



Facilitate the Establishment of National Focal Groups in the SADC Member States

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Deliverable 8: Final Report

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PROJECT BACKGROUND

The SADC Secretariat has been allocated funds from the Global Environment Facility (GEF) and the multi-donor Commission for International Waters in Africa (CIWA), which are administered by International Development Association (IDA) and executed by the SADC Groundwater Management Institute (SADC-GMI) to facilitate the “the Establishment of National Focal Groups in the SADC Member States” (“the project”). This Training Report forms Deliverable 7 of the project.

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Abbreviations and acronyms

AfDB	African Development Bank
COVID-19	Coronavirus
CV	Curriculum Vitae
CWP	Country Water Partnership
DWA	Department of Water Affairs
FP	Focal Person
GW	Groundwater
GW NFGs	Groundwater National Focal Groups
GWP	Global Water Partnership
GWPSA	Global Water Partnership Southern Africa
ICE	In-Country Expert
NDS	National Development Strategy
NFG	National Focal Group
NFP	National Focal Person
NGO	Non-Governmental Organisation
RBA	River Basin Authorities
RSAP	Regional Strategic Action Plan
SADC	Southern African Development Community
SADC-GMI	SADC Groundwater Management Institute
SDGs	Sustainable Development Goals
TNA	Training Needs Assessment
ToR	Terms of Reference
WASH	Water, Sanitation and Hygiene

1

Introduction

Project Overview

The project to facilitate the “Establishment of National Focal Groups in the SADC Member States” (“the project”) falls under the SADC Groundwater Management Institute (SADC-GMI) implemented programme for “Implementing the Sustainable Groundwater Management in SADC Member States”. This programme is in turn funded by the World Bank through the Southern African Development Community (SADC) Secretariat and implemented by the SADC-GMI.

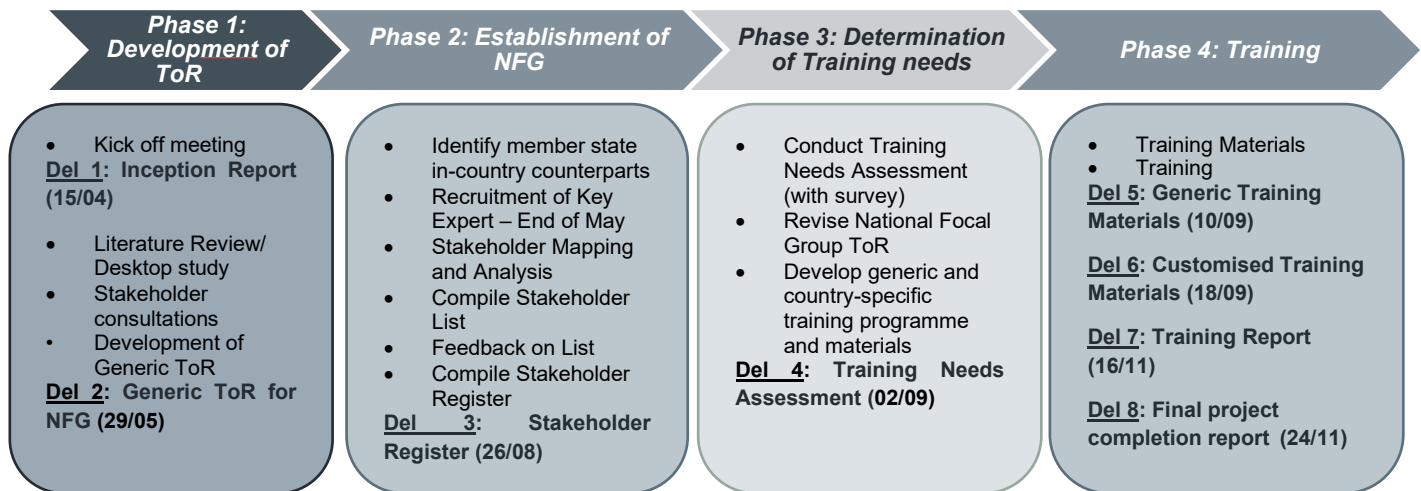
The project aims to address some of the challenges to sustainable groundwater development and management, through establishing and operationalising Groundwater National Focal Groups (NFGs) in the SADC Member States, to advocate for sustainable groundwater management within these countries and the region. As such, the project aims to improve and enhance institutional capacity in SADC Member States and expand interest for groundwater and influence decision-making towards groundwater investments within the region.

The SADC-GMI contracted OneWorld to facilitate the “Establishment of the National Focal Groups in the SADC Member States” through legal policy research, development of terms of reference (ToR) for the NFGs, in-country stakeholder mobilisation, training needs assessment, training and capacity building of the established NFGs. During this project, implemented from April to November 2020, OneWorld undertook the following tasks:

- Developed NFGs’ Terms of Reference (ToR);
- Facilitated the establishment of the NFGs in each of the five selected project Member States through the recruitment of in-country experts (ICEs), and coordination with National Focal Persons (NFP) and networks;
- Co-determined the Training Needs of the NFGs;
- Developed training materials for capacitating the NFGs;
- Conducted NFG training in the pilot countries, based on established training needs.

This report constitutes Deliverable 8 of this project’s contract, as depicted in Figure 1 below. The report summarises the outcomes of the project deliverables and makes recommendations for the way forward for rolling out the NFGs in the remaining eleven Member States, and for consolidating the progress made in this project’s pilot countries of Eswatini, Malawi, Mozambique, Namibia and Zimbabwe.

Figure 1. Four-Phased Approach and Deliverables



Structure of the report

As deliverable 8, the final deliverable for this project, this report includes:

- An overview of the key project activities and the outcomes thereof;
- Key insights and learnings from the project;
- Recommendations for the future roll out (scaling up) of NFGs in the SADC region; and
- Conclusions.

2

Overview and Outcomes of Project Activities

2.1 Inception Phase

A virtual project Kick-off meeting was held on the 27th March 2020. During this meeting the project objectives were clarified. SADC-GMI elucidated OneWorld's understanding of the aims of establishing the NFGs as being to solidify the existing groups interested and advocating for groundwater (GW) management at the national level in SADC Member States. In order to grow this structure SADC-GMI wishes to **establish a SADC Groundwater (GW) Association** to consolidate groundwater into a **community of practice**. While SADC-GMI wishes to promote GW regionally, the vision is to start nationally before moving into the regional level so that thinking about GW feeds into national planning first, and then into regional planning.

In this meeting it was further agreed that:

- OneWorld draft a letter of introduction for SADC-GMI to review and circulate, as an official letter of introduction of the project to Member States;
- OneWorld submit an updated Workplan and COVID-19 approach and plan;
- OneWorld and SADC-GMI finalise the selection of project countries through the literature review and stakeholder consultations;
- OneWorld include the selection criteria for the in-country experts (ICEs) in the Inception Report;
- The ICEs are part of the OneWorld team, with their recruitment being led by the OneWorld team, in collaboration with SADC-GMI, and their management falling under OneWorld.

