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SOPAC/GEF/IWRM/RSC.3/14  
Date: 12th July 2011  
Original: English

Third Meeting of the Regional Project Steering Committee  
for the SOPAC/UNDP/UNEP/GEF Project:  
*“Implementing Sustainable Water Resource and Wastewater  
Management in Pacific Island Countries”*

Rarotonga, Cook Islands, 25<sup>th</sup> – 30<sup>th</sup> July 2011

## **Enhancing Partner and Stakeholder Engagement in IWRM Demonstration Project Delivery**

**Summary:** This document provides an overview of: best practice for IWRM stakeholder engagement; how best practice has evolved in theory; and the challenges to stakeholder engagement in practice. The report includes a list of criteria to assess engagement practices, representation and functionality. National Demonstration Projects (NDP) were asked to complete a Stakeholder Analysis and Engagement Action Plan during the Project's inception period. The lists of Stakeholders were reviewed and analyzed to determine the breadth of integration and diversity of representation. As part of this analysis, initial lists of potential stakeholders identified in the Project Document were compared to the lists identified in the Stakeholder Analyses conducted by the NDPs and additional stakeholders are suggested for consideration. A series of recommendations are provided for consideration by the Regional Steering Committee, including: a template for use by National Demonstration Project Management Units to conduct a self-assessment of stakeholder engagement; and suggested areas where Stakeholder Analysis and Engagement Action Plans may require revision.

## 1. BACKGROUND: THEORETICAL EVOLUTION OF BEST PRACTICE FOR STAKEHOLDER ENGAGEMENT IN IWRM

Best practice in stakeholder engagement in IWRM calls for public participation and community led water management initiatives. Public participation, though not without its challenges, is key to achieving improved quality of water management and in making plans more effective. It is essential in securing increased acceptance and ownership of those plans by the community so as to ensure successful implementation.<sup>1</sup> Participation requires facilitated capacity building and education to make sure people understand the complex issues and can have a voice in water management. The United Nations Water Virtual Learning Centre (UNWVLC) has developed a list of qualitative and quantitative indicators for monitoring participation.<sup>2</sup> In 1992, the Dublin Principles were developed at the World Summit in Rio de Janeiro, emphasizing the need for public participation and stakeholder engagement in water management.<sup>3</sup> In the same year, the UN Conference on Environment and Development put forth the Rio Declaration of Environment and Development, of which Principle 10 calls for public participation in environmental management.<sup>4</sup>

In 1996, the Global Water Partnership launched the GWP Toolbox, a resource for practitioners that contains peer reviewed IWRM publications.<sup>5</sup> According to the GWP Toolbox, National Apex bodies should be a framework for coordinating the diverse stakeholders with an interest in water management.<sup>6</sup> Output 3.3 of Component 3 of the GEF Pacific IWRM Project is aimed at establishing gender-balanced, strengthened and sustainable Apex water bodies in each of the National Demonstration Projects.<sup>7</sup>

In 2000, the European Water Framework Directive (WFD) issued guidelines for public participation in IWRM in a guidance document entitled: *Guidance to Public Participation in Relation to the Water Framework Directive*. The Guidance document describes three types of participation: information supply, consultation and active involvement. Active involvement is the ideal type of participation for all stakeholders yet conceivably unrealistic in some circumstances; consultation and information supply are considered essential.<sup>8</sup> The Guidance document describes why and how to identify stakeholders, how and when to engage them, and how to monitor and evaluate their participation.

The community management paradigm that evolved during the International Drinking-Water Supply and Sanitation Decade was not sufficient because it did not take into account the larger support systems and networks that are essential to the long-term sustainability of community based sanitation projects.<sup>9</sup> Since the development of the WFD Guidance document, IWRM theory has continued to evolve. According to UNDP's 2006 Human Development Report<sup>10</sup>, stakeholder engagement best practice now dictates that demand for integrated water management initiatives should be community driven, with parallel support provided at the governmental level. This parallel support includes an

<sup>1</sup> Hophmayer-Tokich, S and Y Krozer 2008, Public participation in rural area water management: experiences from the North Sea countries in Europe. *Water International*. 1941-1707. 33(2). pp243-257

<sup>2</sup> UNWVLC (United Nations Water Virtual Learning Centre) n.d., Lesson 5: Governance and Community Based Approaches <http://ocw.unu.edu/international-network-on-water-environment-and-health/introduction-to-iwrm/modules/lesson5.pdf>

<sup>3</sup> GWP (Global Water Partnership) 2010, Dublin-Rio Principles, Available at: <http://www.gwp.org/The-Challenge/What-is-IWRM/Dublin-Rio-Principles/>

<sup>4</sup> UN (United Nations) 1992, *Rio Declaration on the Environment and Development 1992*, Available at: <http://www.un.org/documents/ga/conf151/aconf15126-1annex1.htm>

<sup>5</sup> GWP (Global Water Partnership) 2010, Dublin-Rio Principles, Available at: <http://www.gwp.org/The-Challenge/What-is-IWRM/Dublin-Rio-Principles/>

<sup>6</sup> GWP (Global Water Partnership) 2010, National Apex Bodies, Available at: [http://www.gwptoolbox.org/index.php?option=com\\_tool&id=11](http://www.gwptoolbox.org/index.php?option=com_tool&id=11)

<sup>7</sup> UNDP (United Nations Development Programme) 2004, UNDP Project Document: Implementing Sustainable Water Resources and Wastewater Management in Pacific Island Countries, Available at: [www.pacificwater.org/userfiles/file/PRODOC\\_UNDP.pdf](http://www.pacificwater.org/userfiles/file/PRODOC_UNDP.pdf)

<sup>8</sup> Water Framework Directive 2002, Guidance to Public Participation in Relation to the Water Framework Directive, Available at: [http://www.eau2015-rhin-meuse.fr/fr/ressources/documents/guide\\_participation-public.pdf](http://www.eau2015-rhin-meuse.fr/fr/ressources/documents/guide_participation-public.pdf)

<sup>9</sup> Schouten, T and P Moriarty 2003, *Community Water, Community Management: From System to Service in Rural Areas*. ITDG Publishing: London. pp 1-19, 70-96

<sup>10</sup> UNDP (United Nations Development Programme) 2006, *Human Development Report 2006. Beyond scarcity: Power, poverty and the global water crisis*. Overview, pp 1-24

integrated and diverse representation of stakeholders at the Apex body level that is mirrored in the Project's Steering Committee membership.

