<p><u>The Message</u> <i>What is the <u>one</u> thing that we will tell them to achieve the desired outcome?</i></p> <p>The reduction of personnel will be by attrition only</p>
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Slogans: More efficient

Materials: Circulars

Communications Strategy Exercise Niue

The Issue: Water charges

Objective: Advise public

<u>Target Audience</u> <i>Who are we talking to? What do they currently think? Why will they care?</i>	<u>The Outcome</u> <i>What we want them to believe / think / act?</i>	<u>The Support</u> <i>How will they be convinced? Why should they believe what we say?</i>	<u>The Message</u> <i>What is the <u>one</u> thing that we will tell them to achieve the desired outcome?</i>
Who: All sectors of society They think: This will not happen. They care: Because they will be struggling to pay	That we (Water/PWD/Govt) is about to apply this		To understand and take note

Slogans: Free "no more"!

Materials: Newsletter, TV ads, billboards.

Communications Strategy Exercise Fiji

The Issue: Increased flood risk in the Nadi River Basin

Objective: Develop communications strategy for stakeholders with regards to dissemination of IWRM awareness information.

<p><u>Target Audience</u> <i>Who are we talking to? What do they currently think? Why will they care?</i></p> <p>Who: Stakeholders</p> <ul style="list-style-type: none"> - NGO's - Government - Academic institutions - regional Organisations <p>They think: They are aware, would like to get involved in initiatives to be carried out as well dissemination of info</p> <p>They care: It will open opportunities to secure further support (NGO's, govt can meet mandate.</p>	<p><u>The Outcome</u> <i>What we want them to believe / think / act?</i></p> <p>That it would contribute to improving communities' resilience to climate change.</p>	<p><u>The Support</u> <i>How will they be convinced? Why should they believe what we say?</i></p> <ol style="list-style-type: none"> 1. Through ownership and being involved in a partnership arrangement in all processes. 2. Convince through success stories. 	<p><u>The Message</u> <i>What is the <u>one</u> thing that we will tell them to achieve the desired outcome?</i></p> <p>How we are going to address the concerns on the ground at community level.</p>
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Slogans: Managing Flood – Nadi

Materials: Posters, Pamphlets, Audio visual

Communications Strategy Exercise Cook Islands: Paul Maoate

The Issue: Wastewater management and drought proofing

Objective: 1) to monitor the effects of pollution in groundwater, lagoon water in order to provide a basis to wastewater design systems (improved and tailored for the country)
 2) Sustainable supply to all consumers during drought, cyclones, etc.

<u>Target Audience</u>	<u>The Outcome</u>	<u>The Support</u>	<u>The Message</u>
<p><i>Who are we talking to? What do they currently think? Why will they care?</i></p> <ul style="list-style-type: none"> - Community leaders - Residents/Landowners - Contractors - Government agency 	<p><i>What we want them to believe / think / act?</i></p> <p>Wastewater: Be aware/understand the importance of correct methods to lessen the impact of pollution in the lagoon.</p> <p>Drought relief: Understand the importance of saving water. Provide alternative options, water tanks, and underground wells.</p>	<p><i>How will they be convinced? Why should they believe what we say?</i></p> <p>Presenting data will influence attitudes. If the community sees work carried out on a “daily” basis as well as participating they will have more ownership.</p>	<p><i>What is the <u>one</u> thing that we will tell them to achieve the desired outcome?</i></p> <p>Cooperation</p>

Slogans: DWW: Don't Waste Water / “For the Country” (office motto)

Materials: Report card (NIWA), posters, stickers, pamphlets supplied by National Environment Services.

Communications Strategy Exercise Cook Islands: Otheniel Tangianau

The Issue: Pollutants causing problems in the community

Objective: To improve knowledge on the problems in order to provide an option for reducing lagoon contamination

<p><u>Target Audience</u> <i>Who are we talking to? What do they currently think? Why will they care?</i></p> <ul style="list-style-type: none">- landowners / septic owners- Community leaders- Hoteliers- Lagoon users/ fishermen- Maori community	<p><u>The Outcome</u> <i>What we want them to believe / think / act?</i></p> <p>If they are concerned about the level of pollution in the lagoon, then they must be willing to make commitment to solving the problem.</p>	<p><u>The Support</u> <i>How will they be convinced? Why should they believe what we say?</i></p> <p>We have to show them the negative impact on the lagoon and how, or what, is causing these problems.</p>	<p><u>The Message</u> <i>What is the <u>one</u> thing that we will tell them to achieve the desired outcome?</i></p> <p>They need to participate and believe in the project. So we need to communicate the message simply so it is understood well.</p>
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Slogans: (Picture of lifeless lagoon)

Materials: Photos of the area contaminated.

Communications Strategy Exercise FSM

The Issue:

Objective:

<p><u>Target Audience</u> <i>Who are we talking to? What do they currently think? Why will they care?</i></p> <p>Stakeholders:</p> <ul style="list-style-type: none">- Govt entities- NGO groups- Landowners- Community people	<p><u>The Outcome</u> <i>What we want them to believe / think / act?</i></p> <ul style="list-style-type: none">- To be aware of the project objectives- To support the project- To participate in activities- To own the project	<p><u>The Support</u> <i>How will they be convinced? Why should they believe what we say?</i></p> <ul style="list-style-type: none">- provide a plan- serve as member of project planning and coordination committee- involvement in the project design.	<p><u>The Message</u> <i>What is the <u>one</u> thing that we will tell them to achieve the desired outcome?</i></p> <ul style="list-style-type: none">- Team work- Cooperation- Support and clear line of responsibility- Transparency- Accountability- Good coverage
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Slogans:

Materials:

Communications Strategy Exercise PNG

The Issue: Dissatisfied landowners (Koiaris) of Laloki River system

Objective: To change people's perceptions, minds and attitudes

<u>Target Audience</u> <i>Who are we talking to? What do they currently think? Why will they care?</i>	<u>The Outcome</u> <i>What we want them to believe / think / act?</i>	<u>The Support</u> <i>How will they be convinced? Why should they believe what we say?</i>	<u>The Message</u> <i>What is the <u>one</u> thing that we will tell them to achieve the desired outcome?</i>
<p>Koiari villagers from Laloki catchment. Currently feel cheated by the hydropower and water supply corporations.</p> <p>They will care if we explain the importance of IWRM project and community based relief projects like rural water supply to villages.</p>	<p>We want them to believe in their original ownership of the water resources; Think of how useful it is to them; and therefore participate in the IWRM project to protect the catchment in order to replenish water resources for the benefits of all.</p>	<p>Go to each village, stay with them and involve all community members in frank discussions. Involve industry stakeholders to pledge relief projects, then people will believe what we say.</p>	<p>Take ownership of all establishments, water supply and monitoring sites by providing security.</p>

Slogans: Water for all

Materials: Meetings, one on one talks, videos, radio and TV.