Project Delivery under COVID-19 Conditions

In all five pilot countries, restrictions related to the COVID-19 pandemic impacted on all of this project's activities, including the training. OneWorld and SADC-GMI co-created a plan and modalities for continued project delivery under these restrictions. The overarching objective was to deliver this project within the overall delivery timelines, while maintaining the desired quality standards. The agreed approach aimed to achieve a high and consistent level of stakeholder engagement and interest, despite restrictions in access to individuals, by using online facilities for communications and delivery of training modules. Where possible and safe, in-person engagements were pursued by the project team, in particular through the in-country experts (ICEs).

Because it was assumed that this project would be delivered through online modalities, OneWorld conducted an online readiness assessment in the different project countries. The assessment results showed that readiness varied across the different SADC countries. In some countries such as Mozambique, there is a high reliance on data and mobile networks, while the Internet bandwidth is not sufficient to support online workshops and training activities. In others, such as the Kingdom of Eswatini,

the results showed that only senior managers in government would be able to work from home in a case of a lockdown situation, as most government officials do not have access to a laptop or a reliable internet connection to be able to continue to work from home.

The project delivery modalities outlined below took these factors into consideration, and the below subsection includes a brief summary of these approaches as they happened. Although the recruitment of the in-country experts (ICEs), and the reconfiguration of the training schedule and materials took place after the inception phase was complete, these, and particularly the recruitment of the ICEs, are reported briefly below for the purposes of consolidated reporting and ease of reference for the reader.

COVID-19 conditions, along with a temporary breakdown in OneWorld’s project delivery (discussed later in this report), resulted in three project contract amendments being concluded between SADC-GMI and the OneWorld team, primarily to formally adjust contractual timelines for OneWorld’s deliverables.

Role of In-country Experts (ICEs)

The project design included the recruitment of in-country GW and policy experts for the project countries, to augment the project delivery team. Due to the altered circumstances created by COVID-19, it was decided that these experts would assist with the following, over and above the original tasks envisioned:

- Facilitating project experts’ access to stakeholders;
- Facilitating small stakeholder group engagements of the NFG participants, especially during the training period, by engaging participants and relaying specific questions and training needs to the project team.

Specific roles and skills such as these were highlighted in the selection criteria published in the Terms of Reference (ToR) for recruitment. In addition, OneWorld recruited an in-country expert for each of the five project countries, with the final selection reflected in Table 1 below.

A total of 34 applications were received and reviewed, including one application submitted from outside of the SADC region (Egypt) and accordingly not considered. Furthermore, COVID-19 increased the impetus for OneWorld to select ICEs that were based in, and from each country. The spread of applicants is summarised in Table 1 below.

Table 1: Summary of ICE applicants

Country	# Applications
Botswana	1
Egypt	1
Kingdom of Eswatini	3
Malawi	5
Mozambique	9
Namibia	5
South Africa	3
Zimbabwe	6

Suitable applications were slow from the Kingdom of Eswatini, and with prompting from the project team, three were eventually received. One of these presented a conflict of interest with an application from the alternate National Focal Person from SADC-GMI, necessitating a conversation and resolution with the National Focal Person. This took place in late June 2020.

In addition, two of the six applicants from Zimbabwe came from the same institution, and the same department in that institution (Upper Manyame Sub catchment Council). Both candidates presented different and complementary strengths and were the top candidates that arose in the recruitment process. It was finally agreed, with the Zimbabwe National Focal Person and SADC-GMI that both candidates be appointed, but acting as one ICE. The finalisation of the ICEs took longer than anticipated as a result of these issues.

Table 2: Final In-country Experts

Country	In Country Expert
Kingdom of eSwatini	Enoch Dlamini
Malawi	Steve Kumwenda
Mozambique	Joaquim Jorge
Namibia	Rennie Munyayi
Zimbabwe	Alfred Misi and Constance Matsaira

Reconfiguration of training delivery

OneWorld developed tools to facilitate the training online, designed to ensure that participants be as involved and engaged as through in-person training. Interactive engagement, mentorship, and online in-person sessions and focus group discussions were among our methods for online training, which we continued to refine through an iterative process of adaptive management or learning by doing.

Furthermore, we adjusted the trainings schedule from the originally envisaged three full days of in-person training in **three countries**, to allow training in each of the **five project countries**, online, and to cater for necessary flexibility in NFG member schedules. With this, the training materials were made available online prior to the livestream training sessions.

Moreover, the project experts conducted a training of the trainers with the in-country experts to capacitate them to provide a more hands-on training facilitation, mentorship and communications role than originally envisaged. The course was designed to enable the project experts to support each NFG participant in real time, through a “hot desk” system where participants could ask questions and request one-on-one sessions on specific aspects of the training.

The inception phase culminated in a final inception report, which was submitted, as approved, on the 15th April 2020. At this point, a final discussion had not yet taken place on the selection of the five project countries, from the ten outlined in this project’s original Terms of Reference (ToR). The inception report did, however, include an analysis of each of these 10 countries so as to facilitate and inform the final decision.

2.2. Development of the Generic Terms of Reference

The Generic Terms of Reference (ToR), intended as the governing instrument for the NFGs were developed by the project team in close consultation with the project Member State Focal Persons and the SADC-GMI team. These ToR were developed to define and clarify key aspects of the NFG's establishment and operationalisation.

The approach and methodology for developing the Groundwater NFG ToR was as follows:

- Interrogate the envisaged preliminary role of the GW-NFGs (documented in the Inception report);
- Undertake a literature review;
- Engage the Groundwater National Focal Persons (NFPs) in the 5 countries to get a sense of their understanding and needs relating to the GW-NFGs; and
- Consolidate the gathered information in the form of a ToR that could, if deemed necessary, be customised at the national level.

The engagement with key stakeholders and a legal review of institutional possibilities in each country is likely to inform more contextualised, or customised GW-NFG ToR at the national level. The GW-NFGs, to fulfil their role as groundwater professional structures, could take various forms, contextualised by the legal and policy environment in each of the applicable Member State. The final form of the GW-NFG is a decision that will be made in-country by each Member State. The following legal forms are among those possible:

- An Association
- A Club
- A Non-Government Organisation
- A Not for Profit organisation
- A Civil Society Organisation
- An Institution of Higher Learning
- A Private Company
- A State-Owned Entity

With this, a key consideration of the future sustainability of the NFGs was considered critical. This was also a key topic of the consultations the project team conducted with the NFPs on the development of the ToR. In sum, the GW-NFGs need to ensure that they can become self-sustaining and permanent – or sustainable. Ensuring that the GW-NFGs are governmentally convened and have the participation and buy-in of the SADC-GMI NFP is critical to ensuring that the GW-NFG becomes a permanent institution over time, which will sustain itself financially and politically. Furthermore, the GW-NFGs need an institutional home, in an institution that is legally incorporated, that could support their administrative and finance functions. This will also enable the sustainability of the GW-NFG. For both reasons, securing a suitable host institution for the GW-NFG in each country is central to ensuring that the GW-NFG is supported (e.g. through the availability of a secretariat) and that the GW-NFG has the basis for financial sustainability.