Historically, many IWRM projects met with failure resulting from a focus on nominal community participation confined to donor driven project timelines. Stakeholder participation as a concept has evolved to emphasize the most decentralized stakeholders: the community itself, surrounded by a web-like network of supporters. Community water management emphasizes the need to build upon existing community assets and meet needs as defined by the community. The key is to provide the community's management committee(s) with the external support necessary for the long-term commitment necessary to ensure the sustainability of the project.<sup>11</sup> However, ensuring the appropriate levels of active involvement of such a wide variety of stakeholders in a community-driven water management initiative is no small task.

## 1.1 CHALLENGES TO PARTICIPATORY STAKEHOLDER ENGAGEMENT

According to the GWP, public participation and participatory management frequently requires education and training amongst stakeholders, particularly for monitoring and evaluation, as well as commitment and acceptance.<sup>12</sup> Additionally, integrated water management requires a long-term commitment: to be done properly, IWRM requires a significant amount of participation in an iterative planning and management process.<sup>13</sup> This can place significant constraints on community members, already overburdened with the demands of day-to-day subsistence. And, these processes are expensive, requiring long-term and significant funding commitments.<sup>14</sup>

## 2. CRITERIA FOR ASSESSING BEST STAKEHOLDER ENGAGEMENT PRACTICES

The quantitative and qualitative measures for community participation listed below are drawn directly from the United Nations Water Virtual Learning Centre's presentation on Governance and Community Based Approaches.<sup>15</sup>

### Quantitative Indicators of Participation

- Improved and more effective service delivery
- Greater numbers of project-level meetings and higher attendance levels
- Higher percentage of different groups attending meetings (e.g. women, landless)
- Greater numbers of direct project beneficiaries
- Increased project input take-up rates
- Greater numbers of local leaders assuming positions of responsibility
- Greater numbers of local people acquiring positions in formal organizations
- Greater numbers of local people involved in different stages of the project

### Qualitative Indicators of Participation

- Organizational growth at the community level
- Growing solidarity and mutual support
- Knowledge of the project's financial status
- Desire to be involved in decision making at different stages
- Project group is increasingly able to propose and undertake actions
- Representation in other government or political bodies with relation to the project
- Emergence of people willing to take on leadership
- Interaction and the building of contacts with other groups and organizations
- People begin to have a say in and to influence local politics and policy formulation

<sup>11</sup> Schouten, T and P Moriarty 2003, *Community Water, Community Management: From System to Service in Rural Areas*. ITDG Publishing: London. pp 1-19, 70-96

<sup>12</sup> GWP (Global Water Partnership) 2010, Participatory capacity and empowerment in civil society, Available at: [http://www.gwptoolbox.org/index.php?option=com\\_tool&id=20](http://www.gwptoolbox.org/index.php?option=com_tool&id=20)

<sup>13</sup> Perkins, PE 2011, Public participation in watershed management: International practices for inclusiveness, *Physics and Chemistry of the Earth*, 36, 204-212.

<sup>14</sup> Ibid

<sup>15</sup> UNWVLC (United Nations Water Virtual Learning Centre) n.d., Lesson 5: Governance and Community Based Approaches <http://ocw.unu.edu/international-network-on-water-environment-and-health/introduction-to-iwrm/modules/lesson5.pdf>

The following list of criteria has been developed from a review of the literature regarding best practice in stakeholder engagement for IWRM. The list addresses how to ensure fully integrated representation, how to ensure the functionality of the stakeholder engagement, and how to measure quantitatively and qualitatively the level of participation.

### **Representation**

- *Diversity of interests represented across all relevant sectors including but not limited to: health, fisheries, agriculture, industry, environment, business, educational institutions, NGOs, government, non-profits, & community groups.*
- *Stakeholders should collectively form an integrated perspective on water management, representing the socio-cultural, political, environmental, and economic considerations of the issues at hand*
- *Specific attention to vulnerable or disadvantaged groups to make sure that all stakeholders have an equal voice in water management, including but not limited to: women, children, elderly, sick, or disabled*
- *Diverse interests represented in National Apex Body mirrored by an equally diverse Project Steering Committee*
- *Equal representation across genders*
- *Vertical integration of stakeholders, i.e., community to cabinet, should be present in both Steering Committee and Apex Body*
- *Horizontal integration of stakeholders (i.e. all relevant ministries that might be impacted, all members of the community, all competing interests) should be present on both Steering Committee and Apex Body*
- *Community led organizations that have a driving force behind the water management initiative*

### **Functionality**

- *Frequent meetings with full and consistent representation*
- *Long-term commitment to action*
- *Free exchange of information amongst participants*
- *Everyone's voice is heard and treated with fair and equal weight; sometimes this will require separate meetings with women and men or disadvantaged stakeholders so that everyone feels freely able to voice their opinion*
- *Key stakeholders are actively involved and have full buy-in and support for the project*
- *Meetings conducted in a language that everyone understands and can participate in*
- *Meetings are accessible to the stakeholders and meeting times are designed to accommodate the demanding live of constituents; food or transportation may be provided*

## **3. STAKEHOLDER ENGAGEMENT IN THE GEF PACIFIC IWRM PROJECT**

In a broad sense, all communities and each government of the 14 National IWRM Demonstration Projects (NDPs) could be considered stakeholders for the Project, as they stand to be beneficiaries of its outcomes. The Project Document for the GEF Pacific IWRM Project identifies the following groups as stakeholders: national governments, NGO communities, public sector, commercial and private sector, and individual communities directly affected by the NDPs. These stakeholders include: *"tourism, agriculture, health, environmental, food-processing and other selected industries"*. A more detailed Stakeholder Analysis was conducted prior to project implementation, for each of the NDPs. This was included as Annex 4 of the Project Document.

During the project's inception phase, National Demonstration Project Management Units (PMUs) were tasked to work with the Project Steering Committees to further develop the preliminary analyses via the conduct of a thorough Stakeholder Analyses and associated Action Plans.