Communications Strategy Exercise Palau

The Issue: People not maintaining septic systems

Objective: Increase percentage of community members pumping septic tanks

<u>Target Audience</u> <i>Who are we talking to? What do they currently think? Why will they care?</i>	<u>The Outcome</u> <i>What we want them to believe / think / act?</i>	<u>The Support</u> <i>How will they be convinced? Why should they believe what we say?</i>	<u>The Message</u> <i>What is the <u>one</u> thing that we will tell them to achieve the desired outcome?</i>
Who: Homeowners with septic tanks They think: too expensive, it is a government issue. Why care? Health nuisance	<ul style="list-style-type: none">- we want them to pump and maintain their systems properly	<ul style="list-style-type: none">- case studies- water quality data- government fines	It is cheaper to pump than to repair

Slogans: Pump it up

Materials: Stickers, billboards, newspaper ads/articles; house to house; include septic tanks in sanitary surveys.

Communications Strategy Exercise Tonga

The Issue: It is essential to manage groundwater systems

Objective: Improve the understanding of the quality and quantity of water resources

<u>Target Audience</u> <i>Who are we talking to? What do they currently think? Why will they care?</i>	<u>The Outcome</u> <i>What we want them to believe / think / act?</i>	<u>The Support</u> <i>How will they be convinced? Why should they believe what we say?</i>	<u>The Message</u> <i>What is the <u>one</u> thing that we will tell them to achieve the desired outcome?</i>
<ol style="list-style-type: none">1) Groups leaders (e.g. Women's development group)2) Tourist operators3) Schools (high and primary schools)4) Village representatives5) Heads	<p>"Water is a limited resource, if we do not take care of it significantly"</p>	<ol style="list-style-type: none">1) Workshops2) Updates on email3) Brochures	<p>Work together</p>

Slogans: "Now water, No life"

Materials:

Communications Strategy Exercise Tuvalu

The Issue: Compost toilets

Objective: Save the precious rainwater from being flushed down the toilet

<u>Target Audience</u> <i>Who are we talking to? What do they currently think? Why will they care?</i>	<u>The Outcome</u> <i>What we want them to believe / think / act?</i>	<u>The Support</u> <i>How will they be convinced? Why should they believe what we say?</i>	<u>The Message</u> <i>What is the <u>one</u> thing that we will tell them to achieve the desired outcome?</i>
Household owners and public	Compost will save water	Putting up some pilot compost toilets to convince them it does not differ from the normal flush toilets – that it is clean, no smell etc.	Try installing a compost toilet in their house free of charge.

Slogans:

Materials:

Communications Strategy Exercise Solomon Islands

The Issue: Conserving water

Objective: To raise awareness with people/consumers of the importance of water conservation

<u>Target Audience</u> <i>Who are we talking to? What do they currently think? Why will they care?</i>	<u>The Outcome</u> <i>What we want them to believe / think / act?</i>	<u>The Support</u> <i>How will they be convinced? Why should they believe what we say?</i>	<u>The Message</u> <i>What is the <u>one</u> thing that we will tell them to achieve the desired outcome?</i>
Consumers They think water is free; they don't care how much they use.	<ul style="list-style-type: none">- cost to bring water- wastage costs (more) money- stop unnecessary wastage (habits).	<ul style="list-style-type: none">- awareness by proving (quantify costs, etc)- Tag the costs involved when wasting vs conserving water.	That water costs money to bring/pipe to households

Slogans: Every single drop counts

Materials: posters, TV, radio, pamphlets.

Communications Strategy Exercise Vanuatu

The Issue: Community engagement

Objective: Communities within the project site to engage in water resource management.

<p><u>Target Audience</u> <i>Who are we talking to? What do they currently think? Why will they care?</i></p> <p>Who: Communities</p> <p>Think: self interest</p> <p>Why care: ownership</p>	<p><u>The Outcome</u> <i>What we want them to believe / think / act?</i></p> <p>We want them to think that water is important and should be managed.</p>	<p><u>The Support</u> <i>How will they be convinced? Why should they believe what we say?</i></p> <ul style="list-style-type: none">- Tell communities about the negative impacts of human activities on water resources.- They believe what we say using examples from other countries.- Act	<p><u>The Message</u> <i>What is the <u>one</u> thing that we will tell them to achieve the desired outcome?</i></p> <p>Ownership</p>
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Slogans: Water, global solution

Materials: posters, pamphlets, stickers.

ANNEX 9

Lessons Learned Template

The following Lessons Learned Template has been developed to assist National Demonstration Projects in documenting lessons learned from the project inception period. The First Meeting of the Regional Steering Committee and Inception Workshop agreed that three “lessons learned” would be documented and submitted to the regional Project Coordinating Unit by end November 2009.

LESSONS LEARNED

Country **Prepared by**..... **Year**..... **Quarter**....

Purpose

The national GEF-IWRM demonstrations are piloting the IWRM approach throughout the Pacific. One purpose of a pilot is to learn lessons about what works well and what does not work so well.

Lessons can be successes for repeating; or issues for improving. They can be about processes (how things were done) or products (outputs, outcomes, what was achieved).

By analysing our experiences and documenting these lessons, other IWRM practitioners can learn from our experiences, build on our successes and (hopefully) avoid the difficulties that we had. Replication of the IWRM approach in other districts, regions or country-wide will then start from a strong base.

Process

Think of a minimum of 3 lessons learnt during the project preparation and/or project inception period that can help other IWRM practitioners.

At least 1 lesson should be a success you have had during the project preparation and inception period.

At least 1 lesson should be something that did not work so well and where you would do it differently, next time.

The third lesson can be about either a success or an “improvement-needed”.

For all lessons, analyse what contributed to the success or the lack of success. Make clear recommendations for the steps that others should follow, to repeat the success or to improve upon the outputs / outcomes.

Read through the block headings (numbered 1-8 in bold below) and the topics (cell a-e) below. Add in any other block headings (block 8) or topics (cells d-f) if you need, to match your “lessons”.

Choose (circle) at least 2 blocks (numbers) and a total of at least 3 cells (letters) (eg 2 cells in one block, 1 cell in the second block, or 1 cell in each of 3 blocks), where you have a lesson learnt to share with other colleagues. e.g., Block 3 Inception Period, Cell d. Logframe Revision: Block 7. Human Resources Capacity: Cell a. Recruit-ment; Cell d. Technical capacity).

For each cell, complete one Lessons Learned format (next page), written so that other practitioners can adapt and repeat your successes or follow your recommendations to improve on what you did.

If you have more lessons, feel free to complete more sheets.

Project preparation and inception period			
1. Project preparation	2. IWRM concept e.g.	3. Inception period e.g.	4. Steering Committee e.g.
a. Diagnostic analysis/hotspot	a. Understanding	a. Clarity of tasks	a. Establishment
b. Demo project design	b. Acceptance	b. Support from RPCU ¹	b. Membership
c. Regional project preparatn	c. Application	c. MoA and signing	c. Performance
d. ?	d. ?	d. Logframe revision	d. Sustainability
e. ?	e. ?	e. ?	e. ?
f. ?	f. ?	f. ?	f. ?
5. Stakeholder support / capacity / performance	6. Social equity (including gender & disadvantaged)	7. Human resource capacity for the project e.g.	8. ?
a. Government departments	a. Understanding	a. PMU (recruitment)	a. ?
b. NGOs	b. Acceptance	b. Start-up consultant	b. ?
c. Community	c. Implementation	c. Lead Agency (LA)	c. ?
d. Private sector	d. ?	d. Technical capacity	d. ?
e. ?	e. ?	e. RPCU ¹	e. ?
f. ?	f. ?	f. ?	f. ?
		¹ RPCU – Regional Project Co-ordinating Unit	

LESSONS LEARNED Country Prepared by..... Year..... Quarter...