These considerations, amongst others, informed the development and finalisation of the Generic ToR. A considerable review took place with a significant level of backwards and forwards between the OneWorld project team and SADC-GMI. The initial versions of the ToR were considered too elaborate and SADC-GMI worked with the OneWorld experts to refine these.

The ToR set out the context, or background to the NFGs, their goals and objectives, NFG functions, NFG structure and composition, the appointment and function of a Chairperson, the role and hosting of an NFG secretariat, and the appointment of task forces, as required. The ToR were finalised on the 3rd July, and are attached herewith as Appendix A.

Each of the five member states used the Generic ToR to develop a country-contextualised 'Customised ToR'. The ICEs and NFPs engaged with identified NFG members in each of their countries to refine and internalise the NFG ToR. During this process, each NFG discussed every aspect of the Generic NFG in the context of their respective countries (considering specifics on policy, legal, institutional, the range of key stakeholders and the country's primary challenges and development priorities). This process helped the NFGs find purpose, create a sense of ownership and indeed - come to life. As the NFG further evolves institutionally, the customised TOR will be updated and will inform the development of a Constitution, or similar required instrument, for the relevant institutional entity.

2.3 Establishment of NFGs

This, the third deliverable for the project contract, is the centerpiece of the project, being the formal establishment of an NFG in each project Member State. Steps envisaged for establishing these NFGs included:

- Selection of an ICE for each of the five project countries (discussed in detail under 2.1 to this report);
- Conduct a stakeholder analysis and identify institutions to participate in the NFGs, identifying existing structures that could be enhanced to serve as an NFG, as far as possible;
- Submit stakeholder lists to SADC-GMI and NFPs in each Member State for their approval, with analysis as to how the proposed members would interact with the water sector in each project country; and
- Invite approved members to be part of the NFG in each Member State and compile a formal and comprehensive stakeholder register for each Member State NFG.

On the 30th July 2020, OneWorld submitted comprehensive stakeholder registers for each project country. These registers were in fact long lists of potential NFG members and the analysis envisaged above, as well as the formal and approved registers for each country were absent from this deliverable. For these reasons, SADC-GMI rejected this as the submission of Deliverable 3 under this contract on the 5th August 2020. Thereafter OneWorld moved to establish a planning meeting to resolve quality issues and a meeting was accordingly scheduled. During this meeting, held on the 12th August 2020, the following actions were agreed:

- OneWorld would resubmit a comprehensive Deliverable 3 report by 21 August 2020 for SADC-GMI to review;
- Given the delay in the conclusion of this deliverable, for the reasons outlined above, OneWorld would request a formal contract amendment to adjust the timelines for Deliverable 3;
- SADC-GMI and OneWorld would treat the Deliverable 3 report as a working document, subject to amendments and revisions as further NFG establishment progress is made, until the

conclusion of the project;

- SADC-GMI and OneWorld would meet twice a month to review progress and quality until the issue is resolved.

OneWorld resubmitted the Deliverable 3 Report on the 21st August 2020, as per the signed contract amendment. SADC-GMI provided detailed comments to this report on the 26th August, in line with agreed timelines, and noted that the deliverable had improved significantly from the original submission. OneWorld addressed the comments and resubmitted the report on the 26th August 2020. The report was approved by SADC-GMI as a working document. A revised version was submitted by OneWorld on the 25th September 2020, as agreed with SADC-GMI, and following further progress on establishing the NFGs in each project country. A further revised version is submitted for final review and comment, in conjunction with submitting this Final Project Report.

In summary, the NFGs have been satisfactorily established in each of the five project countries, with approved and accepted membership, a chairperson, an identified and agreed host institution, and most importantly – a common belief in the NFG and what it can achieve for each Member State. This was no small feat (especially given the limited face to face engagement due to COVID-19 restrictions) and is worthy of further consideration.

At the outset, OneWorld dedicated time to engaging with the NFPs (in government) to assure them that this was their national process, that they were in charge and would guide the process every step of the way. NFPs were also involved in the selection of the ICEs and this ensured that the ICEs were highly-respected professionals that were well networked and most importantly – trusted to deliver in the appropriate manner. The partnership of the NFP and ICE (and each with a clear understanding of their respective roles and authority) was a critical success factor. This project was also very fortunate that the ICEs selected demonstrated not only their intimate knowledge of the country water sector context but also showed their familiarity, maturity, sensitivity and skill in stakeholder engagement and ‘national team building’.

Importantly, there was also a strong extended OneWorld team – including the ICEs who all worked very well together. The consultative process adopted in each country was transparent and robust, and it is evident from the associated workshops (some held online, others such as Eswatini in person) that the NFG establishment process was a trusted one and stakeholders could determine their NFG role through healthy discussion and debate. This led to the NFG purpose being well understood and believed in. The process did yield certain challenges, for instance of perceived conflict, ‘turf’ and/or duplication of institutional roles, but these have been resolved through open discussion and clarification among the stakeholders themselves – who belong to other networks and institutions.

Further detail on this, as well as on the final structures, host institutions and chairpersons for each NFG may be found in the updated Establishment of NFG Report (Deliverable 3). Moreover, the training of NFGs that was recently conducted revealed the nuanced understanding that has evolved among the respective NFGs of their roles, vis-a-vis those of established stakeholders in the water sector.

2.4 Training Needs Assessment

The approach and methodology for conducting the Training Needs Assessment comprised data collection and analysis thereof, for all five countries. The methodology entailed 1) an online survey and 2) interviews/small focus group discussions with select individuals within nominated member groups. The survey was sent to 85 respondents. Survey questions focused on: the nature and level of knowledge and skills of the individual respondent; what the individual understood as being important skills to have on

the GW NFG; their level of skills and knowledge in these key areas; and preferred methods for conducting training. Respondents rated their answers on a scale of 0-5, where 0 = Not applicable, 1, no knowledge or skill, to 5: Fully knowledgeable/skilled.

The results of the in-country interview/focus group analysis closely aligned with the responses captured through the online survey. The in-country interview/focus group analysis also revealed nuances to inform how generic training materials would be customised to meet each country's needs.

Based on the TNA, the findings (see Deliverable 4: Training Needs Assessment Report, section 4) identified the following training needs, as ranked in order of importance by the participants: the first point of training and capacity building required by the NFGs is around the governance structures of the NFG and its mandate, the roles and responsibilities of the members and the standards for GW management. Once everyone on the NFGs is clear on these issues the training could focus more on strategy and workplan development, project management (including financials) and advocacy, lobbying and stakeholder management. The final round of training could look at fundraising, the technical aspects of GW projects' management oversight and review.

In terms of customised training per country, the TNA report provides details on different priority support requirements, in certain instances for the different countries. In the main however, the policy and governance modules were customised according to each country's context, while each country selected a case study project for developing their assignments and for future development into a full scale project proposal.

In terms of training delivery preferences, the groups of respondents indicated that the most valuable tools for learning were case studies, workshops and short videos. Less than fifty percent of respondents found online tutorials and live webinars useful tools for learning. Online quizzes were seen as the least valuable tool for learning.