The ***Stakeholder Analysis*** included:

1. Identification of the stakeholder (person/organization) and contact information
2. Identification of the stakeholder's key concerns or interests
3. Identification of how the project affects the stakeholder
4. Estimation of how supportive the stakeholder will be of the project
5. Estimation of how much influence the stakeholder will have over the project's success
6. In consideration of #4 and #5, a determination of the stakeholder's level of priority for engagement

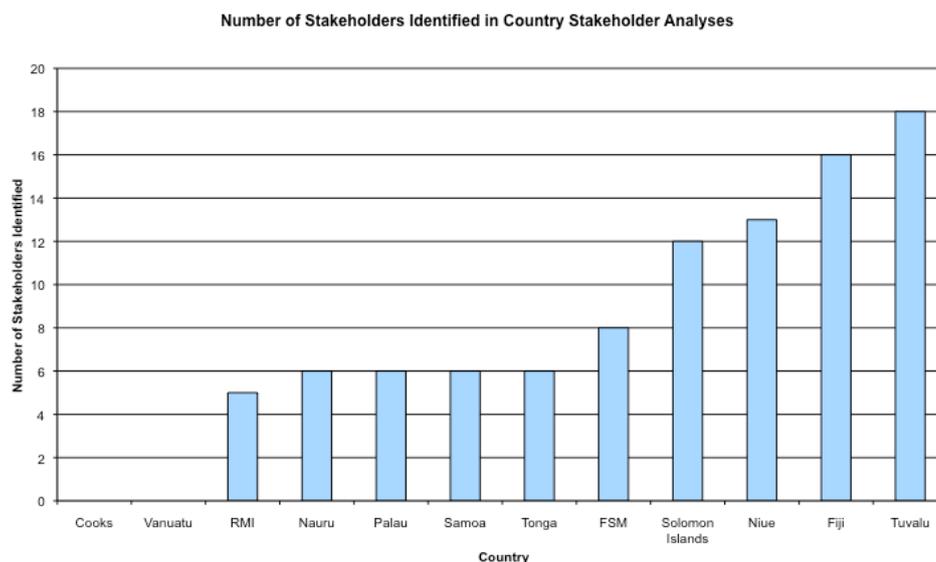
The **Stakeholder Engagement Action Plan** components included:

7. Description of what the PMU wants the stakeholder to do in order to contribute to the project
8. Description of what the PMU will need to do to engage the stakeholder in order to achieve the desired outcome, including methods for engagement
9. Appropriate timeframe for engagement
10. Identification of who is responsible for engaging the stakeholder

The Overall Project Logframe is designed with some level of stakeholder participation in mind, however, the associated funding is not explicitly tied to participatory monitoring and evaluation and indicators for component success in terms of stakeholder engagement are focused on support from civil society at the governmental, national and regional levels.

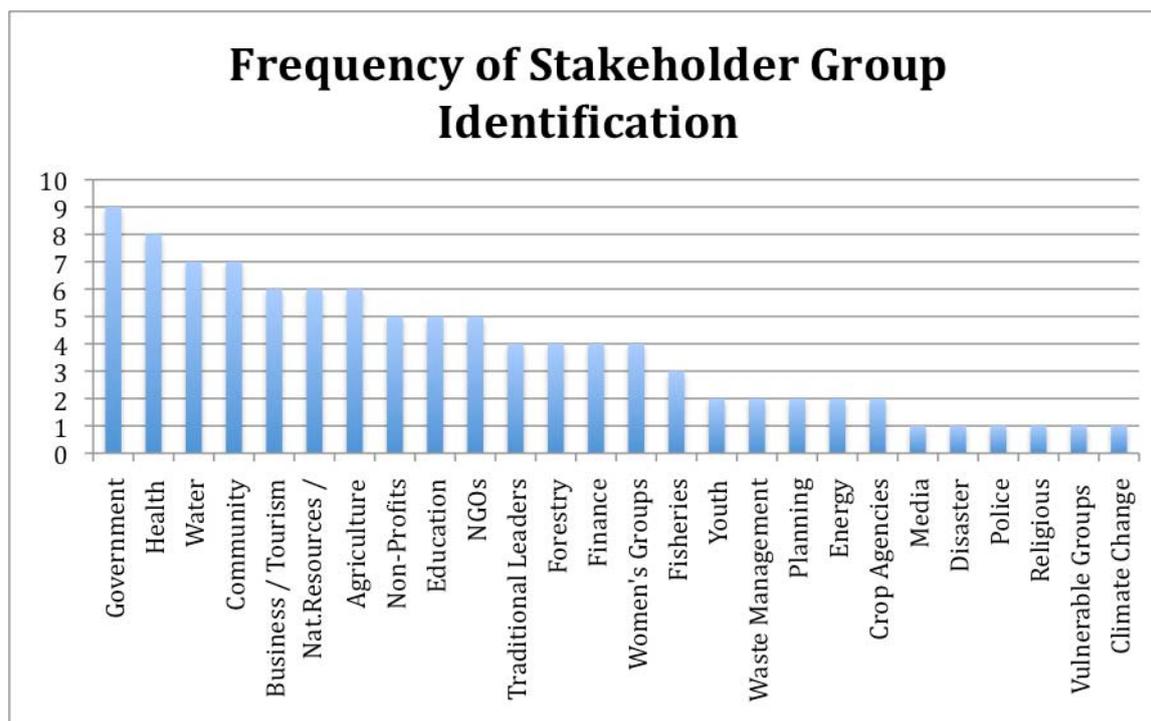
### 3.1 ASSESSMENT OF STAKEHOLDER ENGAGEMENT ACTION PLANS AS AT JUNE 2011

In June 2011, the Knowledge Sharing and Monitoring Facilitator conducted an in-house audit of the country Stakeholder Analyses and associated Action Plans. Ten of the twelve National Demonstration Projects had completed at least a first draft of a Stakeholder Analysis and associated Stakeholder Action Plan. A brief analysis of the quality of these plans was conducted to gauge the quality of the Stakeholder Analyses against the criteria as determined in Section 2 above. Figure 1 below shows the number of stakeholders identified in each plan by country. This analysis is meant to show the level of integration and diversity of interests represented in the stakeholder plan, through the basic measure of number of stakeholders identified. This analysis is further broken out in Figure 2.



**Figure 1** Number of stakeholders identified by each National Demonstration Project Stakeholder Analysis

Figure 2 breaks down the stakeholder identification process further by showing how frequently each stakeholder group was identified across all the National Demonstration Projects.



**Figure 2** Frequency of stakeholder group identification in National Demonstration Project Stakeholder Analyses

Women's groups were identified in only 3 out of the 10 existing plans; vulnerable groups in only 1 out of 10. Without specifically tailored consultation processes, it is quite possible that the interests of more vulnerable or disadvantaged community members will be overlooked. In general, it appears that stakeholder identification was predominantly conducted from a "top-down" or "cabinet to community" approach, meaning higher-level government agencies were identified first and community groups last, if they made the lists at all. Emerging issues such as gender mainstreaming, climate change, and even religious considerations were infrequently addressed in the plans.

