

PolMin

Australian Political Ministry Network Ltd
Influencing public policy for the common good

The Committee Secretary,

Standing Committee on Environment and Heritage Sector
House of Representatives
Parliament of Australia
Canberra
Environment.Reps@aph.gov.au

RE: Inquiry into Employment in the Environment sector

Thank you for the opportunity to provide comment to the Committee of Inquiry into Employment in the Environment sector. We have reviewed the Committee's Terms of Reference. ,

About us: The Australian Political Network is a national, not for profit, community-membership organisation. Our goal, as a policy reform organisation, is to influence public policy '**for the common good.**'

This principle, '*for the common good*', is one of the many principles and values of Catholic Social Teaching which has provided guidance in establishing our reform position on the issue of Australia's Waters.

PolMin is aware as a community we share common values about family employment and the environment. However PolMin acknowledges the differing positions which sometimes make it difficult to make progress towards positive solutions for the Common Good. This is evident on the ground in the primary industries and agricultural sector, particularly in relation to ongoing employment in communities that are affected by ecological disruption.

Our role in policy reform is to draw attention to this, and emphasises the need to start from the values that unite us, and move forward using creative thinking and peace making to develop new ways of creating work that protects our environment.

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Secretary: *Frank Dave*

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10 SEP 2002

HOUSE OF REPRESENTATIVES
STANDING COMMITTEE
ENVIRONMENT AND

The '**common good**' asks us to see the **intrinsic interconnectedness between ourselves and our environment**. This principle asks that we see the ecology, welfare of all humans, and the welfare of our economy, as all being equal stakeholders in the policy and planning environment.

Our primary role is to assist in organising community participation in the public policy process, and increase community information about contemporary policy issues and debate. Our members are encouraged to take an active in this community role.

Following a review of the Terms of Reference for the Inquiry, PolMin wishes to provide the Committee of Inquiry with the following broad comments for consideration in support of the goal of improving Inquiry on Employment in the Environment sector. These are:

- 1) Rather than focus on Green Jobs we should create a bureaucratic policy environment where all jobs are seen as working towards being Green.
- 2) Instead creating a **Green Job** structural Unit which deals with marginalised Green Job policy, there needs to be philosophical statement which ensure sustainable employment initiatives in all government and non- government sectors.
- 3) This philosophy may mean promotion and investigation of employment opportunities which are not seen as mainstream, but mainstream government incentive and leadership is essential at this time.
- 4) PolMin acknowledges that public policy reform of this nature is seen as risky, but asks government to embrace the spirit of change which is clearly being reflected electorally and show leadership now.
- 5) **Green Jobs** needs not to be add on policy initiative (we all know as government officers how much resistance is made to add on policy demands) rather needs to be demonstrated as an integral part of normal custom and practice and integral to operational management of corporate, government and non government sectors. A new structural world view is required in government management of employment policy to address sustainable development and protection of the Environment and those who live within it

PolMin is currently lobbying on the issue of Australia's Waters and so much of its comments are based on participatory discussion at a community level and relate mainly to the water industry and environmental jobs in this sector. .(See example schema of how this approach could be demonstrated in the water management sector See Table 1)

Our general comments related to overall approach to government planning and policy development to the overall planning framework related to employment in the water sector and environment sector rather than specific employment policy issues.

However in saying this, we are encouraging our members to support a specific reform agenda related to water supplies for Australia's rural industries and communities and the management of water generally in Australia. The water sector has great potential and room for many employment opportunities which are yet to be fully explored in this country.

(Refer Attachment 1: Information on Australia's Waters Policy Reform Agenda April 2002 and Attachment 2 Interim submission to the house of Reps Rural water and Communities Inquiry)

Once again thank you for the opportunity to participate in the Inquiry. PolMin would be happy to discuss further our Water reform agenda and how it relates to the development of a `green` employment strategy. If needed a representative of our members would be pleased to attend one any upcoming Committee hearings to provide further comment or discussion of issues raised in the briefing paper. Please feel free to call on 0425 267 490 or Ph: (02) 9890 2852 if you would like to arrange a meeting time.

Yours Sincerely,

Victoria Kearney

Victoria Kearney

National Australia's Waters Coordinator

Australian Political Ministry Network

On behalf of the Board of Directors of PolMin

NATIONAL PUBLIC POLICY AND PLANNING REFORM

General comments:

As a general principle, PolMin would see it necessary to value and protect both our environmental and social capital in the overall improvement of water management outcomes both in the urban and rural environment.

