



SOPAC



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First Meeting of the Regional Project Steering Committee
and Inception Workshop for the SOPAC/UNDP/UNEP/GEF Project:
*"Implementing Sustainable Water Resource and Wastewater
Management in Pacific Island Countries"*

Nadi, Fiji, 14th – 18th September 2009

**PROPOSED MANAGEMENT FRAMEWORK FOR THE
GEF PROJECT ENTITLED:
"IMPLEMENTING SUSTAINABLE WATER RESOURCE AND WASTEWATER
MANAGEMENT IN PACIFIC ISLAND COUNTRIES"**

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1. INTRODUCTION

The following text has been extracted from the Management Arrangements section of the Project Document for the GEF Pacific IWRM Project. The Project Document outlines the Regional and National Arrangements for the approved project, and the roles of the United Nations Development Programme and the United Nations Environment Programme as Implementing Agencies for the project.

Participants are invited to review the Approved Management Framework for the project and suggest and recommendations for improvements to the management structure. Roles of all project partners in the operation of the framework will be reviewed and clarified.

2. REGIONAL MANAGEMENT ARRANGEMENTS

Regional project governance arrangements include:

Regional Project Steering Committee – formed under the PDF Phase, the Regional Project Steering Committee (RSC) will be the primary policy-making body for the Project. Membership includes the designated national IWRM Focal Points who were involved in the design phase of the project, as well as selected members of the Pacific Partnership Initiative on Sustainable Water Management. Its role will be to provide managerial and governance advice to the project, and to guide the Regional Project Coordination Unit (PCU) in the implementation and monitoring of the overall regional project. The RSC will also provide a regional forum for reviewing and resolving national concerns, review and approve annual workplans and budgets, and provide a regional forum for stakeholder participation. One of the first activities during full project implementation will be to reconfirm and/or re-constitute the membership of the RSC and agree on meeting procedures, and finalise Terms of reference for the RSC. UNDP and UNEP are members of the RSC and will provide strategic guidance and approve the annual workplan and budget¹. The RSC will meet annually² and will be minuted and reported by the PCU. To ensure the institutional ownership and sustainability of project impacts the RSC will be linked to the existing Pacific Partnership Initiative on Sustainable Water Management³. The EU will also be invited to sit on the RSC as major co-financers of the overall IWRM programme.

Regional Technical Advisory Group - will assist in the implementation of national and regional project activities. Building on existing mechanism, The Pacific Partnership on Sustainable Water Resource Management (the Partnership) will act as the RTAG. The Partnership has played a pivotal role in the development and implementation of this IWRM project. The use of the Partnership is a unique model for regional project implementation and many members have been identified as co-financers and capacity building support for this project. Specific technical meetings will be held biennially and will be linked to other regional consultations and regional initiatives to provide specific technical advice to the project. The Partnership consists of various stakeholders including CROP representatives and agency partners. Technical meetings will avoid duplication and to be cost-effective will be linked to annual Project Steering Committee Meetings and where possible the Executing Agency Annual Session⁴, as well as other Council of Regional Organisations of the Pacific (CROP) Agency annual meetings to assist in sharing lessons at the regional level. In year four of the project the technical meeting will have a specific focus on donor attendance and will be structured

¹ UNDP and UNEP will also be eligible to sit as members of the Regional Technical Advisory Group.

² Note that the project will cover meeting costs and per diems but will not provide sitting fees for project meetings, in line with the rules and regulations of the Executing Agency.

³ The project will use existing working governance structures wherever to ensure Pacific ownership and sustainability of interventions, and to keep arrangements lean and non-duplicative.

For further information on the Partnership see: <http://www.sopac.org/tiki/tiki-index.php?page=CLP+Pacific+Partnership>

⁴ The SOPAC Annual Session includes the convening of the Science, Technology and Resource Network (STAR). Further information on the SOPAC Annual session and STAR can be found at: <http://www.sopac.org/tiki/tiki-index.php?page=Annual+Session+2007-Kingdom+of+Tonga>. It is envisaged that lessons can be shared from both the IWRM and PACC projects at the SPREP Annual Meeting.

around the issues of *Sustainability* and *Replicability* – learning lessons from the replication process so far in-country, but also highlighting the investment needs to maintain sustainable practices. This will include countries sharing their own approaches to mainstream best practices into national government approaches and budgets.