Different stakeholders have different interests in water use; for example, fishermen will have different uses for water than industry or tourism boards. Competing and conflicting interests should be addressed through the stakeholder engagement process, so that all stakeholders feel ownership over the decisions to ensure the longevity of the management efforts. A diversity of representation leads to more successful and sustainable water and sanitation projects.

Annex 1 includes a series of tables by National Demonstration Project (NDP) that show the initial list of potential stakeholders identified in the Project Document (ProDoc) compared against the list of stakeholders presented by the NDPs in their Stakeholder Analysis and Engagement Action Plan. The tables show the parallel and differing stakeholders identified by each group, as well as a list of additional stakeholders not included in either analysis which Project Management Units may wish to consider. It is recommended that the RSC propose that each National Demonstration Project Management Unit review the pertinent table and consider involving additional stakeholders from those that were identified in the ProDoc but did not make the list for the NDP Stakeholder Analysis, as well as those potential stakeholders that were not included in either analysis.

#### 4. CONCLUSIONS

This document provides an overview of best practice for IWRM stakeholder engagement, how best practice has evolved in theory, and the challenges to stakeholder engagement in practice. Best practice dictates that wide representation across all affected sectors is essential to successful project implementation; this includes vertical and horizontal integration, or as better known in the Pacific Islands context, “*ridge to reef*” and “*community to cabinet*” approaches. The report includes a list of criteria to assess engagement practices, representation and functionality.

National Demonstration Projects (NDP) were asked to complete a Stakeholder Analysis and Engagement Action Plan during the Project’s inception period. The lists of Stakeholders were reviewed and analyzed to determine the breadth of integration and diversity of representation. The review determined that the majority of plans were designed from a “*top-down*” perspective, focusing primarily on relevant ministry involvement with less emphasis on wider integration and marginalized stakeholder involvement.

As part of the analysis, initial lists of potential stakeholders identified in the Project Document were compared to the lists identified in the Stakeholder Analyses conducted by the NDPs and additional stakeholders are suggested for consideration. A series of recommendations, including the completion of a self analysis by each of the National Demonstration Project Management Units and revisions to the Stakeholder Analysis and Engagement Action Plans, is included for consideration by the RSC.

#### 5. RECOMMENDATIONS FOR CONSIDERATION BY THE RSC

It is recommended that the Regional Steering Committee (RSC) approve the following actions on part of the National Demonstration Projects:

- 5.1 ***NDPs to review tables in Annex 1 and revise Stakeholder Analysis and Engagement Action Plans to incorporate additional stakeholders. In an annex to the revised Stakeholder Analysis and Engagement Action Plans, NDPs will justify to the RPCU the reasoning behind NOT including any of the additional stakeholders identified in the attached tables. Countries that have not already completed their Stakeholder Analysis and Engagement Action Plans should do so with consideration of the tables attached.***
- 5.2 ***NDPs should make every effort to ensure that marginalized stakeholder groups (i.e. women, elderly, youth, religious minorities, etc.) are incorporated as stakeholders and represented on the Project’s Steering Committee, in the National Apex body and whenever project stakeholders are consulted.***
- 5.3 ***NDPs should make every effort to ensure that a wide variety of diverse stakeholder interests are represented on the Project’s Steering Committee, in the National Apex body and whenever project stakeholders are consulted.***
- 5.4 ***NDPs to complete Stakeholder Engagement Self Assessment included in Annex 2***

**Annex 1: Comparative Tables Showing Stakeholders Identified in Initial Project Document vs. Stakeholder Analysis/Action Plan as well as Additional Stakeholders for Consideration by National Demonstration Project**

<b>Cook Islands National Demonstration Project Stakeholders</b>	
<b>Initial Stakeholder List from ProDoc</b>	<b>Stakeholder List from NDP Stakeholder Analysis</b>
<ul style="list-style-type: none"> <li>◦ Ministry of Works</li> <li>◦ Office of the Prime Minister</li> <li>◦ Steering Committee provided by the National Water Safety Council</li> <li>◦ Local NGO</li> <li>◦ Community Representatives</li> <li>◦ Department of Water Works</li> <li>◦ Local NGO's- Live and Learn Environmental Education</li> <li>◦ Ministry of Agriculture</li> <li>◦ Ministry of Health</li> <li>◦ Ministry of Marine Resources</li> <li>◦ National Environment Service</li> <li>◦ CIMRIS &amp; NZAID Water Demand Management</li> <li>◦ Office of the Minister for Island Administration (OMIA)</li> <li>◦ Office of Prime Minister</li> <li>◦ ADB</li> <li>◦ SOPAC</li> </ul>	Not on file.
<p>⇒ <b>Additional Stakeholders to consider:</b> Women's groups; Traditional Leaders; Business associations; Religious associations (i.e. church groups); Youth groups; Educational Institutions; CROP Agencies; Regional Organisations</p>	