PolMin sees the need to make hard economic decisions for improved water management and supply. However, these decisions need to reflect the importance of supporting the interconnectedness between environmental and social capital, and the economic implications of our water policy environment.

This interconnectedness needs to be valued and protected. There needs to be an acceptance that any short term economic costs which are required e.g. fiscal incentives to protect social and environmental capital will eventually result in improved sustainable development outcomes for this country its agricultural industries, and those communities which rely on them for existence and a healthy quality of life.

Alternatively, any short term economic gain from water management which does not value these interconnections will result in the continuation of long term degradation of our social and natural resource capital

Hence the need for our organisation to provide some input into this current Inquiry of the House of Representatives.

In order for environment and employment policy reform to achieve policy outcomes which protect the common good, PolMin recommends, three global planning principles to be adopted by the Federal government. These are:

A. Policy and planning action (of government, business, and community) urgently needs to become more integrative.

1. Mechanisms need to be identified which can provide better ways in which Regional, State, and National action plans around our supplies of jobs to rural industries and the people in these communities (a more eco-social focused approach .) needs to be achieved.
2. Our implementation plans need to have a more human face of how groups work together in communities rather than structurally- focused and operating as separate policy compartments. Our communities are integrative and entities which have human spirit. Our structures need to change (not the way they look, but more how they act and connect as part of a whole). It is not about power and accountability, but more about how we effectively address and reflect the inherent interdependencies of our natural environment and the built/ human settlement environment.
3. Intersectoral action and partnerships can no longer be ad hoc, but integral to the forward planning processes and issue management in these communities. Participation which is inclusive and accountable to the local community still needs improvement.
4. Change is required in the philosophical basis of our planning approach to achieve sustainable development. It requires a turning upside down of our traditional models of strategic planning for management for all portfolios but can easily be demonstrated in relation to rural water.
5. **A new philosophical viewpoint is required in forward planning.** It is now essential to **redefinition of key planning terms** such as healthy rural and regional communities, food and trade, and environment and economic social and sustainability.

This is about **structural organisational change**, but not in a reductionism or 'policy add on kind' of way but about adopting a **different set of ethical principles under which we operate together as community in Australia**.

Our current compartmentalisation of strategic planning within structures is acting as barrier to achieving real community participation and real outcomes for sustainable industry, employment and training sector, water management and rural regional development outcomes. A new injection of creativity needs to be engendered in government planning models. Our resistance to implementing inclusive participation is also blocking our reform progress.

6. **Triple Bottom Line planning** needs to be broadened to include essential elements of community spirit, history and culture. Currently TBL is being implemented in a quantitative and mathematical in approach. Sustainability development outcomes will only be achieved by all stakeholders in the debate and dialogue agreeing on some set of principles that draw them to act in concert.

Current structural reform is creating conflict and disruption and lack of understanding of the myriad of public policy processes at a grassroots community level.

Employment policy needs to **value and reflect the interconnectiveness of the whole environment**. Water policy outcomes need to have both social, economic, and eco capital outcomes.

7. **Employment and water, is as much a social justice issue** as it is an economic, and eco-justice issue. Policy and planning development needs to be multi- strategic and flexible enough to reduce risks around equity and access issues. Training of government bureaucrats involve in public policy development need to have training in community development action and capacity building in communities.

8. There is a need for workforce skills development in community empowerment and participation processes, and integrative planning skills development. The Health Promotion field provides valuable models in working with groups in communities, working with other disciplines, and program and strategic planning across sectors.

9. **Social investment strategies** are urgently needed to support community adjustment and to support structural reform of water and employment in rural regions e.g. access and licensing, land clearing, etc. This is not about compensation for change this is about investment in new industries and support for changing patterns of work in communities and our agricultural industries.

Small marginalised regional families are presently being forced to withdraw from our agricultural industry which is having a significant social economic capital impact on regional communities. Families are at risk which have not yet before experience social and economic risk to this extent (This information is based on situational analysis and consultation conducted by PolMin recently in the Naomi Valley in Regional NSW).

All sectors, not just primary industries policy needs to reflect this investment requirement both a local and national corporate level. It requires integration of trade, employment and food and water policy issues.

Some of these investments need to be developed both with a mix of regulatory fiscal incentives as well as market reinvestment of profit in creative opportunities for the corporate and small business private sector development in regions.