Regional Project Coordination Unit - will be established within SOPAC. The PCU will provide a technical support, coordination and management function for the implementation of the Pacific IWRM Project and function in accordance with the rules and procedures of Implementing Agencies UNDP/UNEP, Executing Agency SOPAC, and GEF⁵. It is, however, recognized that there may be situations where the nature of SOPAC's rules and procedures and those of UNDP and UNEP may conflict. In situations where conflicting/or mutually exclusive rules and procedures arise, solutions will be worked out on a case-by-case basis, to ensure project implementation continues.

The PCU will be headed by a **Project Manager** who will be hired through a competitive selection process. Three other staff will form the PCU with the Project Manager. The Project Manager position will be partly co-financed by the EU Water Facility. The Project Manager, in accordance with UNDP/UNEP formats and guidelines, will prepare the Annual Work Plan reflecting project activities and outcomes. In addition to the Annual Work Plan, a detailed activity work plan per project component will indicate periods of activity and the parties responsible for delivery. The Project Manager will be the registered Executing Agency signatory for the project, will work under the regulations of the Executing Agency, and will be accountable to the Regional Project Steering Committee. They will also act as the Secretary to the Regional Project Steering Committee. The PCU will work alongside and be assisted where necessary with the EU Water Facility project staff and other staff within SOPAC who collectively form the IWRM Resource Centre. The PCU will receive specific training in UNDP/UNEP procedures upon its establishment based on SOPAC's experience of working with the UN Agencies during the PDF phase, and from the UNDP office in Suva. The PCU will co-ordinate, supervise, assist, control, monitor and report on project execution and budget⁶. PCU staff positions are summarised below (Terms of Reference for each position are provided in Annex 9):

- **Environmental Engineer/Management Specialist** [Professional Adviser position, co-financed by the EU Water Facility]

The Environmental Engineer/Environmental Management Specialist will assume direct responsibility for the technical delivery of the regional and national project components of the project, working with other members of the PCU as the principal technical project post.

- **Communications/Community Assessment and Participation Adviser** [Professional Adviser position, co-financed by the EU Water Facility]

The Communications/Community Assessment and Participation Specialist will assume direct responsibility for the substantial community assessment, participation, information, communication(s) and education activities of the project.

- **Financial Adviser** [Technical/Administrative Support position]

The Financial Adviser will assume direct responsibility for the financial management of the Pacific IWRM Project, under the supervision of the Project Manager whilst also working closely with other IWRM project team members as part of the Regional Project Coordination Unit. Close liaison will be required with the National project delivery teams (14 National Project Managers and National Assistants) and other regional partners.

- **Project Officer** [Technical/Administrative Support position, co-financed by IWRM Resource Centre]

⁵ Draft ToR for all the regional and national positions, including the role of the Project Coordination Unit were provided to Pacific IWRM Focal Points, UNDP and UNEP on 30th November 2008 following discussion of the role of the Project Coordination Unit at the 3rd Steering Committee Meeting, Tradewinds Suva, Fiji (5-8 November, 2007). Based on lessons from previous regional projects (such as IWP) the PCU will be required to provide project guidance, support and administrative assistance. To do this it must have a technical capability to facilitate training and support to projects, and will itself form part of the IWRM Resource Centre established at SOPAC under the EU Water Facility co-funding.

⁶ This includes liaison and co-working with the GEF IWCAM project in the Caribbean and IW:LEARN. IWRM Focal Points have already attended GEF IW:LEARN Payment for Ecosystems Services and Public Participation workshops in Hanoi (3-5 April 2007) supported with funds from IUCN, IW:LEARN, and the EU Water Facility IWRM National Planning Programme.