Due to the COVID-19 restrictions in most countries at the time of the TNA, the available approaches to training were limited and needed to be largely online. One hundred percent of respondents answered that they had regular internet access, with reliability of internet connection varying amongst respondents. Finally, the group of respondents representing the NFGs (in the pilot countries) indicated that the levels of fluency in English imply that the generic training can be designed in English, with translation only necessary for materials customised for Mozambique.

2.5 Development of Training Materials

Training materials were developed based on the outcomes of the TNA and were reviewed by both SADC-GMI and the ICEs. Further revisions have been made since the training was delivered to reflect specific requests from participants for further information, for example on Project Preparation Facilities (PPFs), and on Funding opportunities available. In particular, a Toolkit has been developed to augment the training materials, as per requests and suggestions from participants.

The toolkit includes the following and may be found in Appendix D hereto:

- An introduction to the toolkit
- Key concepts
- A Theory of Change template
- A Logical Framework template
- A budget tool
- A risk matrix tool
- An M&E framework
- A results framework
- Information of PPFs
- Information on funding mechanisms
- Definitions

This toolkit supports both the generic and the customised training materials. An overview of the training

modules for both is available in Figure 2 below. The generic materials, developed for SADC-GMI's ongoing application as this project is rolled out to other Member States, is available in Appendix B hereto, while the customised materials, developed for the five project countries, are available in Appendix C.

Figure 2: Breakdown of learning modules

<p>Module 0 – Introduction to the Course</p>	<p>The purpose of this module was to:</p> <ul style="list-style-type: none"> • Understand why NFG members are taking part in this training course • Introduce participants to the course and each other so that all can prepare to actively engage with the course as they move through the modules and assignments • Understand how participants will work interactively during the course
<p>Module 1 – Governance and Advocacy</p>	<p>The purpose of this module was to:</p> <ul style="list-style-type: none"> • Understand why NFG members are taking part in this training course • Introduce participants to the course and each other so that all can prepare to actively engage with the course as they move through the modules and assignments • Understand how participants will work interactively during the course
<p>Module 2 – Policy and Evidence-based Decisions</p>	<p>The purpose of this module was to ensure that:</p> <ul style="list-style-type: none"> • All participants are clear on the purpose and content of 'good practice' public policy • Participants understand how to balance policy and science in decision-making processes • Participants understand how to assess policy for gaps, for lobbying purposes
<p>Module 4 – Sub-grant Management and Implementation Oversight</p>	<p>The purpose of this module was to ensure participants have the knowledge and skills to provide implementation oversight to projects through the ability to:</p> <ul style="list-style-type: none"> • Understand the foreseen role of the NFG in sub-grant management and project implementation oversight • Understand the Project and Grant life cycle and the role of project management and financial oversight in the delivery of successful projects • Understand how to implement a fair and equitable sub-grant award process • Be able to interrogate and review LogFrames and Theories of Change (ToC) to ensure that selected projects are impactful and sustainable • Understand risk and the risk mitigation process
<p>Module 5 – Project Monitoring</p>	<p>The purpose of this module was to ensure the participants have the knowledge and skills to provide implementation oversight to projects through the ability to:</p> <ul style="list-style-type: none"> • Understand Monitoring and Evaluation and how to monitor and evaluate different aspects of a project, including outputs and outcomes, as well as financial management and oversight

Customised training materials

The focus of the customisation of the training materials for each pilot country was primarily on Modules 1 and 2, which look at governance and policy respectively. These two aspects of the training are highly linked to the governance structures of each country and how the NFGs have constituted themselves, given these local governance structures, institutions and regulations. The materials were developed based on a combination of inputs from desk research into the situation on the ground in each country in terms of groundwater management, as well as inputs from ICEs. As indicated, these materials are available in Appendix C to this report.

2.6 The Training

The delivery of the training was highly impacted by the regulations for travel and gatherings resulting from the COVID-19 pandemic in the SADC region. As a result of these regulations and restrictions, OneWorld, in discussion with SADC-GMI, opted for two methods for delivering training: a mixed-methods model of face-to-face training, with the OneWorld South Africa-based project team participating via Zoom; and an online-only approach where all participants participated in the training remotely via Zoom. This is explained in detail below.

Apart from Module 0 and the close-out session that were entirely online, Eswatini, Malawi, Namibia and Zimbabwe NFGs were able to have face-to-face training workshops. For Modules 1 and 2 led by the ICEs, OneWorld team members supported the training virtually. Modules 3, 4 and 5 were delivered online by OneWorld to NFGs which had gathered at one location in each country. OneWorld delivered the training to two countries at a time (Namibia and Zimbabwe were paired and Eswatini and Malawi were paired), which enabled some interaction and knowledge exchange during discussions.

Mozambique, where participants were not able to gather in person, was the only country which used an online-only model. Training in Mozambique was conducted in Portuguese, whilst all other training sessions were conducted in English. The translation of the training materials was facilitated by the Mozambican ICE who also conducted the delivery of five of the six modules. However, the Mozambique NFG presented their assignments to OneWorld in English, allowing the OneWorld experts to provide feedback and inputs.

Given the tight timelines for getting the NFG training delivered before the project closure at the end of November 2020, the training was delivered to all five country NFGs over a period of two to three weeks. This meant that the delivery of some of the modules for one country overlapped with the delivery of a different module for another country. Despite this modality working, it did complicate the logistics and proved to be a challenge for the training. This aspect is discussed further in the lessons learnt section of this report.

Overall, the training across all Member States was successful, as evidenced by the feedback from the training evaluations (completed after each training session) and the close out session conducted with all project Member States on the 6th November 2020. In particular, the training assignments were found to be of a high standard across all the countries.

A detailed report of the training in each country is available in the Training Report, Deliverable 7 to this project.

3

Project Learnings and Recommendations

This section seeks to synthesise the key lessons learned from executing this project. These lessons are key to scaling up the NFG approach across the SADC region, and for consolidating the NFGs in the pilot project countries. The eight key lessons are listed below, and further details – with recommendations – are provided thereafter.

- 1) A one-size-fits-all approach to establishing the NFGs is not appropriate or feasible.
- 2) The NFGs have a strong sense of country ownership, and desire formalisation.
- 3) The NFGs gain value from interacting with each other.
- 4) Pair, or cluster Member State NFGs to accelerate progress and for peer learning.
- 5) Sustainability of the NFGs is a significant issue and is not yet fully established.
- 6) Improve the integration of groundwater in the policy environment.
- 7) Formalise the NFGs as appropriate, in each Member State.

3.1 Document best practice methodology for establishing the NFGs

The governance frameworks for each country in the SADC region vary, and in some instances substantially so. For instance, The Kingdom of Eswatini is an absolute monarchy, while Lesotho is a parliamentary representative democratic constitutional monarchy. Also, while the politics of most of the remaining countries in the region follow many of the norms of democratic governance, such as free and fair elections and multi-party systems, Governance of the Seychelles operates as a presidential republic, where the President is both Head of State and of Government. This is similar in Madagascar, but here the President is Head of State and the Prime Minister. As a last example for these purposes, the politics of Namibia, also a project country, takes the form of a democratic but one-party-dominated state.