It needs to be noted that a significant amount of good will exists in these communities to resolve conflict and seek a changed way of acting together despite differing philosophical and political positions. Communities are willing to progress social environmental and economic change for the betterment of these communities as whole. There is recognition that change needs to occur but forums for debate and dialogue need development and mechanisms to involve and acknowledge communities in forward planning remains a requirement.

Communities which do not have equal access and equity in relation to water will be severely disadvantaged, as the supply of water comes under greater pressure. Issues relating to cost, ability to pay and privatisation will increasingly have an impact on those most marginalised in our society. **Access and equity issues need to be accepted and addressed as part of our overall planning framework for rural water use and management and as it relates to the quality of life in our rural and regional communities.**

B. Cross-Discipline planning and cross portfolio implementation is essential.

For example: At a Federal level, Departments such as Heritage and Environment, the Murray Darling Commission need to have greater interaction with Rural and Regional departments, and Health and Housing and Trade and Primary Industries, around water management. Economic and financial planning departments also need to become more integrated in their decision making in relation to water, and their policy impact on those economically disadvantaged in the system.

C. Cross border management: Many rural water and associated industry infrastructures and planning issues are currently hampered by the fact that the adjoining authorities/states or area actually can implement actions which contravene the efforts of others in the next industry or further up the river. E.g. this is particularly evident around water, vegetation, agriculture and trade and environment policy across State and Local government borders.

We need a mechanism such as Catchment Management Agreements which are more inclusive and act as Regional Community Memorandums of Understanding.

There is a need for Federal leadership in the development of principles and standards which are required of all states and local government areas. Implementation of the national Council of Australian Government is integral this but its terms and conditions need to be reviewed to reflect a more integrated policy focus. I.e. include social, regional development and trade and fiscal policy goals and objectives as they relate to water and agricultural industry change.

Australia's Waters, and in particular, the future water supplies for Australia's rural industries and communities **is a national issue of significance.** As such we need to consider whether water **management needs to now come under the jurisdiction of the Environment, Biodiversity and Conservation Act 1999** in order to provide greater continuity and integrity of policy across both state and local government borders.

This is particularly important in relation to local and state government planning guidelines. Regional implementation and national leadership is essential to achieving consistency of policy reform along watercourses, not across state boundaries.

EXAMPLE: GREEN EMPLOYMENT SCHEMA - WATER SECTOR

It is about working in harmony bringing workers together encouraging generalist skills in combination with specialist job skill.

An essential criteria for all jobs in all sectors *Is the ability to facilitate participation of all groups in community equally. Equity principles essential.*

Example issue: Environmental Resource Australia's Waters

Recognising the need to adapt A triple bottom line approach to sustainable employment. (This needs to include a spiritual and cultural component)

The Australian Political Ministry Network calls upon government

- ✓ **To adapt a more spiritual approach to the management and leadership around these difficult and multifaceted issues.**

Political action around sustainable development public policy and effective issues management requires urgent integrative strategic action and planning across our borders both state, regional, discipline, and sectors.

New social entrepreneurial ideas are occurring and need to be adopted by government, academics and corporate s sectors.

Politically, communities are asking for change where the green agenda and social and economic agendas are cost effectively management across sectors requiring participation of those most affected and providing adequately funded and support both by government and those who will best gain from the profit of such ventures, business and the Australian community as a whole..

Australian Political Ministry Network requests consideration by the House of Representatives Committee of Inquiry into Green Jobs the following recommendations:

- 1. Adapt a new world view of sustainability as a new world ethical view not an add-on to current thinking and policy issue management.**
- 2. New opportunities exist and strategic marketing of these new approaches requires urgent leadership from The Federal government.**
- 3. Business and Trade unions need to be encouraged to take up green agenda in a stronger way e.g. investment and support of emerging industries.**
- 4. The role of Volunteer sector be broaden to include a wider range of unpaid work in the protection of the Environment and communities during this time of transition.**

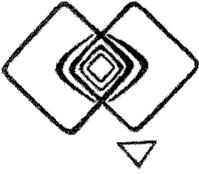
EMPLOYMENT SECTOR	SUSTAINABILITY EMPLOYMENT OPPORTUNITIES	PORTFOLIO RESPONSIBILITY
VOLUNTARY/UNPAID WORK	<p>For example::</p> <ul style="list-style-type: none"> • Salinity tree planting Australian action, Community Managed Adult education programmes, • Alternative employment programmes for those out of work in the agricultural and Rural /Regional sector.(fiscal incentives for structural adjustment) • Diplomatic support between urban decision-makers and rural water users • Farm Support programmes, 	<ul style="list-style-type: none"> • Environment and Heritage (National Trust Funding) but national coordinated approach. • Employment Education and Training. • Finance and Trade, Rural and Regional Development, Primary Industries. • Prime Minister's Office