Block no. Cell letter	Issue/Event	Success story? Y/N Improvement needed? Y/N
Describe issue/event [What was expected vs what happened: analyse what lead to the success / lack of it]		
Expected outcome		
Actual outcome and reasons for the success or the lack of success		
What PMU (PCU, Lead Agency) would do next time [to repeat the success or improve on the outcome]		
What others (who?) should do next time [to repeat the success or improve on the outcome]		

ANNEX 10

Capacity Development Needs in Support of National Demonstration Projects

Introduction and Approach

A rapid appraisal of immediate training and capacity building needs in support of National Demonstration Projects was undertaken during the First Regional Steering Committee Meeting and Inception Workshop for the GEF funded project "*Implementing Sustainable Water Resources and Wastewater Management in Pacific Island Countries*". The Committee were invited to respond to the following questions on the basis of their country needs:

- What are your capacity development needs for the project?
- What are your immediate capacity development needs for the project?

For both questions, they were then asked to identify the top three priorities. Results were compiled and a summary of the priorities presented to the Committee on the morning of the 18th September.

Summarised Results

5. *What are your immediate capacity development needs for the project? (Prioritise the top three)*

The following broad range of responses were received as priority capacity development needs (and number of responses):

- Project Management (8)
- Accounting and Reporting (4)
- Technical Expertise (4)
- Institutional capacity (4)
- Training for IWRM planning, roadmapping & Community strengths (2)
- Gender Mainstreaming (2)
- Financial Sustainability (2)
- Community Awareness & Education (2)
- Performance Management & Benchmarking (1)
- Committee Capacity Development (1)
- Capacity Building (1)
- Social Scientist (1)
- Contract Management (1)
- Policy Development (1)
- Equipment (1)
- Hydrogeology (1)
- Water Modeling (1)
- Sanitation Engineering (1)
- Flood Monitoring (1)

Technical development, as identified in the earlier capacity gap analysis, was a high priority (as high as eight if the individual needs are aggregated). However, a significantly increased need was recognised for project management and accounting and reporting, possibly reflecting the focus of Wednesday and Thursday of the meeting.

**6. What are your immediate capacity development needs for the project?
(Prioritise the top three)**

The following more targeted range of responses were received as immediate priority capacity development needs (and number of responses):

- Accounting and Reporting (6)
- Project & Contract Management (3)
- Policy (3)
- Community Awareness & Education (3)
- Institutional Capacity Building (2)
- Committee Capacity (2)
- Communication Strategy (1)
- Stakeholder Consultation (1)
- Data Management (1)
- Flood Monitoring (1)
- Sanitation Engineering (1)
- IWRM Planning (1)
- Vehicle (1)
- Performance Management and Benchmarking (1)
- Time (1)

As discussed in the response to the first issue, it is likely that the work undertaken on the third (16th September) and fourth (17th September) days of the meeting highlighted the need for accounting and reporting skills to deliver and report on the projects. Need for policy support was lower in the short-term, but still recognised as a need. The remaining common immediate capacity development needs focused on community, institutional and committee capacity development.

Committee members were informed that the PCU would consider these responses over the period following the inception meeting to inform consideration of training and development options.

ANNEX 11

Community Participation: Best Practices

One-to-one sessions with the countries provided the opportunity to discuss each country's practices and plans for community participation. The table below summarises the information derived from these discussions. Most countries are or will be undertaking multiple of these best community participation practices but the table is constructed so that each country appears only once.

Community Participation: Actions for Best Practice	
Best practices	Country
1 Knowing your communities Existing data plus Supplementary, participatory (socio-economic) assessment Households, population, men, women, children Main livelihood resources and activities (by social group) Local institutions, leaders, influencers, mobilisers for IWRM (M, W, Youth) Other development agencies active in the community: Government, NGO, Church, Private Sector IWRM resources, status, practices, issues (by user group)	Palau
2 Communicating with your communities Using local, respected, leaders, local institutions Using local advocates Holding additional or separate (parallel) meetings to reach all the different social groups Using understandable and respectful language	FSM Tuvalu Vanuatu Nauru
3 Supporting community-lead action for improved livelihoods Recognising the importance of perceived livelihood benefits Being alert to capacity development needs	Samoa
4 Monitoring by the communities Monitoring for learning; monitoring of livelihood changes	Cook Islands
5 Encouraging effective community representation In resource management committees In co-ordinating committees In national committees Avoiding tokenism (i.e., 1 woman, 1 man, 1 community representative)	RMI Tonga
6 Thinking to the future community Focusing on students, on youth	Solomon Islands
7 Institutionalising community liaison for participation Forming task groups for community liaison	Fiji, Niue
8 Sourcing external funds for community participation From other development agencies? Private sector?	PNG

Table 1 (cont.) Five-Year Work Plan for the GEF Pacific IWRM Project (2009-2013)

Quarter	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
C2	IWRM AND WATER USE EFFICIENCY INDICATOR FRAMEWORK																			
2.1	Aggregation of Demonstration Project Indicators																			
2.2	Draft Regional Indicator Framework																			
2.3	Regional Indicator Framework in place (linked to NSDS, NEAPs, etc)																			
2.4	PM&E Plan developed per Demonstration Project																			
2.5	PM&E promotion with APEX Body																			
2.6	Training Needs Analysis																			
2.7	Training in M&E																			
2.8	Regional Action Matrix fully developed																			
2.9	National Monitoring Plan development																			
2.10	Logframe development and review, SMART indicator review and baseline information collection																			
2.11	National indicator development for IWRM and database																			
C3	POLICY, LEGISLATIVE, AND INSTITUTIONAL REFORM FOR IWRM AND WATER USE EFFICIENCY																			
3.1	EU IWRM Planning Meeting (Pre-Inception – co-financed)																			
3.2	IWRM Road Mapping process –country driven options																			
3.3	Policy/legislative review, update based on Diagnostic Analysis																			
3.4	IWRM Resource Centre development – linked to IW:LEARN																			
3.5	Draft IWRM Plans developed																			
3.6	Final IWRM Plans in place																			
3.7	Draft Water Use Efficiency Strategies developed																			
3.8	Final Water Use Efficiency Strategies in place																			
3.9	National IWRM Planning Supported																			
3.10	Regional Strategic IWRM Communications Plan developed																			
3.11	National Communication Plan development																			
3.12	National Communication Plan implementation																			
3.13	Multi-sectoral IWRM APEX Body participation																			
3.14	Replication Framework for Demonstration projects																			
3.15	Replication Toolkit developed																			
3.16	National scaling-up and replication strategies in place																			
3.17	Development of associated policies (i.e.: National Sanitation Action plans)																			
3.18	Partnership support and facilitation																			
3.19	IWRM toolkit development through IWRM Resource Centre																			
3.20	Institutional review & recommendations for APEX body hosting/resources																			

Table 2 Detailed 5 year budget for the UNDP component of the GEF Pacific IWRM Project