These variations are relevant, necessitating different approaches so as to align governance structures and politics. This played itself out in the establishment of the NFGs, requiring variations to the core methodology and particularly, the outcome. The Establishment of the NFGs Report (Deliverable 3 to this project) reflects the specifics of these variations, while it is also evident that the roll-out of the NFGs in these countries evolved fairly evenly.

Key elements, or components of effective NFG establishment did however emerge from this project from the different country experiences, noting that some of these practices, such as strong country ownership and Focal Person leadership, were common across all the project countries. These good practices are captured in Table 3 below.

Table 3: Emergent Good Practices for Establishing the NFGs

Good Practice	Applicable Project Country
Country specific Good Practices	
Applying the national legislation and water authorities role in setting up the institutional arrangements for the NFG and thus establishing a high level NFG that is very much guided by established policy. This in turn ensures that the institutional set up of the NFG is highly relevant and focused.	Kingdom of Eswatini
Establishing the NFG as a broader stakeholder platform that is widely inclusive, while ensuring focus, relevance and efficiency through identifying and setting up a select group to steer the NFG (Exco, or Steering Committee)	Namibia, Malawi and Zimbabwe
Conducting thorough analysis of stakeholders to ensure that the most relevant institutions are represented, while also resulting in greater levels of government ownership through clear recognition of the NFG relevance	Mozambique
Generic Good Practices (emergent from all project countries)	
Strong In-Country Expert Facilitation of NFG establishment, reliant on a thorough and careful recruitment process	All
Leadership of the National Focal Persons for SADC-GMI is enabled and facilitated	All
Strong stakeholder buy-in and ownership of the NFG establishment and process	All
Government owned process for establishing the NFGs	All

These good practice experiences give rise to the first of our recommendations for SADC-GMI going forward:

Recommendation #1

Document and publish the core, best-practice methodology for establishing NFGs that emerged from this project (see section 2); but facilitate flexibility to enable variations per national circumstances whilst still adhering to the key principles and parameters contained in the generic Terms of Reference. There are seven core elements of best practice emergent from this project's experiences:

- i) Recruit well-networked (including at a high level) In Country Experts (ICE) to co-facilitate the process of establishing the NFGs
- ii) Ensure that the ICEs and the NFPs can work closely together and that the ICEs follow the leadership of the NFPs
- iii) Enable the NFP to concretely establish government ownership of the NFG approach and process
- iv) Facilitate strong stakeholder buy in and ownership of the NFG process, through the ICEs and the NFPs
- v) Facilitate thorough stakeholder analysis to underpin the NFG establishment
- vi) Encourage relevance, focus and ownership of the NFGs through applying the national legislative and policy framework as the guiding framework for establishing the NFGs
- vii) Allow for in country adaptations of the NFG institutional establishment insofar as national circumstances and preferences need to be adjusted for, while still being in line with the NFG purpose and Generic Terms of Reference.

3.2 Leverage the momentum from this project

The NFG Members and the Focal Persons have been actively and enthusiastically engaged in the process of establishing the NFGs, including through the training and review thereof. Participation has been thoughtful, with NFG members seeking to understand their roles in relation to those of other sector stakeholders. Many of the focal Member States identified a need to formalise the NFG in some way. Various options have been considered, including formal institutionalisation, envisaged under this project as taking place under the auspices of the host institution. The quality of the assignments delivered by all five NFGs was a further indicator of the participants' committed, enthusiastic and deep application of the training content.

Recommendation #2

Immediately build on and consolidate the momentum gained under this project, through further capacity building and/or operationalisation support.

Facilitate the NFGs to briefly present their project experience in a forthcoming steering committee meeting (e.g. at a roundtable or knowledge clinic type of forum). This will enable other Member States to build on the momentum gained by the five project pilot countries.

3.3 Optimise the value gained from the NFGs interacting with each other

The NFGs found value in being able to participate in shared learning and engagement/consultation platforms where they could learn from and build off the experience of their peers in other countries, despite the variations in socio-economic, policy and institutional contexts between different countries. This was evidenced through questions, comments made, and guidance given between countries in the assignment peer review sessions conducted during the training of the NFGs, and in the training review session held with all five Member State NFGs at the end of the training, as well as by the co-learning and sharing of tools some NFGs used. The NFG members further found value in the joint feedback platform conducted at the end of the training on the 6th November, as well as in focus group discussions facilitated by OneWorld throughout the project, for example on the approach and methodology for establishing the NFGs. The engagement of participants to the two SADC-GMI Steering Committee meetings, which OneWorld presented in, further testified to the value of an interactive and peer to peer approach.

Recommendation #3

To enable this interaction, develop a broad typology of countries, using indicators that emerged from this project's training, such as policy framework, governance, financial environments, etc. and populate this by characterising all SADC Member States accordingly.

Apply this populated typology to pair countries, either in terms of similarities, or differences, as appropriate.

Recommendation #2 also refers

3.4 Pair, or cluster Member State NFGs to accelerate progress

This is a considered and targeted approach for grouping or pairing the NFGs on issues where they have similarities and/or could benefit from learning from each other's experiences. For example, countries where groundwater policy is not as robust or progressive could benefit from pairing with a country with

a more advanced policy environment, such as Malawi. This in turn will aid the consolidation of the established NFGs and will help for the scaling up of this approach in other Member States. Clustering NFGs from several countries is evidently beneficial for peer learning and for providing ongoing support, both online and through events that continue to take place in the water sector in the region, remotely or in person. *Moreover, these events, particularly those convened by SADC-GMI, could be structured to include space for ongoing NFG interaction.*

Country clustering / Country pairings or groupings might also be informed by transboundary shared aquifers, which is a priority focus for SADC (as per the Regional Strategic Action Plan – or RSAP), noting that Mozambique for example identified a transboundary aquifer project (with Mozambique) as their case study project but that the other country selected a different project. Learning together and sharing knowledge in discussions and assignments might positively impact on transboundary shared aquifer management and development. Moreover, peer learning of the good practice approaches and elements for setting up NFG institutional arrangements is likely to be a critical success factor going forward.

Recommendation #4

Apply Recommendation #3 (on the typology of countries) and actively pair or group countries into platforms for shared learning, policy development, or resource mobilisation. For example, facilitate the sharing of NFG establishment approaches and good practices, case study project development, logframe experiences, and resource mobilisation challenges and successes, through knowledge clinics, or dialogue events, drawing on SADC-GMI's established and excellent communication skills and platforms to publish and disseminate the outputs and/or outcomes of these events.

3.5 Promote the sustainability of the NFGs

This project's intention was to establish the NFGs through voluntary but democratic and representative membership, and under the auspices of a host institution. Between these two mechanisms it is expected by SADC-GMI that the financial and longevity-based aspects of sustainability will be achieved, noting that the host institution is expected to play a significant role in ensuring the NFG sustainability. In particular, it is expected that the host institution has the capabilities to facilitate the NFGs reaching a point where they can raise sufficient income to meet their project expenses and operational costs.