<p>PROFESSIONAL EMPLOYMENT</p>	<p>e.g. Scientists, Integrated Strategic planners, TBL Capacity builders (interpreters between portfolios) Academics at UNE community research to generate solutions.</p>	<ul style="list-style-type: none"> • All departments in conjunction with NGO and Authorities such • CSIRO, • Australian Wheat Board, • National Farmers Association, • Business Council of Australia
<p>AGRICULTURAL AND PRODUCTION SECTOR</p>	<ul style="list-style-type: none"> • New crop development reduced water consumption promotion positions • Agricultural development/trade demonstration project development managers • Business development planners • Community Investment and Financial planners • Change Management Planners • Sustainable Development Consultants 	<ul style="list-style-type: none"> • Primary Industries • Rural and Regional Development • Finance and Trade • Rural and Regional development • Banking Industry

<p>TECHNICAL, TRAINING AND EDUCATION SECTORS</p>	<ul style="list-style-type: none"> • Hydrologists, other technical skills development requires interdisciplinary training in order to dialogue effectively with social and economic planners • Integration planning and negotiation planning 	<ul style="list-style-type: none"> • CSIRO • Environment and Heritage • Primary Industries • Training and Further Education
<p>COMMUNITY EMPLOYMENT/ HEALTH AND WELFARE SECTOR</p>	<ul style="list-style-type: none"> • Education and Training-teaching, • Community Peace Building Workers • Community development Workers • Health workers • Community Educators on Social change and economic adjustment for Sustainable development 	<ul style="list-style-type: none"> • Health • Community Services • Environment and Heritage • Primary Industries • Landcare

<p>GOVERNMENT PLANNING AND MANAGEMENT SECTOR</p>	<p>Cross Portfolio Integrated Planning Specialists (Emerging skills are required and this needs to be reflected in Government Recruitment in Green Jobs)</p>	<ul style="list-style-type: none"> • All Departments
<p>BUSINESS DEVELOPMENT</p>	<ul style="list-style-type: none"> • Food production business crops for trade and food security –no water • Water technology E/ business • Environmental technologies • Business that promotes cultural and social development of regional communities • Eco tourism • Eco real estate • Carbon trading • Investment in education and training • Community and academic research business development • Investment businesses in social and ecological sustainability • Permaculture and Organic farming Production of crops which enhance 	<ul style="list-style-type: none"> • Primary Industries • Finance • Trade • Prime Minister office • Rural and regional development • All Departments

	sustainable development e.g. bio dynamic farming	
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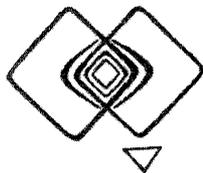
Australian Political Ministry Network Ltd
Influencing public policy for the common good

Reforming Australia's Waters Policy in Accordance with the Principles of Catholic Social Teaching

2002 Reform Agenda

“There is a growing awareness that world peace is threatened not only by the arms race, regional conflicts, and continued injustice among peoples and nations, but also by a lack of due respect for nature.... the ecological crisis is a moral issue..... There is a link between caring for the poor and caring for the earth” (Pope John Paul II Care for Creation 1990 World Day Peace Statement The Ecological Crisis: A Common Responsibility)

May 2002

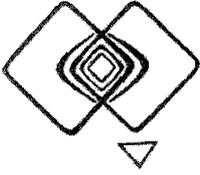


Australia's Waters Policy Reform Action Plan

**What are the desired reforms in
Australia's Waters Policy?**

**In this the
Year of
Ecotourism and
The Year of the Outback**

**This Year is An Opportune Time to
Pursue
Such Policy Development**



Australian Political Ministry Network

I. Introduction

The Australian Political Ministry Network Ltd (PolMin) is an independent national not-for-profit organisation committed to bringing about systemic change in Australian society for the common good through influencing public policy in accordance with the principles of Catholic Social Teaching.

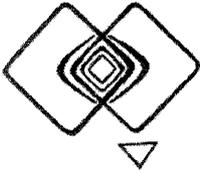
In 2001 PolMin commenced lobbying for reforms to policy areas relating to Australia's Waters. PolMin has chosen water as an issue because it believes that there is a real need to address both human and environmental injustices associated with water as a gift of life.

