



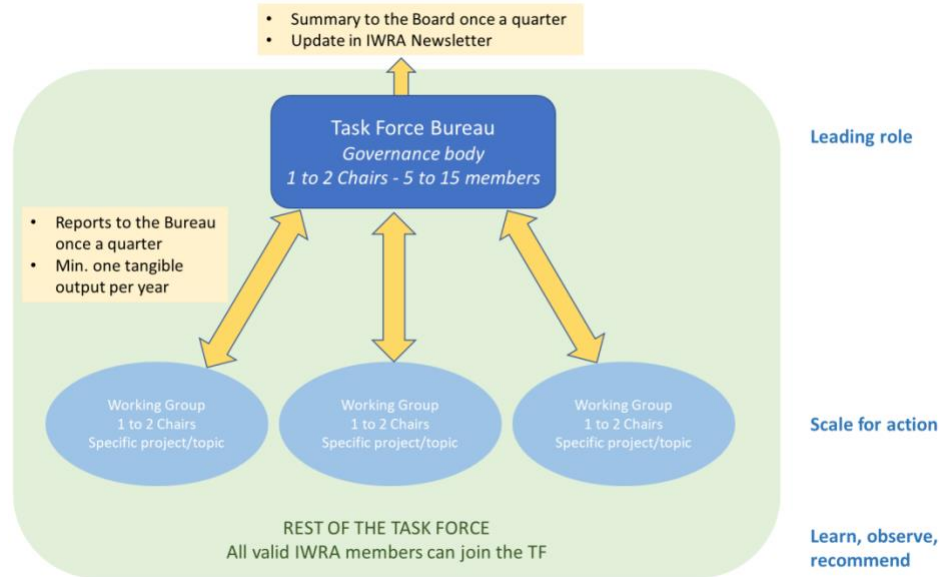
# IWRA TASK FORCES POLICIES & GUIDELINES

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## 1. Introduction

This document defines the structure, operations, and objectives of IWRA Task Forces and their governance.



## 2. Task Force Definition

A Task Force is a group of IWRA members that aims to actively engage on a water-related theme, sharing knowledge and building stronger networks. As such, Task Forces have a clear focus on an issue defined either by IWRA and its partners for a project, or by members according to their own interests, with the purpose of delivering concrete activities through dedicated Working Groups (e.g. reports, seminars, webinars, Policy Briefs, newsletter updates, etc.).

Task Forces can be set up for a specific existing project (e.g. the Water Security Task Force) in close connection with the Executive Office and the Board of Directors, or they can be more exploratory (e.g. the Climate Change Task Force) deciding what direction they want to take. Regardless of whether there is a pre-existing project or not, all Task Forces should decide their own governance structure and which activities they wish to undertake.

### **3. How to set up an IWRA Task Force**

#### **3.1 Authorisation**

Task Forces can only be established with the authorisation of the IWRA Executive Board.

#### **3.2 Motivation**

A Task Force could be established either for an existing project led by the Executive Office or by IWRA members if they can establish sufficient interest in a particular theme.

The Executive Office and the Board will help establish a Task Force, but ultimately the Task Force should be autonomous to the degree that is possible, while continuing to report to the Executive Board and the broader IWRA community.

#### **3.4 Setting up the Bureau**

Once the establishment of a new Task Force has been approved by the Executive Board, the first step is to set up its Bureau. This is done through a call for applications from the IWRA membership. Interested members have to formally apply by sending a one-page letter of motivation and short CV to the Executive Office, showing some interest in and knowledge of the theme, and they must commit to the requirements set out in the basic Terms of Reference in order to become a member of the Task Force Bureau. Members of the Task Force Bureau should ensure that they have an active Silver/Gold membership subscription. Each Task Force Bureau creates the Terms of Reference and recommends Bureau members to be approved by the Executive Board. It is recommended that each Bureau has between 5 to 15 members.

The members of the Bureau will be responsible for the Task Force as its governing body and will have to report a brief summary of activities to the Executive Board in advance of each general Executive Board meeting and publish a short update in each IWRA quarterly newsletter. Bureau members are also responsible for the content of their relevant Task Force page on the IWRA website. All Bureau members will be recognised on the IWRA website, and all Task Force members will be acknowledged for any work that leads to a published or presented output, or contribution to a project report.

It is recommended to have one member of the Executive Board, or the Executive Office take part in each Bureau meeting. They will help to ensure that activities are

communicated to the Board and to build synergies with other IWRA activities. The Executive Office's role is also to provide support and manage the logistics in each meeting.

Bureau members obtain a higher personal profile within IWRA, as their name and a short biography will be added to the IWRA website. Being part of a Task Force Bureau gives the opportunity for IWRA members to work collaboratively on projects, and possibly to get involved in initiatives that IWRA is undertaking with other organisations (e.g. UN projects that IWRA is working on).

### **3.4.1 Bureau Structure**

Each Task Force Bureau will have the ability to tailor the structure and activities to its own needs. The Bureau should be select one chair. There could be a Co-Chair, and it is advisable that different members of the Bureau are assigned specific responsibilities in order to build a sense of ownership of the Task Force, its Bureau, and its activities. IWRA may also provide, if necessary, an online co-working/discussion platform for each Task Force. The structure of the Bureau should be formalised in a written document.

Membership of the Bureau should be reviewed on an annual basis, with members offered the chance to formally step down, while opening the door for new members to join. Bureau members who are not active during the year will be disqualified from continuing in the Task Force Bureau for the following year. The Executive Board has the authority to disqualify Bureau members that are not active. There should be both gender and geographic balance in every Task Force Bureau.