See: <http://cms.iucn.org/about/work/programmes/marine/index.cfm?uNewsID=829>

The Project Officer will support the Project Coordination Unit with administrative and project management duties to support the implementation of the project.

- **IT Support** [co-financed by Executing Agency]

IT Support to the Project Coordination Unit will be provided from SOPAC's existing corporate services support.

In its responsibility as Implementing Partner, SOPAC will, through the PCU, be responsible for the technical and financial execution of the project following UN Agency processes. It will be responsible for (i) directing and managing the project; (ii) meeting the projects stated outcomes and projected outputs in a timely manner; and (iii) making effective and efficient use of the financial resources allocated in accordance with the Project Document. The PCU will be, where required, guided by the decisions of the Regional Project Steering Committee, National Demonstration Project Steering Committees and other Advisory Committees (such as the Pacific Partnership) to support the implementation of the project.

The Executing Agency will request from the UNDP Principal Project Representative (PIR) (i.e. UNDP Fiji/UNEP) all financial funds in accordance with UNDP proceedings. As part of the activities and budget monitoring, UNDP Principal Project Representative (PPR) will present annual financial statements relating to the status of the UNDP/GEF funds as registered in the ATLAS system. These statements will be verified by the Implementing Partner. In addition, UNDP PPR/UNEP will be in charge of selecting a recognised independent auditor that will conduct an annual audit of the project execution, according to the procedures set out in relevant documents. The cost of these audits will be charged to the project budget.

SOPAC will be accountable to the UNDP Principal Project Representative (PPR), i.e. UNDP Fiji, for the achievement of the project objectives and for all reporting, including the submission of work plans, progress reports, audit and financial reports. SOPAC will be responsible for financial control of the UNDP/GEF project implementation using the National Execution⁷ (NEX) modality of UNDP. SOPAC will assist the Regional Project Coordination Unit (PCU) to engage services consistent with delegations provided by the Director under SOPAC's Financial Regulations. SOPAC will provide 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 procedures and guidelines, as detailed in the UNDP Results Management User Guide. In addition to SOPAC and UNDP PPR, the PCU will also report to the RSC on the disbursement of funds under the project in order to ensure full transparency.

3. NATIONAL MANAGEMENT ARRANGEMENTS

Capacity at the national level to coordinate and administer activities to implement the project will be critical. Under the PDF-B Phase of the project existing national Water Advisory Committees (or similar bodies) have been further developed, and in some cases formed for the first time⁸. Throughout the PDF-B Phase these committees have become more formalised advisory structures in countries with support from SOPAC. The EU Water Facility will work to support and strengthen these Committees in becoming formal National IWRM APEX Bodies⁹. National level governance arrangements include:

National Project Steering Committees - in some cases, burgeoning IWRM APEX Bodies will become the default National Project Steering Committee (NSC). In other cases, some countries have identified a separate National Project Steering Committee, depending on the technical focus of the Demonstration Project. Membership of the National Project Steering Committees will be re-confirmed or re-constituted if required with new membership nominated by the office of the IWRM Focal Point

⁷ The overall management of UNDP programme activities in a specific programme country carried out by an eligible national entity of that country.

⁸ In Fiji, Kiribati, and the Solomon Islands this was facilitated with support from the EU funded Programme for Water Governance. Further information can be found at: <http://www.sopac.org/tiki/tiki-index.php?page=Water+Governance>

⁹ The make-up of the National IWRM APEX Bodies is a country driven process with support from SOPAC through a variety of projects. Each APEX Body is tailored in membership and format to adhere to national government requirements. Under Component C3 of this project APEX Bodies will be further supported, formalised, strengthened, and resourced where possible. A key ongoing co-financed activity is ensuring that national Finance and Economic Planning Units are members of the IWRM APEX Bodies.