Activity Description from AWP	Code	2009	2010	2011	2012	2013	TOTAL
Personnel Procurement	71000	391,804	909,315	1,060,644	849,256	601,858	3,812,876
	%	55%	47%	58%	64%	64%	57%
International Consultants	71200	41,173	181,146	235,095	151,445	77,098	685,957
International Consultants - Short term - Technical	71205	28,873	138,546	198,195	122,695	58,648	546,957
International Consultants - Short term - Support	71210	12,300	42,600	36,900	28,750	18,450	139,000
Local Consultants	71300	152,180	389,533	485,137	382,293	178,230	1,587,373
Local Consultants - Short term - Technical	71305	142,340	311,168	438,587	330,893	139,330	1,362,318
Local Consultants - Short term - Support	71310	9,840	78,365	46,550	51,400	38,900	225,055
Contractual Services-Individuals	71400	172,227	266,529	292,010	278,790	287,110	1,296,666
Service Contracts - Individuals	71405	172,227	266,529	292,010	278,790	287,110	1,296,666
Travel	71600	26,224	72,107	48,402	36,728	59,420	242,879
Travel Tickets - International	71605	9,800	16,800	15,800	15,800	18,800	77,000
Travel Tickets - Local	71610	2,152	28,502	6,798	5,298	23,298	66,047
Daily Subsistence Allowance - International	71615	2,131	5,131	8,131	6,131	3,131	24,653
Daily Subsistence Allowance - Local	71620	4,518	3,287	1,555	2,805	3,768	15,933
Daily Subsistence Allowance - Meeting Participants	71625	1,200	0	1,450	200	200	3,050
Shipment	71630	0	0	0	0	0	0
Travel - Other	71635	6,423	18,388	14,668	6,494	10,223	56,196
General Operating Expenses	72000	255,145	803,401	576,025	347,450	237,200	2,219,221
	%	36%	42%	32%	26%	25%	33%
Contractual Services – Company	72100	85,200	315,743	262,554	187,254	140,587	991,338
Svc Co – Natural Resources & Environmental Services	72115	46,800	242,975	192,900	147,200	99,850	729,725
Svc Co – Trade and Business Services	72120	2,500	8,250	9,500	5,000	3,750	29,000
Svc Co – Studies and Research Services	72125	10,500	26,500	25,600	1,000	0	63,600
Svc Co – Transportation Services	72130	15,000	0	0	0	0	15,000
Svc Co – Communications Services	72135	200	6,137	8,054	8,054	6,987	29,431
Svc Co – Information Technology Svcs	72140	5,100	0	5,000	5,000	5,000	20,100
Svc Co – Training and Education Services	72145	5,100	31,881	21,500	21,000	25,000	104,481
Equipment and Furniture	72200	121,449	462,342	281,258	132,483	69,650	1,067,182
Office Equipment	72205	44,449	11,100	2,400	2,400	2,400	62,749
Machinery	72210	38,000	236,042	260,858	122,083	59,250	716,233
Transportation Equipment	72215	38,000	33,000	18,000	8,000	8,000	105,000
Furniture	72220	1,000	0	0	0	0	1,000
Sale of Equipment and Furniture	72225	0	182,200	0	0	0	182,200
Communications and Audio Visual Equipment	72400	10,244	9,994	10,994	10,994	8,944	51,169
Acquisition of Communication Equipment	72405	2,200	2,000	2,050	2,050	0	8,300
Acquisition of Audio Visual Equipment	72410	300	0	0	0	0	300
Courier charges	72415	0	0	0	0	0	0
Postage and Pouch	72430	0	0	0	0	0	0
E-mail – subscription	72435	300	0	0	0	0	300
Connectivity Charges	72440	3,744	3,744	3,744	3,744	3,744	18,719
Common services – Communications	72445	3,700	4,250	5,200	5,200	5,200	23,550

Table 2 (cont.) Detailed 5 year budget for the UNDP component of the GEF Pacific IWRM Project

Activity Description from AWP	Code	2009	2010	2011	2012	2013	TOTAL
Supplies	72500	6,853	8,789	8,053	8,053	9,353	41,099
Stationery and other Office Supplies	72505	4,853	4,289	3,553	3,553	3,553	19,799
Publications	72510	2,000	4,500	4,500	4,500	5,800	21,300
Information Tech. Equipment	72800	31,400	6,533	13,167	8,667	8,667	68,434
Acquisition of Computer Hardware	72805	31,400	5,000	5,000	5,000	5,000	51,400
Acquisition of Computer Software	72810	0	0	0	0	0	0
Information Technology Supplies	72815	0	1,533	8,167	3,667	3,667	17,034
Overhead Expenses	73000	1,100	14,250	2,500	2,750	2,750	23,350
	%	0%	1%	0%	0%	0%	0%
Rental and maintenance of other office equipment	73300	1,100	14,250	2,500	2,750	2,750	23,350
Rental and maintenance of other office equipment	73405	1,100	4,250	2,500	2,750	2,750	13,350
Maintenance, operation of transportation equipment	73410	0	10,000	0	0	0	10,000
Miscellaneous Operating Expenses	74000	67,077	197,124	174,130	137,500	96,612	672,444
	%	9%	10%	10%	10%	10%	10%
Professional Services	74100	3,400	47,743	40,200	32,200	22,120	145,663
Management and Reporting Services	74105	500	22,584	25,300	18,800	15,800	82,984
Audit Fees	74110	2,900	2,900	4,900	2,900	2,900	16,500
Legal Fees	74115	0	0	0	0	0	0
Capacity Assessment	74120	0	22,259	10,000	10,500	3,420	46,179
Audio Visual and Printing Production Costs	74200	49,849	116,639	120,848	92,218	63,789	443,344
Audio Visual Productions	74205	400	1,650	1,650	1,650	1,650	7,000
Printing and Publications	74210	30,428	72,221	75,834	51,204	39,043	268,730
Promotional Materials and distribution	74215	19,021	42,768	43,364	39,364	23,096	167,614
Translation Costs	74220	0	0	0	0	0	0
Other Media Costs	74225	0	0	0	0	0	0
Miscellaneous Expenses	74500	13,828	32,742	13,082	13,082	10,203	82,937
Insurance	74505	1,250	825	825	825	825	4,550
Bank charges	74510	100	100	100	100	600	1000
Storage	74520	0	0	0	0	0	0
Sundry	74525	12,478	31,817	12,157	12,157	9,278	77,887
Total		715,126	1,924,090	1,813,299	1,336,956	938,420	6,727,891

Table 3 Detailed budget for the UNDP component of the GEF Pacific IWRM Project 2009 – 2010