<b>Fiji National Demonstration Project Stakeholders</b>	
<b>Initial Stakeholder List from ProDoc</b>	<b>Stakeholder List from NDP Stakeholder Analysis</b>
<ul style="list-style-type: none"> <li>◦ Land and Water Resource Management</li> <li>◦ Mineral Resources Dept</li> <li>◦ Dept of Lands and Surveys</li> <li>◦ Dept of Tourism</li> <li>◦ Disaster Mgmt Council</li> <li>◦ Fiji MET Service</li> <li>◦ Hydrology</li> <li>◦ Dept Public Works</li> <li>◦ Ministry of Environment</li> <li>◦ Min of Provincial Development</li> <li>◦ Nadi Municipal Council</li> <li>◦ Native Land Trust Board</li> <li>◦ Public Works Dept</li> <li>◦ Town and Country Planning Dept</li> <li>◦ Live and Learn Env Education</li> <li>◦ SOPAC</li> </ul> <p><b>Identified only in ProDoc:</b></p> <ul style="list-style-type: none"> <li>⇒ Fiji Visitors Bureau</li> <li>⇒ Land Transport Authority</li> <li>⇒ National Water Committee</li> <li>⇒ UNESCO, HELP</li> <li>⇒ EU Flood Warning for Navua River</li> <li>⇒ CRISP (Coral Reef Initiative)</li> <li>⇒ Local Committee</li> </ul>	<ul style="list-style-type: none"> <li>◦ Land and Water Resource Management</li> <li>◦ Mineral Resources Dept</li> <li>◦ Dept of Lands and Surveys</li> <li>◦ Dept of Tourism</li> <li>◦ Disaster Mgmt Council</li> <li>◦ Fiji MET Service</li> <li>◦ Hydrology</li> <li>◦ Dept Public Works</li> <li>◦ Ministry of Environment</li> <li>◦ Min of Provincial Development</li> <li>◦ Nadi Municipal Council</li> <li>◦ Native Land Trust Board</li> <li>◦ Public Works Dept</li> <li>◦ Town and Country Planning Dept</li> <li>◦ Live and Learn Env Education</li> <li>◦ SOPAC</li> </ul> <p>Identified only in NDP Stakeholder Analysis:</p> <ul style="list-style-type: none"> <li>◦ Dept of Transport and Energy</li> <li>◦ Min of Health</li> <li>◦ Min of Fisheries</li> <li>◦ Min of Forestry</li> <li>◦ Min of Sewerage</li> <li>◦ Min of Social Welfare</li> <li>◦ Min of Planning</li> <li>◦ Min of Education</li> <li>◦ Min of Fijian Affairs</li> <li>◦ Min of Finance</li> <li>◦ Solicitor General</li> <li>◦ USP</li> <li>◦ FSPI</li> <li>◦ Mananuca Environment Society</li> <li>◦ World Wildlife Fund for Nature</li> <li>◦ SOPAC</li> <li>◦ GTZ</li> <li>◦ IUCN</li> <li>◦ OISCA</li> <li>◦ Taiwan Technical Group</li> <li>◦ Airport</li> <li>◦ Fiji Sugar Co</li> <li>◦ Chamber of Commerce</li> <li>◦ Vodafone</li> </ul>
<p>⇒ <b>Additional Stakeholders to consider:</b> Women's groups; Community groups; Traditional Leaders; Business associations; Religious associations (i.e. church groups); Youth groups</p>	

<b>FSM National Demonstration Project Stakeholders</b>	
<b>Initial Stakeholder List from ProDoc</b>	<b>Stakeholder List from NDP Stakeholder Analysis</b>
<ul style="list-style-type: none"> <li>◦ Conservation Society of Pohnpei</li> <li>◦ Department of transportation, communication and Infrastructure (DTC&amp;I)</li> <li>◦ Pohnpei Environmental Protection Agency (EPA)</li> <li>◦ Dept of Land (Pohnpei)</li> <li>◦ Pohnpei Port Authority</li> <li>◦ Pohnpei Utilities Corp</li> <li>◦ Local Gov't: (Nett)</li> </ul> <p><b>Identified only in ProDoc:</b></p> <ul style="list-style-type: none"> <li>⇒ Local Gov'ts: (Sokehs, Kitti, Madolehnimw, Uh &amp; Kolonia)</li> <li>⇒ JICA</li> <li>⇒ Micronesia Conservation Trust</li> <li>⇒ ADB</li> <li>⇒ PI Ocean Fisheries Mgmt Project</li> <li>⇒ WHO</li> <li>⇒ SOPAC</li> </ul>	<ul style="list-style-type: none"> <li>◦ Conservation Society of Pohnpei</li> <li>◦ Department of transportation, communication and Infrastructure (DTC&amp;I)</li> <li>◦ Pohnpei Environmental Protection Agency (EPA)</li> <li>◦ Dept of Land (Pohnpei)</li> <li>◦ Pohnpei Port Authority</li> <li>◦ Pohnpei Utilities Corp</li> <li>◦ Local Gov't: (Nett)</li> </ul> <p>Identified only in NDP Stakeholder Analysis:</p> <ul style="list-style-type: none"> <li>◦ FSM R&amp;D</li> <li>◦ FSM Finance</li> <li>◦ FSM AG</li> <li>◦ FSM Health</li> <li>◦ The Nature Conservancy</li> <li>◦ MCT</li> <li>◦ Chuuk EPA</li> <li>◦ Nett Community</li> </ul>
<p>⇒ <b>Additional Stakeholders to consider:</b> Women's groups; Community groups; Business associations; Religious associations (i.e. church groups); Youth groups; Educational Institutions/Schools; International Aid Organisations; CROP Agencies; Regional Organizations</p>	

<b>Nauru National Demonstration Project Stakeholders</b>	
<b>Initial Stakeholder List from ProDoc</b>	<b>Stakeholder List from NDP Stakeholder Analysis</b>
<ul style="list-style-type: none"> <li>◦ Ministry of Commerce, Industries and Resources (CIR)</li> <li>◦ Department of Health</li> </ul> <p><b>Identified only in ProDoc:</b></p> <ul style="list-style-type: none"> <li>⇒ AusAID</li> <li>⇒ JICA</li> <li>⇒ PACC</li> <li>⇒ SOPAC</li> <li>⇒ Department of Utilities</li> <li>⇒ Department of Environment</li> </ul>	<ul style="list-style-type: none"> <li>◦ Ministry of Commerce, Industries and Resources (CIR)</li> <li>◦ Department of Health</li> </ul> <p>Identified only in NDP Stakeholder Analysis:</p> <ul style="list-style-type: none"> <li>◦ Community</li> <li>◦ Education Department</li> <li>◦ Eigigu Holdings</li> </ul>
<p>⇒ <b>Additional Stakeholders to consider:</b> Women's groups; Community groups; Business associations; Religious associations (i.e. church groups); Youth groups; Educational Institutions; International Aid Organisations; CROP agencies; Regional organizations</p>	