during the initial six month phase of full project implementation (months 0 to 6)¹⁰. It is envisaged that in countries where the Sustainable Land Management MSP projects have close linkages to the IWRM Demonstration activities, and lessons can be learned and shared between projects the SLM Focal Point/Project staff will be a member of the National Project Steering Committee and/or the National IWRM APEX Body. Similar engagement with the Pacific Adaptation to Climate Change Regional Project (PACC) will also be actively encouraged in the five countries where water is the focus of PACC Adaptation interventions (Nauru, Niue, Tuvalu, Tonga, and the Marshall Islands). Due to their position in national government, the GEF Operational Focal Point will in most cases be a member of the National IWRM APEX Bodies, and/or the National Project Steering Committee. Cross sectoral lesson learning is a fundamental basic to implement IWRM. In-country donor offices and High Commissions/Embassy staff will be invited to Project meetings and IWRM APEX Body meetings (as co-financers) to support national project staff. National Project Steering Committees will be responsible for securing the necessary level of cooperation from their respective country, including the securing of country-specific information and resources necessary for successful project activities.

National Project Managers – will implement and manage the Demonstration Projects. National Project Managers will be contracted by SOPAC for the delivery of Demonstration Project activities and also relevant activities for the regional components of the project. They will coordinate the activities of the project at the national level and promote the implementation of the Pacific RAP. Each National Project Manager (NPM) will be recruited by the relevant focal Ministry identified during the PDF-B phase with National APEX Body (IWRM Water Committee) input¹¹. Project Manager progress will be reviewed bi-annually against an agreed workplan by the national focal ministry, the National APEX Body (and National Steering Committee where applicable) and the Executing Agency. The National Project Manager will be accountable to the relevant focal Ministry and to the Director of SOPAC through the Regional Project Coordination Unit Project Manager.

National Project Assistants – will support the Project Manager in Demonstration Project delivery. National Project Assistants will be contracted by SOPAC through the national focal ministry to support the National Project Manager in the delivery of the demonstration project activities and relevant activities for the regional component of the project¹².

Selection of national project staff will be through a transparent recruitment process conducted within each country. The following agencies will be responsible in the selection process: national Focal Ministry, National APEX Body (IWRM Water Committee), National Project Steering Committee (where present and separate to the IWRM APEX Body), and the PCU (representing the Executing Agency responsible for contracting staff – where PCU staff are not available due to delays in recruitment SOPAC will be represented as the project Executing Agency).

Pacific IWRM Focal Points - identified during the Project Design Facility (PDF) B phase have been closely involved in the design activities of the project including both national Demonstration Projects and regional components. The project has been country driven in design. Ensuring the early capture of country driven priority concerns and developing momentum throughout the PDF phase has placed the implementation of IWRM Demonstrations and National Planning in a unique cost effective position; reducing lead times for full project implementation. Given their central role in the design of the Pacific IWRM Project, Pacific IWRM Focal Points will maintain certain responsibilities and duties described in Annex 9 – to be clarified at the Pre-Inception Meeting. The contact details of IWRM Focal Points who served during the PDF B Phase of the project are included in Annex 10. The figure below shows the governance structure for the project.

¹⁰ Depending on the technical and geographical nature of the Demonstration Projects, local community/village level involvement in the National Project Steering Committee will be encouraged by the PCU and National Project staff, including site visits and meetings hosted at demonstration sites.

¹¹ Focal Ministries will be reviewed during the first 6 months of the project to ensure that they are the relevant Lead National Agency. In most cases this has already been a key activity during the PDF-B design phase of the Demonstration Projects. Identifying the technical focus of the Demonstration Projects prior to project implementation will help in the national recruitment of Project Managers and Project Assistants.

¹² National Project Staff performance will be appraised on a six monthly basis linked to bi-annual (2nd quarter) requests from the host Ministry for funds to allow payment of project staff salaries. This will be an output based approach to national project management and delivery. National Project Staff salaries will be set in alignment with national Public Service Commission salaries based on job-sizing the Terms of Reference.