Activity Description from AWP	Code	Quarter 4 2009	Quarter 1 2010	Quarter 2 2010	Quarter 3 2010	Quarter 4 2010	TOTAL
Personnel Procurement	71000	361,654	198,077	257,787	232,154	221,198	1,270,870
	%	55%	44%	53%	38%	57%	
International Consultants	71200	41,173	37,787	37,787	52,787	52,787	222,320
International Consultants - Short term - Technical	71205	28,873	27,137	27,137	42,137	42,137	167,420
International Consultants - Short term - Support	71210	12,300	10,650	10,650	10,650	10,650	54,900
Local Consultants	71300	152,180	86,401	108,485	99,002	95,646	541,714
Local Consultants - Short term - Technical	71305	142,340	61,539	86,072	74,637	88,921	453,509
Local Consultants - Short term - Support	71310	9,840	24,863	22,413	24,365	6,725	88,205
Contractual Services-Individuals	71400	143,477	62,587	68,064	70,314	65,564	410,006
Service Contracts - Individuals	71405	143,477	62,587	68,064	70,314	65,564	410,006
Travel	71600	24,824	11,302	43,452	10,052	7,202	96,830
Travel Tickets - International	71605	9,800	1,450	12,450	1,450	1,450	26,600
Travel Tickets - Local	71610	2,152	1,288	20,288	4,388	2,538	30,654
Daily Subsistence Allowance - International	71615	2,131	133	5,033	33	33	7,361
Daily Subsistence Allowance - Local	71620	4,518	509	2,259	259	259	7,805
Daily Subsistence Allowance - Meeting Participants	71625	1,000	0	0	0	0	1,000
Shipment	71630	0	0	0	0	0	0
Travel - Other	71635	5,223	7,922	3,422	3,922	2,922	23,410
General Operating Expenses	72000	235,745	198,951	176,608	322,020	120,372	1,053,696
	%	36%	44%	36%	52%	31%	
Contractual Services – Company	72100	82,850	117,663	87,838	59,044	54,022	401,415
Svc Co – Natural Resources & Environmental Services	72115	47,300	96,650	57,575	46,925	41,825	290,275
Svc Co – Trade and Business Services	72120	2,500	2,063	2,063	2,063	2,063	10,750
Svc Co – Studies and Research Services	72125	9,000	13,250	4,500	4,000	4,750	35,500
Svc Co – Transportation Services	72130	15,000	0	0	0	0	15,000
Svc Co – Communications Services	72135	750	625	625	1,825	2,134	5,959
Svc Co – Information Technology Svcs	72140	5,100	0	0	0	0	5,100
Svc Co – Training and Education Services	72145	3,200	5,075	23,075	4,231	3,250	38,831
Equipment and Furniture	72200	116,899	75,288	80,038	256,508	61,308	590,041
Office Equipment	72205	42,399	2,600	2,100	4,300	2,100	53,499
Machinery	72210	35,500	45,688	75,938	57,208	57,208	271,542
Transportation Equipment	72215	38,000	27,000	2,000	2,000	2,000	71,000
Furniture	72220	1,000	0	0	0	0	1,000
Sale of Equipment and Furniture	72225	0	0	0	193,000	0	193,000
Communications and Audio Visual Equipment	72400	9,244	2,245	3,995	2,245	2,436	20,165
Acquisition of Communication Equipment	72405	2,200	250	1,750	0	0	4,200
Acquisition of Audio Visual Equipment	72410	300	0	0	0	0	300
Courier charges	72415	0	0	0	0	0	0
Postage and Pouch	72430	0	0	0	0	0	0
E-mail – subscription	72435	0	0	0	0	0	0
Connectivity Charges	72440	3,744	936	936	936	936	7,488
Common services – Communications	72445	3,000	1,059	1,309	1,309	1,500	8,178

Table 3 (cont.) Detailed budget for the UNDP component of the GEF Pacific IWRM Project 2009 – 2010

Activity Description from AWP	Code	Quarter 4 2009	Quarter 1 2010	Quarter 2 2010	Quarter 3 2010	Quarter 4 2010	TOTAL
Supplies	72500	6,553	1,972	3,488	1,972	1,356	15,341
Stationery and other Office Supplies	72505	4,553	1,472	488	1,472	856	8,841
Publications	72510	2,000	500	3,000	500	500	6,500
Information Tech. Equipment	72800	20,200	1,783	1,250	2,250	1,250	26,733
Acquisition of Computer Hardware	72805	20,200	1,250	1,250	1,250	1,250	25,200
Acquisition of Computer Software	72810	0	0	0	0	0	0
Information Technology Supplies	72815	0	533	0	1,000	0	1,533
Overhead Expenses	73000	500	3,783	3,583	3,884	750	12,500
	%	0%	1%	1%	1%	0%	
Rental and maintenance of other office equipment	73300	500	3,783	3,583	3,884	750	12,500
Rental and maintenance of other office equipment	73405	500	450	250	550	750	2,500
Maintenance, operation of transportation equipment	73410	0	3,333	3,333	3,334	0	10,000
Miscellaneous Operating Expenses	74000	58,477	46,956	48,948	56,023	43,798	254,201
	%	9%	10%	10%	9%	11%	
Professional Services	74100	3,900	10,373	13,040	16,140	8,190	51,643
Management and Reporting Services	74105	500	6,184	4,850	7,050	4,500	23,084
Audit Fees	74110	2,900	500	500	900	1,000	5,800
Legal Fees	74115	0	0	0	0	0	0
Capacity Assessment	74120	500	3,690	7,690	8,190	2,690	22,759
Audio Visual and Printing Production Costs	74200	41,299	27,322	28,147	32,122	27,647	156,538
Audio Visual Productions	74205	400	100	725	100	725	2,050
Printing and Publications	74210	22,078	18,005	17,805	18,005	17,805	93,699
Promotional Materials and distribution	74215	18,821	9,217	9,617	14,017	9,117	60,789
Translation Costs	74220	0	0	0	0	0	0
Other Media Costs	74225	0	0	0	0	0	0
Miscellaneous Expenses	74500	13,278	9,261	7,761	7,761	7,961	46,020
Insurance	74505	1,250	156	156	156	356	2,075
Bank charges	74510	50	25	25	25	25	150
Storage	74520	0	0	0	0	0	0
Sundry	74525	11,978	9,079	7,579	7,579	7,579	43,795
Total		656,376	447,767	486,926	614,080	386,118	2,591,266

Table 4 Five-year budget including co-financing for the UNEP components of the GEF Pacific IWRM Project (2009-2013)