<b>Niue National Demonstration Project Stakeholders</b>	
<b>Initial Stakeholder List from ProDoc</b>	<b>Stakeholder List from NDP Stakeholder Analysis</b>
<ul style="list-style-type: none"> <li>◦ Department of Public Works</li> <li>◦ Alofi North &amp; Alofi South community groups</li> <li>◦ DAFF-Dept of Ag, Fishers and Forestry</li> <li>◦ Dept of Education</li> <li>◦ Dept of Environment</li> <li>◦ Dept of Health</li> <li>◦ Dept of Public Works</li> </ul> <p><b>Identified only in ProDoc:</b></p> <ul style="list-style-type: none"> <li>⇒ Attorney General's Office</li> <li>⇒ Dept of Community Affairs</li> <li>⇒ Dept of Economic, Planning, Development Unit</li> <li>⇒ Dept of Justice, Lands and Survey</li> <li>⇒ EPDU: Planning Division</li> <li>⇒ Meteorological Office</li> <li>⇒ NIOFA National Organic Farming Association</li> <li>⇒ Niue Tourism Office</li> <li>⇒ Office for External Affairs</li> <li>⇒ FAO</li> <li>⇒ NZAID</li> <li>⇒ UNDP</li> <li>⇒ UNESCO</li> <li>⇒ SOPAC</li> <li>⇒ Gov't of Venezuela</li> </ul>	<ul style="list-style-type: none"> <li>◦ Department of Public Works</li> <li>◦ Alofi North &amp; Alofi South community groups</li> <li>◦ DAFF-Dept of Ag, Fishers and Forestry</li> <li>◦ Dept of Education</li> <li>◦ Dept of Environment</li> <li>◦ Dept of Health</li> <li>◦ Dept of Public Works</li> </ul> <p>Identified only in NDP Stakeholder Analysis:</p> <ul style="list-style-type: none"> <li>◦ Dept of Public Works: Administration Division</li> <li>◦ Dept of Public Works: Water Supply Division</li> <li>◦ Dept of Public Works Civil Construction and Mechanical Division</li> <li>◦ Treasury Dept</li> <li>◦ Broadcasting Corporation</li> <li>◦ Non-Gov't Business Advisory Sector</li> </ul>
<p>⇒ <b>Additional Stakeholders to consider:</b> Women's groups; Community groups; Business associations; Religious groups; Youth groups; Educational Institutions; International Aid Organisations; Sanitation Division; CROP Agencies; Regional organizations</p>	

<b>Palau National Demonstration Project Stakeholders</b>	
<b>Initial Stakeholder List from ProDoc</b>	<b>Stakeholder List from NDP Stakeholder Analysis</b>
<ul style="list-style-type: none"> <li>◦ Airai State Government Ministry of Resources and Development</li> <li>◦ Belau National Museum</li> <li>◦ Bureau of Agriculture</li> <li>◦ Bureau of Public Works</li> <li>◦ Environmental Quality Protection Board</li> <li>◦ Palau Automated Lands and Resources Information Systems (PALARIS)</li> <li>◦ Palau Conservation Society</li> <li>◦ Public Health (Division of Environmental Health, DEH)</li> <li>◦ Various community groups</li> </ul> <p><b>Identified only in ProDoc:</b></p> <ul style="list-style-type: none"> <li>⇒ US Forestry Service</li> <li>⇒ National Steering Committee</li> <li>⇒ WHO</li> <li>⇒ SOPAC</li> </ul>	<ul style="list-style-type: none"> <li>◦ Airai State Government Ministry of Resources and Development</li> <li>◦ Belau National Museum</li> <li>◦ Bureau of Agriculture</li> <li>◦ Bureau of Public Works</li> <li>◦ Environmental Quality Protection Board</li> <li>◦ Palau Automated Lands and Resources Information Systems (PALARIS)</li> <li>◦ Palau Conservation Society</li> <li>◦ Public Health (Division of Environmental Health, DEH)</li> <li>◦ Various community groups</li> </ul> <p>Identified only in NDP Stakeholder Analysis:</p> <ul style="list-style-type: none"> <li>◦ NEMO</li> <li>◦ Airai State Public Land Authority</li> <li>◦ Airai Zoning Commission</li> <li>◦ Students</li> <li>◦ Local Farmers</li> <li>◦ Private individuals</li> </ul>
<p>⇒ <b>Additional Stakeholders to consider:</b> Women's groups; Community groups; Business associations; Religious associations (i.e. church groups); Youth groups; Educational Institutions; International Aid Organisations; CROP agencies; Regional organisations</p>	

<b>RMI National Demonstration Project Stakeholders</b>	
<b>Initial Stakeholder List from ProDoc</b>	<b>Stakeholder List from NDP Stakeholder Analysis</b>
<ul style="list-style-type: none"> <li>◦ Majuro Local Government (MalGov)</li> <li>◦ Laura Senior Landowners (Community)</li> <li>◦ Laura Farmers Association (Community)</li> </ul> <p><b>Identified only in ProDoc:</b></p> <ul style="list-style-type: none"> <li>⇒ RMI Environmental Protection Authority (RMIEPA)</li> <li>⇒ Majuro Water Sewage Company (MWSC)</li> <li>⇒ Majuro Solid Waste Company (MAWC)</li> <li>⇒ NOAA Weather Station</li> <li>⇒ College of the Marshall Islands (CMI)</li> <li>Land Grants Dept</li> <li>⇒ Marshall islands Visitors Authority</li> <li>⇒ Marshall Islands Economic Policy, Planning and Statistics Office</li> <li>⇒ EU Disaster Risk Reduction Program</li> <li>⇒ SOPAC</li> </ul>	<ul style="list-style-type: none"> <li>◦ Majuro Local Government (MalGov)</li> <li>◦ Laura Senior Landowners (Community)</li> <li>◦ Laura Farmers Association (Community)</li> </ul> <p><b>Identified only in NDP Stakeholder Analysis:</b></p> <ul style="list-style-type: none"> <li>◦ Business</li> <li>◦ Traditional Leaders</li> <li>◦ Individuals</li> <li>◦ Mayor, Council members, Attorney</li> </ul>
<p>⇒ <b>Additional Stakeholders to consider:</b> Women's groups (i.e. Women United Together in the Marshall Islands, Women in Development Division of the Ministry of Affairs, community level groups, NGOs); Community groups; Business associations; Religious associations (i.e. church groups); Youth groups; Educational Institutions; International Aid Organisations; Additional Ministries/Depts (i.e. Fisheries, Forestry, Land Use, Agriculture, Planning, Finance, Natural Resources, Environment; Health); CROP Agencies; Regional Organizations</p>	