II. Background to Australia's Waters Policy Status 2002

Water policy and its current management are established at all levels of government. Granting of international water licenses is constitutionally the responsibility of the Federal Government. Water trading across State boundaries involves State government cooperation, as they have responsibility for State water management and are also responsible for agricultural lands management and urban planning guidelines. Local government is responsible for urban stormwater and catchment management.

Clear lines of policy are set but when it comes to sustainable development and triple bottom line planning and management, the roles, and accountability for the roles becomes less clear.

PolMin is taking a national policy approach and in so doing is mindful of other levels of Government policy development that impact on the nation's waters. Guided by the principles of Catholic social teaching PolMin views water as an issue that has social, economic and environmental justice implications.



III. Current policy documents impacting at a National level in relation to PolMin's Reform agenda include:

a) The Council of Australian Governments Water Reform Framework (COAG Agreement):

This document issued by the Council is a communiqué resulting from discussions held in 1994. It set out the agreed outcomes of discussions that aimed: "to bring about a more competitive and integrated national market and more efficient and effective arrangements for the delivery of services in areas of shared responsibility"

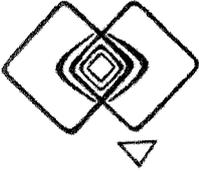
The Council agreed on a National Water Resource policy and the implementation of a National framework. The framework provided guidelines for the restructuring of water tariffs, provision of water to consumer's environmental requirements of river systems, and water trading systems.

A Working Group was to prepare an annual report on the progress of the COAG Agreement. PolMin intends to review these reports. On PolMin's initial review, including consultation with some stakeholders, there appears to be little evidence that progress is being made with the on the ground implementation of the Agreement.

b) Environment Protection Biodiversity Conservation Act (EPBC Act 1999)

The most important piece of environmental law reform in the last 30 years was the promulgation of the EPBC Act. This Act allows the Commonwealth constitutionally to act when issues of national environmental degradation are of national significance. It allows the Commonwealth to have a mechanism to act on national issues. This legislation in conjunction with the National Heritage legislation gives the Commonwealth some powers to change the direction on national issues such as forests, greenhouse, and water.

There is a need to further reform this Act to include such things as assessment triggers and assessment processes. This Act has the potential to provide an umbrella framework to ensure an integrated national approach to water policy. But it is yet to be tested in this way.



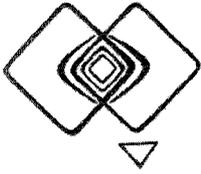
c) **National Competition Policy** and the resultant de- regulation of many industries has had an impact, in that it has removed many of the mechanisms that had the potential to reduce water consumption. There are significant environmental and social risks in relation to water and this policy needs to be reviewed, analysed and pressure created to have this policy considered as part of broader water policy reform agenda.

d) **National Salinity Action Plan:** The National Action Plan was endorsed by COAG in November 2000. The key objectives of the Plan are to:

- 1) Prevent, stabilise and reverse trends in salinity, particularly dryland salinity affecting agricultural production, the conservation of our unique environment and community assets (such as houses roads etc) and
- 2) Improve water quality and secure reliable water supplies for human, agricultural and industrial uses and for the environment.

The plan builds on the COAG Agreement for Water Policy, and with the establishment of the Murray Darling Commission, together with other current State and Territory strategies (eg NSW and QLD State water reform programmes) a more coordinated framework for national water policy is beginning to occur.

e) **Other policy areas** at a national level include the **Regional Forest Agreement** Its purpose is to ensure a national approach to vegetation loss and land clearing, fiscal policies in regard to providing incentives to farmers to change agricultural and land use practices and rural and regional development policies.



IV Reform Strategy

PolMin has opted to focus its attention during 2002 on lobbying for three specific reforms to water policy.

The three reforms areas are:

Policy agenda #1 Urban Water Use and Re use,

**Policy agenda #2 Cross Border Management of Water
as a Resource for Sustainability,**

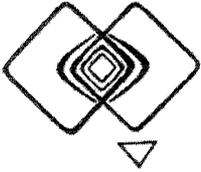
**Policy agenda #3 Access and Equity Issues relating to
Water Including Property Rights
and the Cost of Water.**

In the first instance PolMin will request information on the implementation of the Council of Australian Government 1994 Water Reform Agreement (COAG Agreement) since this Agreement covers the three PolMin agenda issues listed above.