OBJECT OF EXPENDITURE		EXPENDITURE BY YEAR (PROJECT FUNDS)						CO-FINANCING BY COMPONENT				GRAND TOTAL		
		2009	2010	2011	2012	2013	Total	Project Component			Total	Funds	Co-fin.	Total
		US\$	US\$	US\$	US\$	US\$	US\$	2	3	4	US\$	US\$	US\$	US\$
PROJECT PERSONNEL COMPONENT														
1100	Project Personnel w/m													
1101	Project Coordinator (60 w/m)	115,049	130,000	130,000	130,000	130,000	635,049		0		0	635,049	0	635,049
1102	Environmental Engineer/Manager (36 w/m)*	54,600	109,200	109,200	54,600		327,600		0		0	327,600	0	327,600
1103	Community Assessment and Participation (36 w/m)**	83,550	54,600	54,600			192,750		134,850		134,850	192,750	134,850	327,600
1104	Mainstreaming and Indicator Adviser (36 w/m)*	13,650	54,600	54,600	40,950		163,800		163,800		163,800	163,800	163,800	327,600
1199	Total	266,849	348,400	348,400	225,550	130,000	1,319,199	0	298,650	0	298,650	1,319,199	298,650	1,617,849
1200	Providers													
1201	IWRM Planning Adviser								211,141		211,141		211,141	211,141
1202	IWRM Country Planning Specialist								180,000		180,000		180,000	180,000
1203	Training Specialist	21,000	15,000	12,900			48,900		120,000		120,000	48,900	120,000	168,900
1204	Communications Adviser								120,000		120,000		120,000	120,000
1205	Pollution Specialist												120,000	120,000
1206	Policy Support Specialists							28,000	191,557		219,557		219,557	219,557
1207	Hydrologists							241,000	38,256	329,744	609,000		609,000	609,000
1208	Hydrogeologists							82,000		133,314	215,314		215,314	215,314
1209	Water Quality Specialists							101,309		240,463	341,772		341,772	341,772
1210	Water Demand Mgmt Specialists							132,709	100,000	99,063	331,772		331,772	331,772
1211	Water Safety planners/Health Specialists							439,280	239,280	200,000	878,560		878,560	878,560
1212	Legal Specialist							15,000	125,000		140,000		140,000	140,000
1213	Partnership Facilitators							35,000	38,000		73,000		73,000	73,000
1214	National Plan Advisers							24,000	67,000		91,000		91,000	91,000
1215	Resource Economists							62,000	14,114		76,114		76,114	76,114
1216	National IWRM Support coordinators (x14)								994,751		994,751		994,751	994,751
1299	Total	21,000	15,000	12,900	0	0	48,900	1,160,298	2,439,099	1,002,584	4,601,981	48,900	4,601,981	4,650,881
1300	Administrative support w/m													
1301	Senior Administration and Travel Officer (60 w/m)	13,889	22,222	22,222	22,222	22,222	102,777					102,777	0	102,777
1399	Total	13,889	22,222	22,222	22,222	22,222	102,777	0	0	0	0	102,777	0	102,777
1400	Volunteers w/m													
1401														
1499	Total	0	0	0	0	0	0	0	0	0	0	0	0	0
1600	Travel on official business (above staff)													
1601														
1602	International Travel	43,784	84,000	83,500	83,500	83,500	378,284	41,000	477,500		518,500	378,284	518,500	896,784
1699	Total	43,784	84,000	83,500	83,500	83,500	378,284	41,000	477,500	0	518,500	378,284	518,500	896,784
1999	Component Total	345,522	469,622	467,022	331,272	235,722	1,849,160	1,201,298	3,215,249	1,002,584	5,419,131	1,849,160	5,419,131	7,268,291

Table 4 (cont.) Five-year budget including co-financing for the UNEP components of the GEF Pacific IWRM Project (2009-2013)

OBJECT OF EXPENDITURE		EXPENDITURE BY YEAR (PROJECT FUNDS)					CO-FINANCING BY COMPONENT				GRAND TOTAL			
		2009	2010	2011	2012	2013	Total	Project Component			Funds	Co-fin.	Total	
		US\$	US\$	US\$	US\$	US\$	US\$	2	3	4	US\$	US\$	US\$	
SUB-CONTRACT COMPONENT														
2100	Sub-contracts (MoU's/LA's for UN agencies)													
2101														
2199	Total	0	0	0	0	0	0	0	0	0	0	0	0	0
2200	Sub-contracts (MoU's/LA's for non-profit organisations)													
2201														
2299	Total	0	0	0	0	0	0	0	0	0	0	0	0	0
2300	Sub-contracts (commercial purposes)													
2301	HELP Consultants Catchment Mgmt								250,000		250,000	0	250,000	250,000
2399	Total	0	0	0	0	0	0	0	250,000	0	250,000	0	250,000	250,000
2999	Component Total	0	0	0	0	0	0	0	250,000	0	250,000	0	250,000	250,000
TRAINING COMPONENT														
3100	Fellowships (total stipend/fees, travel costs)													
3101														
3199	Total	0	0	0	0	0	0	0	0	0	0	0	0	0
3200	Group training (study tours, workshops etc)													
3201	Monitoring and Evaluation	10,000					10,000		20,008		20,008	10,000	20,008	30,008
3202	Awareness and Communications	5,000	10,000	15,000			30,000					30,000		30,000
3203	Twinning and Learning		10,000	17,500	15,000		42,500		21,701		21,701	42,500	21,701	64,201
3204	Indicator Training, Data Handling, Baseline Devt'	10,000	10,000				20,000	80,000			80,000	20,000	80,000	100,000
3205	Community Mgmt Workshops	2,500	9,500	12,000			24,000				24,000			24,000
3206	CPD Training Programme		12,000	12,000		12,000	36,000	18,000	24,957		42,957	36,000	42,957	78,957
3299	Total	27,500	51,500	56,500	15,000	12,000	162,500	98,000	66,666	0	164,666	162,500	164,666	327,166
3300	Meetings/conferences													
3301	Steering Committee Meetings	55,000	55,000	55,000	55,000	55,000	275,000		27,600		27,600	275,000	27,600	302,600
3302	Support to Regional TAG Meetings		15,000		15,000		30,000		21,000		21,000	30,000	21,000	51,000
3303	Management Missions	4,000	4,000	5,000	5,000	5,000	23,000					23,000		23,000
3304	Attendance at Global Meetings	8,500	4,000	4,000	5,000	4,000	25,500					25,500		25,500
3399	Total	67,500	78,000	64,000	80,000	64,000	353,500	0	48,600	0	48,600	353,500	48,600	402,100
3999	Component Total	95,000	129,500	120,500	95,000	76,000	516,000	98,000	115,266	0	213,266	516,000	213,266	729,266
EQUIPMENT AND PREMISES COMPONENT														
4100	Expendable equipment (items under \$1,500)													
4101	Office supplies	6,000	4,000	2,000	2,000	2,000	16,000		14,400		14,400	16,000	14,400	30,400
4102	Awareness/Education Materials	6,000	4,000	2,000	2,000	2,000	16,000					16,000		16,000
4199	Total	12,000	8,000	4,000	4,000	4,000	32,000	0	14,400	0	14,400	32,000	14,400	46,400
4200	Non-expendable equipment													
4201	Office equipment	27,500	4,000	2,000	1,000		34,500		26,000		26,000	34,500	26,000	60,500
4202	Office Equipment Maintenance	2,100	800	500	500	500	4,400					4,400		4,400
4203	Database Equipment	1,500	1,500				3,000			40,000	40,000	3,000	40,000	43,000
4204	Field work equipment							145,000	49,400	1,923,399	2,117,799		2,117,799	2,117,799
4299	Total	31,100	6,300	2,500	1,500	500	41,900	145,000	75,400	1,963,399	2,183,799	41,900	2,183,799	2,225,699

Table 4 (cont.) Five-year budget including co-financing for the UNEP components of the GEF Pacific IWRM Project (2009-2013)