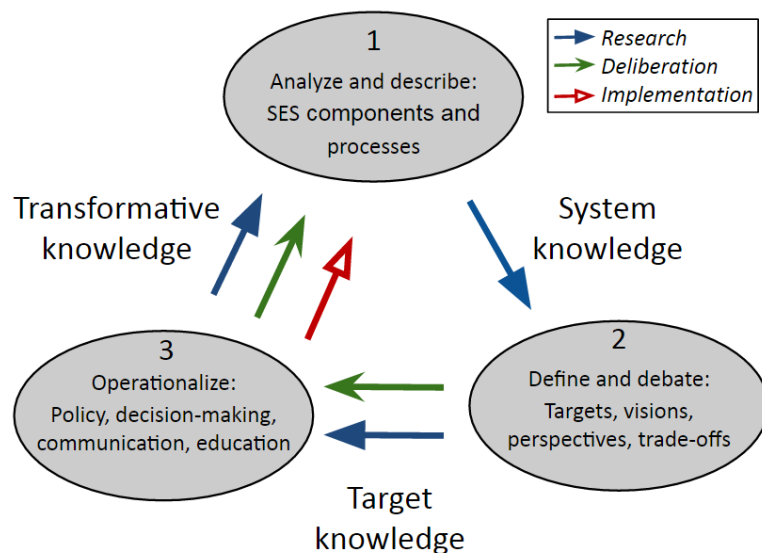
While this is likely to be the case in many of the project countries, most NFGs have raised concerns as to their ability to sustain key aspects such as co-creating and developing knowledge and capacity building and strengthening their skills to raise the profile of GW development in the region. An approach is reflected in Figure 3 below

Recommendation #5

Acknowledge the sustainability issues that plague such structures while building on and cementing the approach adopted by SADC-GMI. The NFGs will likely require further targeted focus and awareness raising and some financial support, to sustain momentum while further capacity development, in the near future, is critical. *An option is to inbuild an administration fee in the Sub-Grants which would be channelled to the NFGs to fund the fulfilment of their roles.* Another option is to raise funding through membership fees and donations in kind.

All endeavours to establish/maintain NFG momentum should be aimed at facilitating the NFGs' capabilities to raise sufficient income, by focusing e.g. on strengthening the Host institution's capacities to facilitate this.

Figure 3. A multi-step knowledge development process



Source: <https://www.ecologyandsociety.org/vol21/iss3/art27/figure1.html>

3.6 Improve the integration of groundwater in the policy environment

This is critical in some countries so as to ensure that the function of groundwater in water security is well cemented and understood there. This then will be a key function of some NFGs going forward and while this aspect was addressed in the training material development, and the training conducted in the Member States concerned, work is still needed in most of the SADC Member States, as confirmed by the SADC-GMI PLI gap analysis reports. Therefore, it would be useful for the NFG's to consider the development of a Roadmap to close the gaps identified in the GMI-PLI project. Adopting this approach is likely to yield substantial returns, while needing minimal financial resources. The NFG's have started to develop their roadmaps through the training assignments conducted under this project and should be encouraged to complete this process within the first quarter of 2021 and to submit their roadmaps for a peer review process. This gives rise to the next and last key lesson, for the need for a different focus by the various NFGs, depending on their circumstances.

Recommendation #6

Establish best practices for integrating groundwater into water security planning and strategies and publish these, including examples from the region (available in the Technical Report for the SADC-GMI Training Manual for developing funding proposals for sustainable groundwater projects and from the GMI-PLI reports).

Make these materials available to existing and forthcoming NFGs as the basis for their policy lobbying activities and approach.

Facilitate a roadmap submission and peer review process within the first quarter of 2021. Apply Recommendation #3 and #6 in conjunction with this recommendation.

3.7 Facilitate a process for formalising the NFGs

Most of the NFGs expressed a preference for legal formalisation of the NFG entities, not least because this is likely to increase their ability to raise finance for groundwater investments in their countries and to raise funds for example through membership fees. Such formalisation needs however to be better understood and this can be achieved through the roll out of NFG activities in each Member State. It is expected that in some cases, the host institution can play the role of acting as the legal representative of each NFG. Established legal standing was therefore a key criterion for selecting host institutions. Establishing each NFG as a stand-alone legal entity may transpire as being necessary from the experiences of NFG and host institution engagement in the roll out of NFG activities. This issue needs to be monitored by SADC-GMI in each of the Member States over the next year or two to inform a clear way forward that is appropriate to the circumstances.

In addition, and more urgently, we recommend that a Memorandum of Understanding (MoU) be signed to formalise each NFG in terms of its relation to government, funders and SADC. There are alternative options for concluding these MoUs:

- **Conclude an MoU between each host institution and the Government department** in which the NFP resides for the establishment of the NFG, setting out the operational and institutional arrangements for that NFG. The customised ToR for each NFG would need to constitute an appendix to the MoU. In the absence of a customised ToR, the generic ToR would apply.
- **Conclude an MoU between each NFG and SADC-GMI through each host institution**, setting out the operational and institutional arrangements for that NFG. The customised ToR for each NFG would need to constitute an appendix to the MoU. In the absence of a customised ToR, the generic ToR would apply.

We note the implied preference from SADC-GMI's perspective is for the first option above. However, we have also observed through the latter months of this project two critical factors that should be considered:

- The NFPs are a central feature of the SADC-GMI institutional arrangements in the region. They have also been pivotal to the success of this project, partly because of their formal relationship with SADC-GMI, and;
- With this, the NFGs perceive a strong relationship between themselves and SADC-GMI within the bounds of how SADC operates with its Member States in the region.

Selecting from the options outlined above depends on the role SADC-GMI perceives for its future engagement with the NFGs. In particular, this depends on the level of formal engagement SADC-GMI desires in the roll-out and evolution of the NFGs and their activities.

Recommendation #7

Formalising the NFGs is necessary, and entails three steps for SADC-GMI to facilitate or support:

- i) Establish clarity of the specific role of SADC-GMI in the NFG roll-out and evolution going forward. This could be facilitated through the SADC-GMI Steering Committee
- ii) Formalise or facilitate the formalisation of the NFGs in the near-term through establishing an MoU between each host institution and the Government department in which the NFP resides, or between each host institution and SADC-GMI
- iii) Examine the necessity and possible pathways for establishing each or some of the NFGs as stand-alone legal entities.

5

Conclusions

This project was designed as a pilot for establishing NFGs in the SADC region, through five countries, as a platform for devising and testing the NFG establishment methodology, for observing key lessons learned, and for understanding and responding to the training needs of emergent NFG members. With this in mind, it is worth reflecting on the important lessons and opportunities highlighted through the NFG establishment process and the training conducted in recent weeks. This reflection is particularly important for understanding the opportunities and mechanisms for scaling this approach up in the other Member States.