Project Financial Arrangements - Following discussion with UNDP, SOPAC will receive funds into a separate project bank account advanced from UNDP and UNEP. SOPAC will disburse these funds based on predicted cash flow needs by countries, using their annual workplans and on-the-ground situation to plan funds required. To overcome initial concerns with funds handled through respective Ministries of Finance, it is proposed that each country establishes a separate project bank account for Demonstration activities. The responsibility for this will fall to the host Agency (Ministry/Department), assisted by the IWRM Focal Points and GEF Operational Focal Points. The practicalities of this approach will be discussed with the Regional Steering Committee during the project Pre-Inception workshop in July. An assessment will be made of the most cost-effective, transparent, efficient form of financial disbursement between countries and SOPAC on a country-by-country basis together with both Implementing Agencies. SOPAC will require a Memorandum of Agreement (MoA) to be signed with each country during the Inception Phase agreeing to the disbursement process and reporting requirements.

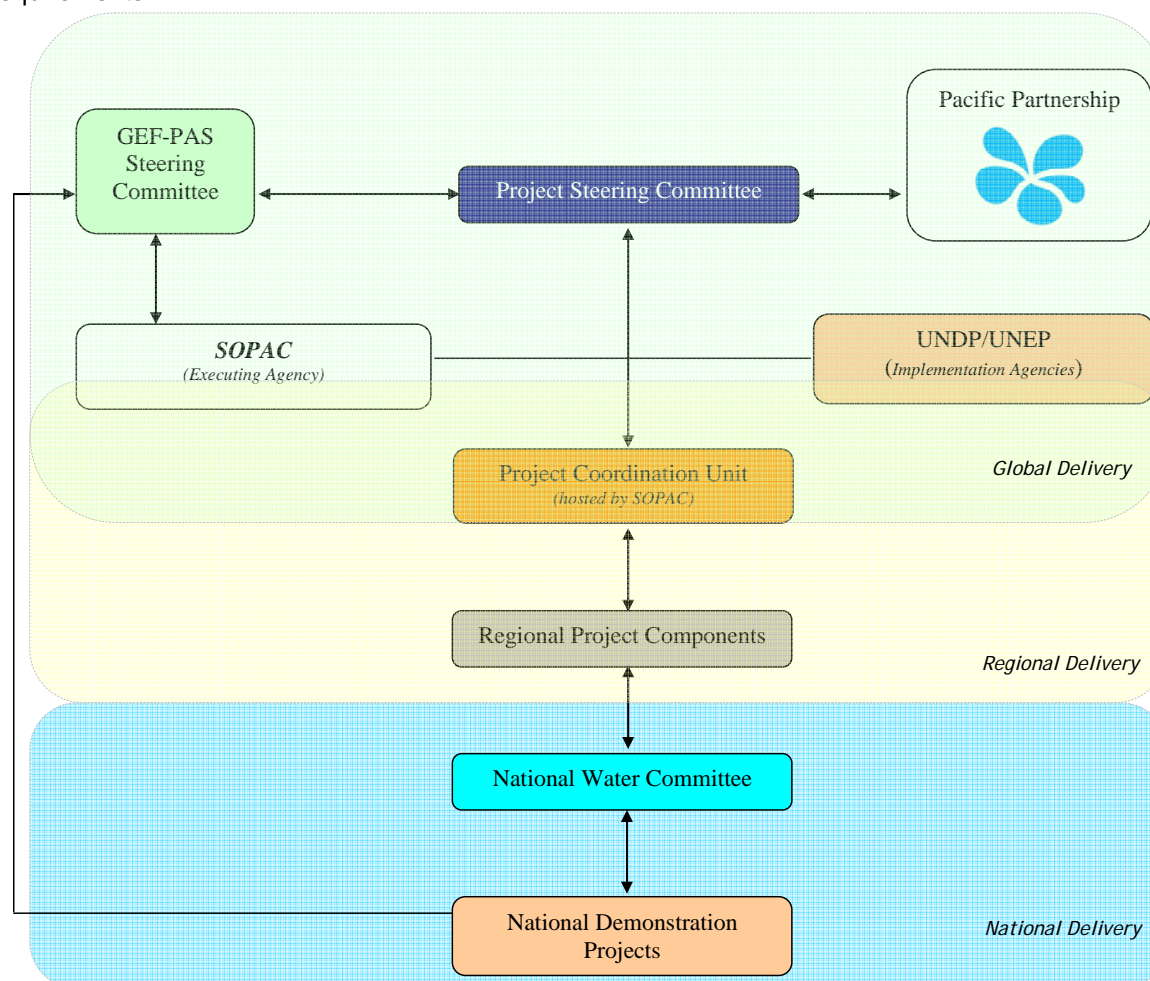


Figure 2: Project Governance Structure

(Note that in some cases the National Water Committee will be the Steering Committee for the Project. In others, a specific National Project Steering Committee will be established).

4. UNDP AND UNEP AS IMPLEMENTING AGENCIES FOR THE PROJECT

The project will be jointly implemented by UNDP and UNEP. Both agencies have comparative advantages which will benefit the project objectives. UNDP has a strong country and regional presence and linkages between the project activities and the UNDP country assistance strategies including the United Nations Development Assistance Framework (2008-2012). UNDP is involved in a number of other regional initiatives which this project has already linked with (PACC and SLM projects). The project will specifically contribute to achievement of the MDG targets for water supply

and sanitation as spelled out in the national sustainable development strategies and specifically the MDG target of setting processes in motion towards National IWRM Plans.

UNDP via the UNDP PPR, i.e. UNDP Fiji Multi-country Office (MCO), will provide the overall guidance and approval of key project activities, including administering GEF funds for Component C1 of the project, quarterly advances and co-financing arrangements vis-à-vis the Implementing Partner. Justification for expenditure at each quarter will be to the satisfaction of UNDP, before each quarterly advancement.