Once a Task Force has more than 50 members, the Bureau may implement a democratic process to elect the new governing body. The Bureau is the Governing Body of the Task Force, and ensures the proper running of the Task Force, its Working Groups, and external relations, while the general members (bronze members) of the Task Force share knowledge, learn, and participate when interested and able (e.g. as members of Working Groups within the Task Force, working on specific subthemes/projects, etc.).

## **4. Responsibilities of a Task Force**

### **4.1 Strategy & Timeline**

Each Task Force Bureau is responsible for setting up its own strategy and timeline for the following 12 months, with the guidance of the Executive Office and Executive Board. Bureaus also decide their own structure and once set up can, with the support of the Executive Office, have a call for new members whenever appropriate. The Task Force strategy should include the establishment of a number of Working Groups to focus on concrete outputs.

### **4.2 Commitments**

Each member of the Bureau will commit to up to 5 hours of work a month. This estimate includes time for correspondence, reading/writing project material and participating in meetings. It is recommended that, to remain in good standing, Bureau members have to attend a minimum of two online Bureau meetings per year and/or demonstrate active contribution towards the Task Force. Each Bureau should hold a minimum of four meetings per year.

It is up to the Chair of the Bureau to evaluate if member participation meets the minimum requirements. Minutes of the Task Force meetings must be shared with the IWRA Executive Board, Executive Office, and the general members of the Task Force. All Task Force members have to keep their IWRA membership valid to remain on the Bureau.

The Bureau can invite a maximum of 3 non-IWRA members to the Task Force to encourage interdisciplinary engagement and draw new members to the Association.

### **4.3 Communications**

The Bureau should communicate via email or social media to the whole Task Force a minimum of once per quarter, and the Bureau has to provide the Task Force an on-going opportunity to provide feedback, ideas and suggestions to engage in Task Force activities.

## 5. Working Groups

### 5.1 Setting up a Working Group

While the Task Force Bureau will be responsible for the overall governance of the Task Force and reporting back to the Executive Office, Board, and to IWRA members, the concrete outputs of the Task Force will be managed by separate Working Groups.

The Task Force Bureau will be responsible for approving the establishment of new Working Groups. These Working Groups can either be divided by sub-theme or set up to deliver outputs in response to a dedicated project with partner institutions, as appropriate. Each Working Group will be led by one Chair (possibly supported by a Co-Chair) who report back to the Bureau a minimum of once per quarter. Each Working Group should also have space within the website under the Task Force page. Working Group Chairs obtain a higher personal profile within IWRA, as their name and a short biography will be added to the IWRA website.

### 5.2 Working Group Deliverables

In addition to work on existing IWRA projects with partner institutions, other deliverables can also be considered. A non-exhaustive list of other possible concrete outputs includes: policy briefs; webinars; seminars, workshops; a Task Force Newsletter; hosting a thematic, regional or online conference; sessions at a World Water Congress or any international event in the name of IWRA (following authorisation by the Executive Board); regular use of social media and blog channels; articles in or a special issue of *Water International*; identifying new collaborations, partnerships and projects for IWRA; etc.

After Executive Office overhead costs are covered, any revenue from these outputs (e.g. an online Congress) or any new project initiated by the Working Group shall be reinvested into future activities of the Task Force and its Working Groups.

Copyrights for all material produced within each Working Group will remain the property of IWRA. The Working Group must produce at least one tangible output per year.

### 5.3 Working Group Commitments

The Working Group Chair will hold regular meetings of the Working Group as appropriate to manage the outputs of that Working Group. The Working Group may decide to set up sub-committees if deemed to be appropriate.

The Working Group Chair will report updates to the Task Force Bureau in time to support delivery of reports to the IWRA Board and contributions to the quarterly IWRA Newsletter. Minutes of the Working Group meetings will be shared with the Task Force Bureau.

## **6. Opening up the Task Force**

Once the Bureau has been set up and at least one Working Group has been established, the Task Force will be formally opened to all IWRA members to join. The Executive Office will launch a call for members to join. All applications received will be sent to the Task Force Bureau for review and approval of additional members. The Bureau will then notify and welcome new members to the Task Force. General Task Force members can both learn about the topic they are interested in and share their latest research or knowledge if they work on the subject. Task Force members can increase their professional networks of people working on the Task Force theme.

The Bureau can decide how to manage this process. Communication can be done via email, or through the membership space, on an on-going basis or through a regular periodic intake. This process is likely to evolve over time as the functionality of the membership space is updated.

Joining a Task Force entitles members to find out on a regular basis through email and website-based communications what is happening in that Task Force, to apply to join specific Working Groups within the Task Force (some may require signing non-disclosure agreements if working on projects with partner institutions), and to propose new Working Groups or activities. Task Force members can also apply to join the Bureau or vote for Bureau members, according to the established governance structure of the Task Force. General members of a Task Force can decide how engaged they want to be.

Once open, Task Forces can have an unlimited number of members. Members remain part of the Task Force as long as their IWRA membership is valid and unless they are disqualified or resign. Task Force members also have the right to resign from a Task Force if they so desire.

For any questions, please reach out to the IWRA Executive Office at: [office@iwra.org](mailto:office@iwra.org).



**IWRA Executive Office**

International Water Resources Association

22, Rue de Madrid

75008 Paris, France, France

Tel: +33-6-44-20-57-53