OBJECT OF EXPENDITURE		EXPENDITURE BY YEAR (PROJECT FUNDS)						CO-FINANCING BY COMPONENT				GRAND TOTAL				
		2009	2010	2011	2012	2013	Total	Project Component			Total	Funds	Co-fin.	Total		
		US\$	US\$	US\$	US\$	US\$	US\$	2	3	4	US\$	US\$	US\$	US\$		
4300	Premises (office rent, maintain premises etc)															
4301	Utility Provision	2,000	2,500	2,000	2,000	2,000	10,500	5,000	5,000	5,000	15,000	10,500	15,000	25,500		
4399	Total	2,000	2,500	2,000	2,000	2,000	10,500	5,000	5,000	5,000	15,000	10,500	15,000	25,500		
4999	Component Total	45,100	16,800	8,500	7,500	6,500	84,400	150,000	94,800	1,968,399	2,213,199	84,400	2,213,199	2,297,599		
MISCELLANEOUS COMPONENT																
5100	Operation and maintenance of equip.															
5101	Transport Costs	1,500	1,500	1,500	1,500	1,500	7,500	8,000			8,000	7,500	8,000	15,500		
5102	Equipment Maintenance	908	1,092	1,000		1,000	4,000					4,000		4,000		
5103	Website Development	6,000					6,000	7,000	7,000	7,000	21,000	6,000	21,000	27,000		
5199	Total	8,408	2,592	2,500	1,500	2,500	17,500	15,000	7,000	7,000	29,000	17,500	29,000	46,500		
5200	Reporting costs (publications, newsletter)															
5201	Newsletter and Supporting Material	1,000	1,000	1,000	1,000	1,000	5,000	40,000	14,000	20,000	74,000	5,000	74,000	79,000		
5202	Other Publications	2,000	2,000	2,000	2,000	2,000	10,000	25,000	40,000	40,000	105,000	10,000	105,000	115,000		
5299	Total	3,000	3,000	3,000	3,000	3,000	15,000	65,000	54,000	60,000	179,000	15,000	179,000	194,000		
5300	Sundry (communications, postage, freight)															
5301	Communications		1,000	2,000	2,000	2,000	7,000	4,500	32,000	5,000	41,500	7,000	41,500	48,500		
5302	Shipping and Courier	4,445	750	1,000	1,000	1,000	8,195	4,000		5,000	9,000	8,195	9,000	17,195		
5399	Total	4,445	1,750	3,000	3,000	3,000	15,195	8,500	32,000	10,000	50,500	15,195	50,500	65,695		
5400	Hospitality and entertainment															
5401																
5499	Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
5500	Evaluation (consultants fees/travel etc)															
5503	Project Monitoring and Evaluation	250		45,000		145,000	190,000	23,600	45,000		68,600	190,250	68,600	258,850		
5599	Total	250	0	45,000	0	145,000	190,250	23,600	45,000		68,600	190,250	68,600	258,850		
5999	Component Total	16,103	7,342	53,500	7,500	153,500	237,945	112,100	138,000	77,000	327,100	237,945	327,100	565,045		
TOTAL RSC ENDORSED EXPENDITURE		501,726	623,264	649,522	441,272	471,722	2,687,506	1,561,398	3,813,315	3,047,983	8,422,696	2,687,506	8,422,696	11,110,201		
TOTAL BEFORE UNEP PARTIC. IN PRODOC		642,497	505,600	566,700	230,500	352,500	2,297,797	2,221,074	2,626,141	3,328,682	8,175,897	2,297,797	8,175,897	10,473,694		
VARIANCE (PRODOC minus ENDORSED)		140,771	-117,664	-82,822	-210,772	-119,222										
CUMULATIVE VARIANCE			23,107	-59,715	-270,487	-389,709										

Table 5 Variance and cumulative variance in the budget for the UNEP components of the GEF Pacific IWRM Project when full PCU maintained for 5 years (2009-2013)

	EXPENDITURE BY YEAR (PROJECT FUNDS)						CO-FINANCING BY COMPONENT			
	2009	2010	2011	2012	2013	Total	Project Component			Total
	US\$	US\$	US\$	US\$	US\$	US\$	2	3	4	US\$
TOTAL PROJECTED EXPENDITURE	501,726	623,264	649,522	673,322	799,322	3,247,156	1,561,398	3,813,315	3,047,983	8,422,696
TOTAL BEFORE UNEP PARTIC. IN PRODOC	642,497	505,600	566,700	230,500	352,500	2,297,797	2,221,074	2,626,141	3,328,682	8,175,897
VARIANCE (PRODOC minus ENDORSED)	140,771	-127,664	-82,822	-442,822	-446,822	-949,359	-659,679	1,187,174	-280,699	246,799
CUMULATIVE VARIANCE		23,107	-59,715	-502,537	-949,359					

Table 6 Operational budget for the UNEP components of the GEF Pacific IWRM Project for the period 2009 - 2010

		2009				2010					2011-2013			TOTAL
		Q2 US\$	Q3 US\$	Q4 US\$	Total US\$	Q1 US\$	Q2 US\$	Q3 US\$	Q4 US\$	Total US\$	2011 US\$	2012 US\$	2013 US\$	
PROJECT PERSONNEL COMPONENT														
1100	Project Personnel w/m													
1101	Project Coordinator (60 w/m)	50,049	32,500	32,500	115,049	32,500	32,500	32,500	32,500	130,000	130,000	130,000	130,000	635,049
1102	Environmental Engineer/Manager (36 w/m)*		27,300	27,300	54,600	27,300	27,300	27,300	27,300	109,200	109,200	54,600		327,600
1103	Community Assessment and Participation (36 w/m)**	42,600	27,300	13,650	83,550	13,650	13,650	13,650	13,650	54,600	54,600			192,750
1104	Mainstreaming and Indicator Adviser (36 w/m)*			13,650	13,650	13,650	13,650	13,650	13,650	54,600	54,600	40,950		163,800
1199	Total	92,649	87,100	87,100	266,849	87,100	87,100	87,100	87,100	348,400	348,400	225,550	130,000	1,319,199
1200 Providers														
1203	Training Specialist			21,000	21,000			15,000		15,000	12,900			48,900
1299	Total			21,000	21,000			15,000		15,000	12,900			48,900
1300 Administrative support w/m														
1301	Senior Administration and Travel Officer (60 w/m)	2,778	5,555.5	5,555.5	13,889	5,555.5	5,555.5	5,555.5	5,555.5	22,222	22,222	22,222	22,222	102,777
1399	Total	2,778	5,555.5	5,555.5	13,889	5,555.5	5,555.5	5,555.5	5,555.5	22,222	22,222	22,222	22,222	102,777
1600 Travel on official business (above staff)														
1601														
1602	International Travel	16,784	6,000	21,000	43,784	21,000	21,000	21,000	21,000	84,000	83,500	83,500	83,500	378,284
1699	Total	16,784	6,000	21,000	43,784	21,000	21,000	21,000	21,000	84,000	83,500	83,500	83,500	378,284
1999	Component Total	112,211	98,656	134,656	345,522	113,656	128,656	113,656	113,656	469,622	467,022	331,272	235,722	1,849,160
TRAINING COMPONENT														
3200	Group training (study tours, workshops etc)													
3201	Monitoring and Evaluation			10,000	10,000									10,000
3202	Awareness and Communications			5,000	5,000			5,000		10,000	15,000			30,000
3203	Twinning and Learning								10,000	10,000	17,500	15,000		42,500
3204	Indicator Training, Data Handling, Baseline Devt'			10,000	10,000	5,000	5,000			10,000				20,000
3205	Community Mgmt Workshops			2,500	2,500	2,500	2,500	2,500	2,000	9,500	12,000			24,000
3206	CPD Training Programme					6,000	6,000	6,000		12,000	12,000		12,000	36,000
3299	Total			27,500	27,500	13,500	12,500	18,500	7,000	51,500	56,500	15,000	12,000	162,500
3300 Meetings/conferences														
3301	Steering Committee Meetings		55,000		55,000			55,000		55,000	55,000	55,000	55,000	275,000
3302	Support to Regional TAG Meetings							15,000		15,000		15,000		30,000
3303	Management Missions		2,000	2,000	4,000		2,000	2,000		4,000	5,000	5,000	5,000	23,000
3304	Attendance at Global Meetings		8,500		8,500		4,000			4,000	4,000	5,000	4,000	25,500
3399	Total		65,500	2,000	67,500		6,000	72,000		78,000	64,000	80,000	64,000	353,500
3999	Component Total		65,500	29,500	95,000	13,500	18,500	90,500	7,000	129,500	120,500	95,000	76,000	516,000
EQUIPMENT AND PREMISES COMPONENT														
4100	Expendable equipment (items under \$1,500)													
4101	Office supplies	2,000	2,000	2,000	6,000	1,000	1,000	1,000	1,000	4,000	2,000	2,000	2,000	9,000
4102	Awareness/Education Materials	2,000	2,000	2,000	6,000	1,000	1,000	1,000	1,000	4,000	2,000	2,000	2,000	9,000
4199	Total	4,000	4,000	4,000	12,000	2,000	2,000	2,000	2,000	8,000	4,000	4,000	4,000	32,000
4200 Non-expendable equipment														
4201	Office equipment	21,500	4,000	2,000	27,500		4,000			4,000	2,000	1,000		34,500
4202	Office Equipment Maintenance	800	800	500	2,100	500	300			800	500	500	500	4,400
4203	Database Equipment	1,500			1,500		1,500			1,500				3,000
4204	Field work equipment													
4299	Total	23,800	4,800	2,500	31,100	500	5,800	0	0	6,300	2,500	1,500	500	41,900