<b>Samoa National Demonstration Project Stakeholders</b>	
<b>Initial Stakeholder List from ProDoc</b>	<b>Stakeholder List from NDP Stakeholder Analysis</b>
<ul style="list-style-type: none"> <li>◦ Electric Power Corporation</li> <li>◦ Ministry of Education, Sports and Culture</li> <li>◦ Ministry of Finance</li> <li>◦ Ministry of Health</li> <li>◦ Samoa Tourism Authority</li> <li>◦ Samoa Water Authority</li> <li>◦ SUNGO</li> </ul> <p><b>Identified only in ProDoc:</b></p> <ul style="list-style-type: none"> <li>⇒ Schools</li> <li>⇒ Tourism</li> <li>⇒ CCC</li> <li>⇒ Ministry of Agriculture and Fisheries</li> <li>⇒ METI and Siosiomaga Society</li> <li>⇒ MWTI</li> </ul>	<ul style="list-style-type: none"> <li>◦ Electric Power Corporation</li> <li>◦ Ministry of Education, Sports and Culture</li> <li>◦ Ministry of Finance</li> <li>◦ Ministry of Health</li> <li>◦ Samoa Tourism Authority</li> <li>◦ Samoa Water Authority</li> <li>◦ SUNGO</li> </ul> <p><b>Identified only in NDP Stakeholder Analysis:</b></p> <ul style="list-style-type: none"> <li>◦ DEC</li> <li>◦ Animal health</li> <li>◦ SPREP</li> <li>◦ Land Management</li> <li>◦ Forestry</li> </ul>
<p>⇒ <b>Additional Stakeholders to consider:</b> Women's groups (i.e. Ministry for Women, National Council of Women, community level groups, NGOs); Community groups; Business associations; Religious associations (i.e. church groups); Youth groups; Educational Institutions (USP? NUS?); International Aid Organisations</p>	

<b>Solomon Islands National Demonstration Project Stakeholders</b>	
<b>Initial Stakeholder List from ProDoc</b>	<b>Stakeholder List from NDP Stakeholder Analysis</b>
<ul style="list-style-type: none"> <li>◦ Ministry of Mines and Energy</li> <li>◦ Honiara City Council</li> <li>◦ Ministry responsible for Agriculture and Land Use</li> <li>◦ Ministry responsible for Environment and Conservation</li> <li>◦ Ministry responsible for forest resources</li> <li>◦ Ministry responsible for Public health</li> <li>◦ Ministry responsible for Tourism</li> <li>◦ Solomon Islands Water Authority (SIWA)</li> <li>◦ SOPAC</li> </ul> <p><b>Identified only in ProDoc:</b></p> <ul style="list-style-type: none"> <li>⇒ Ministry of Commerce, Employment and Trade</li> <li>⇒ Resources Management</li> <li>⇒ Private sectors or developers</li> <li>⇒ Town and Country Planning Board</li> <li>⇒ SIGWRP</li> </ul>	<ul style="list-style-type: none"> <li>◦ Ministry of Mines, Energy &amp; Rural Electrification (MMERE)</li> <li>◦ Honiara City Council (Environmental Health &amp; Council of Women)</li> <li>◦ Ministry of Agriculture &amp; Livestock (MAL)</li> <li>◦ Ministry of Environment, Conservation &amp; Meteorology (MEC&amp;M)</li> <li>◦ Ministry of Forests</li> <li>◦ Ministry of Health &amp; Medical Services (MHMS)</li> <li>◦ Ministry of Tourism &amp; Cultural Affairs (Solomon Is. Visitors Bureau)</li> <li>◦ Solomon Islands Water Authority (SIWA)</li> <li>◦ RPCU (SOPAC)</li> </ul> <p><b>Identified only in NDP Stakeholder Analysis:</b></p> <ul style="list-style-type: none"> <li>◦ Ministry of Women, Youth &amp; Children Affairs (MWY&amp;C)</li> <li>◦ Ministry of Fisheries</li> <li>◦ Live &amp; Learn Environmental Education (Solomon Is.)</li> <li>◦ Vois Blong Mere (Solomon Is.)</li> <li>◦ Community</li> <li>◦ UNDP</li> <li>◦ Consultants (overseas/local)</li> </ul>
<p>⇒ <b>Additional Stakeholders to consider:</b> Women's groups (i.e. Women's Development Department, community level groups, NGOs); Community groups; Business associations; Religious associations (i.e. church groups); Youth groups; Educational Institutions; International Aid Organisations</p>	

<b>Tonga National Demonstration Project Stakeholders</b>	
<b>Initial Stakeholder List from ProDoc</b>	<b>Stakeholder List from NDP Stakeholder Analysis</b>
<ul style="list-style-type: none"> <li>◦ District Officer</li> <li>◦ Min of Health</li> <li>◦ Ministry of Lands, Survey, Natural Resources, and Environment</li> <li>◦ Min of Tourism</li> <li>◦ Tonga Water Board</li> <li>◦ Tonga Trust (NGO)</li> <li>◦ Min of Works</li> </ul> <p><b>Identified only in ProDoc:</b></p> <ul style="list-style-type: none"> <li>⇒ Langa fonua (NGO)</li> <li>⇒ Meteorological Services</li> <li>⇒ Min of Ag, Food, Forestry and Fisheries</li> <li>⇒ Min of Finance</li> <li>⇒ Private Sector</li> <li>⇒ Farmers</li> <li>⇒ National Youth Congress</li> <li>⇒ Town Officer</li> <li>⇒ EU-IWRM</li> <li>⇒ GEF</li> <li>⇒ SIG</li> <li>⇒ SIWA</li> <li>⇒ ROC</li> <li>⇒ SOPAC</li> <li>⇒ JPN; NZ</li> </ul>	<ul style="list-style-type: none"> <li>◦ District Officer</li> <li>◦ Min of Health</li> <li>◦ Dept of Environment</li> <li>◦ Min of Tourism</li> <li>◦ Tonga Water Board</li> <li>◦ Tonga Trust</li> <li>◦ Min of Works</li> </ul> <p><b>Identified only in NDP Stakeholder Analysis:</b></p> <ul style="list-style-type: none"> <li>◦ Min of Justice</li> <li>◦ Neiafu Women Development Group</li> <li>◦ Neiafu Community</li> <li>◦ Vava'u Youth Congress</li> <li>◦ Vava'u Hotels</li> </ul>
<p>⇒ <b>Additional Stakeholders to consider:</b> Women's groups (i.e. Department of Women's Affairs and Culture, Centre for Women and Children); Community groups; Business associations; Religious associations (i.e. church groups); Educational Institutions; International Aid Organisations</p>	