IV. Reform Actions for members:

Members will undertake to lobby the relevant Federal and State Ministers and advisers, and other stakeholders such as local councils, rural organisations etc, on the following:

- 1. The current situation with regard to the stated principles of the COAG Agreement and the related Government policies and plans named above.**
- 2. Where implementation has not occurred or has not achieved the stated outcomes, to identify the causes and**



to request further action to be taken in line with PolMin policies.

- 3. The areas in the COAG agreement that do not address sufficiently PolMin's three agenda issues.**
- 4. To use the upcoming NSW and other state elections as a vehicle for addressing PolMin's Water agenda issues that are specifically State based.**

More information on the planned projects and details on the reforms required will be provided during State meetings which are scheduled to commence in July 2002.

Victoria Kearney

Australia's Waters Coordinator.

May 2002

Attachment 2:

Specific Comments relating to the Terms of Reference for Rural Water and Regional Communities House of Reps Inquiry:

(Please Note: These comments have been developed from recent community participation and consultation activities in the Namoi Valley and Port Macquarie areas of NSW, liaison with farmers attending recent NSW Farmers Association Conference July 2002, discussion with Upper House Reps in NSW Parliament, and discussions with Government bureaucrats in various NSW water related departments in particular DLWC.)

- There are **equity issues** impacting on small farming families and their ability to compete and cover water resource costs in the market place on an even footing with corporate farming organisations such as Prudential and AMP. Issue of concern include trade prices and real prices for farming products. Policy review of the Australian Wheat Board in particular needs to address this issue of concern.
- The social impact of water policy implementation and the inability of the average Australian Farming family to compete with corporates in relation to cash flows and access to water resources given debt ratios for families. It is expected some 70 % of small farming families will need to withdraw from agriculture and industries as a result. Other environmental sustainable industries need urgent investment to ensure the economic and social viability of these communities. (Refer House of Reps Green Jobs Inquiry).
Greater integration and planning cooperation between sustainable employment policy and
- **Primary Industries water policy implementation needs to occur. Trade, regional development and primary industry water policy also requires improved policy and planning integration. The Commonwealth can provide guidelines and encourage this approach nationally.**

- The integrative planning approach taken by the DLWC Conservation is very progressive and needs to be developed nationally. The elements in this planning process of negotiated goals, costs benefits and trade offs to develop community plan is excellent approach. **This approach also recognises social impact assessment, and includes cultural and spiritual development of communities.**
- **Commonwealth leadership** is required to diffuse growing conflict between urban and regional communities. Dialogue is needed to break down the negativity. It is about Australia not about urban greens not respecting primary producers. This cultural and political hot spot is detrimental to Australia's progression as a whole. An analogy being used by effectively PolMin is the city is the `house`, the agricultural lands' are the food gardens... and the outback is the shed down the back' All are valuable places in making **a home** and both urban dwellers and rural dwellers understand this simple analogy in bringing understanding to the debate.
- **Without Constitutional reform, national policy leadership is required.** The Commonwealth needs to consider utilising the Biodiversity Act as an umbrella piece of legislation to ensure effective implementation of the COAG agreement across State border. The COAG agreement needs review to broaden its potential to include social as well as environmental and economic impacts of water management. It also needs to encompass other policy areas such as vegetation management and trade and other fiscal policy.

- **Employment and Training funding allocation** to occur in the Department of Primary industry and other sectors to improve community development and integrative planning skills of bureaucratic workforce.
- **Scientific research** is limited in its ability to provide support for farmers to address changing and climate variability. Farmers needs support in forward planning but not necessarily scientific metrological evidence but business planning skills and creative risk taking competencies.

In addition, PolMin would ask that any rural water policy reform to:

- a. Develop water policy and action plans which are to occur both at a community and National level
- b. Encourage the Commonwealth to adopt 'The Earth Charter' as a document of guiding ethical principles for all government departments and agencies involved in water policy reform and action across the country.
- c. Support the development of 'Community Memorandums of Understanding' as statements of agreed values and ways of acting in communities. These could act as tools to encourage working in partnership across the nation with regard to water ,humans and the environment,
- d. Ensure all national water policy plans be communicated at all stages of policy development to all stakeholders,
- e. Facilitate all like minded stakeholders in communities to begin to aggregate their community action plans for policy reform,
- f. Facilitate a growth in civil society participation in public policy reform more fully and equally at all levels of the community, including the pendulums of society's i.e. both disadvantaged groups and the corporate sector,
- g. Promote more eco-social fiscal policy planning and incentives to achieve an interdependent and shared community policy position and finally
- h. Support local communities to develop **shared implementation planning and agreements within their own and adjoining catchment neighbours.**