Key reflections and conclusions are outlined below:

- **Design the NFG establishment process with clarity on whose process this is** and make this clarity explicit to all parties concerned. It is particularly important that the Member States own the process and are officially positioned to oversee and lead. In this project, the NFPs (in government) played this role well, having a link to the regional supporting entity, but first and foremost representing the Member State.
- **Recruitment of ICEs is critical.** Their maturity, their experience in the country and the regional water sector, as well as their professionalism and sophistication in managing stakeholder engagement and facilitation processes should be given more prominence in the selection criteria. The ICE needs to be a supporting right-hand partner to the NFP, a national team builder and a regional team player.
- **The lead consultant team must be a team player** at regional and national levels and invest in nurturing relationships at both levels, as trust and shared ownership are vital ingredients for success. With this, **team work among all the players concerned**, and which **has been a critical success factor for this project**, should be treated as a project asset and leveraged for the continued roll out of the NFGs. Such team works should involve the lead consultant (if there is one), SADC-GMI, the NFPs and the ICEs.
- **It is important that the regional entity – SADC-GMI – demonstrates commitment to the NFG establishment process and continues to show interest in their evolution.** This was demonstrated through SADC-GMI staff participation in both regionally-led online meetings and workshops as well as national meetings and training in regional and national events. SADC-GMI needs to stay engaged and present for NFGs so that the NFGs remain up to date and informed of key issues and developments and good practices to share. It is also important that where NFGs are helping the regional entity fulfil its role (e.g. in sub-grant oversight and management) that the NFGs are provided with resources to carry out such functions. One option would be to inbuild an administration fee in the Sub-Grants which would be channelled to the NFGs to fund the fulfilment of their roles. Another option is to raise funding through membership fees and donations in kind. This is among the specific issues that need to be explored in conjunction with thinking through the

most appropriate solution for formalising the NFGs (as envisaged in Recommendation # 7 in the previous section to this report).

- Meanwhile, country ownership is also important for the sustainability of the NFG and to ensure it fulfils its national purpose. Countries need to fully appreciate the excitement at being able to address the country's challenges, to further the national GW agenda, and countries need to take responsibility for this.
- **Member States that have not been part of this project's shared learning platforms could be invited to the targeted training and exchanges** identified in the recommendations above, thus commencing their capacity building process early on in the scaling up of the NFG establishment process. The representatives for this training could be nominated through the NFPs and on the basis that training participation does not automatically equate to future NFG Membership.
- **The cohort of Trainers established through a different project of SADC-GMI, namely the Training for funding proposal development for sustainable groundwater projects, could be used to support the roll-out of NFGs going forward**, both for existing and new Member State NFGs. (These Trainers for example could co-facilitate the targeted training identified earlier in this section as they have had more in-depth training on logframes than NFG members.)
- **A mix of online and face to face training and maximising SADC-GMI events for learning and knowledge exchange is possible and allows resources to go further:** in scaling up the training, it would be ideal to mix the training modality and approach. If travel is permitted, regional facilitators (commissioned by SADC-GMI) should ideally participate face to face in the in-country training workshops. This has implications for budget as well as scheduling of the modules. Alluded to earlier was regional events. Maximising participation of NFG members at regional SADC-GMI events should also be sought and NFG strengthening and knowledge exchange opportunities should inform the design of regional 'GW-Knowledge' events.

In summary, it is evident that there is opportunity and appetite for establishing NFGs in the SADC Member States. This conclusion is informed by the experience among the five project countries, where the appetite was uniform, if differently realised. While the experiences from these countries is not necessarily conclusively representative in terms of what would happen in the other Member States, there are three key indicators of the likelihood of success:

- i. The five project countries are at least representative of governance frameworks, cultures and institutional set ups of mainland southern African countries;
- ii. The water sector development needs are similar across southern Africa, in that water security is an issue, either/and because of inadequate rainfall, inadequate infrastructure, for example water storage facilities, and inadequate but sustainable exploitation of all available water resources, and;
- iii. The related issue that groundwater is recognised as being not understood well, both in terms of technical and governance aspects, meaning that the focus the NFGs bring is critical and timely.

SADC-GMI has developed a vision for groundwater governance in the region that is highly relevant. Most, if not all Member States, would benefit from implementing a contextualised version of the approach established through this project for NFG upscaling in the region. In turn, SADC-GMI and the SADC Water Division, as well as all national-level water sector officials or departments, would benefit greatly from the peer learning generated on how to leverage groundwater sustainably to address water security challenges across the region.

Appendix A| Generic ToR for GW-NFG

1. BACKGROUND

The Southern African Development Community-Groundwater Management Institute (SADC-GMI) is facilitating the establishment and operationalisation of Groundwater National Focal Groups (GW-NFGs) in the SADC Member States, to advance the Groundwater footprint within the region. As such, this Terms of Reference (ToR) is intended to manage the relationship between the GW-NFGs and the Ministry Responsible for Groundwater in the Member States.

Each Member State GW-NFG is established as a governmentally convened working group that should serve and augment existing groundwater management structures in the Member States. The GW-NFGs are therefore intended to contribute to advocate for sustainable groundwater management within Member States. The aim is to improve and enhance the related institutional capacity in SADC Member States and expand interest for groundwater and influence decision-making towards increased and integrated groundwater investments within the region.

The GW-NFG's will do this through providing support and technical assistance to the National Focal Point Person (NFPP) on sustainable groundwater management in the SADC-Member States. The SADC-GMI NFPPs sit on the SADC sub-committee on Hydrogeology.

The GW-NFGs are thus envisioned as governance and policy groups with self-regulation and enforcement of standards for sustainable groundwater management, leading national groundwater sectors through capacity building, advocacy and support to research, policy, data sharing and enhancement of investment in standards management, according to the country needs.

The GW-NFGs will be hosted by an appropriate institution identified within each Member State to enable the sustainability of the GW-NFG. However, the GW-NFG will be a governmentally convened and mandated group.

The GW-NFGs in each Member State should ensure that the GW-NFG's work programme is tailored, to aligns with, and promotes the national agenda, and continues to do so as the national policy framework evolves. Iterative stakeholder mapping and policy analysis should be applied by the GW-NFGs to ensure that the GW-NFGs remain relevant to the evolving development and water security agenda in each Member State, as well as with regional strategic water objectives, as developed by SADC.

This ToR serves to guide the establishment and operationalisation of the GW-NFGs, with broadly outlined functions below. The intention is that these be adapted by the GW-NFGs according to the context and needs identified in each SADC Member State.