The UNDP PPR, i.e. UNDP Fiji MCO, together with UNDP Samoa, UNDP PNG and the UNDP-GEF Regional Technical Advisor for International Waters Programme in the Asia-Pacific region will carry out the UNDP/GEF oversight. Working in conjunction with the various project partners, the UNDP PPR, in close collaboration with UNDP Samoa and UNDP PNG, will be responsible for monitoring and evaluation (M&E), including organizing project reviews, approving annual implementation work plans and budget revisions, monitoring progress, identifying problems, suggesting actions to improve project performance, facilitating timely delivery of project inputs, and provide linkages to its other sub-regional, Asia-Pacific regional and global initiatives. All M&E functions will be carried out in line with standard UNDP and GEF procedures. UNDP, as the Implementing Agency, shall be responsible for monitoring Project performance to ensure conformity with Project objectives and advising the Implementing Partner on implementation issues.

UNEP offers a strong relationship with its Regional Seas Programme and International Environmental Conventions, including its commitment to address the linkages between the upstream (freshwater) and downstream (coasts and oceans) links. UNEP will be instrumental in providing technical support to the respective demonstration projects building on existing guidelines related to IWRM which were jointly developed with SOPAC on rainwater harvesting, appropriate wastewater technologies and freshwater augmentation. The three components of assessment, management and cooperation within UNEP's freshwater work focus on mainstreaming environmental considerations into IWRM approaches to support policy reform at the national and regional scales. The framework developed by the Pacific region under UNEP's Global Program for Action (GPA) will be used to guide the implementation of wastewater interventions implemented through the demonstration project. UNDP will serve as the lead Implementing Agency for the component related to the National Demonstrations whereas UNEP will serve as the lead Implementing Agency for the Regional Components of the programme

In order to accord proper acknowledgement to GEF for providing funding, a GEF logo should appear on all relevant IWRM project publications, including among others, project hardware and vehicles purchased with GEF funds. Any citation on publications regarding projects funded by GEF should also accord proper acknowledgment to GEF. Logos of the Implementing Agencies and the Executing Agency will also appear on all publications. Where other agencies and project partners have provided support (through co-financing) their logos may also appear on project publications.

Participants are invited to review the Approved Management Framework for the project and suggest and recommendations for improvements to the management structure. Roles of all project partners in the operation of the framework will be reviewed and clarified.