<b>Tuvalu National Demonstration Project Stakeholders</b>	
<b>Initial Stakeholder List from ProDoc</b>	<b>Stakeholder List from NDP Stakeholder Analysis</b>
<ul style="list-style-type: none"> <li>◦ Kaupule Funafuti</li> <li>◦ Public Works Division within the Ministry of Energy and Works</li> <li>◦ Community of Funafuti and Tuvalu</li> <li>◦ Department of Environment</li> <li>◦ Ministry of Health</li> <li>◦ Tuvalu Association of Non Government Organisations (TANGO)</li> <li>◦ Waste Management Unit</li> <li>◦ Alofa Tuvalu N.G.O- Amatuku Center for Sustainable Development</li> <li>◦ Ministry of Finance and Ministry of Works and Energy</li> </ul> <p><b>Identified only in ProDoc:</b></p> <ul style="list-style-type: none"> <li>⇒ Landowners of Funafuti and the lessors of the sludge treatment site</li> <li>⇒ Public Works Department</li> <li>⇒ Meteorology Department</li> <li>⇒ Ministry of Public Utilities and Industries</li> <li>⇒ The Island Countries of the Pacific Region</li> <li>⇒ Foreign Fisheries Agency Fund-Fisheries Department Activities</li> <li>⇒ Ministry of Natural Resources Foreign Fisheries Agency</li> <li>⇒ Island Vulnerability</li> <li>⇒ PACTAM</li> <li>⇒ AusAID</li> <li>⇒ SOPAC</li> </ul>	<ul style="list-style-type: none"> <li>◦ Kaupule Funafuti</li> <li>◦ Ministry of Natural Resources, Energy and Environment</li> <li>◦ Ministry of Works Communications and Transport</li> <li>◦ Ministry of Health</li> <li>◦ TANGO</li> <li>◦ Waste Management</li> <li>◦ Alofa Tuvalu</li> <li>◦ Ministry of Finance and Economic Planning</li> </ul> <p><b>Identified only in NDP Stakeholder Analysis:</b></p> <ul style="list-style-type: none"> <li>◦ Ministry of Education, Sports and Culture</li> <li>◦ Ministry of Foreign Affairs</li> <li>◦ Ministry of Home Affairs and Rural Development</li> <li>◦ Ministry of Local Government, Women and Youth</li> <li>◦ Ministry of Communication, Transport and Tourism</li> <li>◦ Personnel and Training</li> <li>◦ Tuvalu Police Force</li> <li>◦ National Fishing Corporation of Tuvalu (NAFICOT)</li> <li>◦ Tuvalu Cooperative Society</li> <li>◦ Tuvalu at United Nations</li> <li>◦ Climate Change</li> <li>◦ Tuvalu Red Cross</li> <li>◦ Tuvalu Family health Association (TUFHA)</li> <li>◦ TNCW</li> <li>◦ Island Care</li> <li>◦ Tuvalu National Fisherman</li> <li>◦ J-PACE</li> <li>◦ Chamber of Commerce</li> <li>◦ TASA</li> <li>◦ TOSU</li> <li>◦ Seafarers Mission Centre</li> <li>◦ Taiwanese Embassy</li> <li>◦ Tuvalu National Council of Women</li> <li>◦ Tuvalu National Youth Council</li> <li>◦ Tuvalu Girl Guides Association</li> <li>◦ Tuvalu Boy Scouts Association</li> <li>◦ Women's Groups by Community</li> <li>◦ Youth Groups by Community</li> <li>◦ Assembly of God Youth</li> <li>◦ Assembly of God Women</li> <li>◦ Women in Business</li> <li>◦ Schools, main island and outer islands</li> <li>◦ USP</li> <li>◦ Tuvalu Pre School Council</li> <li>◦ Religious Organizations by Faith</li> <li>◦ Red Cross International</li> </ul>

	<ul style="list-style-type: none"><li>◦ WHO</li><li>◦ ALPHA</li><li>◦ British Embassy</li></ul>
⇒ <b>Additional Stakeholders to consider:</b>	

## Annex 2: Draft Stakeholder Engagement Self Assessment

Stakeholder Engagement Self Analysis				
Stakeholder Engagement Activities	Potential Indicators	Score (1-7)	Reason for Score	Proposed Change/Improvement
There is sufficiently wide representation of Stakeholders on Project Steering Committee (horizontal integration across sectors) (ie. Economic, Environment, Health, Social, Religious, Marginalized Groups, Business, Private Interest, Aid groups, Political etc)	Large Committee with representatives from all relevant ministries, NGOs, public and private interests, community, etc			
Marginalized groups are represented on the Project Steering Committee (i.e. Women's Groups, Youth, Religious minorities etc)	Women's Groups, Youth, Religious minorities representatives in attendance			
There is sufficiently wide representation of Stakeholders on the National Apex Body (horizontal integration across sectors) (i.e. Economic, Environment, Health, Social, Religious, Marginalized Groups, Business, Private Interest, Aid groups, Political etc)	Large Committee with representatives from all relevant ministries, NGOs, public and private interests, community, etc			
Marginalized groups are represented on the National Apex Body (i.e. Women's Groups, Youth, Religious minorities etc)	Women's Groups, Youth, Religious minorities representatives in attendance			
There is sufficient vertical integration across sectors on the Project's Steering Committee (higher level government to community level interests)	Representatives from higher level government, mid level, and community interest in attendance			
There is equal gendered representation on the Project Steering Committee (attendance)	1:1 ratio of male:female attendees			
There is equal gendered representation in community engagement efforts (attendance)	1:1 ratio of male:female attendees			
The Steering Committee meets frequently (at least once per quarter) with good attendance	Quarterly Steering Committee meetings with >75% attendance			
Project related data and information is freely shared amongst stakeholders	Databases for storing project information that are accessible by all stakeholders			
Key stakeholders are actively involved and have full buy-in and support for the project	Key stakeholders are completing tasks as assigned and moving project implementation forward (seen in workplan)			
Stakeholder Engagement and Steering	Participation (verbal			

Committee meetings are conducted in a language that everyone understands and can participate in	dialogue) in chosen language by all participants			
All stakeholders are given the chance to participate freely in discussions	Pass the shell around, all people are speaking and contributing			
Women participate equally to men	Men and women are completing work assignments on time, with equal workloads, speaking at meetings			
Separate consultations have been conducted for women and men	Separate meetings are held with women and men, particularly at the community level, to discuss project effects on their livelihoods			
Meeting times and locations consider the needs of the stakeholders and provide food and/or transportation to reduce the burden of attendance	Invoices for food, travel provision, times of meetings appropriate for professionals, parents, farmers, fishermen etc.			
Direct community consultation and involvement	Meeting summary documentation			