Table 6 (cont.) Operational budget for the UNEP components of the GEF Pacific IWRM Project for the period 2009 - 2010

		2009				2010					2011-2013			TOTAL
		Q2 US\$	Q3 US\$	Q4 US\$	Total US\$	Q1 US\$	Q2 US\$	Q3 US\$	Q4 US\$	Total US\$	2011 US\$	2012 US\$	2013 US\$	
4300	Premises (office rent, maintain premises etc)													
4301	Utility Provision	1,000	1,000		2,000	2,000			500	2,500	2,000	2,000	2,000	10,500
4399	Total	1,000	1,000	0	2,000	2,000	0	0	500	2,500	2,000	2,000	2,000	10,500
4999	Component Total	28,800	9,800	6,500	45,100	4,500	7,800	2,000	2,500	16,800	8,500	7,500	6,500	84,400
MISCELLANEOUS COMPONENT														
5100	Operation and maintenance of equip.													
5101	Transport Costs		1,000	500	1,500	250	250	1,000		1,500	1,500	1,500	1,500	7,500
5102	Equipment Maintenance	908			908		1,092			1,092	1,000		1,000	4,000
5103	Website Development		6,000		6,000									6,000
5199	Total	908	7,000	500	8,408	250	1,342	1,000	0	2,592	2,500	1,500	2,500	17,500
5200	Reporting costs (publications, newsletter)													
5201	Newsletter and Supporting Material		500	500	1,000	250	250	250	250	1,000	1,000	1,000	1,000	5,000
5202	Other Publications		2,000		2,000	500	500	500	500	2,000	2,000	2,000	2,000	10,000
5299	Total	0	2,500	500	3,000	750	750	750	750	3,000	3,000	3,000	3,000	15,000
5300	Sundry (communications, postage, freight)													
5301	Communications							500	500	1,000	2,000	2,000	2,000	7,000
5302	Shipping and Courier	4,445			4,445		250	250	250	750	1,000	1,000	1,000	8,195
5399	Total	4,445	0	0	4,445	0	250	750	750	1,750	3,000	3,000	3,000	15,195
5400	Hospitality and entertainment													
5401														
5499	Total	0	0	0	0	0	0	0	0	0	0	0	0	0
5500	Evaluation (consultants fees/travel etc)													
5503	Project Monitoring and Evaluation		250		250						45,000		145,000	190,000
5599	Total	0	250	0	250	0	0	0	0	0	45,000	0	145,000	190,250
5999	Component Total	5,354	9,750	1,000	16,104	1,000	2,342	2,500	1,500	7,342	53,500	7,500	153,500	237,946
TOTAL RSC ENDORSED EXPENDITURE		146,365	183,706	171,656	501,726	132,656	157,298	208,656	124,656	623,264	649,522	441,272	471,722	2,687,506
	Cumulative Total									1,124,990	1,774,512	2,215,784	2,687,506	
	ProDoc Budget				642,497					505,600	566,700	230,500	352,500	2,297,797
	Cumulative Total									1,148,097	1,714,797	1,945,297	2,297,797	
	Variance (ProDoc minus RSC Endorsed)				140,771					-117,664	-82,822	-210,772	-119,222	-389,709
	Extending Personnel											-232,050	-327,600	-559,650
	Cumulative Total									1,124,990	1,774,512	2,447,322	3,247,156	

ANNEX 13

**Communiqué of Concern
from the Regional Steering Committee of the
Global Environment Facility funded project entitled:
“Implementing Sustainable Water Resources and Wastewater Management in
Pacific Island Countries”**

Over 40 participants from 13 Pacific Island Countries met from the 14th-18th September 2009 in Nadi, Fiji to launch the Global Environment Facility (GEF) funded project entitled “*Implementing Sustainable Water Resources and Wastewater Management in Pacific Island Countries*”.

The project is focused on the promotion of a multi-stakeholder approach to the development of Integrated Water Resources Management (IWRM) for vulnerable Pacific Island communities. The project is critical in reducing the negative impacts of development activities, climate variability, and natural phenomenon such as floods on Pacific Island communities, their water supplies, and surrounding environment.

Meeting participants expressed their strong concern about the 2 million US dollar cut from the project budget following a reduction of the GEF allocation for this important water project under the Pacific Alliance for Sustainability (PAS) at the time of project approval.

The concerns of the Committee focused on the affects of this budget cut on the ability of the project to deliver much needed on-the-ground technical support for improved water management and sanitation in Pacific Island Countries, and to facilitate the effective exchange of information and examples of best practice between and amongst countries.

Efforts to secure additional funding to make up for this budgetary shortfall have so far been unsuccessful. The Committee urged project participants to actively pursue the much needed additional funding required to successfully achieve the objectives of the project which are essential to the longer term sustainability of the Small Island Developing States of the Pacific.

The Committee called on Pacific member countries to explore opportunities to raise these concerns through the appropriate channels with the GEF Secretariat and to reconfirm their national commitments to supporting the advancement of IWRM in the region.

Regional Steering Committee
of the GEF Pacific IWRM Project
Nadi, Republic of Fiji
18th September 2009