2. GOALS AND OBJECTIVES

The following goals and objectives should guide the GW-NFGs:

- *To improve and enhance institutional capacity in SADC Member States and expand interest for groundwater and influence decision-making towards groundwater investments within the region.*
- *To ensure that sustainable groundwater management, development and use is adopted in the SADC Member States.*

- *To provide technical support and advice to the GW NFPP who is the conduit between the Member State and SADC-GMI.*

3. FUNCTIONS OF THE GW-NFG

The key functions of the NFGs are to:

- Advocate for sustainable groundwater management in the Member State;
- Suggest appropriate groundwater strategies to government understood as necessary to enhancing the enabling environment for sustainable groundwater management;
- Operate as a lobby group to governmental institutions on matters relating to sustainable groundwater management;
- Initiate, conceptualise, develop and supervise implementation of pilot projects through sub-grants;
- Lead capacity building efforts for sustainable groundwater management;
- Convene multi-stakeholder engagement platforms for national and local discussion, debate, prioritisation and consensus building and a ‘collective voice’ for groundwater matters in the country; Convene meetings with funders when appropriate;
- Facilitate the exchange and sharing of evidence based good practice in groundwater management, development & use;
- Strengthen the GW-NFG’s technical, technological and institutional capacities to achieve its goals and objectives;
- Effectively mobilise and leverage financial resources on the scale required for GW-NFG, to facilitate planning, adoption and application of Integrated Water Resource Management in the SADC region
- Develop and implement a clear monitoring and evaluation system for the GW-NFG;
- To appoint task forces to deal with specific issues that may arise during the course of doing business and such a task force reports to the GW-NFG. The establishment of task forces shall be guided by section 7 of these ToRs;
- Support SADC-GMI at country level to implement the groundwater focused aspects of Regional SADC instruments such as the Regional Water Policy and Strategy, the current and future Regional Strategic Action Plan (RSAP) as well as the SADC Revised Protocol on Shared Watercourses;

4. STRUCTURE AND COMPOSITION OF THE GW-NFG

4.1 STRUCTURE

The NFG has the discretion to select the appropriate legal framework for their operations once established. These arrangements should be specified in each Member States GW-NFG ToR if customised for that Member State.

4.2 MEMBERSHIP COMPOSITION

The GW-NFG should bring together groundwater stakeholders across various sectors in the country to support sustainable groundwater resource management, development and use. Members of the GW-NFG shall focus on organisations and institutions. Individuals may be included as members at the discretion of the Member State’s NFPP.

Members shall represent relevant mandated government institutions (multiple levels), academic and research institutions, the private sector (including drilling companies and consulting firms), Non-Governmental Organisations (NGOs), community-based organisations, service suppliers and the main

user sectors.

The GW-NFG will consist of a minimum of five (5) members, one of whom may be the Chairperson. The Members should be selected for the relevance of their mandate or work programme, their ability to inform or influence policy development, and their experience and networks for raising funds and overseeing groundwater project finances.

Members are organised as needed and available to undertake the work of the GW-NFG as coordinated by the GW-NFG Secretariat under the guidance of the NFPPs. All prospective Members shall complete a membership application form that requires a Member to agree to certain basic principles of the GW-NFG as specified below.

Principles of the GW-NFG to adhere to by prospective members:

- Members of the GW-NFG need to support the objectives and goals of the GW-NFG, and agree to the purpose, the scope of work and mandate, including, the positions and responsibilities of the elected chairperson, as well as the frequency of and modalities for engagement, reporting and communication of the GW-NFGs.
- Members of the GW-NFG agree that country ownership is at the centre of the GW-NFGs' work mandate and operations.
- Members agree to provide expert support to serve the objective of the GW-NFG.

4.3 MEMBERSHIP VOTING POWERS

Each member shall have one vote. SADC-GMI is an ex-officio member of the GW-NFG. Ex-officio members have voice but no vote. Decisions will be reached through consensus. Only where this is not possible will decisions be taken through a majority of votes.

4.4 MEETINGS OF THE GW-NFG

The GW-NFG will meet at least twice a year (face to face or online, as funds permit). The meetings will be scheduled such that they are synchronised with the SADC-GMI Steering Committee meetings in order for the activities of the GW-NFG's to provide input to the SADC-GMI Steering Committee and other national initiatives, which need input from the GW-NFG. IF deemed necessary, an extra-ordinary meeting can be called by the GW-NFG Secretariat in consultation with the GW-NFG Chair. Only issues pertaining to the urgency of the meeting will be discussed. The quorum shall be at least half the Members of the Steering Committee plus one.

4.5 TERMINATION OF GW-NFG MEMBERSHIP

GW-NFG members can be relieved from their duties as GW-NFG members by the Membership if such a motion secures a two-thirds majority vote. A member shall be free to resign from the GW-NFG. In such a case, the GW-NFG member shall give one month's notice to the Chairperson. A member shall be relieved of his/her position in the GW-NFG for misconduct or poor performance. A member shall also be relieved of his/her duties after absence from two (2) consecutive meetings without providing a reasonable excuse.

4.6 DISSOLUTION OF GW-NFG

The GW-NFG can be dissolved if the members are in agreement that its objectives and targets are harmful or detrimental to the advancement of groundwater in the country, or if it proves to support misconduct.

5. CHAIRPERSON

The GW-NFG shall have a Chairperson hereunder referred to as the Chair. The NFPP shall be appointed as the Chair, unless the Member State prefers the Chair to be elected by the NFG. It is important that the Chair have leadership skills and experience, in addition to understanding the country's groundwater issues, water policy and institutional environment, with established networks.

5.1 FUNCTIONS OF THE CHAIR

The Chair will assume the following functions:

- Chair all meetings.
- Be the signatory to all documentation requiring GW-NFG endorsement.
- Promote and defend the values and image of the GW-NFG.
- Work closely with the Ministry responsible for Groundwater to represent the GW-NFG at high-level strategic national and regional forums to which the GW-NFG is invited.
- If the chair is not the NFPP, support the NFPP in its representative and leadership functions at SADC level.

6. SECRETARIAT

6.1 ROLE

The secretariat will be responsible for the overall management, co-ordination and administration of the GW-NFG activities to be undertaken by the members. The GW-NFG will appoint a Secretary, who will work closely with the Secretariat in administering the GW-NFG.

6.2 HOSTING THE SECRETARIAT

The GW-NFG Secretariat should be hosted by an appropriate organisation within a Member State, hereafter referred to as the Host Institution, based on a hosting agreement. The hosting agreement shall be between the GW-NFG and the Host Institution, unless otherwise determined by the Member State.

The GW-NFG Host Institution will house and provide secretariat services, as defined in the hosting agreement with the GW-NFG. As such, it is envisioned that the Host institution will:

- Make available its legal persona (documents of institutional incorporation) to the GW-GW-NFG to effectively operate in the country
- Accept that, while programmatic linkages are encouraged, these will be independent of hosting arrangements
- Have the necessary reputation and capacity to handle administrative and financial components of the GW-NFG work programme
- Provide access to offices and meeting facilities as appropriate

7. TASK FORCES

To carry out its work, the GW-NFG may at its discretion appoint task forces, as sub committees of the GW-NFG, as needed from time to time to enhance the technical capacities of the GW-NFG to support the development of groundwater resources. It is envisioned that task forces may be constituted to address key



issues such as subgrants, regulations and standards, advocacy programmes and fund raising. Task forces shall report to the Chairperson of the GW-NFG.

These Terms of Reference are herewith approved and adopted for implementation.

Signature _____

Mr/Ms [NAME]

Representing [INSTITUTION]

Place: _____

Date: _____

Signature _____

Mr/Ms [NAME]

Representing [INSTITUTION]

Place: _____

Date: _____



Appendix B | Generic Training Materials





Appendix C | Customised Training Materials





Appendix D| Toolkit for the Training Materials

